



Florida Government Finance Officers Association, Inc  
Meeting of the Board of Directors

**Wednesday, October 18, 2023**

**Luminary Hotel**  
2200 Edwards Dr, Fort Myers, FL 33901

**Salon E**

**9:00 am**



# FGFOA Mission

**The FGFOA is dedicated to being your professional resource by providing opportunities through Leadership, Education, Networking and Information**

## **Leadership**

- Providing opportunities for individual development
- Recognition of the FGFOA's governmental finance expertise
- Recruiting, mentoring and promoting leaders within our organization
- Recognizing member achievements

## **Education**

- Creating balanced and cost-effective educational programs
- Utilizing various methods of delivery
- Enhancing cooperative training partnerships
- Promoting attainment and retention of certified officials

## **Networking**

- Promoting relationships among peers
- Cultivating strong relationships with other organizations
- Enhancing relationships with the Local Chapters

## **Information**

- Delivering information through innovation
- Providing feedback and analysis on emerging legislative and technical issues
- Facilitating information sharing for members

# ATTENDANCE - FGFOA BOARD MEETING

October 18, 2023

## PRESENT

## PRESENT

### OFFICERS



Frank DiPaolo  
Rip Colvin  
Nicole Gasparri

### DIRECTORS



Sharon Almeida  
Lorrie Brinson  
Melissa Burns  
Nicole Jovanovski  
Missy Licourt  
Rebecca Schnirman  
William Spinelli  
Kelly Strickland

### 1st Term

2023-2026  
2023-2026  
2019-2022  
2022-2025  
2021-2024  
2022-2025  
2018-2021  
2018-2021

### 2nd Term

2022-2025  
  
  
  
  
2021-2024  
2021-2024

### 3rd Term

### IMMEDIATE PAST PRESIDENT

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Jonathan McKinney

### COMMITTEE CHAIRS



Mary-Lou Pickles  
Sarah Simpson  
Stephen Timberlake  
Anna Otiniano  
Kadem Ramirez  
Elizabeth Walter  
Shannon Ramsey-Chessman  
Derek Noonan  
Jamie Roberson

Certification Committee  
Conference Program Committee  
Educational Programs Committee  
Event Host Committee  
Professional Development Committee  
2023 SOGF Committee  
Strategic Communications Committee  
Technical and Legislative Resources Committee  
Ad-Hoc: Local Chapter Presidents

### CHAPTER PRESIDENTS



Rip Colvin  
Tim Villarosa  
Anthony Cobb  
Brett Allmond  
Lynn Stone  
Cathy Larson  
Melissa Licourt  
Beverly Johnson  
Mindy Miller  
Annette Otiniano  
Cindy Emshoff  
Jamie Roberson  
Lory Irwin

Big Bend Chapter  
Central Florida Chapter  
Florida First Coast Chapter  
Gulf Coast Chapter  
Hillsborough Chapter  
Nature Coast Chapter  
North Central Florida Chapter  
Palm Beach Chapter  
Panhandle Chapter  
South Florida Chapter  
Southwest Chapter  
Treasure Coast Chapter  
Volusia Flagler Chapter

### OTHERS IN ATTENDANCE



Paul Shamoun  
Jill Walker  
Karen Pastula

Florida League of Cities  
Florida League of Cities  
Florida League of Cities



# **FGFOA BOARD OF DIRECTORS MEETING AGENDA**

**DATE/TIME:**     **October 18, 2023**  
                      **9:00 am**  
                      **Salon E**

- I.    Call to Order – Frank DiPaolo, President**
- II.   Roll Call**
- III.  Consideration of Minutes – August 18, 2023**
- IV.  Report of Officers**
  - A.  President – Frank DiPaolo**
  - B.  President Elect – Rip Colvin**
  - C.  Secretary Treasurer – Nicole Gasparri**
- V.   Executive Director – Paul Shamoun**
  - A.  FGFOA Sponsorships**
  - B.  Financials Ending June 30, 2023**
  - C.  Membership Report**
  - D.  Investment Report**
- VI.  Committee Chairs**
  - A.  Certification Committee – Mary Lou Pickles**
    - 1.  Certification Committee Update**
    - 2.  On-demand Online Services Contract with ASC**
    - 3.  Guidelines for On-Demand Online Testing**
  - B.  Conference Program Committee – Sarah Simpson**
    - 1.  2024 Annual Conference Program Preliminary Schedule Outline**
    - 2.  2024 Annual Conference Program Preliminary Topics**



**3. Updated Conference Program Committee Policies and Procedures Manual**

**C. Educational Programs Committee – Stephen Timberlake**

**1. Webinar Schedule**

**D. Event Host Committee – Anna Otiniano**

**E. Professional Development Committee – Kadem Ramirez**

**1. Updated Committee Policies and Procedures Manual**

**F. School of Governmental Finance Committee – Elizabeth Walter**

**1. Updated Committee Policies and Procedures Manual**

**G. Technical and Legislative Resources Committee – Derek Noonan**

**1. 2023 Legislative Session Alert and Basic Government Resource Manual (GRM)**

**H. Local Chapter Ad-Hoc Committee – Jamie Roberson**

**1. Committee Update**

**I. Strategic Communications Ad-Hoc Committee – Shannon Ramsey-Chessman**

**1. Committee Update**

**2. Annual Conference Awards Program**

**VII. Other Business**

**VIII. Next Meeting – Friday, January 12, 2024, location to be determined**

**FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.**  
**BOARD OF DIRECTORS MEETING MINUTES**  
**August 18, 2023**

The meeting of the FGFOA Board of Directors took place at the Courtyard Marriott Downtown Hotel in Orlando, on Friday, August 18, 2023.

**IN ATTENDANCE:**

**OFFICERS AND BOARD MEMBERS**

President – Frank DiPaolo, Chief Financial Officer, City of Dania Beach  
President-Elect – Rip Colvin, Executive Director, Justice Administrative Commission  
Secretary-Treasurer – Nicole Gasparri, Director of Strategic Management and Professional Development, Palm Beach County Clerk of the Circuit Court & Comptroller  
Director, Sharon Almeida, Finance Director, City of Royal Palm Beach  
Director, Lorrie Brinson, Business Manager, Affordable Housing Services, Hillsborough County - BCC  
Director, Melissa Burns, Fiscal Director, State Attorney's Office 4th Judicial District  
Director, Nicole Jovanovski, Director of Finance, Sarasota County  
Director, Missy Licourt, Director, Office of Financial Services, St. Johns River Water Management District  
Director, Rebecca Schnirman, Director of Financial & Support Services, Palm Beach County  
Director, Bill Spinelli, Chief Financial Officer, Hillsborough County Sheriff's Office  
Director, Kelly Strickland, Director of Financial Administration, City of Sarasota

**COMMITTEE CHAIRS**

Mary-Lou Pickles, Certification  
Sarah Simpson, Conference Program  
Stephen Timberlake, Educational Programs  
Anna Otiniano, Event Host  
Elizabeth Walter, 2023 SOGF  
Derek Noonan, Technical and Legislative Resources  
Jamie Roberson, Local Chapter Presidents Ad-Hoc

**STAFF**

Paul Shamoun, Florida League of Cities  
Karen Pastula, Florida League of Cities  
Jill Walker, Florida League of Cities

**CALL TO ORDER**

There being a quorum, President DiPaolo called the August 18, 2023, meeting of the FGFOA Board of Directors to order at 9:06 am.

**PRESIDENT REPORT**

**Minutes**

President DiPaolo presented the minutes from the June 28, 2023, FGFOA Board meeting for review.  
**Mr. Colvin moved, seconded by Ms. Burns, to accept the minutes from the June 28, 2023, FGFOA Board meeting as submitted. Motion passed unanimously.**

## **EXECUTIVE DIRECTOR REPORT**

### **FGFOA Administrative Services Agreement**

Mr. Shamoun presented the updated FGFOA Administrative Services Agreement. A redline and clean version were both submitted.

**Ms. Licourt moved, seconded by Ms. Burns, to approve the FGFOA Administrative Services Agreement as presented. Motion passed unanimously.**

### **Meeting Management Agreement**

Mr. Shamoun next presented the updated Meeting Management Agreement. A redline version was submitted.

**Ms. Licourt moved, seconded by Ms. Gasparri, to approve the Meeting Management Agreement as presented. Motion passed unanimously.**

### **Membership Report**

Mr. Shamoun presented the current membership report for review including the number of current CGFO's and candidates listed as previously requested by the Board.

### **Investment Report**

Mr. Shamoun presented the investment report for review by the Board.

## **COMMITTEE CHAIR REPORT**

### **Certification Committee**

Ms. Pickles presented the first Certification Committee item which was the Certification Committee Manual. Some of the changes included edits to the manual including the reorganization of major topics (headings), elimination of references to specific dates, and the broadened of language regarding specific tasks in anticipation that CGFO testing will move to an on-demand, on-line platform.

**Ms. Gasparri moved, seconded by Mrs. Strickland, to approve the Certification Committee Manual as submitted. Motion passed unanimously.**

Next, Ms. Pickles presented the CGFO Policies and Procedures document for review and approval. A redline and clean version were both submitted. There was discussion regarding removing CPE for serving as a committee member verses as a committee chair. Many versions of edits were recommended, and Ms. Pickles took specific notes to make the final edit.

**Ms. Almeida moved, seconded by Ms. Gasparri, to approve the CGFO Policies and Procedures document with edits. Motion passed unanimously.**

Next, Ms. Pickles covered the CGFO program requirements which brings them to a more current format. The updates covered moving from a paper CGFO submittal to an online option, examinations also going from paper to online, and updating the time requirement for applying prior to taking exams to 45 days as opposed to specific dates. A redline and clean version were submitted.

**Mr. Colvin moved, seconded by Ms. Burns, to approve the updated CGFO program requirement document as submitted. Motion passed unanimously.**

Next, Ms. Pickles presented CGFO on-demand online testing options that the Special Projects subcommittee found and tested. Each option for online testing provided different levels of virtual proctoring, technical support, practice tests, security features and authentication for the test takers and

many more options. The committee brought forth a recommendation for ASC-FasTest which presented a very robust platform and which the committee felt was a better match for what they are seeking. Their price starts at \$5,750 per year with an exam fee of \$45. The committee recommends using ASC-FasTest to provide on-demand turn-key testing with virtual, live, proctoring. The Board had some questions about costs, final wording to the test taker of exam results, and options but authorized FGFOA staff and the committee to negotiate these fees and to sign the final contract. Administration of exams in this new platform will begin as soon as possible.

**Ms. Licourt moved, seconded by Mrs. Strickland, to authorize FGFOA staff and the committee to finalize the contract with ASC-FasTest including negotiating for group testing fees. Motion passed unanimously.**

Lastly, Ms. Pickles gave the Certification Committee report indicating there were 8 new applications reviewed and approved since the last meeting. There are 9 new CGFO's awarded from the June testing. The committee is reviewing flagged questions from the March and June, 2023 exams and making recommendations to fix these questions as appropriate. They are working to secure instructors for the upcoming exam and review sessions. It is recommended that the exam banks go through a thorough review and re-write. Moving to an on-demand platform will necessitate a larger database of questions and answers. It is recommended that we get a quote from Kimball Adams to research current and update new content. Mr. Shamoun noted that there are funds available in the budget to allow UGA to do a review adding 75 questions to each exam. Once this is done then Mr. Adams could review it all at one time. No action was required for this committee report

#### **Conference Program Committee**

Ms. Simpson submitted an updated Conference Program Committee Policies & Procedures Manual. She submitted a redline and clean version for review.

**Ms. Licourt moved, seconded by Ms. Burns, to approve the Conference Program Committee Policies & Procedures Manual as submitted. Motion passed unanimously.**

Next, Ms. Simpson presented her recommended subcommittee chairs for the Conference Program Committee. She chose: Accounting, Auditing, and Financial Reporting, Patricia White; Budget, Economics, and Financial Planning, Peta-Gay Lake; Policy, Leadership, Strategic Planning, and Personnel, Benjamin Salz; Banking, Investment, Risk, Treasury Management, and Debt Management, Annette Payne and Tiffany Lewis to be Co-Sub-Chairs. No motion was needed.

#### **Educational Programs Committee**

Mr. Timberlake submitted the Educational Programs Committee report showing many new topics that were submitted by committee members for inclusion in the upcoming webinar schedule. The Board gave the committee latitude to make the schedule and implement their choices. No action was required for this committee report.

#### **Event Host Committee**

Mrs. Otiniano presented the Event Host Committee reporting starting with the SOGF promotional flyers for the Hospitality Suite. These will be placed around the live event and used in e-bulletins to promote engagement. It is also recommended that the FGFOA board consider allowing sponsorships for donations of prizes for raffle items to enhance participation and engagement at the Hospitality

Suite. There is a welcome bag that the committee has chosen that may exceed the current budget. Mr. Shamoun noted that there are funds available for the Host Committee in the current budget. And that there would be a discussion later in the meeting regarding the possibility of sponsorships.

**Mr. Colvin moved, seconded by Mrs. Strickland, to approve a budget not to exceed \$2,900 for the Event Host Committee to use at the 2023 SOGF to cover such costs as prizes, gift cards, a DJ and gift bag for attendees. Motion passed unanimously.**

#### **Professional Development Committee**

Mrs. Schnirman presented the Professional Development Committee report noting the committee met virtually where they decided on 3 sub-committee for this upcoming year: Mentor-Mentee Program, Leadership/Alumni Program and the University Outreach. The committee would like to prepare a uniform presentation for university outreach so as to set-up meetings with at least 3 Florida Universities in this upcoming year and to draft an Individual Development Plan for the mentor/mentee program. The Board voiced their approval of these ideas, no action was required for this committee report.

#### **School of Governmental Finance Committee**

Mrs. Walter submitted the SOGF Committee update thanking the subcommittee for all of their work on the upcoming 2023 SOGF. An updated schedule was included for review. No action was required for this committee report.

#### **Technical and Legislative Committee**

Mr. Noonan presented the Technical and Legislative Committee report noting their recent achievements such as sending out e-bulletins with pertinent updates, a subcommittee is currently reviewing the GRM, and the committee is preparing analysis of the 2023 Legislative Session bills. No action was required for this committee report.

#### **Local Chapter President Sub-Committee**

##### **Southwest Florida and First Coast Chapters**

Mrs. Roberson presented the Local Chapter President Sub-Committee report noting she is working with FGFOA staff to create a November 3, 2023, meeting in the Jacksonville area to breathe new life and offer support in that local chapter area. She is seeking approval of an approximate budget of \$5,000 to cover the cost of room rental and food. It will include a 30-minute networking session, lunch and Nicole Gasparri will give a presentation on Leadership. It is recommended that a charge be associated with this event to encourage participation. A free event can have a high rate of non-attendance.

**Mr. Colvin moved, seconded by Ms. Burns, to approve a budget of \$5,000 for this event and a fee of \$15 per person to attend. Motion passed unanimously.**

#### **PRESIDENT REPORT**

##### **Innovation Awards Program**

President DiPaolo discussed the Tuesday luncheon at the conference and a need for a more comprehensive awards program. This will be discussed in more detail at the October 2023 meeting.

**Sponsorship**

President DiPaolo talked about implementing a vendor sponsorship program for the 2023 annual conference. Staff was instructed to bring back options for the Board to discuss at the October 2023 meeting.

**NEXT MEETING**

The date for the next Board meeting will be on Wednesday, October 18, 2023, in conjunction with the School of Governmental Finance at the Luminary Hotel in Fort Myers.

**ATTEST:**

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**Nicole Gasparri, Secretary/Treasurer**



# Florida Government Finance Officers Association, Inc.

## 2023-2024 Board of Directors

### Executive Director Agenda Item

#### 2023-2024 BOARD OF DIRECTORS

##### OFFICERS

###### **President**

Frank DiPaolo

###### **President-Elect**

Rip Colvin

###### **Secretary/Treasurer**

Nicole Gasparri

##### DIRECTORS

Sharon Almeida

Lorrie Brinson

Melissa Burns

Nicole Jovanovski

Missy Licourt

Rebecca Shnirman

William Spinelli

Kelly Strickland

**Meeting Date:** October 18, 2023

**Title of Item:** FGFOA Sponsorship

#### **Executive Summary, Explanation or Background:**

At the August 18, 2023 Board meeting staff was asked to look into the option of allowing sponsorships at the annual conference. After discussions with the Executive Directors of other associations as well as the FLC meeting planning department, we have come up with several options for a sponsorship program.

#### **Levels of Sponsorship**

##### **Top Level (\$25,000).**

Two premium booths and first choice of location

4 conference registrations

Top billing on conference advertisements

Badge scanner included

##### **2<sup>nd</sup> level (\$10,000)**

Free premium booth and First choice of location

2 free conference registrations

Large logo on conference advertising

Badge scanner included

##### **3<sup>rd</sup> level (\$5,000)**

Free booth

1 conference registration

Logo on conference advertising

Badge scanner included

#### **Recommended Action:**

For review

A handwritten signature in black ink, appearing to read 'Paul Shamoun', is written over a horizontal line.

**Paul Shamoun**

October 18, 2023

**Date**

# Sponsorship Opportunities



**FACC Summer Conference & Academy • June 19-20, 2023**

**The Vinoy® Renaissance, St. Petersburg**

Florida Association of City Clerks • P.O. Box 1757 • Tallahassee, FL 32302

850.222.9684 • Fax 850.222.3806 • [floridaclerks.org](http://floridaclerks.org)

Sponsorships can be customized to meet both your budget and your marketing goals. Dani Dahlberg, an FACC corporate liaison, is happy to discuss sponsor opportunities. Dani can be reached at 813.749.7133 or [dani@bethrawlins.com](mailto:dani@bethrawlins.com).

## Sponsorship Levels:

### **Diamond Sponsor – \$2,500 – Limited to Five Companies**

- ▶ Recognition in the conference program
- ▶ Signage recognizing your sponsorship level at the conference
- ▶ Recognition on the FACC website
- ▶ Inclusion of company materials in the conference bag
- ▶ Conference registration list
- ▶ Two tickets to the Welcome Reception
- ▶ Two tickets to the Business Luncheon
- ▶ Two name badges
- ▶ If you elect to purchase a booth, you will have access to one of the premier locations
- ▶ Your logo used in
  - ▷ A page in the Summer Program
  - ▷ On signage at the Summer Conference
  - ▷ Posted on the website May-June
- ▶ One 200-word article included in an email to all FACC members Summer 2023

### **Platinum Sponsor – \$1,500**

- ▶ Recognition in the conference program
- ▶ Signage recognizing your sponsorship level at the conference
- ▶ Recognition on the FACC website
- ▶ Inclusion of company materials in the conference bag
- ▶ Conference registration list
- ▶ Two tickets to the Welcome Reception
- ▶ Two tickets to the Business Luncheon
- ▶ Two name badges

### **Gold Sponsor – \$1,000**

- ▶ Recognition in the conference program
- ▶ Signage recognizing your sponsorship level at the conference
- ▶ Recognition on the FACC website
- ▶ Inclusion of company materials in the conference bag
- ▶ Conference registration list
- ▶ One ticket to the Welcome Reception
- ▶ One ticket to the Business Luncheon
- ▶ One name badge

### **Silver Sponsor – \$500**

- ▶ Recognition in the conference program
- ▶ Signage recognizing your sponsorship level at the conference
- ▶ Recognition on the FACC website
- ▶ Inclusion of company materials in the conference bag
- ▶ Conference registration list





# Florida Government Finance Officers Association, Inc.

## 2023-2024 Board of Directors

### Executive Director Agenda Item

#### 2023-2024 BOARD OF DIRECTORS

##### OFFICERS

###### **President**

Frank DiPaolo

###### **President-Elect**

Rip Colvin

###### **Secretary/Treasurer**

Nicole Gasparri

##### DIRECTORS

Sharon Almeida

Lorrie Brinson

Melissa Burns

Nicole Jovanovski

Missy Licourt

Rebecca Shnirman

William Spinelli

Kelly Strickland

**Meeting Date:** October 18, 2023

**Title of Item:** Financials Ending June 30, 2023

#### **Executive Summary, Explanation or Background:**

Attached are the FGFOA Financials Ending June 30, 2023, for your review.

#### **Recommended Action:**

For review

A handwritten signature in black ink, appearing to read 'Paul Shamoun', is written over a horizontal line.

**Paul Shamoun**

October 11, 2023

**Date**

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

## Comparative Statement of Financial Position

June 30, 2023

	6/30/2023	3/31/2023	12/31/2022	9/30/2022	6/30/2022
<b>ASSETS</b>					
<b>Current Assets:</b>					
Cash - Capital City Bank	842,132	659,963	545,706	560,323	765,555
Investments - Vanguard	17,380	17,168	16,981	16,834	16,749
Investments - CDs	252,928	250,843	111,049	195,555	195,549
Accounts Receivable	8,770	3,370	1,800	12,055	8,010
Interest Receivable	0	0	359	248	134
Prepaid Expenses	6,832	0	0	0	6,508
Prepaid Conference Expenses	250	0	0	0	0
Deposits	2,550	48,230	1,050	1,050	1,000
<b>Total Current Assets</b>	<b>1,130,842</b>	<b>979,574</b>	<b>676,945</b>	<b>786,065</b>	<b>993,505</b>
<b>Equipment:</b>					
Computer Equipment	1,274	2,162	2,162	2,162	2,162
Less: Accumulated Depreciation	(1,274)	(2,146)	(2,130)	(2,114)	(2,098)
<b>Net Equipment</b>	<b>0</b>	<b>16</b>	<b>32</b>	<b>48</b>	<b>64</b>
<b>Other Assets</b>					
Deposits	1,500	4,000	4,000	4,000	4,000
<b>Total Other Assets</b>	<b>1,500</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Total Assets</b>	<b>1,132,342</b>	<b>983,590</b>	<b>680,977</b>	<b>790,113</b>	<b>997,569</b>
<b>LIABILITIES AND NET ASSETS</b>					
<b>Current Liabilities:</b>					
Accounts Payable	781,977	118,272	51,127	40,758	450,227
<b>Total Current Liabilities</b>	<b>781,977</b>	<b>118,272</b>	<b>51,127</b>	<b>40,758</b>	<b>450,227</b>
<b>Unrestricted Net Assets</b>	<b>350,365</b>	<b>865,318</b>	<b>629,850</b>	<b>749,355</b>	<b>547,342</b>
<b>Total Liabilities and Unrestricted Net Assets</b>	<b>1,132,342</b>	<b>983,590</b>	<b>680,977</b>	<b>790,113</b>	<b>997,569</b>

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

## Statement of Activities For the Year Ended June 30, 2023

	-----ACTUAL-----					---BUDGET---	---BUDGET---	---BUDGET---
	QTR 1	QTR 2	QTR 3	QTR 4	YTD	AMENDED	%	VARIANCE
	7/1/2022	10/1/2022	1/1/2023	4/1/2023	7/1/2022	7/1/2022	OF	YEAR
	to	to	to	to	to	to	BUDGET	TO
	9/30/2022	12/31/2022	3/31/2023	6/30/2023	6/30/2023	6/30/2023	SPENT	DATE
<b>REVENUES</b>								
Membership Dues	119,850	9,950	11,350	13,100	154,250	150,000	103%	4,250
Investment Income	205	262	1,115	2,297	3,879	4,000	97%	(121)
Annual Conference	0	0	318,055	391,475	709,530	700,500	101%	9,030
School of Governmental Finance	119,675	(72,375)	0	(200)	47,100	137,205	34%	(90,105)
Pre Conference Seminars	0	0	13,125	19,720	32,845	25,000	131%	7,845
Leadership FGFOA	0	0	19,900	0	19,900	19,900	100%	0
Boot Camps	12,760	(4,360)	25,520	9,760	43,680	92,400	47%	(48,720)
CGFO Fees	11,150	(3,000)	7,090	6,180	21,420	36,000	60%	(14,580)
<b>TOTAL REVENUES</b>	<b>263,640</b>	<b>(69,523)</b>	<b>396,155</b>	<b>442,332</b>	<b>1,032,604</b>	<b>1,165,005</b>	<b>89%</b>	<b>(132,401)</b>
<b>EXPENSES</b>								
Professional Services:								
Florida League of Cities, Inc.	33,250	33,250	33,250	33,250	133,000	133,000	100%	0
Auditor Fees	0	0	11,150	0	11,150	14,000	80%	(2,850)
Total - Professional Services	33,250	33,250	44,400	33,250	144,150	147,000	98%	(2,850)
Meeting Expenses:								
Board of Directors	3,761	6,698	21,353	15,882	47,694	36,500	131%	11,194
Strategic Planning	0	0	0	8,648	8,648	6,000	144%	2,648
GFOA Conference	0	0	0	1,613	1,613	7,500	22%	(5,887)
GFOA Reception	0	0	0	5,020	5,020	7,500	67%	(2,480)
Total - Meeting Expenses	3,761	6,698	21,353	31,163	62,975	57,500	110%	5,475

	---ACTUAL---					---BUDGET---	---BUDGET---	---BUDGET---
	QTR 1	QTR 2	QTR 3	QTR 4	YTD	AMENDED	%	VARIANCE
	7/1/2022	10/1/2022	1/1/2023	4/1/2023	7/1/2022	7/1/2022	OF	YEAR
	to	to	to	to	to	to	BUDGET	TO
	9/30/2022	12/31/2022	3/31/2023	6/30/2023	6/30/2023	6/30/2023	SPENT	DATE
Training/Education:								
Conference Expenses	0	289	668	811,853	812,810	741,900	110%	70,910
School of Governmental Finance	2,330	1,583	9,855	0	13,768	122,850	11%	(109,082)
Pre Conference Seminars	0	0	0	37,215	37,215	22,000	169%	15,215
Leadership FGFOA	0	0	59,632	1,022	60,654	60,950	100%	(296)
Boot Camps	0	1,525	18,436	12,660	32,621	72,600	45%	(39,979)
CGFO Expenses	0	0	400	0	400	29,000	1%	(28,600)
NASBA Fees	0	0	1,750	0	1,750	5,000	35%	(3,250)
Local Chapter Support	8,410	0	0	943	9,353	10,000	94%	(647)
Total - Training/Education	10,740	3,397	90,741	863,693	968,571	1,064,300	91%	(95,729)
Standing Committees:								
Standing Committee Meetings	0	0	0	0	0	1,000	0%	(1,000)
All Committee Meetings@ Conference	0	0	0	3,912	3,912	7,000	56%	(3,088)
Total - Standing Committees	0	0	0	3,912	3,912	8,000	49%	(4,088)
Communication to Members:								
Postage & Mailing	291	105	233	1,427	2,056	1,000	206%	1,056
Internet Homepage	0	0	0	0	0	500	0%	(500)
Printing & Duplicating	12	147	189	103	451	3,000	15%	(2,549)
Total - Communication to Members	303	252	422	1,530	2,507	4,500	56%	(1,993)

	---ACTUAL---					---BUDGET---	---BUDGET---	---BUDGET---
	QTR 1	QTR 2	QTR 3	QTR 4	YTD	AMENDED	%	VARIANCE
	7/1/2022	10/1/2022	1/1/2023	4/1/2023	7/1/2022	7/1/2022	OF	YEAR
	to	to	to	to	to	to	BUDGET	TO
	9/30/2022	12/31/2022	3/31/2023	6/30/2023	6/30/2023	6/30/2023	SPENT	DATE
Administrative Expenses:								
Insurance Expense	4,367	0	0	328	4,695	5,000	94%	(305)
List Serve	1,375	517	0	349	2,241	3,000	75%	(759)
Filings and Registrations	0	0	61	0	61	100	61%	(39)
Staff Travel	702	162	53	815	1,732	3,500	49%	(1,768)
Miscellaneous Expense	490	159	0	454	1,103	3,500	32%	(2,397)
Credit Card & Bank Fees	6,623	5,531	3,641	21,775	37,570	30,000	125%	7,570
Depreciation	16	16	16	16	64	200	32%	(136)
Total - Administrative Expenses	13,573	6,385	3,771	23,737	47,466	45,300	105%	2,166
<b>TOTAL EXPENSES</b>	<b>61,627</b>	<b>49,982</b>	<b>160,687</b>	<b>957,285</b>	<b>1,229,581</b>	<b>1,326,600</b>	<b>93%</b>	<b>(97,019)</b>
<b>Increase (Decrease) in Unrestricted Net Assets</b>	<b>202,013</b>	<b>(119,505)</b>	<b>235,468</b>	<b>(514,953)</b>	<b>(196,977)</b>	<b>(161,595)</b>	<b>122%</b>	<b>(35,382)</b>
<b>Unrestricted Net Assets, Beginning of Period</b>	<b>547,342</b>	<b>749,355</b>	<b>629,850</b>	<b>865,318</b>	<b>547,342</b>	<b>547,342</b>		
<b>Unrestricted Net Assets, End of Period</b>	<b>749,355</b>	<b>629,850</b>	<b>865,318</b>	<b>350,365</b>	<b>350,365</b>	<b>385,747</b>		

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

## Statement of Cash Flows For the Year Ended June 30, 2023

### Cash Flows From Operating Activities

Receipts from Members and Associates	732,455
Receipts from Exhibitors and Hotel Sites	295,510
Interest and Dividends	4,013
Fees Paid to Florida League of Cities	(197,957)
Payments to Vendors	(699,434)

**Net Cash Provided by Operating Activities** **134,587**

### Cash Flows from Investing Activities

Proceeds from Investments	196,003
Purchase of Investments	(253,382)

**Net Cash Used by Investing Activities** **(57,379)**

**Net Increase in Cash and Cash Equivalents** **77,208**

Cash and Cash Equivalents - Beginning of Period **782,304**

**Cash and Cash Equivalents - End of Period** **859,512**

### Reconciliation of Decrease in Net Assets to Net Cash Provided by Operating Activities:

Decrease in Net Assets	(196,977)
Adjustments to Reconcile Decrease in Net Assets to Net Cash Provided by Operating Activities:	

Depreciation	64
Increase in Accounts Receivable	(626)
Increase in Prepaid Expenses	(573)
Decrease in Deposits	950
Increase in Accounts Payable	331,749

**Net Cash Provided by Operating Activities** **134,587**

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

2022 School of Governmental Finance

For the Year Ended June 30, 2023

	<u>2022 ACTUAL</u>	<u>2022 BUDGET</u>	<u>VARIANCE</u>
<b>REVENUE COMPARISON</b>			
<b>REGISTRATIONS</b>			
Active Member Basic	0	12,375	(12,375)
Active Member Intermediate	0	12,375	(12,375)
Associate Member Basic	0	680	(680)
Associate Member Intermediate	0	1,700	(1,700)
Non Member Basic	0	10,000	(10,000)
Non Member Intermediate	0	8,000	(8,000)
Active Member Week	33,800	31,875	1,925
Associate Member Week	700	1,650	(950)
Non Member Week	4,700	9,750	(5,050)
Cancellation Fees	250	0	250
Exhibitor Fees	0	42,000	(42,000)
Ethics Course	7,650	0	7,650
Hotel Commissions	0	2,800	(2,800)
Room Credits	0	4,000	(4,000)
<b>TOTAL REVENUES</b>	<b>47,100</b>	<b>137,205</b>	<b>(90,105)</b>
<b>EXPENSE COMPARISON</b>			
<b>EXPENSES</b>			
Hospitality Suite	0	10,000	(10,000)
Refreshment Breaks	0	45,000	(45,000)
Welcome Reception	0	15,000	(15,000)
Ethics Course Expenses	5,905	0	5,905
Staff Travel	145	10,000	(9,855)
Internet Cafe/WIFI	0	2,500	(2,500)
Equipment Rentals	0	15,000	(15,000)
Speaker Expense	0	1,000	(1,000)
Speaker Gifts	0	2,000	(2,000)
Postage & Mailing	0	100	(100)
Printing/Duplicating	0	1,000	(1,000)
Meeting Planning Services	3,950	6,500	(2,550)
Welcome Bags	2,330	2,500	(170)
Insurance	0	2,000	(2,000)
Operating Supplies	0	750	(750)
Service Fee	1,438	7,500	(6,062)
Security	0	2,000	(2,000)
<b>TOTAL EXPENSES</b>	<b>13,768</b>	<b>122,850</b>	<b>(109,082)</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>33,332</b>	<b>14,355</b>	<b>18,977</b>

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

2023 Annual Conference

For the Year Ended June 30, 2023

	2023 ACTUAL	2023 BUDGET	VARIANCE
<b>REVENUE COMPARISON</b>			
<b>OTHER REVENUE</b>			
Exhibitor Fees	221,500	235,000	(13,500)
Extra Tickets All Events	16,875	2,000	14,875
Golf	0	6,000	(6,000)
Cancellation Fees	1,160	1,000	160
Ethics Course Income	10,875	20,000	(9,125)
Room Credits	13,657	13,500	157
Hotel Commissions	43,478	55,000	(11,522)
<b>TOTAL OTHER REVENUES</b>	<b>307,545</b>	<b>332,500</b>	<b>(24,955)</b>
<b>REGISTRATIONS</b>			
Member Registrations	289,125	295,000	(5,875)
Member Late Registrations	17,845	9,000	8,845
Associate Registrations	34,365	44,000	(9,635)
Associate Late Registrations	9,025	4,000	5,025
Non-Member Registrations	43,065	15,000	28,065
Non-Member Late Registrations	8,560	1,000	7,560
<b>TOTAL REGISTRATIONS</b>	<b>401,985</b>	<b>368,000</b>	<b>33,985</b>
<b>TOTAL REVENUES</b>	<b>709,530</b>	<b>700,500</b>	<b>9,030</b>
<b>EXPENSE COMPARISON</b>			
<b>INSTRUCTIONAL</b>			
Equipment Rental	43,645	45,000	(1,355)
Speaker per diem/honorarium	5,879	15,000	(9,121)
Refreshment Breaks	204,173	195,000	9,173
Tuesday Business Luncheon	61,330	47,000	14,330
Monday Lunch	26,137	30,000	(3,863)
<b>TOTAL INSTRUCTIONAL EXPENSE</b>	<b>341,164</b>	<b>332,000</b>	<b>9,165</b>
<b>SPECIAL EVENTS</b>			
Golf Tournament	0	6,000	(6,000)
Opening Ceremony	880	500	380
Association Night	47,961	38,000	9,961
Ethics Course Expenses	9,889	15,000	(5,111)
Tuesday Event	188,734	100,000	88,734
Hospitality Food, Beverages & Supplies	31,692	30,000	1,692
President's Reception	8,718	16,000	(7,282)
Emerging Leaders Reception	4,628	6,000	(1,372)
<b>TOTAL SPECIAL EVENTS EXPENSE</b>	<b>292,502</b>	<b>211,500</b>	<b>81,002</b>



	<b>2023 ACTUAL</b>	<b>2023 BUDGET</b>	<b>VARIANCE</b>
<b>SPECIAL CONFERENCE EXPENSES</b>			
Room Rate Buy Down	70,826	81,900	(11,074)
Host Committee	335	1,000	(665)
Welcome Bags	8,412	7,500	912
Speaker Gifts	1,875	3,500	(1,625)
Transportation	8,100	8,500	(400)
<b>TOTAL SPECIAL CONFERENCE EXPENSES</b>	<b>89,548</b>	<b>102,400</b>	<b>(12,851)</b>
<b>REGISTRATION/MAILINGS</b>			
Postage/Shipping	200	500	(300)
Printing/Duplicating	2,427	6,000	(3,573)
Supplies	1,014	2,000	(986)
<b>TOTAL REGISTRATION/MAILING EXPENSE</b>	<b>3,641</b>	<b>8,500</b>	<b>(4,859)</b>
<b>EXHIBITOR</b>			
Security	544	2,500	(1,956)
Service	23,841	22,000	1,841
<b>TOTAL EXHIBITOR EXPENSES</b>	<b>24,385</b>	<b>24,500</b>	<b>(115)</b>
<b>STAFF EXPENSES</b>	<b>7,941</b>	<b>15,000</b>	<b>(7,059)</b>
<b>OTHER</b>			
Insurance	0	3,000	(3,000)
Internet Cafe' - High Speed Connections	19,689	15,000	4,689
Miscellaneous	3,490	5,000	(1,510)
Meeting Planner Services	30,450	25,000	5,450
<b>TOTAL OTHER EXPENSES</b>	<b>53,629</b>	<b>48,000</b>	<b>5,629</b>
<b>TOTAL EXPENSES</b>	<b>812,810</b>	<b>741,900</b>	<b>70,910</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>(103,280)</b>	<b>(41,400)</b>	<b>(61,880)</b>

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

2022-23 CGFO

For the Year Ended June 30, 2023

	<b>2023 ACTUAL</b>	<b>2023 BUDGET</b>	<b>VARIANCE</b>
<b>REVENUE COMPARISON</b>			
<b>REGISTRATIONS</b>			
Renewals	4,680	4,000	680
Application Fee	2,400	3,000	(600)
Review Courses	5,400	15,000	(9,600)
Exams	8,940	14,000	(5,060)
<b>TOTAL REVENUES</b>	<b>21,420</b>	<b>36,000</b>	<b>(14,580)</b>
<b>EXPENSE COMPARISON</b>			
<b>EXPENSES</b>			
Food & Beverage	0	13,000	(13,000)
Scantron Maintenance and Supplies	0	500	(500)
Printing and Mailing	0	2,500	(2,500)
Testing Fees	400	10,000	(9,600)
Equipment Rental	0	3,000	(3,000)
<b>TOTAL EXPENSES</b>	<b>400</b>	<b>29,000</b>	<b>(28,600)</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>21,020</b>	<b>7,000</b>	<b>14,020</b>

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

2022-23 Leadership FGFOA  
For the Year Ended June 30, 2023

	<u>2023 ACTUAL</u>	<u>2023 BUDGET</u>	<u>VARIANCE</u>
<b>REVENUE COMPARISON</b>			
<b>REGISTRATIONS</b>			
Registration Fees	19,900	19,900	0
<b>TOTAL REVENUES</b>	<u><b>19,900</b></u>	<u><b>19,900</b></u>	<u><b>0</b></u>
<b>EXPENSE COMPARISON</b>			
<b>EXPENSES</b>			
Hotel Fee	19,414	15,000	4,414
Breaks	2,777	3,500	(723)
Lunch	8,122	4,500	3,622
Dinner	5,103	7,500	(2,397)
Staff Travel	2,369	2,200	169
Equipment Rental	1,814	4,000	(2,186)
Speaker Expenses and Travel	17,449	20,000	(2,551)
Awards	1,606	1,500	106
Printing/Duplicating	0	750	(750)
Meeting Planning Services	2,000	2,000	0
<b>TOTAL EXPENSES</b>	<u><b>60,654</b></u>	<u><b>60,950</b></u>	<u><b>(296)</b></u>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<u><b>(40,754)</b></u>	<u><b>(41,050)</b></u>	<u><b>296</b></u>

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

2022-23 Bootcamps

For the Year Ended June 30, 2023

	<u>2023 ACTUAL</u>	<u>2023 BUDGET</u>	<u>VARIANCE</u>
<b>REVENUE COMPARISON</b>			
<b>REGISTRATIONS</b>			
Registration Fees	43,680	92,400	(48,720)
<b>TOTAL REVENUES</b>	<b>43,680</b>	<b>92,400</b>	<b>(48,720)</b>
<b>EXPENSE COMPARISON</b>			
<b>EXPENSES</b>			
Refreshment Breaks	10,907	21,000	(10,092)
Lunch	8,457	17,500	(9,043)
Staff Travel	1,785	2,000	(215)
Equipment Rentals	4,224	7,000	(2,776)
Speaker Expense	7,248	21,000	(13,752)
Printing/Duplicating	0	2,100	(2,100)
Room Rental	0	2,000	(2,000)
<b>TOTAL EXPENSES</b>	<b>32,621</b>	<b>72,600</b>	<b>(39,979)</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>11,059</b>	<b>19,800</b>	<b>(8,741)</b>

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

Supplemental Information  
For the Year Ended June 30, 2023

## Accounts Receivable:

Registration Fees	8,770	Boot Camp & Annual Conference
<b>Total Accounts Receivable</b>	<u><u>8,770</u></u>	

## Deposits:

### Current:

The Veranda	50	2023 SOGF Board Dinner
Hilton Hotels	2,500	2024 Annual Conference

### Non-Current:

Diplomat Hotel	1,500	2025 Annual Conference
<b>Total Deposits</b>	<u><u>4,050</u></u>	

## Accounts Payable:

Vendors	27,830	Various
FLC	754,146	Fees and Expenses
<b>Total Accounts Payable</b>	<u><u>781,977</u></u>	

## Miscellaneous Expense:

HootSuite	588	Social Media Account
HiTouch	100	Supplies
Synchrony Bank	6	CD early withdrawal fee
Florist Tom Klinker	83	Flowers
Ocala Flower Shop	173	Flowers
BMI	58	Music Lisencing Fee
ASCAP	<u>95</u>	License Fee
<b>Total Miscellaneous Expense</b>	<u><u>1,103</u></u>	

# FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION, INC.

## Comparative Statement of Financial Position

June 30, 2023

	6/30/2023	3/31/2023	12/31/2022	9/30/2022	6/30/2022
<b>ASSETS</b>					
<b>Current Assets:</b>					
Cash - Capital City Bank	842,132	659,963	545,706	560,323	765,555
Investments - Vanguard	17,380	17,168	16,981	16,834	16,749
Investments - CDs	252,928	250,843	111,049	195,555	195,549
Accounts Receivable	8,770	3,370	1,800	12,055	8,010
Interest Receivable	0	0	359	248	134
Prepaid Expenses	6,832	0	0	0	6,508
Prepaid Conference Expenses	250	0	0	0	0
Deposits	2,550	48,230	1,050	1,050	1,000
<b>Total Current Assets</b>	<b>1,130,842</b>	<b>979,574</b>	<b>676,945</b>	<b>786,065</b>	<b>993,505</b>
<b>Equipment:</b>					
Computer Equipment	1,274	2,162	2,162	2,162	2,162
Less: Accumulated Depreciation	(1,274)	(2,146)	(2,130)	(2,114)	(2,098)
<b>Net Equipment</b>	<b>0</b>	<b>16</b>	<b>32</b>	<b>48</b>	<b>64</b>
<b>Other Assets</b>					
Deposits	1,500	4,000	4,000	4,000	4,000
<b>Total Other Assets</b>	<b>1,500</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Total Assets</b>	<b>1,132,342</b>	<b>983,590</b>	<b>680,977</b>	<b>790,113</b>	<b>997,569</b>
<b>LIABILITIES AND NET ASSETS</b>					
<b>Current Liabilities:</b>					
Accounts Payable	781,977	118,272	51,127	40,758	450,227
<b>Total Current Liabilities</b>	<b>781,977</b>	<b>118,272</b>	<b>51,127</b>	<b>40,758</b>	<b>450,227</b>
<b>Unrestricted Net Assets</b>	<b>350,365</b>	<b>865,318</b>	<b>629,850</b>	<b>749,355</b>	<b>547,342</b>
<b>Total Liabilities and Unrestricted Net Assets</b>	<b>1,132,342</b>	<b>983,590</b>	<b>680,977</b>	<b>790,113</b>	<b>997,569</b>



**Florida Government Finance Officers Association, Inc.**  
**2023-2024 Board of Directors**  
**Executive Director Agenda Item**

**2023-2024  
BOARD OF DIRECTORS**

**OFFICERS**

**President**

Frank DiPaolo

**President-Elect**

Rip Colvin

**Secretary/Treasurer**

Nicole Gasparri

**DIRECTORS**

Sharon Almeida

Lorrie Brinson

Melissa Burns

Nicole Jovanovski

Missy Licourt

Rebecca Shnirman

William Spinelli

Kelly Strickland

**Meeting Date:** October 18, 2023

**Title of Item:** Membership Report

**Executive Summary, Explanation or Background:**

Membership Paid	09/12/2023	01/17/2023	06/30/2022
<b>Government:</b>	1,891	2,172	2,359
<b>Associate:</b>	157	221	291
<b>Lifetime/Retired:</b>	34	32	32
<b>Student:</b>	15	10	10
<b>Total:</b>	2,097	2,435	2,692

**CGFO**

**Total Number: 617**

**Applications: 351**

**Recommended Action:**

For review

**Paul Shamoun**

September 12, 2023

**Date**

## FGFOA Listserve Report August 1, 2023 thru October 2, 2023

<u>List Title</u>	<u>Number of Subscribers</u>
Accounting, Auditing & Financial Reporting	629
Budgeting	551
Debt & Treasury	402
Financial Administration	578
Hurricane Ian	52
Personnel & Payroll	376

### **Accounting & Auditing**

[Budget Policy/Procedures](#) (1 Message)  
[Exceeding Purchase Orders - % or \\$](#) (1 Message)  
[GASB 96 Materiality Threshold](#) (6 Messages)  
[GASB87 for Enterprise Vehicle Leases](#) (1 Message)  
[Heads up on Free Webinar on Ethics that meets Requirements of CFGO](#) (1 Message)  
[NFP for Retirement Plan Advisory Services](#) (1 Message)  
[Opioid Settlement entries](#) (1 Message)  
[Payment Arrangement Policy for Liens](#) (1 Message)  
[Receiving Donations from IRA](#) (2 Messages)  
[RFP for Forensic Auditor](#) (2 Messages)  
[SBITA determination](#) (1 Message)  
[Section 112.1816, Florida Statutes, Firefighters Cancer Diagnosis payment](#) (1 Message)  
[Section 112.1816, Florida Statutes, Firefighters; Cancer Diagnosis payments](#) (1 Message)  
[Sept yearend help](#) (2 Messages)

### **Budgeting**

[61.01 - Response Needed Today: Votes to Adopt Millage](#) (1 Message)  
[Question about health plans](#) (1 Message)  
[Response Needed Today \(9/5\): Votes to Adopt Millage](#) (3 Messages)

### **Debt & Treasury**

[Central Florida Financial Advisors](#) (1 Message)

### **Financial & Administration**

[4 hours of Ethics Training](#) (6 Messages)  
[Building Fire Station](#) (3 Messages)  
[Corporate credit card policy](#) (2 Messages)  
[Exceeding Purchase Orders - % or \\$](#) (1 Message)  
[FEMA/FLPA IAN](#) (3 Messages)  
[Financial plans](#) (1 Message)  
[Fleet Management](#) (4 Messages)  
[FULLY centralized accounting](#) (7 Messages)



[GASB 96 Materiality Threshold](#) (1 Message)  
[Insurance Premium Increase](#) (1 Message)  
[Pay and Class study](#) (6 Messages)  
[Policy for contacting customers- texts](#) (1 Message)  
[Referendum before city debt issuance](#) (5 Messages)  
[Subrecipient Policies & Procedures](#) (1 Message)  
[Take Home Vehicle Policies](#) (1 Message)  
[Termination Pay Benefits Retirement Program](#) (1 Message)  
[Third Party Vendor On-Boarding](#) (1 Message)  
[Treasury Bills](#) (3 Messages)  
[Unclaimed Restitution](#) (1 Message)  
[\[EXTERNAL:CAUTION!\]- FULLY centralized accounting](#) (1 Message)  
[\[EXT\] Pay and Class study](#) (1 Message)

#### **Hurricane Ian**

No Messages

#### **Personnel & Payroll**

[Pay and Class Study](#) (3 Messages)  
[Section 112.1816, Florida Statutes, Firefighters Cancer Diagnosis payment](#) (1 Message)  
[Section 112.1816, Florida Statutes, Firefighters; Cancer Diagnosis payments](#) (1 Message)



# Florida Government Finance Officers Association, Inc.

## 2023-2024 Board of Directors

### Executive Director Agenda Item

#### 2023-2024 BOARD OF DIRECTORS

##### OFFICERS

###### **President**

Frank DiPaolo

###### **President-Elect**

Rip Colvin

###### **Secretary/Treasurer**

Nicole Gasparri

##### DIRECTORS

Sharon Almeida

Lorrie Brinson

Melissa Burns

Nicole Jovanovski

Missy Licourt

Rebecca Shnirman

William Spinelli

Kelly Strickland

**Meeting Date:** October 18, 2023

**Title of Item:** Investment Report

**Executive Summary, Explanation or Background:**

Certificates of Deposit

<u>Purchased</u>	<u>Bank</u>	<u>Amount</u>	<u>APY</u>	<u>Term</u>	<u>Maturity Date</u>
02/23/2023	Capital City Bank	\$253,641.72	3.32%	12 months	02/22/2024
<b>Money Market Account</b>					
	Vanguard	\$17,533.59			
	<b>TOTAL</b>	<b>\$271,175.31</b>			

**Recommended Action:**

For review

**Paul Shamoun**

September 29, 2023

**Date**

# Florida Government Finance Officers Association, Inc.

## 2023-2024 Certification Committee

### Agenda Item



2023-2024

#### CHAIRPERSON

Mary-Lou Pickles

#### BOARD LIAISON

Missy Licourt

#### STAFF LIAISON

Karen Pastula

#### COMMITTEE MEMBERS

Jeremy Baker  
Dee Dee Beaver  
Kelly Bennett  
Rebecca Bowman  
Teri Butler  
Kathleen Campbell  
Sondra Collamore  
Ginny Cox  
Sarah Graber  
Ann Harris Wynter  
Natalie Hinger  
Carlisha Jenkins  
Linda Logan-Short  
Shernett Lee  
Karin Lu  
Stephanie Loven  
Karen Malcolm  
Robert Miller  
Tanra-Lee Milson  
Susan Nabors  
Michael Perry  
Olga Rabel  
Lilya Sablukova  
Alicia Sheffield  
Scott Simpson  
Kelly Strickland  
Todd Taylor  
Lawanda Washington  
Allen Weeks  
Denese Williams

**Meeting Date:** October 18, 2023

**Title of Item:** Certification Committee Report

#### **Executive Summary, Explanation or Background:**

The Certification Committee met on September 28, 2023, to discuss progress on subcommittee activities as follows:

1. Applications & Renewals: Seventeen new applications were received and fourteen were approved – waiting on subcommittee members to review the remaining three. There were 291 renewals for the June 30, 2023 report date. The random testing for compliance will begin soon.
2. Exam Questions: Subcommittee members completed their review of flagged questions from the Report Analysis for Version “B” Exams, which will be given on Thursday, October 19. Version “A” Exams are in the process of being reviewed and will be completed in December.
3. Exam & Review Sessions: Instructors for the Review Sessions are secured for each session. As of September 28, thirty-five candidates have registered for the Review Sessions and forty-five are registered for the Exams. The cut-off date to register is October 6.
4. Other: Discussions to contract for a formal review and increase to our current Test Banks are ongoing. Following Board approval of the Policies and Procedures to Maintain CGFO Status, an e-Bulletin was sent to all CGFOs to notify them of the changes and other news regarding the CGFO Program. We heard from one CGFO who was unhappy with the elimination of CPE credits for being a GFOA budget or financial statement reviewer.

#### **Recommended Action:**

For information only, no action needed.

*Mary-Lou Pickles*

Name

October 6, 2023

Date

# Florida Government Finance Officers Association, Inc.

## 2023-2024 Certification Committee

### Agenda Item



2023-2024

#### CHAIRPERSON

Mary-Lou Pickles

#### BOARD LIAISON

Missy Licourt

#### STAFF LIAISON

Karen Pastula

#### COMMITTEE MEMBERS

Jeremy Baker

Dee Dee Beaver

Kelly Bennett

Rebecca Bowman

Teri Butler

Kathleen Campbell

Sondra Collamore

Ginny Cox

Sarah Graber

Ann Harris Wynter

Natalie Hinger

Carlisha Jenkins

Linda Logan-Short

Shernett Lee

Karin Lu

Stephanie Loven

Karen Malcolm

Robert Miller

Tanra-Lee Milson

Susan Nabors

Michael Perry

Olga Rabel

Lilya Sablukova

Alicia Sheffield

Scott Simpson

Kelly Strickland

Todd Taylor

Lawanda Washington

Allen Weeks

Denese Williams

**Meeting Date:** October 18, 2023

**Title of Item:** On-Demand Online Testing Contract

#### **Executive Summary, Explanation or Background:**

At the August 18, meeting the Board approved moving forward with ASC-FasTest (ASC) to provide on-demand turn-key testing with virtual proctoring. The Board requested the contract be ready for review and approval at the October Board meeting.

The Board discussed having the option to offer group testing onsite at our Annual Conference or another signature event. The attached contract splits the \$45 per test fee into \$40 for proctoring and \$5 for delivery, thereby giving us the flexibility to offer in-person group testing, if desired. The annual fee for the services is \$5,750 and includes 10 users for administrative purposes, test takers are not considered users.

The effective date for the attached contract, which has been reviewed by FLC legal and IT staff is November 1, 2023. This will provide two months for working with ASC support staff to iron out the details, receive training, and upload the questions.

#### **Recommended Action:**

1. Board approval of the attached contract with ASC-FasTest.
2. Board approval to increase the CGFO expenses budget by \$5,750 to cover the annual service fee for the contract.

Mary-Lou Pickles

Name

October 6, 2023

Date

## **SUBSCRIPTION AND SERVICES AGREEMENT**

This Subscription and Services Agreement (“Subscription and Services Agreement” or “Agreement”) is an agreement between Assessment Systems Corporation (“Assessment Systems”) with a place of business at 5865 Neal Avenue N. #377, Stillwater, MN 55082, and a customer who purchases a Subscription and/or Services, and electronically agrees to the terms and conditions of this Subscription and Services Agreement (the “Customer”). This Subscription and Services Agreement governs Customer’s purchase of a Subscription to the Assess.ai™ or FastTest™ Subscribed Software, and Customer’s use of the Subscribed Software and any additional Services. It is effective immediately after Customer’s agreement and purchase of a Subscription. Assessment Systems and Customer are each a “Party” and collectively the “Parties”.

This Subscription and Services Agreement includes and incorporates the Terms of Use located at [https://assess.com/docs/ASC\\_Terms\\_of\\_Use\\_2020.02.04.pdf](https://assess.com/docs/ASC_Terms_of_Use_2020.02.04.pdf), which contains, among other things, warranty disclaimers, liability limitations, and use limitations. Notwithstanding anything to the contrary, the terms of this Subscription and Services Agreement shall control over any terms located in the Terms of Use or any related agreement.

This Subscription and Services Agreement and the Terms of Use together comprise a binding written agreement between Customer and Assessment Systems, effective as of the Subscription Term Effective Date and mutual execution of the Subscription and Services Agreement by Assessment Systems and Customer (the “Agreement”).

Optionally, a Statement of Work (SOW) may be included as an addendum, and is hereby included and incorporated.

### **1. DEFINITIONS**

The following definitions shall apply to this Subscription and Services Agreement. Capitalized terms not defined herein shall have the definitions set forth in the Terms of Use.

DELIVERABLE has the meaning set forth in Section 3.2.

SOFTWARE DEVELOPMENT means the customized development of Software by Assessment Systems for Customer.

STATEMENT OF WORK means a separate written statement of work between Customer and Assessment Systems outlining Consulting Services and/or Software Development to be performed by Assessment Systems for Customer.

SUBSCRIBED SOFTWARE has the meaning set forth in Section 2.1.

SUBSCRIPTION means the Customer’s purchase of access to Subscribed Software.

SUBSCRIPTION TERM EFFECTIVE DATE is the date on which the Customer agrees to the Subscription and Services Agreement, as part of an online purchase, or executes an equivalent agreement with a signature.

SUPPORT means the assistance delivered by Assessment Systems, which encompasses both Training Support and Technical Support.

TECHNICAL SUPPORT has the meaning set forth in Section 7.2.2.

TRAINING SUPPORT has the meaning set forth in Section 7.2.1.

## **2. SUBSCRIPTION**

2.1 Subject to the terms of the Agreement, Assessment Systems will use commercially reasonable efforts to provide Customer with access to the Software as subscribed to by Customer (the "Subscribed Software"). As part of the registration process, Customer will identify an administrative user name and password for Customer's Assessment Systems account.

2.2. Software Access and Authorization. In consideration of, and subject to, payment of the Fees and Customer's compliance with the Agreement, Assessment Systems shall provide Customer with remote access to and use of the Subscribed Software as purchased by the Customer, and corresponding Upgrades, for the Term of this Subscription and Services Agreement. All rights not expressly granted to Customer hereunder are reserved by Assessment Systems, its suppliers, and its licensors. The Customer is provided a subscription to use the Subscribed Software based on the parameters purchased; in no case is this to be construed as a license to Software or any Intellectual Property rights of Assessment Systems.

## **3. CONSULTING SERVICES AND SOFTWARE DEVELOPMENT**

3.1. Consulting Services and Software Development Requests. Following a request for Consulting Services or additional Software Development beyond the scope of the original Subscription, Assessment Systems shall produce a Statement of Work which shall be reviewed by Customer. The Parties shall agree on the Statement of Work which, when accepted, shall be the Statement of Work for such Consulting Services or Software Development. Customer shall be solely responsible to confirm that the Statement of Work satisfies the operational needs and requirements of Customer's business and to identify any necessary modifications to the Statement of Work. The Consulting Services shall be performed and delivered at the times and places listed in the applicable Statement of Work. Assessment Systems shall use commercially reasonable efforts to meet the timelines set in the applicable Statement of Work, but time shall not be of the essence unless otherwise expressly agreed in the Statement of Work, and shall be subject to potential delay by a Force Majeure Event. All reports produced are allowed one round of copyediting requests.

3.2. Deliverables. In the event an applicable Statement of Work explicitly requires Assessment Systems to develop software, upon the delivery of such newly developed software (each a "Deliverable"), Customer shall have ten (10) business days to review such software for any material non-conformance with the terms of the Statement of Work. In the event that Customer does not report any such material non-conformance to Assessment Systems within the ten (10) business day period, Customer will have been deemed to have accepted such Deliverable and Customer waives and releases Assessment Systems from and against any claim, liability, damage, demand, cost and/or expense, or suit arising from or related to such Deliverable developed by Assessment Systems on behalf of Customer other than based on an allegation that such Deliverables violate the IP Rights of any third party. In the event the Customer timely identifies a Deliverable to not be in material conformance with the terms of the Statement of Work, Assessment Systems will, as Customer's sole remedy, remedy such material non-conformance so as to bring it into material compliance with the Statement of Work. Unless specified otherwise on the Statement of Work, the Deliverables will not be covered by any warranty and are not subject to receiving any Support. Assessment Systems will perform commercially reasonable efforts to update software or consulting services to remedy non-conformance.

## **4. RESTRICTIONS AND RESPONSIBILITIES OF CUSTOMER**

4.1 Customer represents, covenants, and warrants that Customer will use the Services only in compliance with Assessment Systems' Terms of Use (which are available at the following URL: [https://assess.com/docs/ASC\\_Terms\\_of\\_Use\\_2020.02.04.pdf](https://assess.com/docs/ASC_Terms_of_Use_2020.02.04.pdf) ) and Privacy Policy (which is available at the following URL: <https://assess.com/privacy-policy> ) then in effect and all applicable laws and regulations. Although Assessment Systems has no obligation to monitor Customer's use of the Services, Assessment Systems may do so and may prohibit any use of the Services it believes may be (or alleged to be) in violation of the foregoing.

4.2 Customer shall be responsible for obtaining and maintaining any equipment and ancillary services needed to connect to, access or otherwise use the Subscribed Software, Consulting Services, and Software Development (collectively, "Equipment"). Customer shall also be responsible for maintaining the security of the Equipment, Customer account, passwords (including but not limited to administrative and user passwords) and files, and for all uses of Customer account or the Equipment with or without Customer's knowledge or consent.

## **5. FEES AND PAYMENT**

5.1. **Payment Terms.** In most cases, Assessment Systems will send an invoice for payment. All invoices shall be due and payable by Customer without deduction or set-off, in full and cleared funds and in the currency specified to the account or address designated by Assessment Systems within thirty (30) days net from invoice date. Payments can be made immediately at the time of purchase, via credit card, for some Services.

5.2. **Late Payments.** Late payments will accrue a finance charge of three percent (3%) per month or the maximum rate allowed by law, on any outstanding balance, or the maximum permitted by law, whichever is less.

5.3. **Special Invoicing Requirements.** In the event any applicable laws, regulations, rules or local conditions, other than taxes as set forth in Section 5.5, result in any additional cost of performance for Assessment Systems or reduce the net amount of Fees that Assessment Systems expects to received under this Subscription and Services Agreement, Assessment Systems may impose a special handling charge equal to the amount of such additional cost or reduction in Fees, up to five percent (5%) of the total Fees payable under this Subscription and Services Agreement per annum.

5.4. **Overages.** If Customer exceeds the contracted level of Services during the term of this Agreement, Customer will be charged using the then-current rates for the overage. For example, if the contract is for 1,000 test credits and 1,100 exams are delivered.

5.5. **Taxes.** Customer is responsible for all taxes, charges or duties including, without limitation, sales, use, value added, royalty or withholding taxes imposed by a federal, state, provincial, local or other government entity on Services provided under this Agreement, excluding taxes based on Assessment System's net income.

5.6. **Fee Disputes.** In the event that Customer disagrees with any charges on its invoice, Customer must send written notification to Assessment Systems within five (5) Business Days of receipt of the first statement that contained such charges to address Customer's billing inquiries; any invoices not disputed within these five (5) Business Days shall be deemed accepted. If Assessment Systems is processing payments directly from people taking an exam, any challenge to those payments will render the exam registration and results null and void. This includes disputes of credit card charges.

5.7. **On-site Services.** On-site visits are not normally required. When on-site visits are requested by Customer, a Statement of Work will document the Services required and Customer shall pay Services Fees

including Assessment Systems' reasonable out of pocket expenses incurred pursuant to such on-site visit including travel, lodging, and charges for other necessary business expenses.

5.8. Fees for Data Storage. If the Customer stores more than 100 GB of assets (multimedia files) in the subscribed software in a cloud (not on-premise) account, the Customer may incur charges for data storage in excess of what is provided free of charge for test items, results, data, and media files as specified on the Statement of Work. ASC will notify customer with details and proposed charges, who will have five (5) business days to delete files before charges begin.

5.9. Assessment Systems' Remedies for Non-Payment. In addition to the remedies set forth in the Terms, if any payment is not made when due under Section 5.1 or any other provision of this Agreement, Assessment Systems may charge all such unpaid fees to Customer's credit card on file with Assessment Systems, if any, or otherwise bill Customer for all such unpaid fees. Customer shall reimburse Assessment Systems for all costs incurred by Assessment Systems in collecting any unpaid balances, late payments, and/or interest, including attorneys' fees, court costs, and collection agency fees.

5.10. Renewal Fees. Assessment Systems reserves the right to change the amount of any Renewal Fees by notice to Customer given at least ten (10) business days in advance of the last day on which Customer can provide a written notice of cancellation, and such changes shall become effective upon the commencement of such Renewal Term and shall apply to all renewals absent the Statement of Work specifying otherwise.

5.11. Credit and Debit Cards. Except where prohibited by applicable law, if Customer pays any Fees via credit or debit card or other electronic payment method ("Electronic Payment"), then Assessment Systems reserves the right to charge Customer an additional fee equal to three percent (3%) of the amount charged. Customer acknowledges that Assessment Systems uses third-party vendors ("Third-Party Payment Processors") to process Electronic Payments. If Customer provides its Electronic Payment information ("Card Information") to a Third-Party Payment Processor directly or through Assessment Systems in connection with this Agreement, Customer consents to all Fees and charges coming due hereunder being charged to such Electronic Payment method(s) in accordance with the first sentence of this Section 5.2 and acknowledges and agrees that its Card Information may be retained by any such Third-Party Payment Processor, or successor thereto, for that purpose until such time as Customer delivers written notice that it desires for Assessment Systems to cease automatically deducting Fees from such Electronic Payment method. ASSESSMENT SYSTEMS SHALL NOT BE LIABLE FOR THE PERFORMANCE OR ACTIONS OF, OR TREATMENT OF CARD INFORMATION BY, ANY THIRD-PARTY PAYMENT PROCESSOR AND MAKES NO REPRESENTATION WARRANTY OR COVENANT WITH REGARD TO SUCH THIRD-PARTY PAYMENT PROCESSOR, ITS PERFORMANCE, ACTIONS, OR TREATMENT OF CARD INFORMATION, INCLUDING WITH REGARD TO ITS RETENTION, STORAGE, OR UNAUTHORIZED DISCLOSURE OF CARD INFORMATION, AND CUSTOMER ACKNOWLEDGES THAT IT WILL LOOK SOLELY TO SUCH THIRD-PARTY PAYMENT PROCESSOR FOR ANY LOSS, DAMAGE, LIABILITY, CLAIMS OR EXPENSES IN CONNECTION WITH THE SAME, EXCEPT TO THE EXTENT ARISING OUT OF THE GROSS NEGLIGENCE OR INTENTIONAL MISCONDUCT OF ASSESSMENT SYSTEMS.

## **6. TERM AND TERMINATION**

6.1 Terms of Use. Policies regarding Term and Termination are described in the Terms Of Use. In addition, the following also applies to Paid Accounts.

6.2. Term. The Term of this Subscription and Services Agreement and Customer's right to access and use the Software Services and Customer's access to the accompanying level of support services purchased by Customer shall commence on the Subscription Term Effective Date and shall continue for the Initial Term. The Initial Term shall consist of two (2) years unless otherwise specified in a Statement of Work.



6.3. Renewals. Assessment Systems will endeavor to provide Customer notice of a pending automatic renewal approximately thirty (30) to ninety (90) days prior to expiration of the Term then in effect. Upon the commencement of each renewal Term, Assessment Systems will issue an invoice to Customer for the Renewal Fee for such renewal term at Assessment Systems' then current standard Renewal Fee.

6.4. Termination. This Subscription and Services Agreement or any portion hereof (including specific Services or Support provided and/or purchased hereunder) may be terminated before expiration of the Term by written notice:

6.4.1 by Assessment Systems, if Customer fails to pay any amount when due hereunder;

6.4.2 by Assessment Systems, if required to do so by law (e.g., where the provision of the Site and/or Services, is or becomes, unlawful);

6.4.2. by either Party, without cause, effective sixty (60) days following such notice. In the event of termination pursuant to this section by Customer, Assessment Systems shall reimburse Customer for any amounts paid for services that were to be rendered beyond the effective date of termination on a pro-rata basis. Customer shall have no liability for fees or payments owed for services not rendered in the event of termination pursuant to this section;

6.4.3. by either Party, if the other Party commits a material breach of any provision of this Agreement, and either that breach cannot be cured or, if it can be cured, it is not cured by the breaching Party within thirty (30) days after the breaching Party's receipt of written notice of such breach; or

6.4.4. by either Party, if the other Party (i) becomes insolvent, (ii) is generally unable to pay, or fails to pay, its debts as they become due, (iii) files, or has filed against it, a petition for voluntary or involuntary bankruptcy or pursuant to any other insolvency Law, (iv) makes or seeks to make a general assignment for the benefit of its creditors, or (v) applies for, or consents to, the appointment of a trustee, receiver or custodian for a substantial part of its property or business

6.5. Suspension. Whenever Assessment Systems has the option to terminate this Subscription and Services Agreement under Section 6.4, Assessment Systems may, at its sole discretion and without liability, instead elect to suspend Customer's account and access to any Services until the underlying circumstances giving rise to such right have been fully cured by Customer. No such Suspension shall limit Customer's obligations hereunder, including Customer's ongoing payment obligations. Assessment Systems reserves the right to impose a reconnection fee of \$2,500 in the event Customer's account is suspended and subsequently reinstated as set forth in this Section 6.5. Following suspension under this Section 6.5, Assessment Systems may terminate the Subscription and Services Agreement by delivery of written notice to Customer at any time prior to Customer's full cure of the underlying circumstances and payment of any reconnection fee imposed by Assessment Systems.

6.6. Assessment Systems Termination. If Assessment Systems exercises its termination or suspension rights under Sections 6.4.1 or 6.4.3 of this Agreement:

6.6.1. Customer shall immediately pay all Fees and any other amounts then due under this Subscription and Services Agreement for services provided;

6.7. In the event this Subscription and Services Agreement is terminated but Customer desires to continue using its Free Account, Customer's use of the Free Account following termination shall be governed by the Terms without reference to this Subscription and Services Agreement.

6.8. Assessment Systems may assign this Agreement in its entirety, without consent of the other party, to its Affiliate or in connection with a merger, acquisition, corporate reorganization, or sale of all or substantially all of its assets.

## **7. Support, Maintenance, and Testing Services**

7.1. **Support Generally.** Assessment Systems shall provide Technical Support Services in English (unless otherwise specified in an applicable Subscription and Services Agreement) as set forth herein and in accordance with Assessment Systems' then current standard technical support program and procedures. Assessment Systems may also provide free access to product and Technical Support information, and online guides. Technical Support is available 24/7 in the form of an e-mail contact (support@assess.com), submitting a ticket on the Support webpage, or, at Assessment System's discretion, a telephonic support line. Assessment Systems will use commercially reasonable efforts to respond to all Support tickets within one (1) business day. Customer shall serve as the first line of Support for their Examinees, excluding Technical Support issues. Assessment Systems does not offer Support for Free Accounts and to access Support, Customer must upgrade to a Paid Account. Unless otherwise specified in a Subscription and Services Agreement, Assessment Systems currently offers complimentary Support to Customer with a Paid Account. However, even if Support fees are not provided in a Subscription and Services Agreement, Assessment Systems reserves the right to begin charging a commercially reasonable and uniform rate for Support following at least thirty (30) days prior written notice to Customer, during which thirty (30) day period Customer may elect to terminate Support upon expiration of the thirty (30) day period. Support billing terms shall be governed in accordance with the applicable Subscription and Services Agreement.

7.2. **Support Options.** Assessment Systems, at its sole discretion, will provide Support to Customer with a paid account in connection with Assessment Systems' Software Services through one of the following options and will choose which method of providing Support depending on the circumstances, in particular depending on the type of assistance needed:

7.2.1. **Training Support.** "Training Support" means Support addressing questions relating to understanding how to navigate and use the Software Services.

7.2.2. **Technical Support.** "Technical Support" means Support requests involving assistance with issues related to the intended function of the system.

7.3. **Good Conduct.** Assessment Systems shall have no obligation to provide Support or liability for failure to provide Support, and (in the case of 7.3.1 or 7.3.3) reserves the right to suspend or terminate all or any access to Support if:

7.3.1. Customer's requests for Support are, in Assessment System's reasonable opinion, overly excessive or duplicative of prior requests for issues that have already been addressed by Assessment Systems;

7.3.2. Customer's requests relate to the general use of the Services that are addressed via Assessment Systems' training tools and resources or which a person, using reasonable efforts, can perform after completing the Assessment Systems' training tools or resources; or

7.3.3. In Assessment System's reasonable opinion, Customer or Customer's representatives, employees, agents, or designees, act in an abusive or offensive manner toward Assessment Systems' personnel, or other vendors associated with Assessment System's delivery of services, including the Testing Network, or other customers.

## **8. Attorney's Fees, Governing Law, and Venue**

8.1 **Attorney's Fees.** In the event any dispute arises out of or relating to this Agreement, whether in law or equity, the prevailing Party shall be entitled to recover, in addition to any relief awarded, its reasonable attorneys' fees, paralegals' fees, expert fees, and all other costs, at all levels whether at trial, on appeal, or in bankruptcy.

8.2 **Governing Law; Jurisdiction; and Venue.** This Agreement shall be governed by the laws of the State of Florida, without regard to conflict of law principles. Any action or proceeding by either of the

Parties to enforce this Agreement shall be brought only in a state or federal court located in the State of Florida, County of Leon. The Parties hereby irrevocably submit to the exclusive jurisdiction of such courts and waive the defense of inconvenient forum to the maintenance of any such action or proceeding in such venue.

9 Data Security

9.1 Data Breach. In the event of a data breach incident affecting personal information, protected health information, and/or confidential information obtained pursuant to this Agreement or related agreements, Assessment Systems shall: (1) Notify Customer by telephone and e-mail of such an event within 24 hours of discovery; (2) Assume responsibility for informing all affected individuals in accordance with applicable law; and (3) Indemnify, hold harmless and defend Customer and its affiliates, employees, managers, agents, successors, assigns, and subcontractors from and against any claims, damages, costs, or other harm related to such data breach incident. This section 9 shall not be subject to any liability caps or limitations of liability.

**Customer**

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

\_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

**Assessment Systems Corporation**

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

## STATEMENT OF WORK

This Statement of Work (SOW) provides a description of services rendered under the Subscription and Services Agreement ("Agreement") and is hereby incorporated.

**Customer Name:** Florida Government Finance Officers Association

**Effective Date:** Nov 1, 2023

**Term:** Two years

### Software-as-a-Service

☒ FastTest Annual Base Subscription \$5,750 per year

The base subscription allows for item authoring, item review, and test publishing/printing. There is no limit on the number of items or tests. There is a maximum of 10 users. It includes email support to administrative users, but not to examinees. There are no hosting or setup fees.

☒ Test Credits for Unproctored Delivery Price per credit: \$5

Test credits are used to track delivery of tests. A typical online test uses 1 credit. An adaptive test uses 2, and an upload of a paper test result for scoring and reporting uses 0.5 credits. Credits are purchased in blocks of 500 or more, and do not expire while there is an active subscription. Customer can use standard test credits to deliver online tests that they proctor themselves, either virtually or in person. Remotely proctored tests also consume a test credit.

☒ Remote Proctoring

Live remote proctoring is available on-demand for examinees if Customer directs them to do so. Customer is responsible for taking registrations and payment. Customer then sends the name and email of examinees to ASC's support team. They will then ensure that the examinee is registered in FastTest and for the proctoring team. Candidates should be instructed to go to [ascproctor.com](http://ascproctor.com) when they are ready to take the test. Note that this process is not immediate; it might take up to 48 hours from examinee registration to being ready for proctoring. Proctor fees are below. These are billed in the first week of each month, for usage in the previous month.

3 hours: \$40

Additional hours: \$10

### Consulting and Support Services

☐ Psychometric Consulting

*Pricing in table below*

Not necessary. Can be added at a later date with an additional SOW.

# Florida Government Finance Officers Association, Inc.

## 2023-2024 Certification Committee

### Agenda Item



2023-2024

#### CHAIRPERSON

Mary-Lou Pickles

#### BOARD LIAISON

Missy Licourt

#### STAFF LIAISON

Karen Pastula

#### COMMITTEE MEMBERS

Jeremy Baker

Dee Dee Beaver

Kelly Bennett

Rebecca Bowman

Teri Butler

Kathleen Campbell

Sondra Collamore

Ginny Cox

Sarah Graber

Ann Harris Wynter

Natalie Hinger

Carlisha Jenkins

Linda Logan-Short

Shernett Lee

Karin Lu

Stephanie Loven

Karen Malcolm

Robert Miller

Tanra-Lee Milson

Susan Nabors

Michael Perry

Olga Rabel

Lilya Sablukova

Alicia Sheffield

Scott Simpson

Kelly Strickland

Todd Taylor

Lawanda Washington

Allen Weeks

Denese Williams

**Meeting Date:** October 18, 2023

**Title of Item:** Guidelines On-Demand Online Testing

#### **Executive Summary, Explanation or Background:**

At the August 18, meeting the Board approved moving forward with ASC-FasTest (ASC) to provide on-demand turn-key testing with virtual proctoring. The Board requested the committee make recommendations for the new CGFO platform including the cost per Exam, which hasn't been increased in over 15 years.

Attached is the proposed Guidelines for On-Demand Online Testing. Highlights of the guidelines include: testing is open 24 / 7 on the first two-months of each quarter, if a candidate fails one of the parts, they have to wait until the next quarter to retake that exam, and candidates have three years to pass all five parts (currently they have five years).

The committee is recommending the fees for Exams be increased to \$60, which is cost neutral for the ASC contract at 400 exams annually. Members reviewed the minimum cost to obtain the CPPO as a similar designation. The GFOA program has one fee of \$1,200 that includes the application fee and up to 10 exam attempts. The Committee's proposed increase to \$60 per exam and the \$50 application fee (no change) equals a \$350 minimum cost to obtain the CGFO (if all five parts are passed with the first attempt). For comparison purposes, the fee to obtain the CGFO designation with 10 attempts is \$650, well below the \$1,200 fee for the CPPO.

#### **Recommended Action:**

1. Board approval of the Guidelines for On-demand / Online Testing.
2. Board approval to increase fees for CGFO exams to \$60 each.

*Mary-Lou Pickles*

Name

October 6, 2023

Date



# **Florida Government Finance Officers Association Certification Committee Guidelines for On-demand / Online Testing**

1. Testing is open 24 /7 on the following on/off quarterly schedule:
  - a. 1<sup>st</sup> Quarter: January – Open  
February – Open  
March - Closed
  - b. 2<sup>nd</sup> Quarter: April – Open  
May – Open  
June - Closed
  - c. 3<sup>rd</sup> Quarter: July – Open  
August – Open  
September – Closed
  - d. 4<sup>th</sup> Quarter: October – Open  
November – Open  
December – Closed
2. Candidates are allowed to take anywhere between one and five parts during the two open months each quarter.
3. If a candidate fails one of the parts, they cannot retake that part until the next quarter i.e., a candidate is only allowed to take each unique part four (4) times per year.
4. A candidate must pass all five parts by the end of February each year to be eligible for the CGFO of the Year Award. Certificates earned after that, will be eligible for the Award the following year. This allows enough time for the candidate to be determined and the plaque ordered prior to the Annual Conference.
5. A candidate has three (3) years to pass all five parts. If they do not earn their CGFO certificate within that period, they will have to reapply to the program and retake all five parts.



# Florida Government Finance Officers Association, Inc.

2023-2024  
**CHAIRPERSON**

Sarah Simpson

**BOARD LIAISON**

Bill Spinelli

**STAFF LIAISON**

Jill Walker

**COMMITTEE MEMBERS**

George Barbar

Robert Broline

Kylie Chiavuzzi

Cormac Conahan

Christine Davis

Julie Davis

Matt Freitas

Damen Grant

Elmira Khatypova

Peta-Gay Lake

Jeffrey Larson

Kathleen Lee

Tiffany Lewis

Branden Lopez

Racquel Lopez

Marcia Mack

Dean Mead

Wayne Meyer

Alexandra Mitchell

Tiffany Neely

Annette Payne

Michele Pellino

Michael Quesada

Farah Rajaei

Jim Rizzo

Jamie Roberson

Daniela Russell

Benjamin Salz

Wilbert Santos

Kate Smith

Robert Smith

Cindy Speece

Brianna Stack

Caroline Sturgis

Ja'Vonta Swinton

Jonathan Tapp

Sophia Taylor

Allison Teslia

Darrel Thomas

Kristin Thompson

Angela Votaw

Patricia White

Jacqueline Whyte

Tori Unseth

## 2023-2024 Conference Program Committee

### Agenda Item

**Meeting Date:** October 18, 2023

**Title of Item:** 2024 Annual Conference Program  
Preliminary Schedule Outline

#### **Executive Summary, Explanation or Background:**

Attached please find the preliminary schedule outline for the conference.

#### **Recommended Action:**

The Board review the schedule and provide any suggestions and/or guidance regarding session schedule.

10/6/2023

**2024 FGFOA Conference Program Preliminary Schedule**  
**May 18 - 22, 2024 | Diplomat Beach Resort | Hollywood, FL**

**Saturday May 18, 2024**

	Time In	Time Out	# of Sessions	Session Minutes	Credits
Sessions	8:00 AM	9:40 AM	2	100	2
Break	9:40 AM	10:00 AM			
Sessions	10:00 AM	11:40 AM	2	100	2
Lunch	11:40 AM	1:00 PM			
Sessions	1:00 PM	2:40 PM	2	100	2
Break	2:40 PM	3:00 PM			
Sessions	3:00 PM	4:40 PM	2	100	2

**Sunday May 19, 2024**

	Time In	Time Out	# of Sessions	Session Minutes	Credits
First Time Attendees 11:00am - 11:45am					
FGFOA Chapter President's Roundtable 12:00 - 12:45pm					
Sessions	1:00 PM	2:40 PM	TBD	100	2
Break	2:40 PM	3:00 PM			
Sessions	3:00 PM	4:40 PM	TBD	100	2



**2024 FGFOA Conference Program Preliminary Schedule**  
**May 18 - 22, 2024 | Diplomat Beach Resort | Hollywood, FL**

**Monday May 20, 2024**

	Time In	Time Out	# of Sessions	Session Minutes	Credits
Opening General Session	8:00 AM	9:40 AM	TBD	100	1
Break	9:40 AM	10:00 AM			
Sessions	10:00 AM	11:40 AM	TBD	100	2
<b>Standing Committee Meetings</b> <b>11:50 AM - 12:50 PM</b>					
Sessions	1:30 PM	2:20 PM	TBD	50	1
Break	2:20 PM	2:30 PM			
Sessions	2:30 PM	3:45 PM	TBD	75	1.5
Break	3:45 PM	4:00 PM			
Sessions	4:00 PM	5:15 PM	TBD	75	1.5
<b>Networking and Social Event</b> <b>5:30pm - 7:00pm</b>					

**2024 FGFOA Conference Program Preliminary Schedule**  
**May 18 - 22, 2024 | Diplomat Beach Resort | Hollywood, FL**

## Tuesday May 21, 2024

	Time In	Time Out	# of Sessions	Session Minutes	Credits
Sessions	8:00 AM	9:40 AM	TBD	100	2
Break	9:40 AM	10:00 AM			
Sessions	10:00 AM	11:40 AM	TBD	100	2
<b>Innovation Awards Luncheon &amp; Past Presidents Recognition 11:50AM - 1:00 PM</b>					
Past President's Meeting*	1:15 PM	1:55 PM	1	40	
Sessions	2:00 PM	2:50 PM	TBD	50	1**
Break	2:50 PM	3:00 PM			
Sessions	3:00 PM	4:40 PM	TBD	100	2
<b>Association Night</b>					

## Wednesday May 22, 2024

	Time In	Time Out	# of Sessions	Session Minutes	Credits
<b>Annual Business Meeting 9:00AM - 9:20AM</b>					
Sessions	9:30 AM	10:45 AM	TBD	75	1.5***
Break	10:45 AM	11:00 AM			
Sessions	11:00 AM	11:50 AM	TBD	50	1

\* Still keep on

\*\* 2023 - 2 hours of credits  
 2022 - 1 hour of credits

\*\*\* 2023 & 2022 - 2 hours of credits



# Florida Government Finance Officers Association, Inc.

**2023-2024**  
**CHAIRPERSON**  
Sarah Simpson  
**BOARD LIAISON**  
Bill Spinelli  
**STAFF LIAISON**  
Jill Walker

## 2023-2024 Conference Program Committee

### Agenda Item

#### **COMMITTEE MEMBERS**

George Barbar  
Robert Broline  
Kylie Chiavuzzi  
Cormac Conahan  
Christine Davis  
Julie Davis  
Matt Freitas  
Damen Grant  
Elmira Khatypova  
Peta-Gay Lake  
Jeffrey Larson  
Kathleen Lee  
Tiffany Lewis  
Branden Lopez  
Racquel Lopez  
Marcia Mack  
Dean Mead  
Wayne Meyer  
Alexandra Mitchell  
Tiffany Neely  
Annette Payne  
Michele Pellino  
Michael Quesada  
Farah Rajaei  
Jim Rizzo  
Jamie Roberson  
Daniela Russell  
Benjamin Salz  
Wilbert Santos  
Kate Smith  
Robert Smith  
Cindy Speece  
Brianna Stack  
Caroline Sturgis  
Ja'Vonta Swinton  
Jonathan Tapp  
Sophia Taylor  
Allison Teslia  
Darrel Thomas  
Kristin Thompson  
Angela Votaw  
Patricia White  
Jacqueline Whyte  
Tori Unseth

**Meeting Date:** October 18, 2023

**Title of Item:** 2024 Annual Conference Program  
Preliminary Topics

#### **Executive Summary, Explanation or Background:**

The Annual Conference Program Committee is excited to bring the Board the attached preliminary list of ranked topics compiled by each Sub-Committee.

A supplemental schedule listing each track with the sessions from prior Annual Conferences (2020 – 2023) is also attached for comparison purposes.

From the Boards guidance, topic descriptions will be further developed and refined and speakers identified and secured.

#### **Recommended Action:**

The Board review the current list and provide any suggestions and/or guidance regarding the class offerings.

10/6/2023

**Accounting, Auditing, and Financial Reporting**

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
High	GASB Update	This session will include the latest news from the Governmental Accounting Standard Board (GASB) and provide answers to address public confusion about current pronouncements. Included in this session discussion would be the new GASB Reporting Model which should be released in December.	GASB					
High	GASB Hot Topics	This session will cover the major accounting and financial reporting issues associated with implementing GASB 87 & GASB 96.	GASB	MSL				
High	Auditor General and Department of Financial Services Update	Update from the Florida Auditor General's Office and Department of Financial Services on current issues pertaining to local governments.	Auditor General & DFS	Offices				Could be combined with Common Audit Findings.
High	Single Audit Update	This session will provide an update on the Office of Management and Budget's revisions to the Uniform Guidance and the Compliance Supplement. This session will also cover the audit implications of these revisions and any revisions to the Florida Single Audit Act.	April		CRI Gainesville taught it last year			
High	Common Audit Findings	This session will include discussion of common audit findings at various local government entities related to financial reporting, internal controls and compliance as well as best practices for addressing them.						
High	Which Absences Are Compensated? Preparing to Implement GASB Statement 101	GASB Statement No. 101, Compensated Absences, is intended to clarify the guidance for GASB and a finance officer – compensated absences liabilities and to resolve a range of practice problems that have arisen the best person at the GASB in the 20 years since Statement 16 became effective. It also significantly broadens the types would be Deborah Beams, of leave that should be reported as compensated absences, notably leave that will be used by who led the Statement 101 employees while they are still working for the government. This session will explain the new project, though it might be standards, highlighting the ways in which they differ from the old rules and why governments whoever we get from the that currently report little or no compensated absences may have to begin recognizing a GASB for the GASB update liability under Statement 101.						
High	Financial Reporting Challenges	Provide answers to varouis hypothetical complex accounting and financial reporting questions faced by many Florida governments.						
High	Disaster Reimbursement Dos and Don'ts	Is your organization ready? This session will focus on FEMA's and FDEM's reimbursement process for emergency management expenses. FEMA's reimbursement categories (A to Z) will be reviewed as well as what documentation is needed to maximize reimbursement for declared emergency management events. Additionally, F-ROC which is a new initiative, sponsored by the Florida Division of Emergency Management (FDEM), that standardizes, streamlines, and simplifies the FEMA Public Assistance (PA) process resulting in a quicker recovery and reduced risk for applicants will be explained in a comprehensive overview so agencies can decide if they want to participate in the program or not.	Melissa	Foggy	Florida Division of Emergency Management			Melissa, contact info below, is heading the program but has a consultant that is helping them launch the program with classes.

Accounting, Auditing, and Financial Reporting

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
Medium	ACFR 101: Where to Start if you Want to Prepare your ACFR	This session will cover the basics of what goes into preparing the ACFR, including discussion on required sections, what information you will need to gather and where you can get it, and common findings in first year ACFRs.						
Medium	Royalty: The GFOA's Triple Crown Award	GFOA gives the Triple Crown Award to organizations which achieve the Certificate of Achievement for Excellence in Financial Reporting Program (COA), the Popular Annual Financial Reporting Award (PAFR) and the Distinguished Budget Presentation Award. All awards encourage and assist state and local governments to go beyond the minimum requirements and create more transparency and understandability and full disclosure. This session will review each award and what is needed to achieve them as well as common comments and questions from the each award program.						
Medium	Stimulus Funds	This session will focus on how state and local governments spent their stimulus funds, primarily from the CARES Act, Consolidated Appropriations Act and the American Rescue Plan Act. Topics discussed will include compliance with the federal guidelines, reporting results, reviewing for duplication of benefits and ongoing spending plans. We'll also review oversight processes aimed at preventing and detecting fraud, waste and abuse of funds. Single Audit and subrecipient monitoring procedures and common audit issues will also be presented.						
Medium	Internal Controls in Government	This session will provide guidance in designing, implementing, maintaining and auditing internal controls to safeguard your organization; reviewing key internal controls for government. Included in this is a discussion on IT internal controls and the role IT plays as well as how the shift in the remote work environment has added more layers that need to be evaluated, designed for and implemented.						
Low	Introduction to Governmental Accounting	Are you new to the governmental arena? This session covers the basics of governmental accounting and reporting in today's environment. It will review the unique aspects of the governmental environment, recognize the financial reporting structure used by governments, and review the basic differences between commercial and governmental accounting and why these differences exist.						Could be combined with Accounting Best Practices.
Low	Accounting Best Practices	Best practices for accounting procedures for governmental agencies, including the clerk's offices.						
Low	Managing Capital Assets	Managing Capital Assets – Tracking, replacement, and reporting – See how others do it. Categories such as land, infrastructure, buildings & equipment. What to expect during a capital asset clean up project and how it was handled with all the challenges.						
Low	GASB 101	Basic GASB 101	Zach		James Moore and Company			

Accounting, Auditing, and Financial Reporting

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
Low	Fraud in Florida	Fraud affects many businesses, organizations and governments in Florida. This session will review recent fraud cases, discuss how to implement internal controls to prevent fraud from occurring and provide ways to detect it if it does happen.						
Low	Accounting for the Constitutional Offices	Review Constitutional Offices of Clerk, Sheriff, Property Appraiser, Tax Collector and Supervisor of elections. How do these operations integrate to the Financial statements, opportunities to better interactions while independent. Overview of the independence of the offices and the responsibility of audits in each of the areas.		Panel or Audit expertise				
Low	Introduction for Forensic Accounting Audit	An introduction to forensic auditing and things to initially look for. Also include ideas from FICPA's sessions on: "Why Auditors fail to detect Fraud" and "Bears Will Be Bears".						
Low	Audit RFPs	RFP process and considerations to be made when selecting an auditor or switching audit firms		Panel format of entities that have recently underwent an auditor switch and what to anticipate.				

**Budgeting, Economics, and Financial Planning**

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
1	Economic Update/Indicators	Economic conditions affect budgeting and financial planning functions in all governmental entities. This session will discuss the current state of the economy and provide national, state and regional trends. This session will also provide a thorough understanding of key economic indicators and metrics and their practical applications in financial planning, budgeting, investment, and decision-making.	Amy	Baker	State of Florida	baker.amy@leg.state.fl.us		
2	HR Hot Topics	This session will provide insights for finance professionals into the latest trends, challenges, and best practices in human resources management. The session covered a range of topics relevant to the public sector, to include Diversity, Equity, and Inclusion (DEI) in Government; Remote Work and Hybrid Work Models; Talent Acquisition and Retention; Performance Management and Appraisal; Workforce Planning and Succession Management; HR Technology and Automation; Employee Well-being and Mental Health; and Compliance and Legal Updates.						
3	Procurement Strategies	This session will provide an overview of the various procurement methods, including Request for Bids, Request for Proposals, Sole Source/Single Source, Piggybacks, Co-operatives, etc. It will also provide insight on how to document the procurement method to enforce compliance Florida Statutes and agency policies while ensuring financial planning/budgets are adhered to.						
4	From Start to Finish - Strategic Planning	The Strategic Plan is a useful tool to ensure resources are properly allocated based on the top priorities of a community. For any Strategic Plan to be effective, collaboration and communication between all stakeholders, a rigorous process of goal setting, a data-driven evaluation of priorities, finance collaboration to address baseline budget assessments, and a budget that communicates the financial steps are necessary. After going through the process and developing your Strategic Plan, it is now time to roll it out and ensure accountability to the public. But how do you do that? How do you translate those strategic initiatives into actionable and measure objectives, and most importantly, how do you tie it all into the budget process? This session will address how to make that shift where the strategic plan becomes the basis of the budget; how to determine overall measurable objectives; how to engage the public and employees to support the strategic plan; and how to ensure accountability. This session will walk through a typical local government strategic planning process from beginning to end.						Could be combined with Financial Planning.
5	Financial Planning	Rising costs, competing priorities, and limited financial resources! Sounds familiar? This session would focus on developing a multi-year financial plan that supports your Strategic Plan. It will highlight techniques for forecasting revenues and expenditures; the pros and cons of developing a multi-year financial plan; the process for developing, approving, and updating a multi-year financial plan; and methods of communicating and obtaining buy-in from stakeholders.						
6	Budget Process Overview	This session will highlight the overall process of developing a government budget, including obtaining departmental input, balancing the budget, budget presentation, and issuing the budget document. It will also provide a more in depth understanding of the various revenue sources and types of expenses, as well as invaluable information on State requirements for budgeting.						Could be combined with Budget Best Practices.

**Budgeting, Economics, and Financial Planning**

<b>Rank</b>	<b>Suggested Session Title</b>	<b>Session Description</b>	<b>Recommended Speaker First Name</b>	<b>Recommended Speaker Last Name</b>	<b>Recommended Speaker Organization</b>	<b>Recommended Speaker Email</b>	<b>Recommended Speaker Phone</b>	<b>Notes</b>
7	Budget Best Practices	Looking for new and creative way to approach the budget process? We will walk through a local government budget process and learn some best practices that have proven to be effective. The session will cover best practices on all aspects of the budget process, including establishing a vision and priorities, engaging with the public, developing the annual budget, maintaining relationships and monitoring the budget throughout the year.						
8	Free Money? Yes, please! - All about Grants	Local governments often turn to grant opportunities to help fund new initiatives, provide for new capital projects, or support important initiatives that otherwise would be unaffordable. However, the effort required to find, manage, and report on grants can be significant, especially for a small government. Attendees will learn how to distinguish between types of grants, write a better, more competitive grant proposal - tailoring their application to compete, and learn how to implement, comply with complex grant requirements and navigate and use grants.gov.						
9	Retirement Plans	This session will provide a comprehensive understanding of the various types of retirement plans available in the public sector. It provides insights into the key features, benefits, and considerations associated with different retirement plans, as well as the long-term financial implications fo each type of plan on a government agency. It will also discuss the agency's fiduciary responsibility for each type of plan. This session will also touch on what Finance Professionals themselves should consider when planning for retirement as the workplace is loosing many to retirement.						
10	Assessments 101	Special assessments are an essential tool for funding local infrastructure and services, and understanding the legal, financial, and managerial aspects is crucial for government finance officers. This session will provide an overview of the types of special assessments that are authorized by Florida Statutes and will segway into an in-depth exploration of the processes involved in developing, implementing, and managing special assessments.						
11	Preparing and Implementing Financial Policies and Determining Financial Reserves	This session will provide an overview on how to prepare, implement, and manage financial policies effectively, including determining and maintaining appropriate financial reserves. It will provide sample policies and resources that can be used to help create effective financial policies based on the Government Finance Officers Association best practices and anticipated changes for GFOA guidelines.						



Pre-Conference Leadership

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
1	Adaptation of Leadership Styles	Adapting your leadership style to the changing work environment.						
2	Building & Sustaining Highly Effective Teams	Bridging the generational gap/how to motivate different generations & building effective teams/workplace culture.	Fernando	Casamayor	Chief Financial Officer, City of Doral	fernando.casamayor@cityofdoral.com	305-593-6725 ex 4000	
			Daniel	Alfonso	VP Facilities & Public Safety, Nova Southeastern University	djalfonso@nova.edu	954-262-8835	
3	Necessary Leadership Skills	The importance of soft skills and emotional intelligence in leadership and how to develop skills needed to function as an effective leader.	Daniel	Alfonso	VP Facilities & Public Safety, Nova Southeastern University	djalfonso@nova.edu	954-262-8835	
4	Growth of a Leader	How to expand knowledgebase and transitioning to a leadership role from a worker bee - are you ready? How do you tell if your staff is ready?	Grice	Sonia	Director, Miami-Dade Community Action & Human Services Department	Sonia.Grice@miamidade.gov	786-469-4616	
			Daniel	Alfonso	VP Facilities & Public Safety, Nova Southeastern University	djalfonso@nova.edu	954-262-8835	

**Policy, Leadership, Strategic Planning, and Personnel**

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
<b>Policy &amp; Strategic Planning</b>								
1	Public Records & Sunshine Law	Understanding the importance of maintaining and retaining public records, public records requests, and Florida's Sunshine Law.						
2	Legislative Updates	Recent changes to federal and/or state statutes that may impact your organization.						
3	How to gain even with the "Brain Drain"	How to address "Brain Drain" as knowledgeable experienced leaders retire or leave the industry and plan for succession & recruitment & retention of Gen Z. In order to attract new hires and retain current valuable staff, the costs, benefits and management challenges of hybrid workplaces must be looked at and addressed.						
4	HR Salaries & Union Procedures	Learn how to maintain a competitive pay structure with all that is facing local governments: salary compression, inflationary pressure/cost of living and contract negotiations.						
5	Hybrid/Remote Policies & Best Practices	Updating/developing sound policies and procedures for the "Post COVID" world which has changed, i.e. work schedules & places and the technology which is involved.						
<b>Personnel</b>								
1	Performance Appraisals & Accountability	How to deliver constructive criticism and motivate employees and how to hold poor performing employees accountable and the potential impacts on morale if an organization lacks accountability.						
2	All about Cross-training	Who, what, where, when & how	Andrew	Mullings	HR Section Manager, Miami-Dade County Human Resources Department	andrew.mullings@miamidade.gov	305-375-4059	This session could incorporate succession planning as well.
3	Lean Six Sigma	How can Lean Six Sigma benefit your organization	Dr. Keith A.	Clinkscale				This session could be a re-cap and then provide case studies.
4	Be in the Know - The Role of the Different Health Accounts	Understanding the benefits of HSA, HRA, and FSA programs to your employees	Kate	Grangard	Gehring Group, a Risk Strategies Company	Kate.grangard@gehringgroup.com	(561) 629-2001	

Policy, Leadership, Strategic Planning, and Personnel

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
Leadership								
1	Dynamic Leadership	For those who were in the FGFOA 2023/2024 Mentor/Mentee Program. This will be a presentation by the speaker and then the Mentees will present their Individual Development Paln.	Peter	Brill				Verified with Kadem
2	"Yes We Can!"	Women in Leadership: Balancing act, struggles, skill sets needed, successes & how to inspire and support other women and the next generation to do great things.	Tanya	Wilson	Deputy Village Manager, Miami Shores Village			
			Sonia	Grice	Director, Miami-Dade County Community Action & Human Services Department			
3	No More Silos!	How to create a collaborative enviornment amongst the organization that has good inter- and intra- departmental communication. Discussion will also focus on how to communicate with those charged with governance & citizens.						
4	How to Empower Your Team	Best practices to empower your team to ensure they feel appreciated and heard.						
5	Psychological Safety in the Workplace	Research has shown that providing a psychologically safe workplace environment where people feel safe to speak-up, ask questions, and share concerns or ideas without the fear of ridicule, blame, upsetting the boss or even being completely ignored has a positive impact on success, innovation and learning across all industries, and at all levels. But what exactly do we mean by Psychological Safety, and how do we begin to create a psychologically safe environment for all employees? The speaker will describe the 4 components of Psychological Safety and strategies for incorporating it within your workplace.						This session could focus on the types of strategies and how they can be applied to Finance as well as best case outcomes.

Pre-Conference Investment

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
1	Investment Policies Best Practice	Discussion on investment policies best practices: why and how to implement them.						
2	Economic Update	Overview of world, country and state economics at the time and projections.						
3	The "Short" & "Long" of Investments	Discussion on investment considerations for both the operating and long-term portfolios.						
4	Measuring & Communicating Performance	How to measure your agencies investment performance, does the investment align with your organizations strategic plan and how to communicate the performance to elected officials and other stakeholders.						
5	All the Risks Involved	Understanding, managing & mitigating investment risks. Securing your Agencies investment and reducing the risks.						

**Banking, Investment, Risk, Treasury Management, and Debt Management**

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
1	"How Would You Like to Pay?"	What is/are the best financing option(s) for your agencies Capital Plan?						
2	Investment Strategies for Small & Large Governments	How small and large governments manage their investing (in-house and/or out-house). This session will touch on the basics CDs, LGIPs, bank accounts and go beyond. Are sweeps used? Automated or manual? Transferring and monitoring cash balances daily? What is the amount to ideally maintain in the operating accounts? Are there any new strategies organizations have adopted?						
3	Current Market Conditions	Updates: Debt Capital Market, National & Local Trends, Bonds and Credit ratings						
4	Mitigating Banking Risk	Governments are exposed to a variety of banking risks that can impact their finances and in turn their ability to serve its citizens. Such risks include: interest rate risk, credit risk, operational risk, market risk, reinvestment risk, liquidity risk and total risk. To mitigate banking risks, governments can do a variety of things such as: careful selection and mangement of banks, implement sound risk managment practices, use financial derivatives to hedge against risks, and protect deposits. This session will cover all of those items and speak of how Governments are part of promoting financial stability as well as economic growth which reduces the likelihood of banking crises.	Doug	Berge	VERIBANC, Inc.	dberge@veribanc.com	(800) 837-4226	
5	How to Obtain a Bond/Credit Rating	All that agencies need to know and need to do, not only begin this process but once the ratings are received, what the agency needs to do to improve their ratings and/or maintain or exceed them in the future.						
6	Rating Agency Updates	Updates will be discussed.						Could be combined with How to Obtain a Bond/Credit Rating.
7	Management of Governmental Deferred Compensation Plans: A Comprehensive Guide for Finance Directors	This session will cover 401(k) and 457(b) plans, fiduciary responsibilities, as well as management of governmental plans. There are different types of plans, eligibility requirements, contribution limits, investment options, and distribution rules for 401(k) and 457(b) plans. Fiduciary responsibilities will be addressed, including what being a fiduciary means, fiduciary standards of care, types of fiduciary liability and how to mitigate fiduciary risk. Unique considerations for governmental plans, compliance requirements, best practices for plan management will also be covered.						
8	Self-insured health insurance program foundations and compliance requirements	This session would focus on an overview of self insured health insurance including important compliance requirements related to self insured plans (funding amounts, IBNR, filing requirements, etc...) Chapter 112 filings						
9	A Cashless System?	In the modern age and post COVID, many establishments are now cashless. Do the FL. Statutes allow for this? What are the pros & cons of moving towards a cashless system (or majority thereof).						

Banking, Investment, Risk, Treasury Management, and Debt Management

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
10	Leveraging the Latest Banking Technologies	What are they, what to look for, how to implement and why?						
11	Merchange Accounts and How it Affects You	How much do banks charge for processing credit cards, etc. Transitioning between banks & credit card machines. Rate review - Merchant accounts and interest-bearing accounts.						
12	Purchasing Card Program	The pros and cons and steps involved in obtaining a purchase card with companies.						
13	Positive Pay/Reverse Positive Pay	How to improve and secure your cash flow using Positive/Reverse Positive Pay						
14	Outsourcing of Checks & Remote Deposits	Outsourcing the issuance of checks by having a bank complete the creation of checks to pay vendors will be discussed as well as the process of remote deposits.						

## Technology

Rank	Suggested Session Title	Session Description	Recommended Speaker First Name	Recommended Speaker Last Name	Recommended Speaker Organization	Recommended Speaker Email	Recommended Speaker Phone	Notes
1	Cybersecurity - From threats, mitigation and protection	It's not a matter of if but when your network will be impacted by a cyber incident - how can your organization mitigate the disruption to vital services a cyber incident can cause, safeguard financial data, and explore best practices for securing financial systems and preventing data breaches.		Jones	West palm Beach	pjones@wpb.org	561-822-1258	
2	Technology and the future of Public Finance	How artificial intelligence may affect the future of public finance, from financial reporting, investment management, and beyond. Discussion will also include understanding the potential applications of AI and ChatGPT in finance including enhancing financial analysis, automating tasks, personalizing client support, streamlining processes and deriving valuable insights from financial data and aid the decision-making process.						
3	The Transformation Process	Learn tips and advice from ERP implementation including compiling needs, the RFP process, implementation, project management and timelines. Additionally, explore how IT-driven digital transformation can enhance financial processes, customer experiences, operational efficiency and digital platforms. Explore the benefits of upgrades and justifications for doing so.	Amy	Clark	Berry Dunn	Amy.Clark@berrydunn.com		& Others to make a panel - perhaps someone who just went through the process and one who is currently going through the process (Government IT &/ Finance Director).
4	Microsoft Suite - Tips and Tricks	Items from the Microsoft Suite will be highlighted for tips & tricks of leveraging technology governments already own and use - How to use and utilize Microsoft Teams to organize and optimize projects and milestone tracking, what you can achieve with excel & SharePoint.	Elmira	Khatypova	Volusia Sheriff's Office	EKhatypova@volusiaSheriff.gov	(386) 736-5961	
5	Disaster Recovery and Business Continuity Planning	Emphasize the need for IT and finance departments to work together in developing disaster recovery and business continuity plans to minimize financial losses during disruptions.	Curtis	McCallister	James Moore & Company	Curtis.McCallister@JMCoIT.com		& Others to make a panel - Government IT & Finance Director.
6	Blockchain and Cryptocurrencies in Finance	Provide an overview of blockchain technology and cryptocurrencies, and examine their potential impact on financial transactions and record-keeping.						This session could spotlight how Local Governments, like Miami, are using, accepting & reconciling it.
7	Are you Compliant?	Compliance and restrictions on technology in Government will be the focus of this session. Florida Statutes 119.0725, 282.3185, 3186 will be discussed as well as managing government restrictions on mobile apps (e.g. TikTok) as addressed in EO 22-216 (Strengthening Florida Cyber Security Against Foreign Adversaries).						
8	Regulatory Compliance, IT Governance & IT Audits	Address how IT governance practices and robust compliance mechanisms are essential in meeting financial regulatory requirements. Additionally explain the role of IT audits in ensuring compliance with financial regulations and industry standards.						
9	Fintech Innovations and Collaboration	Discuss the rise of fintech startups and the importance of collaboration between finance and IT departments to leverage emerging technologies.						



# Florida Government Finance Officers Association, Inc.

**2023-2024**  
**CHAIRPERSON**  
Sarah Simpson  
**BOARD LIAISON**  
Bill Spinelli  
**STAFF LIAISON**  
Jill Walker

## 2023-2024 Conference Program Committee

### Agenda Item

#### **COMMITTEE MEMBERS**

George Barbar  
Robert Broline  
Kylie Chiavuzzi  
Cormac Conahan  
Christine Davis  
Julie Davis  
Matt Freitas  
Damen Grant  
Elmira Khatypova  
Peta-Gay Lake  
Jeffrey Larson  
Kathleen Lee  
Tiffany Lewis  
Branden Lopez  
Racquel Lopez  
Marcia Mack  
Dean Mead  
Wayne Meyer  
Alexandra Mitchell  
Tiffany Neely  
Annette Payne  
Michele Pellino  
Michael Quesada  
Farah Rajaei  
Jim Rizzo  
Jamie Roberson  
Daniela Russell  
Benjamin Salz  
Wilbert Santos  
Kate Smith  
Robert Smith  
Cindy Speece  
Brianna Stack  
Caroline Sturgis  
Ja'Vonta Swinton  
Jonathan Tapp  
Sophia Taylor  
Allison Teslia  
Darrel Thomas  
Kristin Thompson  
Angela Votaw  
Patricia White  
Jacqueline Whyte  
Tori Unseth

**Meeting Date:** October 18, 2023

**Title of Item:** Updated Conference Program  
Committee Policies & Procedures  
Manual

#### **Executive Summary, Explanation or Background:**

The Policies & Procedures Manual has been updated as red-lined and attached.

#### **Recommended Action:**

The Board review and approve the updated Conference Program Committee Policies & Procedures Manual as revised.

10/6/2023





# **Florida Government Finance Officers Association Conference Program Committee Policies and Procedures Manual**

Revised ~~8/11/23~~10/6/23

## **I. Transition Plan**

- A. The Outgoing Committee Chairperson (the “Chair”) and Board Liaison (the “Liaison”) need to meet with the Incoming Chair and Liaison in order to provide for a smooth transition from one year to the next.
- B. The Outgoing Chair should provide Incoming Chair with the template used for determining Annual Conference sessions (including speaker names and contact information from most recent Annual Conference).
- C. The Incoming Chair and Liaison should review the Committee Policies and Procedures Manual and update it as needed after the Annual Conference and first Board Meeting in order to provide members with an updated manual at the beginning of the Committee year.

## **II. Purpose, Goals and Action Plan**

- A. Purpose: To plan and arrange for the educational program at the Annual Conference by identifying a broad range of relevant topics and booking knowledgeable speakers.
- B. Short Range Goals:
  - 1) To provide stimulating educational and training opportunities for government financial professionals.
  - 2) To provide opportunities for government financial professionals to participate in exchanges of information and ideas.
  - 3) To provide leadership opportunities for government financial professionals.
  - 4) To provide public speaking opportunities for government financial professionals through session presentations and roles as moderators.
  - 5) To engage the membership by providing feedback and ideas.
- C. Long Range Goal: To improve the quality of financial and administrative management in government.

D. Action Plan:

- 1) Appoint one Subcommittee Chairperson (the “Sub Chair”) for each program track.
- 2) Appoint one Sub Chair as Committee Vice Chairperson (the “Vice Chair”), as needed.
- 3) Assign Committee Members to the Subcommittees.
- 4) Request evaluations of speakers from the last Annual Conference and historical information on past speakers from the Florida League of Cities’ (the “FLC”) administrative contact.
- 5) Have “Call for Session Topics” online submission portal “re-launched” after the Annual Conference and again throughout the year.
- i. Pull the data from the online submission portal and incorporate it accordingly.
- 6) Recommend topics for all Annual Conference sessions for FGFOA Board of Directors’ (the “Board”) approval.
- 7) Contact potential speakers for each session.
- i. Pull the data from the online submission portal and incorporate it accordingly.
- 8) Obtain the Board’s approval for speakers.
- 9) Provide contact information for each approved speaker to the FLC’s administrative contact.

**III. Membership Structure**

- A. The Committee is generally composed of 20-30 members plus the Chair. This provides a sufficient number of members to accomplish the duties and responsibilities assigned to the Committee.
- B. The Chair is appointed by the FGFOA President and serves as overall coordinator (Chair MUST be an Active Member).
- C. The Chair appoints one Sub Chair for each major area of responsibility (Sub chairs MUST be Active Members). Those areas include:
  - 1) Accounting, Auditing, and Financial Reporting;
  - 2) Budget, Economics, and Financial Planning;

3) Policy, Leadership, Strategic Planning, Personnel (Including the Leadership Pre-Annual Conference);

~~4)~~ Banking, Investment, Risk, Treasury Management, and Debt Management (Including the Investments Pre-Annual Conference); and

~~4)5)~~ Technology

D. ~~Technology~~ The Chair appoints one Sub Chair as the Vice Chair, as needed, for the purpose of providing added support to the Chair.

E. Each Sub Chair is responsible for coordination of activities associated with the tasks assigned to that Subcommittee.

F. Each Committee member is assigned to one or more of the Subcommittees.

#### IV. **Member Responsibilities**

##### A. Chair

1) Coordinates all major aspects of the Committee meetings.

a. Establishes times and places.

i. Meetings can be in person, by phone conference calls, or online.

- The FLC can provide meeting space in Orlando.

- The FLC arranges conference calls and online meetings, if requested.

b. Conducts Committee meetings.

i. Prepares meeting agenda.

ii. Makes sure minutes of the meeting are taken.

c. Assists Sub Chairs' activities.

d. Motivates and involves all Committee members.

2) Reports Committee activities.

a. Keeps Committee members and Liaison apprised of Committee activity and progress.

- b. Prepares and presents reports about Committee progress for scheduled Board meetings. If unable to attend, coordinates with the Liaison and/or Vice Chair for Committee report presentation.
- 3) Prepares a report for the Annual Conference business luncheon, summarizing all Committee activities for the year.
- 4) Attends Annual Conference and assists in the smooth flow of sessions.
- 5) Assists with the transition of responsibilities to the new Liaison and Chair.
- 6) Sends an electronic version of the Annual Conference program schedule and session descriptions to Incoming Chair to utilize as a guide.
- 7) Solicits additional Committee Members, if necessary.
- 8) Informs Committee Members of key dates/deadlines.
- 9) Coordinates with FLC administrative staff on administrative matters, as needed.

B. Vice Chair

- 1) Assist Chair in coordinating Committee activities.
- 2) Assists Chair in updating the speaker guidelines and moderator training presentation documents.

C. Subcommittee Chairs

- 1) Coordinate the Subcommittee meetings.
  - a. Establish meeting times and places.
    - i. Meetings can be in person, by phone conference calls, or online.
      - The FLC can provide meeting space in Orlando.
      - The FLC arranges conference calls and online meetings, if requested.
  - b. Conduct Subcommittee meetings.
  - c. Assist the Chair and other Sub Chairs.

- d. Motivate and involve all Subcommittee members.
- 2) Report Subcommittee activities.
  - a. Keep the Committee and Subcommittee members apprised of Subcommittee activity and progress.
  - b. Participate in periodic meetings between the Committee Chair and Sub Chairs.
  - c. Participate in periodic meetings of the Committee.
- 3) Attend Annual Conference and assist in the smooth flow of sessions.

D. Members

(Can be Active, Associate, Retired, or Student Members of the FGFOA)

- 1) Develop sessions for the Annual Conference.
  - a. Select topics for each session. Sessions shall be balanced among the five (5) main tracks and the Pre-Annual Conference using a combination of 100-minute, 75-minute and 50-minute sessions. The main tracks include:
    - i. Accounting, Auditing, and Financial Reporting.
    - ii. Budget, Economics, and Financial Planning.
    - iii. Policy, Leadership, Strategic Planning, Personnel.
    - iv. Banking, Investment, Risk, Treasury Management, and Debt Management.
    - v. Technology
    - vi. Investment and Leadership Pre-Annual Conference: four 100 - minute sessions each (totaling 800 minutes of Continuing Professional Education).
  - b. Create titles and short topic descriptions for inclusion in Annual Conference brochure.
  - c. Suggest speakers.
  - d. Obtain speaker consent to present.
  - e. Obtain speaker contact information.

- f. Obtain speaker engagement form from speaker (provide to Sub Chair and FLC by way of Annual Conference speaker's confirmation link).
- 2) Attend meetings as called, including but not limited to:
  - a. The organizational meeting held at the Annual Conference.
  - b. Subsequent Committee meetings called by the Committee Chair.
  - c. Subcommittee meetings called by the Subcommittee Chair.

## **V. Florida League of Cities' Responsibilities**

The FLC remains in contact with the Conference Program Chair and contacts the speakers as needed prior to the Annual Conference to request presentation materials and bios, if not included on the Annual Conference speaker's confirmation link.

## **VI. Terms**

Members are appointed for a one-year term and are encouraged to continue on the Committee for at least three years to provide the institutional knowledge and experience necessary for successful operation of the committee.

## **VII. Timeline**

- A. The Committee will hold an organizational meeting at Annual Conference.
- B. The "Call for Session Topics" online submission portal will launch directly following the Annual Conference.
  - Data will be gathered and sent to the Committee Chair a couple weeks following the initial launch
  - The "Call for Session Topics" will launch again in mid-August and then throughout the year as needed.
- C. The Committee will convene second meeting within one month of the Annual Conference.
- D. The Committee will develop a program schedule by session, title, and description by early September.

- E. The Committee will complete session descriptions, day, and time for Board approval in October.
- F. The Committee will provide the Board a list of speakers for each topic by the first meeting of the calendar year. The Committee will also verify the accuracy of topic title. Descriptions with speaker's planned presentation must be approved by the Board.
- ~~G. The Committee will provide the Board with the photographer's information and pricing for professional headshots by the first meeting of the calendar year.~~
- ~~H.G.~~ The Committee will finalize the roster of recommended speakers and completed speaker engagement forms by February for inclusion into the Annual Conference Announcement.
- ~~I.H.~~ The Committee will host a moderator training in March or April outlining protocol and responsibilities of the moderator.

## **VIII. Budget**

- A. Committee expenses must be approved by the Board.
  - 1) The annual budget provides for expenses associated with committee meetings, such as meals and conference calls.
  - 2) Expenses associated with national speakers for the Annual Conference from Governmental Accounting Standards Board (the "GASB"), FICPA, and the Government Finance Officers Association (the "GFOA"), must be approved by the Board in advance.

## **IX. Minutes, Reports and Correspondence**

- A. Minutes – The Chair must keep minutes of each meeting and maintain copies for use by the next Chair and Committee.
- B. Reports – A Committee report is required for each Board meeting. The report is transmitted as an agenda item and should include the status of the program schedule by session, title, presenter, and description.

- C. Reports – An Annual Report is required from each Committee prior to the Annual Conference. This report should be a summary of the accomplishments of the Conference Program Committee for the year.
- D. Correspondence –  
Conference Program Committee agenda reports, quarterly and year-end reports will be due to the FLC periodically during the term. The deadlines will be provided by the FLC.
  - 1) All correspondence should be maintained in an electronic format and shared with the incoming Chair.

## **X. Special Tasks**

- A. Feedback forms:
  - a. Moderators will complete a feedback form, by paper after each speaker. This feedback is essential to the planning of the subsequent year's Annual Conference
  - b. Attendees will complete a feedback form, via the Annual Conference application (app) if available after each speaker or via the link sent in the FGFOA Conference Recap e-mail. This feedback is essential to the planning of the subsequent year's Annual Conference.

## **XI. General Considerations**

Any exceptions to these general considerations must be approved by the Board.

- A. Only Active Members may serve as Committee and Subcommittee Chairs.
- B. Vendor firms may only be represented at one session of the Annual Conference regular program. Exceptions may occur for one of the following reasons:
  - 1) A vendor firm may speak at a Pre-Annual Conference session as well as a regular session so long as the speaker from the firm that speaks at a regular session is different than the Pre-Annual Conference session speaker.
- C. Session speakers should be rotated in order to continually provide fresh speakers to the membership. This requirement shall apply to all speakers excluding quasi-governmental speakers from GASB, GFOA, FLC, FICPA, and FGFOA.



- D. Presenters are volunteers and do not receive compensation or expenses for their services.
- E. After the master schedule is approved by the Board and is submitted to the FLC, the Chair solicits volunteers to serve as Moderators. Moderators must be Active Members. The Chair shall reach out to the following, in order, to serve as Moderators.
  - 1) FGFOA Board of Directors;
  - 2) FGFOA Current Committee Chairs
  - 3) FGFOA Chapter Presidents and Board Members
  - 4) FGFOA Past Presidents;
  - 5) Annual Conference Program Sub Chairs and committee members; and
  - ~~6)~~
  - ~~7)~~ 6) Membership at large.
- F. The Committee shall develop sessions utilizing multiple speakers and panel discussions when appropriate.
- G. The Committee should not schedule the Board for speaking engagements or moderating assignments for the session right after the Tuesday Business Luncheon.

# Florida Government Finance Officers Association, Inc.

## 2023-2024 Educational Programs Committee

### Agenda Item



2023-2024

**CHAIRPERSON**

Stephen Timberlake

**BOARD LIAISON**

Lorrie Brinson

**STAFF LIAISON**

Karen Pastula

**COMMITTEE MEMBERS**

Robert Broline

Ben Clark

Shannon Estremera

Zachary Falconer

Judy Fleurimond

Baldemar Fonseca

Latoya Graham

Erika Hlywiak

Philip Kelsey

Elmira Khatypova

Crystal Kinzel

Peta-Gay Lake

Jeffrey Larson

Dean Mead

Marcela Millett

Alexandra Mitchell

Parth Patel

Richard Pengelly

Katie Roundtree

Wilbert Santos

Tiffany Satchell

Sarah Simpson

Cindy Speece

Andrew Thompson

Denese Williams

**Meeting Date:** October 18, 2023

**Title of Item:** 2024 Webinar Schedule

**Executive Summary, Explanation or Background:**

Attached to this summary is the webinar schedule for 2024.

Six out of the first 7 webinars are confirmed with speakers in place.

**Recommended Action:**

For review

*Stephen Timberlake*

Name

10/5/2023

Date

FGFOA  
2024 Webinar Schedule  
10/5/2023

Webinar Date	Topic	Synopsis	Speaker	Status
1/11/2024	An Inside Look at the GASB	To some, the GASB is a faceless entity in a faraway land that makes government accountants' lives miserable and never listens to what they say. In reality, the GASB not only thoroughly considers every comment it receives, it wants to hear more from people in the field. Get a behind-the-scenes look—from someone who was there for Statements 33 to 101—at how the GASB sets standards, including how it seeks input from government finance officers and other stakeholders and how it analyzes that feedback and incorporates it into GAAP.	Dean Michael Mead	Confirmed
1/25/2024	AI & ChatGPT	Embark on an exciting journey to explore the captivating frontiers of intelligent technologies like RPA, AI, Machine Learning, and Chat GPT. Witness the magic of process modernization, unveiling operational efficiency like never before. Brace yourself for a delightful tour of real-world examples, perks, ethical considerations, key features, seamless integration, and emerging trends that will inspire you to revolutionize your organization with a smile.	Gail Gray	Confirmed
2/15/2024	The Mentor's Toolkit	Introductory course to define a peer and traditional mentor and what skills should be developed in order to be a good one. Goal is to encourage more participation in our Mentorship Program.	Courtney Hayward	Open
3/7/2024	Revenue Audits	Discussion of how to perform effective TDT & PST audits	tbd	
3/21/2024	Psychological Safety in the Workplace	Research has shown that providing a psychologically safe workplace environment where people feel safe to speak-up, ask questions, and share concerns or ideas without the fear of ridicule, blame, upsetting the boss or even being completely ignored has a positive impact on success, innovation and learning across all industries, and at all levels. But what exactly do we mean by Psychological Safety, and how do we begin to create a psychologically safe environment for all employees? Marcela Millett, the Sr. Analyst of Strategic Planning and Performance Management will describe the 4 components of Psychological Safety and	Marcela Millett	Confirmed

FGFOA  
2024 Webinar Schedule  
10/5/2023

Webinar Date	Topic	Synopsis	Speaker	Status
4/2/2024	ESG Update	ESG Update in regards to investments, procurement, contracting, financing, ratings, grants, etc.	Jeffrey Larson	Confirmed
4/18/2024	Live Local Act	Governments have until October 1st to meet certain expectations outlined within the Live Local Act, including identifying publicly owned lands that are appropriate for use as affordable housing on an inventory list. Find out more on the requirements of local governments and the expectations of the Act	Robert Dearduf	
5/30/2024	Understanding the Role of Special Districts	A review of more common independent and dependent special districts, how they are created, their purpose, their governance, financial structures, and their ability to provide services and improvements (Business Improvement Districts, Community Development Districts, Fire Control, etc.).	TBD	
6/20/2024	Truth in Millage	Truth in Millage: What is it? Why is it important?	PBC Property Appraiser Rep (TBD)	
7/18/2024	Risk Management in Local Government Investments	This session will delve into the principles of risk management as it applies to local government investment of surplus funds. Attendees will learn about balancing risks and returns, diversification strategies, and the use of financial instruments to mitigate investment risks.		Confirmed

FGFOA  
2024 Webinar Schedule  
10/5/2023

Webinar Date	Topic	Synopsis	Speaker	Status
8/15/2024	Accessibility in Training and Development at work	Discuss the 4 types of disabilities: visual, auditory, physical, and cognitive or intellectual. How it impacts employee's learning experience and growth at work. Share tools available to improve accessibility in the workplace	Kelly Falcone (?)	
9/19/2024	Non Ad-Valorem Special Assessments Best Practices	A soup to nuts overview of these assessment programs, covering both more standard assessments (fire, drainage, etc.) to those that are less common, such as nuisance abatement or "safe neighborhood". Would cover the legal requirements, methodologies, etc.	TBD	
11/21/2024	Mitigating Banking Risk	Investigating effective methods of Bank Safety and Soundness Monitoring to alleviate Banking Risks, while emphasizing to Treasurers and Finance Officers the significance of continuous evaluation of bank ratings.	Doug Berge	
12/19/2024	Block chain technology	Discussion of City Coins such as MIA in contrast to CDBC, potential application of block chain to local governments including NFTs	TBD	



# Florida Government Finance Officers Association, Inc.

## 2023-2024 Event Host Committee

### Agenda Item

2023-2024

#### CHAIRPERSON

Anna Otiniano

#### BOARD LIAISON

Nicole Jovanovski

#### STAFF LIAISON

Jill Walker

#### COMMITTEE MEMBERS

Anne Crawford

Sandra Feliciano

Mara Frederiksen

Cecilia Guerrero

Jeanette Haynes

Carlisha Jenkins

Shandra Jenkins

Kereen Jones

Peter Lear

Dallas Lee

Lisa Lynch

Natasha Mazzie

Gracie Morton

Luke Ogle

Everlyne Okoduwa

Angie Oxley

Michele Pellino

Michael Quesada

Nancy Romanello

Katie Roundtree

Benjamin Salz

Mary Jane Sykes

Allison Teslia

Darrel Thomas

Natalee Wallace

#### Meeting Date:

10/20/23

#### Summary of Committee Activity to date:

- SCOGF Events Scheduled as follows:
    - SOGF Welcome Bags ordered
    - Four Hospitality Suite Nightly Events Planned
  - 1. **Monday Night Football** – Includes Bingo Card Games with Amazon gift card prizes and a grand raffle prize of a Pickle Ball set (2 Pickle Ball Bats and 4 balls and a 1 Ball Retriever).
  - 2. **Game Night – Family Feud** – Amazon gift card for the winning team and a grand raffle prize of a Movie Night Gift Basket
  - 3. **Game Night – 5 Second Rule** – Amazon gift cards for the winning team (or the 5 second rule game) and a grand raffle prize of a picnic backpack for 4 (includes cooler compartment, wine bag, stainless steel knives, forks, spoons and dinner plates, cotton napkins, wine glasses, butter knife, bottle opener, chopping board, salt and pepper shaker and a picnic blanket).
  - 4. **Celebrating the Decades with DJ** - Grand Raffle prize of the overnight stay in Fort Myers.
- Annual Conference Planning and Progress
    - Color Guard – Secured
    - Invocation Speaker – In process
    - Mayor or Prominent Official – In process
    - Tue Night Event Location - Selected and in process
    - Tue Night Entertainment – Band Selected and in process
    - Tue Night Event Activities Planning – In process

#### Committee Manual Created:

Attached is the new Event Host Committee Manual for the Board's review and approval.

#### Recommended Action:

The Board approve the Committee Manual.

Anna Otiniano

Name

10/11/2023

Date Submitted

## **FGFOA Event Host Committee Manual**

### **A. Structure**

The committee is generally composed of 15 members plus one chair and one co-chair, who are appointed by the FGFOA president. The members, chair and co-chair serve as the coordinators of all events for the School of Governmental Finance (SOGF) and the Annual Conference. The chair and co-chair are responsible for the budget and coordinating the following activities:

- **School of Governmental Finance (SOGF):**
  - Welcome Bags
  - Speaker Gifts
  - Volunteers
  - 4 Hospitality Suite Events
    - Nightly Raffle Prizes
    - Game Prizes – If any
    - Specialty equipment – if any
- **Annual Conference:**
  - Welcome Bags
  - Speaker Gifts
  - Volunteers
  - Photographer
  - Opening Session – Organize the following:
    - Color Guard
    - National Anthem Singer
    - Invocation Speaker
    - Welcome Address (Local Mayor or prominent official)
  - Conference Events
    - Association Night
    - Hospitality Suites
    - Emerging Leaders
  - Tuesday Night Event:
    - Location
    - Entertainment
    - Food & Beverage
    - Transportation
  - Sporting/Exercise Events

## **B. Purpose, Goals and Action Plan**

### **Purpose:**

To plan and organize various events and activities to be held in conjunction with the School of Governmental Finance and the Annual Conference.

### **Goal:**

To enhance the School of Governmental Finance and the Annual Conference by providing events and activities where delegates will become acquainted with other attendees in a friendly and enjoyable atmosphere. These events add to the educational value of the annual conference by allowing attendees to share their professional experiences with colleagues and others.

### **Plan of Action:**

To memorialize the School of Governmental Finance and the Annual Conference by providing welcome bags to delegates and customized gifts to speakers.

To plan and organize various events and activities for the School of Governmental Accounting and the Annual Conference. These events include: Sporting and Exercise; Hospitality Suites; Emerging Leaders; Welcome Address speaker (Local Mayor or other Prominent Official), Color Guard, National Anthem singer, and Invocation Speaker (for the conference opening session), and to organize the annual conference Tuesday night event.

## **C. Chair and Co-chair Responsibilities**

The chair is responsible for coordinating all major aspects of the committee including: establishing meeting times, chairing committee meetings, coordinating assignments, reporting activities and results to all committee members, presenting reports to the FGFOA president and Board of Directors.

The chair is responsible for reviewing and recommending changes to the committee's purpose, goals, and plan of action. Recommendations should be reviewed by the committee as a whole, and any changes forwarded to the Board of Directors for approval and inclusion in the next membership directory.

The chair shall attempt to attend all FGFOA Board meetings and is responsible for preparing and presenting a report of committee activities to the Board of Directors at each meeting. If the chair is unable to attend, arrangements should be made for the co-chair or the liaison to present the report at the Board meeting.

The chair is responsible to summarize all committee activities for the year and provide a written annual report that will be distributed to the membership at the annual conference business luncheon.



The chair shall meet with the incoming chair and president to communicate his/her experience and concerns to facilitate an orderly transition. This meeting should occur either before or during the annual conference. The chair is responsible for the budget and the activity calendar.

The co-chair fills in for the chairperson when needed, and performs other duties as requested by the chairperson.

#### **D. Member Responsibilities**

Committee members are responsible for assisting their chair and co-chair with organizing events at the SOGF and the Annual Conference.

#### **E. Meetings and Attendance**

The Committee shall hold various meetings throughout the year. The kickoff meeting should be held at the annual conference to discuss goals and objectives for the year. Other meetings should occur as necessary to assign tasks to committee members and to follow up on the progress of these assigned tasks. The use of conference calls, webinars and e-mail to conduct the business of the committee is strongly encouraged.

#### **F. Terms**

Members, chairs & co-chairs are appointed for a one-year term.

#### **G. Membership Roster**

A listing of each committee member including mailing address, telephone number, FAX number, E-mail address, will be compiled and distributed to all committee members.

#### **H. Budget**

An allocation is included in the annual budget for expenses associated with committee meetings. This allocation may be used for meals and other incidental expenses related to committee meetings. The committee will also develop an overall budget for the conference events and will present this to the board of directors for approval. The budget may be amended by board action during the year based upon attendance and actual events.

#### **I. Changes to Purpose, Goals, and Action Plan**

The goals, as recommended in the Board's strategic planning session, shall be conveyed to the committee at the kickoff meeting during the annual conference and may be revised during the year as determined by the Board and the president.

## **J. Event Host Committee Assignments:**

The chair and co-chair shall assign tasks to each committee member in order to accomplish the events planned for the SOGF and the Annual Conference. The SOGF and Annual Conference Administrator shall execute any contracts necessary for each event.

### **School of Governmental Finance**

- **Welcome Bags:**

The committee (in coordination with the SOGF Administrator) secures a vendor for the welcome bags and speaker gifts, as well as printing the bags and gifts with the conference logo.

- **Volunteers:**

The committee is responsible to secure volunteers from the local area, as well as scheduling volunteers for events and activities. Volunteers are needed to man the Nightly Hospitality Suite Events. Volunteers are also needed to pass out welcome bags to delegates on Sunday, Monday & Wednesday.

- **SOGF Events:**

4 Hospitality Suite Events which occur from Monday – Thursday. The committee is responsible to coordinate all activities, food, beverages, and volunteers to staff each event. A volunteer staff person will stay until closing to make sure the event is incident free.

### **Annual Conference**

- **Welcome Bags:**

The committee (in coordination with the Administrator) secures a vendor for the welcome bags and speaker gifts.

- **Volunteers:**

The committee is responsible to secure volunteers from the local area, as well as scheduling volunteers for events and activities. Volunteers are needed to collect tickets at all events (Hospitality Suite, Tuesday Night Event and Business Luncheon). Volunteers are also needed to pass out the welcome bags on Saturday, Sunday and Monday.

- **Opening Session:**

The committee is responsible to secure and schedule the Session Color Guard, National Anthem singer, Invocation speaker, and the welcome address speaker (Local Mayor or other prominent official). The committee must provide the Conference Administrator with names and/or organizations for financial support for Color Guard, Singer, and Invocation approximately three weeks prior to the conference. If a specific amount is not requested, we typically issue a \$100 honorarium. Keynote speaker will be arranged by the Conference Administrator.

**Annual Conference Events:**

- **Hospitality Suite:**

Hospitality Suite events occur on Monday and Tuesday Night. The committee is responsible to coordinate all activities, food, beverages, and volunteers to staff each event. A volunteer staff person will stay until closing to make sure the event is incident free.

- **Emerging Leaders:**

Emerging Leaders Event occurs on Monday afternoon. The committee is responsible to coordinate all food, beverages and volunteers to staff the event.

- **Exercise & Sporting Events:**

The committee is responsible to organize and schedule Zumba, Jogging and other sporting events as allowed by the conference hotel.

- **Tuesday Night Event:**

The committee is responsible for planning and executing the Tuesday night event. This includes transportation, food, beverages, entertainment.

- **Conference Photographer:**

The committee is responsible to work with the conference administrator to hire a photographer to take pictures and videos throughout the conference to capture memories that can be shared via the conference app, social media, and the FGFOA Website. In addition to the photographer can take professional headshots as an added benefit of attending the conference.



# Florida Government Finance Officers Association, Inc.

## 2023-2024 Professional Development Committee

### Agenda Item

**2023-2024**

**CHAIRPERSON**  
Kadem Ramirez

**BOARD LIAISON**  
Becky Schnirman

**STAFF LIAISON**  
Karen Pastula

**COMMITTEE MEMBERS**

Kelly Bennett  
William Bowers  
Rebecca Bowman  
Eddy Castaneda  
Kylie Chiavuzzi  
Christopher Day  
Zachary Falconer  
Judy Fleurimond  
Mara Frederiksen  
Michael Gauci  
Alaura Hart  
Jeanette Haynes  
Linda Logan-Short  
Liliya Sablukova  
Jordan Steffens  
Mary Jane Sykes  
Darrel Thomas  
Sue Weidner  
Liang Wu

**Meeting Date:** 10/18/2023

**Title of Item:** Committee Update

**Executive Summary, Explanation or Background:**

Since our last meeting the committee has been working on the following task:

Mentor/Mentee Program (Bill Bowers)

- Completed pair connections.
- Successfully completed first session.

Leadership Program

- When to open Application Process
- Establish program Fees.

University Outreach (Michael Gauci)

- Prepared a standard presentation for University Outreach
- Secured a presentation date at FAU for the Spring/Winter Semester
- Set up meetings with at least 2 additional Florida Universities

Updated committee Policy and Procedures Manual

**Recommended Action:**

- Leadership Program research on fees and offer scholarship opportunities.
- Review and approve Policy and Procedures Manual
- Review and approve University Presentation

*Name: Kadem Ramirez*

Name

10/6/2023

Date



# Florida Government Finance Officers Association

## Professional Development Committee

### Policies and Procedures Manual

#### **I. Purpose, Goals and Action Plan**

- A. **Purpose:** To provide opportunities for professional development to members including implementation and management of the Mentorship and Leadership Programs; facilitating networking opportunities for members; promoting the benefits of FGFOA membership, and providing actively engaging with local universities and educational institutions to promote the benefits of pursuing a career in government finance accounting.
- B. **Long Range Goal:** To enhance the knowledge, skills, and capabilities of government finance professionals.
- C. **Short Range Goals**
  - 1. Sustain and oversee the Mentorship Program.
  - 2. Ensure the continued success of the Leadership Program
  - 3. Foster meaningful networking opportunities
  - 4. Strengthen engagement with local universities

#### **II. Membership Structure**

- A. Members should include a cross-section of the FGFOA so as to include state, county, city, special purpose governments, public schools, and other FGFOA representation.
- B. The committee should be composed of at least 10 active members, not including the chairperson(s).
- C. The Chairperson is appointed by the President and serves as overall Committee coordinator.
- D. A Vice-Chairperson may be appointed; however, the Chairperson has primary responsibility for the Committee.
- E. Sub-Committee Chairs are appointed by the Chairperson.
- F. Sub Committees are as follows:
  - 1. Mentorship Committee
  - 2. FGFOA Leadership Program
  - 3. Networking Committee
  - 4. University Outreach Committee

#### **III. Action Plan**

- A. **Mentorship Committee**
  - 1. Develop and manage mentorship programs, including pairing mentors and mentees.
  - 2. Provide orientation, support, and resources to mentorship participants.

3. Monitor progress, gather feedback, and continuously improve the mentorship program.

**B. FGFOA Leadership Program Committee**

1. Manages the application process for the FGFOA Leadership Program, which includes creating the application, reviewing submitted applications, establishing selection criteria, and conducting interviews or assessments.
2. Ensures the selection process maintains transparency, fairness, and adherence to established criteria.

**C. Networking Committee**

1. Facilitates networking opportunities and connections among FGFOA members.
2. Organizes events and activities that promote professional relationships and collaboration within the finance community.
3. Fosters an inclusive and supportive environment for members to connect and share knowledge and experiences.

**D. University Outreach Committee**

1. Actively engages with local universities and educational institutions by conducting presentations to highlight the benefits of pursuing a career in government finance accounting.
2. Creates marketing materials to effectively convey the advantages and opportunities within this field.

**IV. Member Responsibilities**

**A. Chairperson: Only active members can hold the position of Chairperson.**

1. Coordinates all major aspects of the committee meetings, including establishing time and place, agenda and minutes.
  - a. Meetings shall be held at least once per quarter and can be held in person or virtually. The FGFOA staff assigned liaison will schedule the virtual meetings.
  - b. Assigns committee member activities.
  - c. Motivates and involves all committee members.
2. Reports committee activities, including keeping committee members and Board liaison apprised of committee activity and progress.
  - a. Prepares and presents reports about the committee's progress for scheduled FGFOA Board of Directors meetings. Although highly encouraged to attend the Board Meetings, if unable to attend, coordinates with Board liaison for committee report presentation.

- b. Submits articles describing the committee's progress for the FGFOA newsletter.
  - c. Prepares a report for the annual conference business luncheon, summarizing all of the committee activities for the year.
  - d. Assists with transition of responsibilities to the new Board Liaison and Chair.
  - e. Solicits volunteers, if needed.
  - f. Informs committee members of key dates/deadlines.
3. Works with the Board Liaison to establish Sub-Committees for the year
- a. Assigns Sub-Committee Chairs and identifies tasks and goals for each sub-committee to accomplish for the year.

**B. Vice Chairperson (assigned as needed)**

- 1. Assists the Committee Chairperson and Sub-Committee Chairs.
- 2. Participates in periodic Committee meetings.
- 3. Active, Associate, Retired, or Student members of FGFOA are eligible to be Vice-Chairperson.

**C. Sub-Committee Chair**

- 1. Organizes sub-committee work during the year including any type of communication the subcommittee needs to accomplish assigned tasks.
- 2. Coordinates with the Chairperson/Vice Chairperson for any assistance needed.
- 3. Reports on sub-committee activities and accomplishments during Committee conference calls.

**D. Members:**

- 1. Assist the Chairperson in carryout out the duties for the committee.
- 2. Attend committee meetings, including but not limited to:
  - a. The organizational meeting held at the annual conference.
  - b. Subsequent committee meetings called by the Chairperson, Vice Chairperson, Chairperson or Sub-Committee Chair.

**V. Budget:**

- A. The annual budget provides for expenses associated with committee meetings, such as meals and conference calls.
- B. Presenters are volunteers and do not receive compensation or expenses for their services, except for national speakers from GASB and GFOA. Any presenter that requests compensation must be approved by the Board prior to selection.

## **VI. Terms**

Members are appointed for a least one-year term, but are encouraged to serve at least three years to provide the institutional knowledge and experience necessary for successful operation of the committee.

## **VII. Timeline:**

### **A. Mentorship Committee**

1. The program begins September 1<sup>st</sup> and concludes at the Annual Conference.

### **B. FGFOA Leadership Program**

1. Determined by FGFOA Executive Director, who will also determine the total number of applicants that can be accepted into the program. Once the deadline for the applications has been met, the Committee will have two to three weeks to provide their list of recommendations to the FGFOA Executive Director.

### **C. Networking Committee**

1. Determined by sub-committee
2. Set up quarterly virtual networking/ master mind sessions on various topics.

### **D. University Outreach Committee**

1. Determined by sub-committee
2. Secure at least three (3) speaking connections with universities. Universities must be contacted well in advance of the beginning of the school year, ideally August, as opportunities for speaking engagements fill up quickly.

## **VIII. Transition Plan:**

- A. Outgoing chairperson(s) and board liaison will meet with the new chairperson(s) and board liaison to provide a smooth transition from one year to the next.
- B. The new Chairperson and board liaison will review the committee manual prior to the annual conference and will update as needed. Any changes to the manual must be approved by the Board, prior to implementation.





# **A CAREER IN GOVERNMENT FINANCE AND WHAT DOES IT LOOK LIKE?**



Who are we?



Association that connects more than 2,800 professionals across the state of Florida.



Membership Benefits



Networking



Professional development



Mentorship & Leadership



Industry Best Practices

FLORIDA  
GOVERNMENT  
FINANCE OFFICERS  
ASSOCIATION



# WHAT IS GOVERNMENT ACCOUNTING?



Responsibility of fiscal accountability (sticking to budget)



Demonstrate Financial Transparency and Compliance



Tracking and organization of resources e.g. tax revenue and grants



Performance measurement and evaluation (are we effectively meeting the needs of the residents through our services and activities)



## GOVERNMENTAL ACCOUNTING VS. PRIVATE SECTOR - *KEY DIFFERENCES*

### GOVERNMENTAL

- Fund Accounting
- GASB
- Council Members Or Commissioners
- Taxpayers

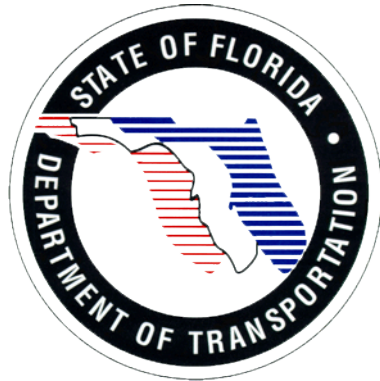
### PRIVATE SECTOR

- Net Income
- FASB
- Shareholders
- Board of Directors
- Shareholders



**WHAT TYPE OF  
ENTITIES USE  
GOVERNMENTAL  
ACCOUNTING?**

- Local government and agencies
- State government and agencies
- Federal government and agencies
- Tribal governments
- School districts and other special districts
- Colleges and universities



## WHAT TYPE OF ENTITIES USE GOVERNMENTAL ACCOUNTING?

- Utilities
- Port authorities
- Toll and expressway authorities
- Transportation authorities
- And more...



# GOVERNMENT CAREERS

## What to Expect:

- *Public Service*
- *Employer Stability*
- *Competitive Salary*
- *Flexible Benefit Packages*
- *Government Holidays*
- *Flexible Working Hours*



# *GOVERNMENT CAREERS*

## **Requirements:**

### ***College Degrees***

- *Accounting*
- *Finance*
- *Economics*
- *Public Administration*





### **Requirements/Preferences:**

- *Certified Public Accountant (CPA) License*
- *Other types of professional designations or certifications i.e. CGFO, CFP, etc.*

*GOVERNMENT  
CAREERS*



**WHAT IS THE TYPICAL  
CAREER PATH AT A  
GOVERNMENT  
ACCOUNTING ENTITY**



---

Accounting

---

Budget

---

Debt Management

---

Cash Management & Treasury

---

Procurement

---

Audit

---

Compliance

---

What Types of Functional  
Areas are at a Government  
Accounting Entity?



# ACCOUNTING

## Department Duties

- Accounting
- Accounts Payable
- Accounts Receivable
- Financial Reporting
- Payroll

## Position Types

- Payable/Receivable Clerks/Specialists
- Accountant
- Financial Analyst
- Revenue Manager
- Accounting Manager/Supervisor



# BUDGET

## ***Department Duties***

- *Capital Planning*
- *Resource Allocation*
- *Organization Development*
- *Performance Measures*
- *Strategic Management*

## ***Position Types***

- *Budget Analyst*
- *Senior Budget Analyst*
- *Budget Manager*
- *Budget Director*



## DEBT & TREASURY

### ***Department Duties***

- *Debt Management*
- *Investment Management*
- *Capital Investment*
- *Pension Administration*
- *Investor Relations*

### ***Position Types***

- *Debt Analyst*
- *Debt Manager*
- *Treasury Analyst*
- *Treasury Manager*
- *Treasury or Debt Administrator*



# PROCUREMENT

## ***Department Duties***

- *Contract Management*
- *Asset Management*

## ***Position Types***

- *Purchasing Specialist/Analyst*
- *Procurement Services Manager*
- *Procurement Administrator*



# AUDIT AND COMPLIANCE

## Department Duties

- Appraisal of activities & operations
- Internal Control evaluations
- Fraud detection

## Position Types

- Auditor
- Audit Manager
- Fraud Investigator
- Internal Auditor



HOW DO I FIND OPEN  
POSITIONS AT A  
GOVERNMENT  
ACCOUNTING ENTITY?



Florida Government  
Finance Officers  
Association

<http://fgfoa.org/resources/job-postings>



Government  
Finance Officers  
Association

<https://www.gfoa.org/about-gfoa/student-opportunities>



State, County and  
City Employment

<https://www.governmentjobs.com>



THANK YOU  
Q & A

# Florida Government Finance Officers Association, Inc.

## 2023 School of Governmental Finance Committee

### Agenda Item



2023

#### CHAIRPERSON

Elizabeth Anne Walter, MBA, CGFO,  
CPFIM  
Budget & Grants Manager  
South Florida Regional Transportation  
Authority  
801 NW 33rd St  
Pompano Beach, FL 33064-2013  
(954) 788-7882  
[waltere@sfrta.fl.gov](mailto:waltere@sfrta.fl.gov)

#### BOARD LIAISON

Sharon Almeida

#### STAFF LIAISON

Karen Pastula

#### SUB-COMMITTEE MEMBERS

Jennifer Desrosiers

Tanya Quickel

Christine Tenney

Katherine Woodruff

#### COMMITTEE MEMBERS

George Barbar

Rodrigo Bettini

Vicky Cooper

Nicole Gasparri

John Grady

Sharon Harding

Ann Kenney

Jeffrey T. Larson

Raymond Long

Bert Martinez

Rene O'Day

Richard Pengelly

Tracy Ramsey

Allison Teslia

Brent Wertz

**Meeting Date:** October 18, 2023

**Title of Item:** SOGF Committee Policies and  
Procedures Manual Update

#### **Executive Summary, Explanation or Background:**

The Policies and Procedures Manual for the SOGF Committee has been updated.

#### **Recommended Action:**

Board to review and approve, or advise of any additional modifications needed to the SOGF Policies and Procedures Manual.

*Elizabeth Walter*

Name

October 18, 2023

Date

Florida Government Finance Officers Association  
School of Governmental Finance Committee  
Policies and Procedures Manual

I. Membership Structure:

- a. The School of Governmental Finance (SOGF) Committee should be composed of approximately 20-25 members, not including the Chair and four (4) Sub-Committee Chairs. This provides a sufficient number of members to accomplish the responsibilities assigned to each of the four (4) sub-committees.
- b. The Committee Chair is appointed by the FGFOA President and serves as an overall coordinator for the annual event and appoints four (4) sub-committee chairs for each of the educational tracks.
- c. The committee is divided into four (4) sub-committees and each focus on one of the following educational tracks:
  - Accounting & Financial Reporting
  - Budget
  - Financial Management & Leadership
  - Treasury & Debt

II. Purpose, Goals, and Plan of Action:

The School of Governmental Finance Committee develops and coordinates a consecutive 4-1/2-day participative program designed to meet the educational and networking needs of the Association's members. The Committee will review the Annual Conference program to minimize duplication of sessions and to broaden the common coverage of subjects:

- a. Purpose: Develop and coordinate the educational programs at the School of Governmental Finance including the selection of topics and instructors.
- b. Long-Range Goal: To provide educational opportunities and the enhancement of professional governmental finance skills and techniques at basic, intermediate and advanced levels.
- c. Plan of Action:
  1. Appoint sub-committees responsible for coordinating each educational track by developing sessions and identifying speakers.
  2. Recommend changes in format and other areas for improvement to expand the SOGF attendance and participation.
  3. Provide current development updates for the FGFOA Newsletter.

4. Assist the Board in determining the professional development needs of the association's members.

5. Assist in developing and maintaining a speaker/instructor reference bank.

### III. Member Responsibilities

#### a. Committee Chair Responsibilities

The Chair is responsible for coordinating all major aspects of the Committee, including: establishing Committee meetings, chairing Committee meetings, leading the discussions and assisting members in developing quality sessions, and reporting activities and results to all Committee members and the FGFOA President and Board of Directors.

The Chair is responsible for working with and assisting the Sub-Committee Chairs in developing a list of potential session topics, and sharing the information with the President, Board of Directors and Chairs from other committees, such as the Webinar and Conference Program Committees.

The Chair will coordinate sending all presentations and/or will work with the Florida League (FLC) Staff Liaison to ensure all presentations have been sent. This information must be submitted in a timely fashion to ensure the presentations will be available on the SOGF website.

The Chair must remain in contact with all Committee members to ensure that sessions are progressing on schedule.

The Chair attends all FGFOA quarterly Board meetings (or arranges to have the Committee's board liaison attend on the Committee's behalf) and is responsible for preparing and presenting a report of Committee activities at all Board meetings.

#### b. Member Responsibilities

Each committee member should be responsible for organizing one to two session(s) for their respective educational track... This responsibility includes assisting with development of the topic, planning the session, and obtaining speakers. All committee members will be requested to moderate a minimum of one (1) session, if attending the SOGF.

c. Meetings and Attendance

The Committee generally holds one organizational meeting in October/November during the SOGF to introduce new members, discuss general goals and objectives, review the work program, structure sub-committee assignments, review the prior year's SOGF, and structure a tentative program outline. The Committee generally holds a second meeting at the Annual Conference to identify any issues and coordinate the completion of the balance of the work program.

One to two additional full Committee meetings may be scheduled, including telephone conference calls, to plan specific session topics, sub-committee assignments and times. In addition, discussions may be accomplished through email as appropriate.

Sub-committee meetings can also be scheduled according to the needs of each subcommittee, including telephone conference calls or accomplished through email as appropriate.

d. Terms

All members are appointed for a one-year term and are encouraged to continue on the Committee for at least three years to provide institutional knowledge and experience necessary for a successful School. All members are required to complete an application annually to remain on the committee.

IV. School of Governmental Finance Development

a. General

The School of Governmental Finance Committee develops a 4-1/2day educational program in the fall of each year. The first 2-1/2 days are at a basic/intermediate level and the last 2 days are at an intermediate/advanced level format.

b. Planning

The major aspects of School of Governmental Finance planning include:

- Recruiting Committee members to participate in each sub-committee
- Determining the number of sessions offered by each educational track
- Selection of session topics
- Selection and coordination of speakers
- Determining the CPE credit designations in coordination with the FLC Staff Liaison
- Scheduling and coordination of sessions

c. Resources

A listing of past sessions will provide ideas on the success of previous offerings, and members should consider repeating past sessions periodically based on demand. Past speakers should be considered, based on performance.

The President and Board of Directors may have particular requests, based on prevailing issues.

School of Governmental Finance Committee members may have suggestions for sessions, based on individual problems or experiences.

d. Speakers

Members of each sub-committee are responsible for obtaining the speaker(s) for each session. The Board of Directors have indicated that the quality of speakers is of greatest importance. Members should strive to obtain speakers that have proven their ability in the past, while also ensuring a good mix of new speakers with proven abilities as well. A secondary consideration would be speakers who have contributed to, or have been exhibitors at, the annual conference. Vendors may only present at one session of the SOGF. In the event a sub-committee chair cannot secure a speaker for a session, a vendor may present for an additional session upon approval from the Board or the Board president. If desired, it is acceptable for two different speakers from one local governmental agency to speak at two different sessions during the SOGF. Board Members or other Committee Chairs should not be scheduled as Speakers/Moderators for any Wednesday morning sessions.

e. Facilities

The FLC Staff is responsible for arranging the facilities. The FLC Staff will coordinate meeting rooms, the room blocks and visual and audio aids for the meeting rooms.

V. Session Development and Implementation

a. Development of Outline

The full Committee will normally establish the main topic. Each sub-committee is responsible for keeping the main topic in mind when developing specific course outlines. For example, a session on Risk Management may include areas of health, workers' compensation, property, and liability, or it could focus on only one or two areas.

In addition, the subject matter could be broad-based, or very specific, depending on the type of audience the session is intended to reach.

Each Sub-Committee prior to contacting any speakers should determine the general idea of the type of sessions desired. Speakers may have ideas on session structure and may be able to assist in this process; however, speakers may be predisposed to one issue or another that may not achieve the intended goal of the session.

b. Speaker Coordination

Sub-Committee members need to follow up with speakers to ensure they are committed to speaking as well as submitting their speaker contact information, biographies, presentations, and copies of any additional material that will be made available on the FGFOA app and website. Sub-committee members should obtain this information as soon as possible and have it forwarded directly to the FLC Staff Liaison.

All participating speakers should be verified by July 1 to accommodate announcement deadlines and then verified again no later than two weeks prior to the session. It never hurts to contact the speaker, even during the week of the session just to ensure there is no confusion over the speaker's commitment, time of commitment, and location, AV support, materials, etc.

c. Number of Speakers

The number of speakers at any session will vary, based upon the topic.

If several speakers are scheduled, sub-Committee members need to coordinate with that group and ensure that they are working together and establishing time slots for each speaker. This will result in a more fluid transition from one segment to the next. If several speakers are from the same firm, they may prefer organizing their segment and determining each speaker's responsibility. Review of speaker outlines is critical when numerous speakers are utilized to avoid overlapping topics and exceeding allotted time limits.

d. Communication

The communication method to participants, committee members, board members and moderators are (1) Speaker Confirmation Form, (2) "Schedule At A Glance". Each sub-committee member is responsible for coordinating this with the Chairperson.

Below lists each of the above communication efforts, with the corresponding information to be gathered.

1. Speaker Confirmation Form
  - Personal Information
  - Link to upload "Biography"
  - Link to upload Head Shot
  - Link for Social Media URL



- Presentation title
- Presentation Description. This is a General summary of the session
- The program schedule, including date and times
- Link to upload session presentation

## 2. Schedule-At-A-Glance

- Session title
- The program schedule, including date and times
- The CPE designation
- Class location (to be provided by the FLC Staff Liaison)
- Registration and hotel information (to be provided by the FLC Staff Liaison)

### e. FLC Staff Liaison

The Chairperson is the contact person for the FLC Staff Liaison. The FLC Staff Liaison should periodically provide updates on registration information and facility information prior to the SOGF date. The FLC Staff Liaison should also contact the chairperson if biographies and other requirements are not received in a timely manner

### f. Action Plan Checklist

#### 1. Session Development

- a. Determine categories of subject areas and number of Continuing Professional Education (CPE) credits by subject area and level basic, advanced, etc.
- b. Determine session topics (preferably at 1st full Committee meeting, but not later than second full Committee meeting).
- c. Members to obtain speaker(s) confirmation on willingness to speak to include consideration of subject area classification and presentation level. Also obtain contact information (Company name, address, phone #, etc.)
- d. Members to contact Chairperson to block tentative session date and time.
- e. Members to provide "Speaker Confirmation" link to obtain confirmation from speaker(s) indicating commitment to speak, date/time of session, short bio, and head shot
- f. Once obtained, members to review session narrative, session outline, bio, and AV needs. Discuss and edit with speaker(s) as deemed necessary.
- g. Members to review program outline for sessions with more than one (1) speaker and coordinate with that group and ensure that they are working together and establishing time slots for each speaker.

- Discuss cutover with speakers (see 2.e., below).
- h. Members to coordinate with speaker(s), chairperson or FLC staff liaison to ensure the presentations are received in a timely manner.
- i. Verify the FLC staff liaison reserves appropriate AV equipment for each speaker.
- j. Chairperson will work with the FLC staff liaison for all published materials.

## 2. Session Moderator

One sub-committee member who is attending the SOGF should serve as moderator for the session, since the subcommittee member has been in contact with the speaker(s), and is familiar with the session subject matter. In the event that the subcommittee member is an associate member, they can assist in identifying a moderator for the session. The following is a checklist that can be used by the designated moderator:

- a. Arrive at session location approximately one-half hour before beginning of session to determine appropriate room configuration and verify availability of AV equipment or other needs as requested by speakers.
- b. The FLC staff liaison is responsible for registration and sign-in of participants and speakers and facility preparation.
- c. Meet speakers, if available, to discuss their understanding of presentations, introductions, handouts (if required), cutover, notification of time limits, prohibition of vendor solicitation, etc.
- d. Determine appropriate seating of all speakers and determine whether the Moderator will sit with the speakers or in the front row with the audience. Moderator seating depends a lot on the number of speakers and who will introduce the speakers. (See 2.e., below).
- e. Review speaker introductions. Speakers may be introduced individually as their segments begin or, if there are only two or three speakers, they could all be introduced at once. Generally, if speakers will be transitioning between presentations, it is better to introduce them together. If each speakers segment is going to be separate and distinct, it may be better to introduce each speaker just prior to their segment beginning, especially if the segments are long. If there are several speakers from the same firm, or if the speakers are familiar with each other, they may be more comfortable introducing each other and transitioning between themselves without Moderator assistance.
- f. Moderator may help speaker by distributing handouts to participants, if required.

## 3. Session Management

- a. Call the session to order at scheduled time, regardless of participant attendance. If a lot of participants are outside the meeting room, a general announcement should be made outside the room before the

session is called to order.

- b. Make any brief announcements while individuals are finding their seats. Routine announcements include:
  - General Welcome
  - Introduce Moderator (name, title, jurisdiction)
  - Announce Session Title and Sponsor Name (FGFOA)
  - Describe length of session and anticipated ending of session.
  - Announce CPE credits (amount, type) and scanning of badges for credit.
  - Restroom locations
  - Please silence cell phones
  - Any other announcements, such as session changes, evening or early morning events, etc.
- c. Introduce speakers (see 2.e., above). If each speaker is handling a separate segment, the Moderator should ask the audience to show their appreciation with applause after each speaker finishes. If not, applause can be held to the end of the session.
- d. The Moderator should alert the speaker at 10 minutes, 5 minutes and 2 minutes to help keep the speaker on time.
- e. The Moderator should close the session by thanking the speakers, asking the audience to show their appreciation through applause and asking participants to complete the session evaluations, scan their badges and remind them of any evening or early morning events.
- f. Thank the audience for their participation.

## VI. Reports

Agenda items are required for each Board meeting and may be required more frequently at the direction of the President. Quarterly committee updates are required for each issue of the newsletter. Past newsletters may be accessed on the FGFOA website.

## VII. Transition

The chairperson shall meet with the incoming chairperson to communicate his/her experience and concerns to facilitate an orderly transition. This meeting can be held via phone conference or in person either prior to or during the School of Government Finance. At this time, the chairperson will give the incoming chairperson all documents related to the committee (agenda templates, session schedules, committee list, committee manual, etc).



# Florida Government Finance Officers Association, Inc.

## 2023-2024 Technical & Legislative Resources Committee Agenda Item

2023-2024

### CHAIRPERSON

Derek H. Noonan, CPA  
Audit Manager  
Auditor General  
111 W. Madison St  
Tallahassee, FL 32399  
(850) 412-2864  
[dereknoonan@aud.state.fl.us](mailto:dereknoonan@aud.state.fl.us)

### BOARD LIAISON

Melissa Burns

### STAFF LIAISON

Jill Walker

### COMMITTEE MEMBERS

Jim Abernathy  
Linda Benoit  
Ryan Bernal  
Barbara Boyd  
James Braddock  
Eddy Castaneda  
Yvonne Clayborne  
Allison Feurtado  
Baldemar Fonseca  
Ajay Gajjar  
James Halleran  
Natalie Hinger  
Lory Irwin  
Karen Malcolm  
Dean Mead  
Jean-Michel Neault  
Parth Patel  
Liliya Sablukova  
Ted Sauerbeck  
Andrew Thompson  
Anthony Walsh  
Sue Weidner

**Meeting Date:** October 18, 2023

**Title of Item:** Technical Resources and Legislative Committee 2023 Legislative Session Alert and *Basic Government Resource Manual (GRM)*

### **Executive Summary:**

- GASB has been quiet of late; consequently, the Committee has been concentrating on Legislative issues.
- The Committee updated the GRM and approved it on 9/29/23.
- The Committee prepared an analysis of 2023 Legislative Session bills that passed and that did not pass (but may return in a subsequent session) which could significantly impact local government financial reporting or compliance responsibilities.
- We have issued various alerts on topics of interest to membership, for example, qualified public depository filing deadline and new Division of Emergency Management Federal single audit reporting requirements.
- GASB recently issued an Exposure Draft on capital asset reporting.

### **Recommended Action:**

For review and approval.

*Derek Noonan*

Name

10/5/23

Date

# **2023 Legislative Summary Local Government Finance**



**Florida Government Finance  
Officers Association**

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## **I. PASSED BILLS**

### **i. Conflicting Employment or Contractual Relationships for Public Officers or Employees**

[2023-121](#) (CS/HB 199 (Hunschofsky, Daley)) amends the ethics training requirements of Section 112.3142, Florida Statutes, to apply to elected officers of independent special districts. Elected officers of independent special districts are now required to undergo four hours of annual ethics training.

Effective date: July 1, 2023.

### **ii. Government and Corporate Activism**

[2023-28](#) (CS/CS/HB 3 (Rommel)) attempts to eliminate the consideration of environmental, social and governance (ESG) from government investment strategies, procurements, bond issuances and use of banks. Provisions relevant to local governments:

- Require fiduciaries of all government retirement plans to make investment decisions that consider only pecuniary factors that do not include the consideration or furtherance of any social, political or ideological interests. By December 15, 2023, and by December 15 of each odd-numbered year thereafter, each government retirement system or plan must file with the Department of Management Services a comprehensive report detailing and reviewing the governance policies concerning decision-making in vote decisions and adherence to the fiduciary standards as required by the bill.
- Prohibit local governments from issuing ESG bonds. ESG bonds include bonds that will be used to finance a project with an ESG purpose including, but not limited to, green bonds, Certified Climate Bonds, GreenStar designated bonds, and other environmental bonds marketed as promoting an environmental objective; social bonds marketed as promoting a social objective; and sustainability bonds and sustainable development goal bonds marketed as promoting both environmental and social objectives.
- Prohibit local governments from expending public funds as defined in Section 215.85(3), Florida Statutes (this includes all moneys under the jurisdiction or control of a local government), or using moneys derived from the issuance of bonds, for the services of a third-party verifier (e.g., rating agencies) related to the designation or labeling of bonds as ESG bonds.
- Prohibit local governments from entering into a contract with any rating agency whose ESG scores for the local government bond issuer will have a direct, negative impact on the issuer's bond ratings. This is not applicable to contracts entered into prior to July 1, 2023.
- Require that any contract between a governmental entity and an investment manager include provisions requiring a disclaimer be included in any communications from the investment manager that include discussion regarding social, political, or ideological interests. The disclaimer must state: "The views and opinions expressed in this communication are those of the sender and do not reflect the views and opinions of the people of the State of Florida."

- Amend the definition of a “qualified public depository” to prohibit governmental entities from depositing funds in banks that make it a practice to deny or cancel services of its customers based on various specified factors, including but not limited to, a person’s political opinions, speech, affiliations; lawful ownership or sales of firearms; and other factors. Pursuant to current law, all public deposits may only be deposited in a qualified public depository.
- Amend procurement requirements of governmental entities to prohibit those government’s governing bodies from requesting documentation of, or considering, a vendor’s social, political, or ideological interests, and from giving preference to vendors based on such factors.

Effective date: July 1, 2023.

### iii. **Interests of Foreign Countries**

[2023-33](#) companion bill(s) passed, see CS/CS/HB 645 (Ch. [2023-147](#)) (CS/CS/SB 264 (Collins)) contains provisions relevant to local governments, including:

- Prohibits governmental entities from entering into contracts with entities that are owned by, controlled by, or organized under the laws of a foreign country of concern (i.e., the People’s Republic of China, the Russian Federation, the Islamic Republic of Iran, the Democratic People’s Republic of Korea, the Republic of Cuba, the Venezuelan Regime of Nicolas Maduro, or the Syrian Arab Republic), including any agency of or other entity within significant control of such foreign country of concern.
- Creates new Section 287.138, Florida Statutes, to implement the following provisions:
  - Beginning January 1, 2024, prohibits a governmental entity from accepting a bid on, a proposal for, or a reply to, or entering into, a contract with an entity that would grant the entity access to an individual’s personal identifying information unless the entity provides the governmental entity with an affidavit signed by an officer or representative of the entity under penalty of perjury attesting that the entity is not one of the aforementioned entities.
  - Beginning July 1, 2025, when an entity extends or renews a contract with a governmental entity that would grant the entity access to an individual’s personal identifying information, the entity must provide the governmental entity with an affidavit signed by an officer or representative of the entity under penalty of perjury attesting that the entity is not one of the aforementioned entities.
  - The Attorney General may bring a civil action in any court of competent jurisdiction against an entity that violates Section 287.138, Florida Statutes. Violations of this section may result in substantial civil penalties; ineligibility to enter into contracts or grant agreements with any governmental entity for up to 5 years; ineligibility to receive or renew any license, certification, or credential issued by a governmental entity for up to 5 years; and placement on the suspended vendor list pursuant to Section 287.1351, Florida Statutes.



- Prohibits a governmental entity from entering into an agreement or contract for an economic incentive with a foreign entity. Before providing any economic incentive, a governmental entity must require the recipient or applicant to provide the governmental entity with an affidavit signed under penalty of perjury attesting that the recipient or applicant is not a foreign entity.
- Amends the Florida Electronic Health Records Act to require the physical storage of personal medical information in the continental U.S., U.S. territories, or Canada, and amends the Health Care Licensing Procedures Act to require that licensees sign an affidavit attesting that all patient information is physically stored in the continental U.S., U.S. territories, or Canada.

Effective date: July 1, 2023.

#### **iv. Local Occupational Licensing**

[2023-271](#) (CS/CS/HB 1383 (Trabulsy)) extends by one year (from July 1, 2023, to July 1, 2024) the authority of local governments to continue licensing local occupations that were licensed on or before January 1, 2021. The bill also requires the state's Construction Industry Licensing Board (CILB) to establish, by July 1, 2024, voluntary certified specialty contractor licensing for certain specified categories. Additionally, the bill:

- Prohibits a local government from requiring a license issued by a local government or CILB to perform a job scope that does not substantially correspond to one of the state's contractor or specialty contractor categories.
- Allows a county located in an area designated as an area of critical state concern (e.g., Monroe County) to offer licensing for any job scope that requires a contractor license under this part if the county imposed such a licensing requirement before January 1, 2021.
- Prohibits a local government from requiring a license as a prerequisite to submitting a bid for public work projects if the work to be performed does not require a license under general law.
- Allows a local government to continue to offer licensing for veneer, including aluminum or vinyl gutters, siding, soffit, or fascia; rooftop painting, coating, and cleaning above three stories in height; or fence installation and erection, if the local government imposed such a licensing requirement before January 1, 2021.

Effective date: July 1, 2023.

#### **v. Local Ordinances**

[2023-309](#) (CS/CS/SB 170 (Trumbull)) imposes new requirements on counties and municipalities for adopting and enforcing ordinances, as follows:

- Requires a county or municipality to prepare a business impact estimate before adopting an ordinance and specifies the minimum content that must be included in the business impact estimate. The bill exempts certain ordinances from this requirement. The business impact estimate must be posted on the county or municipality's website no later than the date of publication of notice of the proposed ordinance.

- Requires a county or municipality to suspend enforcement of an ordinance that is the subject of a civil action challenging the ordinance's validity on the grounds that it is arbitrary or unreasonable or expressly preempted by state law. This requirement applies only if the action was filed with the court within 90 days of the ordinance's adoption, suspension of the ordinance was requested in the complaint or petition, and the county or municipality was served with a copy of the complaint or petition. If the county or municipality prevails in the civil action, the municipality may enforce the ordinance unless the plaintiff appeals the decision and obtains a stay of enforcement from the court.
- Authorizes the award of attorney fees, costs, and damages to a prevailing plaintiff in a civil action in which an ordinance is alleged to be arbitrary or unreasonable. Attorney fees, costs, and damages are capped at \$50,000.
- Clarifies current law relating to notice and publication of ordinances by specifying that consideration of an ordinance properly noticed may be continued to a subsequent meeting if the date, time, and place of the subsequent meeting is publicly stated.

Effective date: October 1, 2023, except as otherwise specified.

**vi. Natural Emergencies**

[2023-304](#) (CS/CS/SB 250 (Martin)) contains several provisions related to natural emergencies, including:

- Imposes restrictions on counties and municipalities regarding those entities' prohibitions of temporary shelters during a state of emergency.
- Requires the Division of Emergency Management (DEM) to post on its website a model debris removal contract for the benefit of local governments and to prioritize technical assistance and training to fiscally constrained counties on aspects of preparedness, response, recovery, and mitigation.
- Encourages local governments to create emergency financial plans in preparation for major natural disasters; authorizes local governments to create specialized building inspection teams following a natural disaster and encourages interlocal agreements for additional building inspection services during a state of emergency; and requires local governments to expedite the issuance of certain types of building permits following a natural disaster.
- Amends the Consultants' Competitive Negotiation Act to allow for additional disaster-related construction projects relating to Hurricane Ian to utilize the "continuing contracts" provision through December 31, 2023.
- Prohibits counties and municipalities within the disaster declaration for Hurricane Ian or Hurricane Nicole from increasing building fees before October 1, 2024.
- Prohibits counties and municipalities within 100 miles of Hurricane Ian or Hurricane Nicole's landfall from adopting more restrictive or burdensome procedures to their comprehensive plans or land development regulations concerning review, approval, or issuance of a site plan, development permit, or development order before October 1, 2024.

- Makes the Local Government Emergency Bridge Loan Program a revolving program and makes funds available for local governments under the Program available until July 1, 2038.
- Directs the DEM to administer a revolving loan program for local government risk mitigation projects.
- Shields public utilities from liability for damages arising from changes in reliability, continuity, or quality of services stemming from an emergency or disaster.
- Extends the date for fire control districts within 50 miles of Hurricane Ian's landfall to submit statutorily required performance reviews.

Effective date: July 1, 2023, except as otherwise provided.

**vii. Prohibited Applications on Government-Issued Devices**

[2023-32](#) (CS/CS/SB 258 (Burgess)) requires governmental entities to block all prohibited applications on any government-issued device (cell phone, computer, or other electronic device capable of connecting to the Internet), restrict access to prohibited applications on a government-issued device, and retain the ability to remotely wipe and uninstall any prohibited application from a compromised government-issued device. The term "prohibited application" is defined as any Internet application that is created, maintained, or owned by a foreign principal of a foreign country of concern and that participates in activities that endanger cybersecurity or any Internet application that the Department of Management Services (DMS) deems to present a security risk in the form of an unauthorized access to or temporary unavailability of the public employer's records, digital assets, systems, networks, servers, or information. The bill prohibits any person, including an officer or employee of a public employer, from downloading or accessing a prohibited application on a government-issued device. The prohibition does not apply to a law enforcement officer if the use of the prohibited application is necessary to protect safety or to conduct an investigation within the scope of the officer's employment. An employee or officer of a public employer may apply to the DMS for a waiver of the prohibition for designated officers or employees.

Effective date: July 1, 2023.

**viii. Public Construction**

[2023-134](#) (CS/CS/SB 346 (DiCeglie)) requires contracts for construction services between a local government and a contractor to include a list of items to render complete, satisfactory, and acceptable the construction services contracted for, and the estimated cost to complete each item on the list. The bill requires the local government to pay the entire contract balance, except for 150% of the estimated cost to complete the items on the list, within 20 days after the list is created. A local government may withhold amounts that are subject to a written good faith dispute. The bill also amends the definition of "public works project" to include any activity that is paid for with state-appropriated funds.

Effective date: July 1, 2023.

**ix. Rural Development**

[2023-202](#) (CS/CS/CS/HB 1209 (Shoaf)) specifies that an agency agreement that provides state or federal financial assistance to local governments within a rural area of opportunity (RAO) must allow the agency to provide for the payment of invoices to the county, municipality, or RAO for verified and eligible performance that has been completed in accordance with the terms and conditions in the agreement. The bill also amends the Rural Infrastructure Fund to:

- Increase the maximum grant award from 50% to 75% of the total infrastructure cost, or up to 100% of the total infrastructure project cost for a project that is located in a rural community that is also located in a fiscally constrained county or in a RAO;
- Remove the requirement that projects must be linked to specific job-creation or job-retention opportunities and remove the currently permitted use of funds for improving access, availability, and improvement of broadband internet service;
- Increase the maximum grant for infrastructure feasibility studies, design, and engineering activities, or other infrastructure planning and preparation activities to \$300,000 for all projects and remove the limitation that the grant not exceed 30% of the total project cost; and
- Remove the 33% local match requirement for grants for surveys, feasibility studies, and other activities related to the identification and preclearance review of land for projects in an RAO.

Effective date: July 1, 2023.

**x. Tax Package**

[2023-157](#) (HB 7063) (Ways and Means Committee/McClain) is the annual comprehensive tax package. The bill contains various provisions concerning sales taxes and exemptions, the state corporate income taxes, documentary stamp taxes, tangible personal property taxes, ad valorem taxes, and various other tax provisions affecting county, municipal, and state revenues. Among the many tax provisions, the bill:

- Permanently exempts several products from sales tax including baby and toddler products, oral hygiene products, diaper and incontinence products, certain firearm safety devices, and certain renewable natural gas machinery and equipment.
- Provides for various sales tax holidays including two 14-day back-to-school tax holidays, two 14-day disaster preparedness tax holidays, a 3-month recreational sales tax holiday, and a 7-day “tool” sales tax holiday.
- Clarifies that totally and permanently disabled veterans and surviving spouses may transfer their existing homestead exemption to a new property and that such veterans and surviving spouses who purchase a home in Florida may receive a refund for taxes paid in the year of purchase.
- Limits county authority to levy special assessments on land classified as agricultural (assessment revenues pledged for debt service are exempted). This prohibition does not apply to non-agricultural structures on the property.

- Requires counties to go to referendum to impose additional tourist development tax levies. It also extends statutory authority to use 10% of tourist development tax revenues for public safety/law enforcement purposes to all fiscally constrained counties.
- Increases the discrepancy thresholds for a property appraiser to challenge a value adjustment board decision in circuit court.
- Requires that any referendum to reenact an expiring tax (e.g., the Tourist Development Tax, Tourist Impact Tax, Children's Services Tax, Discretionary Sales Surtaxes, Ninth-Cent Fuel Tax, and Local Option Fuel Tax) must coincide with a general election and may only take place once within 48 months prior to reenactment or increase of the tax.
- Provides additional guidelines for property owners to receive a property tax refund following a catastrophic event that renders their residence uninhabitable.
- Appropriates \$35 million for distribution to eligible local governments to offset the reductions in local property tax revenues from complying with Section 197.3181, Florida Statutes, which directed counties to issue prorated property tax refunds to property owners whose homes were rendered uninhabitable by Hurricanes Ian or Nicole.
- Imposes freeze on local communications services tax rate until January 1, 2026, and provides that any increase to the discretionary sales surtax levied under Section 212.055, Florida Statutes, on or after January 1, 2023, may not be added to the communications services tax until January 1, 2026.

Effective date: July 1, 2023, except as otherwise provided.

## **II. FAILED BILLS**

### **i. Alternative Mobility Funding Systems**

CS/CS/HB 235 (Robinson, W.) and SB 350 (Brodeur) were meant to provide clarity to local government adoption of a mobility plan and a mobility fee system. A mobility plan identifies various multimodal projects. A mobility fee is a one-time fee paid by a developer to a local government to cover the costs of the improvements necessary to fully mitigate the development's impact on the transportation system. The bill would prohibit a transportation impact fee or fee that is not a mobility-based fee from being imposed within the area that is within a mobility plan. In addition, the bills would have made a revision to the impact fee statute. Current law now limits the amount impact fees can be increased by. However, current law also provides an exception to the impact fee increase process by allowing for increases to be greater than the requirements if the governmental entity establishes the need showing that extraordinary circumstances require the additional increase, holds at least two publicly noticed workshops, and adopts the increase by a 2/3 vote. SB 350 would have eliminated this exception to impact fee increases. CS/CS/HB 235 was amended to delete all provisions which would have restricted a local government's ability to increase impact fees.

HB 765 (Roth) dealt with building permit applications. The bill would have required municipalities to notify the owner of a property and the contractor listed on the permit within 60 days before the permit is set to expire. The bill increased the permit reduction fee by 25% for each business day the local government failed to meet the established timeframes. HB 765 also required a municipality to accept applications electronically and post the status update of each building permit application on their website. The bill prohibited a municipality from using a permit application unless it included an attachment with a specified "notice" statement that was referenced in the bill.

### **ii. Communication Services Tax**

HB 1153 (Steele) and CS/SB 1432 (Trumbull) would have prevented local governments from charging franchise fees for the location of the utilities in the public right of way. The bill would have reduced the state tax rate for CST percentage by 1.44% as well as the portion on direct to home satellite services by 1.44%.

### **iii. Cybersecurity**

CS/HB 1511 (Giallombardo) and CS/SB 1708 (DiCeglie) would have made several changes to the Local Government Cybersecurity (Act). The bills would have revised the definition of "cyber incident" and revised timelines for local governments to report cybersecurity incidents. The bills would require local governments to report cybersecurity incidents within four hours of discovery; current law allows for 48 hours. Ransomware incidents would be required to be reported within two hours of discovery; current law allows for 12 hours.

### **iv. Electronic Payment of Public Records Fees**

SB 1264 (Rouson) would have required an agency to provide an electronic option for the payment of any fee associated with a request to inspect or copy public records.

**v. Financial Assistance for Rural Areas of Opportunity**

CS/HB 413 (Abbott) and SB 1628 (Simon) would have prohibited agency agreements from requiring local governments within a rural area of opportunity to expend funds in order to be reimbursed. Agency funding would have been advanced to municipalities and counties based on an analysis of estimated costs, to pay service providers or vendors directly or undertake other options to meet the requirements of the agreement.

**vi. Homestead Assessments**

CS/SB 120 (Avila) and HB 471 (Fernandez-Barquin) would have reduced the limitation on annual increases of homestead property tax assessments from 3% to 2% if SJR 122 or a similar constitutional amendment had been approved by the voters at the next general election.

**vii. Homestead Tax Exemptions**

HB 1599 (Tuck) and SB 1716 (Yarborough) would have revised the interest rate and penalty of three times the interest, not to exceed 50% of the unpaid taxes that applied to property owners who unlawfully received a homestead exemption.

**Constitutional Amendments:**

- Homestead Tax Exemption for Certain Senior, Low-income, Long-term Residents:

SJR 126 (Avila) and HJR 159 (Borrero) proposed an amendment to the Florida Constitution to increase the just value of a home that may be eligible to receive an additional homestead exemption for homes owned by seniors 65 years or older from \$250,000 to \$300,000. CS/SB 124 (Avila) and CS/HB 161 (Borrero) would have implemented this bill. This would only have taken effect if the following criteria was met:

- the value of the home was \$250,000 or less
- permanent residence for at least 25 years
- Income limitations are met

- Revised Limitation on Increases of Homestead Property Tax Assessments:

SJR 122 (Avila) and HJR 469 (Fernandez-Barquin) would have reduced the Save Our Homes limitation on annual increases of homestead property tax assessments from 3% to 2%. SB 120 would have reduced the assessment limit to a maximum of 2% each year (see Section II.x. below). SJR 122 and HJR 469 were constitutional amendments and would have require the approval of the Florida Legislature and the voters of Florida.

**viii. License or Permit to Operate Vehicle for Hire**

CS/CS/HB 807 (Borrero) and SB 1700 (DiCeglie) would have allowed a person who holds a valid vehicle for hire license or permit from any city or county the ability to operate a vehicle for hire in another municipality or county without being subject to additional licensing or permitting requirements.

**ix. Local Tax Referenda Requirements**

CS/CS/SB 698 (Ingoglia) and CS/HB 731 (Temple) required referendums to reenact an expiring source of county or municipal revenue to be held at a general election immediately preceding the

expiration or enactment date. Sources of revenue identified by the bill included: Tourist Development Tax, Children's Services Special District Millage Rate, Dependent District Millage Rates, Municipal Millage Rates in Excess of Limits, Local Government Discretionary Sales Tax, Ninth Cent Fuel Tax, and Local Option Fuel Tax. The bills specified that a referendum to extend or increase millage may only be held once during the 48-month period preceding the effective date of the referendum.

**x. Municipal Utilities**

CS/HB 1331 (Busatta Cabrera) would have amended provisions of law relating to municipal water and electric utility extraterritorial surcharges, extraterritorial service and transfers of enterprise funds. The bill would have authorized a municipal utility to transfer a portion of its earnings to the municipality for general government purposes. The revenues allowed to be transferred to fund general government purposes would have been limited to a rate equal to the amount derived by applying the average of the midpoints of the rates of return on equity approved by the Public Service Commission for investor-owned utilities in the state. The amount of the transfer would have been further reduced based on the percentage of extraterritorial customers served by the utility. The bill would have also eliminated the automatic 25% surcharge that may be added to the rates and fees charged to extraterritorial customers.

**xi. Municipal Water and Sewer Utility Rates**

HB 361 (Robinson, F.) and SB 1712 (Jones) would have required a municipality that operates a water or sewer utility providing services to customers in another recipient municipality using a facility or plant located in the recipient municipality to charge customers in the recipient municipality the same rates, fees and charges it imposes on customers within its own municipal boundaries.

**xii. Property Tax Administration**

CS/SB 474 (Garcia) and CS/HB 1131 (Fernandez-Barquin) would have revised the timeframe under which certain appeals of value adjustment board decisions must be filed by a property appraiser under certain circumstances. The bills specified a requirement for erroneous assessment of homestead property to be corrected in the year the error is discovered and removed duplicative language from the sections pertaining to correcting the error when present in subsequent years. The bills would have authorized a taxpayer to appeal the amount of a homestead assessment limitation difference with the value adjustment board. The bill added appeals for which a value adjustment board must meet to hear taxpayer claims for adjustments.

**xiii. Residential Building Permits**

SB 682 (DiCeglie) and CS/HB 671 (Esposito) were comprehensive building permit bills. Of concern to municipalities, the bills would have required the following:

- Required the local jurisdiction to reduce the permit fee by 75% if an owner retained a private provider.
- Reduced the time frame of when municipalities would have been required to provide written notice of receipt and any other additional information that is required for a properly completed application to an applicant.



- Reduced the number of times a municipality could have asked an applicant for additional information.
- Allowed an application to be “deemed” approved if municipalities failed to meet any of the timeframes.

**xiv. Short-Term Rentals**

SB 714/HB 833 (DiCeglie, Duggan) were comprehensive bills dealing with short-term rentals. The bills would have further restricted the ability of municipalities and counties to regulate short-term rentals, empowered the Department of Business and Professional Regulation with the oversight of the mandatory licensing of short-term rentals, and expanded preemptions to include local regulations on advertising platforms.

While the bills would have granted the local government the ability to impose fines for failure to register a short-term rental and allowed a local government to charge a reasonable fee for inspections to ensure compliance with the Florida Building and Fire Prevention Code, the bills would have maintained the current preemption on a local government from adopting zoning ordinances specific to short-term rentals. The bills would have established restrictions pertaining to the duration of stays, occupancy maximums, the frequency at which the properties are rented, and other short-term rental property management activities. The bills would have established guidelines regarding the local registration process, including but not limited to, defining processing deadlines, the required documentation, the allowable application / registration fees, the process and conditions for a local government to suspend, deny or terminate local registrations, etc.

**xv. Sovereign Immunity**

CS/HB 401 (Beltran) and SB 604 (Gruters) would have increased the statutory limits on liability for tort claims against the state and its agencies and subdivisions (which include cities). The current statutory limits for claims are \$200,000 per person and \$300,000 per incident. CS/HB 401 was amended to increase the caps for damages against state and local government entities to \$2,500,000 per person and \$5,000,000 per incident. SB 604 (Gruters) would have increased the caps to \$400,000 per person and \$600,000 per incident.

**xvi. Taxation of Affordable Housing**

HB 229 (Cross) would have authorized local governments to adopt ordinances to grant partial ad valorem tax exemptions to property owners whose properties are used to provide affordable housing.

**xvii. Tourist Development**

HB 7053 (Regulatory Reform & Economic Development Subcommittee) would have redirected a percentage of revenue levied to the Tourism Industry Marketing Corporation (Visit Florida) annually. Counties that levy the tax would have received a remittance from the Department of Revenue quarterly of 5 percent of all revenue between July 1, 2023 to July 1, 2026 to Visit Florida unless the county was a Rural County. A rural county that levies the tax would have had a remittance from the Department of Revenue quarterly of 2 percent of all revenue for the same time frame. The bill would also have repealed the Tourism Promotional Trust Fund within the Department of Economic Opportunity.

**xviii. Tourist Development Taxes**

HB 309 (Shoaf) and SB 640 (Simon) would have allowed for a fiscally constrained county bordering either the Gulf of Mexico or the Atlantic Ocean to utilize up to 10 percent of the tourist development tax revenues received to reimburse for expenses incurred in providing public safety services needed to address impacts related to increased tourism and visitors to the area. However, the revenues would not have been allowed to be used by a county or municipality to supplant the normal operating expenditures for public safety operations related to tourism or special events.

# **Basic Government Resource Manual**



## **Florida Government Finance Officers Association**

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## **Section 1 – Accounting**

### **Overview**

A well-designed and properly maintained accounting system is necessary to be able to provide all data that is needed to allow for the timely preparation of financial statements in conformity with generally accepted accounting principles (GAAP). The official source of GAAP for local governments is the Governmental Accounting Standards Board (GASB). The GASB is an independent, not-for-profit organization that establishes and improves standards of financial accounting for local governments.

In addition, Section [218.33](#), F.S., requires local governments to follow uniform accounting practices and procedures and a uniform chart of accounts as established by the Florida Department of Financial Services (DFS). To this end, DFS drafted the Uniform Accounting System Manual. These requirements are in place to help ensure proper accounting and fiscal management as well as to provide consistency in preparing local government annual financial reports.

### **References**

Section [218.33](#), F.S.; Local Government Entities; Establishment of Uniform Fiscal Years and Accounting Practices and Procedures

Uniform Accounting System Manual (DFS Bureau of Financial Reporting):  
[myfloridacfo.com › docs-sf › localgov › 2021-2022-uas-manual](http://myfloridacfo.com/docs-sf/localgov/2021-2022-uas-manual)

Governmental Accounting Standards Board:  
<http://www.gasb.org/>

Government Finance Officers Association:  
<http://www.gfoa.org/>

## **Section 2 – Annual Financial Audit**

### **Overview**

Most local governments are required to have an independent audit of their financial statements performed in accordance with appropriate professional auditing standards. Properly performed audits play a vital role in the public sector by helping to preserve the integrity of public finance functions and by maintaining citizens' confidence in their elected leaders.

### **Requirements**

Section [218.39](#), F.S., requires that local governments that meet specific criteria outlined in the chapter shall have an annual financial audit of its accounts and records completed within nine (9) months after the end of its fiscal year. The annual audited financial report could also be required to include a "single audit" in accordance with OMB *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) or Section [215.97](#), F.S., and Chapter [10.550](#), *Rules of the Auditor General*. In addition, Section [163.387](#), F.S., requires separate audits of each community redevelopment agency (CRA) with revenues or expenditures and expenses exceeding \$100,000 during the fiscal year. The audits shall be performed by an independent certified public accountant in accordance with Section [218.39](#), F.S., and Chapter [10.550](#), *Rules of the Auditor General*. At the conclusion of the audit, the auditor shall discuss all comments that will be included in the audit report with management, each member of the governing body, and each member of an audit committee charged with governance.

The local government's response to the audit findings, including corrective action to be taken, must be filed with the local government's governing body within thirty (30) days after delivery of the audit findings. In addition, the audit findings and responses must be incorporated in the audit report package and submitted to the Auditor General within forty-five (45) days after the delivery of the audit report to the local government's governing body, but no later than nine (9) months after the end of the fiscal year.

Chapter [10.550](#), *Rules of the Auditor General*, requires the management letter to include, among other things, the following:

(1) For counties as a whole, municipalities, and special districts:

- A statement describing the results of the auditor's determination as to whether or not the local governmental entity met one or more of the conditions described in Section [218.503\(1\)](#), F.S., and identification of the specific condition(s) met.

The following information regarding the auditor's application of financial condition assessment procedures:

- A statement that the auditor applied financial condition assessment procedures.
  - If a deteriorating financial condition(s) is noted, a statement that the local governmental entity's financial condition is deteriorating and a description of conditions causing the auditor to make this conclusion. If the auditor reported that the local governmental entity met one or more of the conditions specified in Section [218.503\(1\)](#), F.S., this statement shall indicate whether such condition(s) resulted from a deteriorating financial condition(s).
- If appropriate, a statement indicating the failure of a special district that is a component unit of a county, municipality, or special district to provide the financial information necessary to a proper reporting of the component unit within the audited financial statements of the county, municipality, or special district. (Section [218.39\(3\)\(b\)](#), F.S.)

(2) For water management districts:

- A statement describing the results of the auditor's determination as to whether or not the district provided monthly financial statements to its governing board and posted the monthly financial statements on its web site (See Sections [215.985\(11\)](#) and [373.536\(4\)\(e\)](#), F.S.).
- A statement describing the results of the auditor's determination as to whether or not the district provided a link on its Web site to the DFS' web site to allow viewing of the district's annual financial report (See Section [218.32\(1\)\(g\)](#), F.S.).
- A statement describing the results of the auditor's determination as to whether or not the district posted its tentative and final budgets on its Web site (See Section [373.536\(5\)\(d\)](#) and Section [\(6\)\(d\)](#), F.S.).

(3) For special districts, data required pursuant to Sections [218.32\(1\)\(e\)](#) and [218.39\(3\)\(a\)](#), F.S. (See Chapter [10.554\(1\)\(i\)\(6\)-\(8\)](#), *Rules of the Auditor General*).

Additionally, Chapter [10.550](#), *Rules of the Auditor General*, requires the scope of the financial audit to include an examination pursuant to the American Institute of Certified Public Accountants (AICPA) *Professional Standards*, AT-C Section 315, promulgated by the AICPA, to determine the following, as applicable:

- For all local governmental entities, a determination of the entity's compliance with the requirements of Section [218.415](#), F.S.
- For counties that received E911 funds, a determination that all E911 fee revenues, interest, and E911 grant funding were used for payment of authorized expenditures, as specified in Section [365.172\(10\)](#), F.S., and as specified in the E911 Board grant and special disbursement programs (See Section [365.173\(2\)\(d\)](#), F.S.).

- For clerks of the courts, a determination of the clerk's compliance with the requirements of Sections [28.35](#) and [28.36](#), F.S.
- For clerks of the courts, a determination of the clerk's compliance with Section [61.181](#), F.S.
- For local governmental entities that received or expended funds related to the Deepwater Horizon oil spill, that are not Federal awards audited as major programs or State financial assistance audited as major projects: a determination of the entity's compliance with Federal and State laws, rules, regulations, contracts, or grant agreements related to the receipt and expenditure of the funds (See Section [288.8018\(1\)](#), F.S.).
- For CRAs, with revenues or a total of expenditures and expenses in excess of \$100,000, a determination that the CRA complied with Sections [163.387\(6\)](#) and [\(7\)](#), F.S.

Finally, the scope of the financial audit shall include a report that includes an opinion (or disclaimer of opinion) as to whether any supplementary information, including the schedule of receipts and expenditures related to the Deepwater Horizon oil spill funds, is presented fairly in all material respects in relation to the financial statements taken as a whole. The report shall be prepared in accordance with AICPA *Professional Standards*, AU-C Section 725, promulgated by the AICPA.

### **Audit Filing Requirements**

The following audit report filing requirements apply:

- Department of Financial Services (DFS) filing requirements:
  - Each regional planning council created under Section [186.504](#), F.S., each local government finance commission, board, or council, and each municipal power corporation created as a separate legal or administrative entity by interlocal agreement under Section [163.01\(7\)](#), F.S., shall submit to the department a copy of its audit report and an annual financial report for the previous fiscal year in a format prescribed by the department.
  - Section [163.387\(8\)\(c\)](#), requires that audit reports for CRA audits conducted pursuant to that section be filed with the DFS.
- Auditor General filing requirements:
  - Each county, municipality, and special district required to obtain an audit pursuant to Section [218.39](#), F.S., is required to file its audit report with the Auditor General.
  - Any CRA required to obtain an audit pursuant to Section [163.387](#), F.S., is required to file its audit report with the Auditor General.



- The audit reports referenced above are required to be submitted within 45 days of delivery of the audit report to the entity's governing body or 9 months after the end of the entity's fiscal year, whichever occurs first. It should also be noted that, although the Federal Office of Management and Budget, the Government Finance Officers Association, Inc. (GFOA), and other organizations may occasionally extend their filing deadlines, insofar as the State of Florida's audit deadlines are established by statutes, those filing extensions **do not** apply to filing deadlines contained in Florida Statutes.
- Pursuant to Section [163.371\(2\)](#) a CRA is required to file an annual report with the county or municipality that created the agency. This annual report is due by March 31 of each year and the required content is described in Sections [163.371\(2\) \(a\)-\(c\)](#).
- Further, it should be noted that other entities, such as grantors and creditors, may impose additional audit report filing requirements.

### **Auditor Selection Process**

Section [218.391](#), F.S., requires specific procedures to be followed by local governments with respect to selecting an auditor to conduct the annual financial audit required by Section [218.39](#), F.S. The local government must establish an auditor selection committee to assist in the selection process.

Auditor selection committee composition requirements:

- For counties, the committee must, at a minimum, consist of each elected county officer, or their respective designees, and one member of the Board of County Commissioners.
- For municipalities and special districts, the committee must have at least three members, and at least one member must be a member of the governing body, who shall serve as committee chair.
- No employee, chief executive officer, or chief financial officer may serve as a committee voting member; however, they may serve in an advisory capacity.

In addition, the GFOA, in its best practices, has recommended the following for audit committees, which may also apply to auditor selection committees:

- All members should possess or obtain a basic understanding of governmental financial reporting and auditing.
- The committee should have access to the services of at least one financial expert, either a committee member or an outside party engaged by the committee for this purpose.

Considering that smaller local governments may experience difficulty in obtaining individuals with the necessary experience in governmental financial reporting and auditing, there is a small government consideration noted in the Auditor Selection Guidelines, accessible on the Auditor General's web site. The consideration is that the smaller government might consider consulting with larger governments in the area to identify employees or consultants of those governments who might be willing to work with their audit committee.

The auditor selection committee shall perform the following functions:

- Establish factors to be used in the evaluation of audit services.
- Publicly announce requests for proposals.
- Provide interested firms with requests for proposals.
- Evaluate proposals provided by qualified firms.
- Rank and recommend in order of preference to the local government's governing body no fewer than three (3) firms deemed to be the most highly qualified to perform the required services. If fewer than three firms respond to the request for proposal, the committee shall recommend such firms as it deems to be the most highly qualified.

If compensation is not one of the factors used by the audit committee in the evaluation of proposals, the governing body shall negotiate a contract with the firm ranked first. If the governing body is unable to negotiate a satisfactory contract with that firm, negotiations with that firm shall be formally terminated, and the governing body shall undertake negotiations with the second-ranked firm. If negotiations fail with the second-ranked firm, negotiations shall then be terminated with that firm and undertaken with the third-ranked firm. Negotiations with the other firms shall be undertaken in the same manner. If compensation is one of the factors used by the audit committee in the evaluation of proposals, the governing body shall select the highest-ranked qualified firm or must document the reasons for not selecting the highest-ranked qualified firm.

## **References**

Section [163.387](#), F.S.; Redevelopment Trust Fund

Section [215.97](#), F.S.; Florida Single Audit Act

Section [218.32](#), F.S., Annual Financial Reports; Local Governmental Entities

Section [218.39](#), F.S.; Annual Financial Audit Reports

Section [218.391](#), F.S.; Auditor Selection Procedures

Section [218.503](#), F.S.; Determination of Financial Emergency

Chapter 10.550, *Rules of the Auditor General*; Local Government Entity Audits:  
[https://flauditor.gov/pages/pdf\\_files/10\\_550.pdf](https://flauditor.gov/pages/pdf_files/10_550.pdf)

Auditor Selection Guidelines:  
[https://flauditor.gov/pages/pdf\\_files/auditor%20selection%20guidance.pdf](https://flauditor.gov/pages/pdf_files/auditor%20selection%20guidance.pdf)

OMB Circulars:  
<https://www.whitehouse.gov/omb/information-for-agencies/circulars/>

Government Finance Officers Association:  
<http://www.gfoa.org/>

## **Section 3 – Annual Financial Reporting**

### **Overview**

Local governments are accountable for the manner in which they spend public funds. Annual financial reporting is one method of demonstrating accountability. Two types of local government annual financial reporting are the State Annual Financial Report (AFR) and the Annual Comprehensive Financial Report (ACFR).

### **State Annual Financial Report**

Section [218.32](#), F.S., requires each local government that is determined to be a reporting entity, as defined by GAAP, to submit to the DFS an AFR in a format prescribed by the DFS. The AFR and the local government's annual audit report must be sent to the DFS within forty-five (45) days after the completion of the audit report, but no later than nine (9) months after the end of the fiscal year. In the event that the local government is not required to have an annual audit in accordance with, Section [218.39](#), F.S., the AFR must be submitted to DFS no later than nine (9) months after the end of the fiscal year. In addition, each local governmental entity's website must provide a link to the DFS's web site to view the entity's AFR. If the local governmental entity does not have an official website, the county government's web site must provide the required link for the local governmental entity.

In addition, Section, [218.32\(1\)\(c\)](#), F.S., requires each regional planning council created under Section [186.504](#), F.S., each local government finance commission, board, or council, and each municipal power corporation created as a separate legal or administrative entity by interlocal agreement under Section [163.01\(7\)](#), F.S., to submit to the department a copy of its audit report and an AFR for the previous fiscal year in a format prescribed by the department. Further, Section [163.387\(8\)\(c\)](#), F.S., requires that audit reports for CRA audits conducted pursuant to that section be filed with the DFS.

Chapter 2018-102, Laws of Florida, amended Section [218.32](#), F.S., to require the DFS to hire a contractor to build one or more eXtensible Business Reporting Language (XBRL) taxonomies suitable for state, county, municipal, and special district financial filings and to create a software tool that enables financial statement filers to easily create XBRL documents consistent with such taxonomies.

For fiscal years ending on or after September 1, 2022, local governments are to report financial data required by Section [218.32](#), F.S., using XBRL. The DFS Division of Accounting & Auditing has partnered with the Office of Information Technology to build the new Florida Open Financial Statement System. Local governments have the option to provide their financial data in the same manner they currently utilize, where it will be

tagged and converted into XBRL format for their validation and submission, or they may choose to submit an XBRL instance. Updates may be found here: [Florida Open Financial Statement System Project \(myfloridacfo.com\)https://myfloridacfo.com/division/aa/local-governments/florida-open-financial-statement-system-project](https://myfloridacfo.com/division/aa/local-governments/florida-open-financial-statement-system-project)

### **Annual Comprehensive Financial Report**

Section [218.39](#), F.S., requires that local governments that meet specific criteria outlined in the chapter shall have an annual financial audit of its accounts and records completed within nine months after the end of its fiscal year. However, the GFOA recommends that an ACFR be issued as a best practice for financial reporting. The ACFR expands upon the basic financial statements that are required by GAAP by including additional financial information broken down into three sections: Introductory, Financial, and Statistical. The Introductory Section provides general information on the government's structure, services, and environment. The Financial Section includes the basic financial statements, notes, and Management's Discussion and Analysis, as well as additional information on all individual funds not reported in the basic financial statements. The Statistical Section provides trend data and non-financial information that assists in the assessment of the government's financial condition. ACFR requirements are codified in the GASB Codification as Section 2200. Governments that participate in the Certificate of Achievement for Excellence in Financial Reporting Program are asked to submit their reports within six months of the end of the fiscal year. The GFOA's review process typically requires an additional four to six months.

The GFOA maintains a Certificate of Achievement for Excellence in Financial Reporting Program designed to encourage and assist local governments to go beyond the minimum requirements of GAAP to prepare annual comprehensive financial reports that evidence the spirit of transparency and full disclosure. Reports submitted to the GFOA for this certificate are reviewed by selected members of the GFOA professional staff and the GFOA Special Review Committee (SRC), which is comprised of individuals with expertise in public sector financial reporting. The certificate of achievement is generally regarded as the highest form of recognition in local government financial reporting and can be viewed as a positive factor by credit rating agencies and others interested in the professionalism of governmental finance.

### **Other Financial Reporting Requirements**

Additional financial reporting requirements for Florida local government entities have been statutorily established and have been summarized by the Joint Legislative Auditing Committee (JLAC) in its Calendar of Financial Reporting Requirements.

### **Popular Annual Financial Report**

The GFOA established the Popular Annual Financial Reporting Awards Program (PAFR Program) in 1991 to encourage and assist state and local governments to extract information from their ACFR to produce high quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the general

public and other interested parties without a background in public finance and then to recognize individual governments that are successful in achieving that goal. Although the preparation of a PAFR is optional, those PAFR's submitted to the PAFR Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in governmental accounting and financial reporting and may be eligible for an award by the GFOA.

## **References**

Section [163.387](#), F.S.; Redevelopment Trust Fund

Section [218.32](#), F.S.; Annual Financial Report; Local Government Entities

Section [218.39](#), F.S.; Annual Financial Audit Reports

Florida Department of Financial Services:

<https://www.myfloridacfo.com/division/aa/local-governments>

Government Finance Officers Association:

<http://www.gfoa.org/>

Governmental Accounting, Auditing, and Financial Reporting (Blue Book) by Stephen J. Gauthier:

<http://www.gfoa.org/>

Calendar of Financial Reporting Requirements (JLAC):

[http://www.leg.state.fl.us/Data/Committees/Joint/JCLA/Financial\\_Reporting\\_Requirements.pdf](http://www.leg.state.fl.us/Data/Committees/Joint/JCLA/Financial_Reporting_Requirements.pdf)

## **Section 4 – Budgeting**

### **Overview**

Budgeting is one of the most important activities undertaken by governments. The budget is a plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. The budget serves as the primary tool in allocating financial resources to programs and services. This process should involve all stakeholders – elected officials, governmental administrators, employees, citizen groups, and business leaders, and reflect their overall needs and priorities. A budget process that is well integrated with the other activities of the government and involves those stakeholders will lead to a more efficient and accepted government. Specifically, the budget can serve as a policy making tool, a management tool, a financial tool, and a communication tool. The end result should be a balanced budget that has been well planned and communicated among all stakeholders.

A brief description of the budget cycle is as follows:

- Input:
  - Elected and appointed officials gather information from citizens, taxpayers, and other sources about financial and non-financial priorities.
  - Officials meet with staff and convey the goals, objectives, priorities, and concerns that will guide the development of the budget.
- Preparation:
  - Revenues are estimated to determine what financial resources will be available to fund operations.
  - Expenditure requests and forecasts are prepared by the departments.
  - The chief administrator submits a proposed budget that reflects the community needs and desires to the local government governing body for review.
- Adoption:
  - The governing body reviews the proposed budget.
  - Changes are made according to the governing body's recommendations and public comments.
  - The proposed budget is approved by the governing body.
  - The budget is adopted.
- Implementation:
  - Revenues are collected and expenditures are incurred in accordance with the budget.
  - The budget may be modified or amended by approval from the governing body in accordance with procedures established by state law.

- Evaluation:
  - Internal reports may be prepared as needed for financial data, as well as for performance measurement.
  - Other evaluations are done through internal audits, performance audits, and external audits.

## **Requirements**

Section [166.241](#), F.S., (Municipalities) and Sections [129.03](#) – [.06](#), F.S., (Counties) provide specific requirements for local governments to follow when adopting annual budgets. Some of those requirements are as follows:

- The local government's budget must be adopted by resolution or ordinance, unless otherwise specified in the local government's charter.
- The amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves.
- The adopted budget may be amended at any time during the fiscal year or within sixty (60) days following the end of the fiscal year. If the amendment increases the total amount of expenditures by fund or department, the budget amendment must be adopted in the same manner as the original budget, unless otherwise specified in the local government's charter. Counties are required to follow specific advertising requirements (Section [129.06](#), F.S.) with respect to the adoption of budget amendments.
- The tentative budget must be posted to the local government's official website at least two days before the first budget hearing at which the tentative budget is approved. The final adopted budget must be posted to the local government's official website within 30 days after adoption. For municipalities, if the municipality does not operate an official website, the municipality must transmit the tentative and final budgets to the manager or administrator of the county or counties in which the municipality is located.

Section [189.016](#), F.S., provides specific requirements for special districts. Some of those requirements are as follows:

- The special district's budget must be adopted by resolution. This requirement does not apply to water management districts as defined in Section [373.019](#), F.S. Water management districts must comply with the budget requirements in Section [373.536](#), F.S.
- The total amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total of appropriations for expenditures and reserves. This requirement does not apply to water management districts as defined in Section [373.019](#), F.S. Water management districts must comply with the budget requirements in Section [373.536](#), F.S.



- At a minimum, the adopted budget must show for each fund, as required by law and sound financial practices, budgeted revenues and expenditures by organizational unit, which are at least at the level of detail required for the AFR under Section [218.32\(1\)](#), F.S. The adopted budget must regulate expenditures of the special district, and an officer of a special district may not expend or contract for expenditures in any fiscal year except pursuant to the adopted budget. This requirement does not apply to water management districts as defined in Section [373.019](#), F.S. Water management districts must comply with the budget requirements in Section [373.536](#), F.S.
- The tentative budget must be posted on the special district's official website at least 2 days before the first budget hearing and must remain on the website for at least 45 days. The final adopted budget must be posted on the special district's official website within 30 days after adoption and must remain on the website for at least 2 years. All special districts are required to maintain an official website (See Section [189.069](#), F.S.). This subsection does not apply to water management districts as defined in Section [373.019](#), F.S. Water management districts must comply with the budget requirements in Section [373.536](#), F.S.
- The proposed budget of a dependent special district must be contained within the general budget of the local governing authority to which it is dependent and be clearly stated as the budget of the dependent district. However, with the concurrence of the local governing authority, a dependent district may be budgeted separately. The dependent district must provide any budget information requested by the local governing authority at the time and place designated by the local governing authority.
- The governing body of each special district at any time within a fiscal year or within 60 days following the end of the fiscal year may amend a budget for that year under certain circumstances. If the governing body of a special district amends the budget, the adopted amendment must be posted on the official web site of the special district within five days after adoption. If the special district does not operate an official web site, the special district must, within a reasonable period of time, transmit the adopted amendment to the manager or administrator of the local general-purpose government or governing authority, who shall post the adopted amendment on the web site of the local general-purpose government or governing authority. Chapter [200](#), F.S., and the Truth-in-Millage (TRIM) guidelines promulgated by the Florida Department of Revenue (DOR) outline specific requirements that local governments must follow with respect to adopting property tax rates and budgets. Some of the key requirements are as follows:
  - Specific timetables with respect to the noticing of the local Property Appraiser's office for the adoption of the ad valorem millage rate and budget; the scheduling of the tentative and final millage rate/budget public hearings and the respective advertising of the public hearings.
  - The preparation of specific forms, which must be sent to the local Property Appraiser's, Tax Collector's offices, and the DOR.

- The placement of specific advertisements, which are uniform throughout the state based on the local government's situation.
- Section 17 – Reporting Requirements provides further information and a link to the Office of Economic and Demographic Research (EDR) calendar for specific reporting dates.

### **Annual Budget Document**

GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

Documents submitted to the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting.

### **References**

Section [129.03](#), F.S.; Preparation and Adoption of Budget

Section [129.06](#), F.S.; Execution and Amendment of Budget

Section [166.241](#), F.S.; Fiscal Years, Appropriations, Budgets, and Budget Amendments

Section [189.016](#), F.S.; Reports, Budgets, Audits

Section [373.019](#), F.S.; Water Management Districts

Chapter [200](#), F.S.; Determination of Millage

Florida Department of Revenue TRIM Resources page:

<https://floridarevenue.com/property/pages/trim.aspx>

Office of Economic and Demographic Research:

<http://edr.state.fl.us>

## **Section 5 – Capital Assets**

### **Overview**

Generally, capital assets are the largest asset category of a local government. Capital assets are tangible and intangible assets acquired for use in operations that will benefit the local government for more than a single fiscal period. Typical examples of capital assets include land, land improvements, construction-in-progress, infrastructure/improvements, buildings, furniture, motor vehicles, audio-visual, and software. As a general rule, local governments should report only those capital assets that they own. For financed purchases, although title to the financed asset does not pass to the lessee until the end of the lease term, the lessee does assume the risk of ownership. Therefore, it is reported as a financed purchase obligation.

### **Statutory Requirements**

Chapter [274](#), F.S., governs the administration of tangible personal property owned by certain local governments. Section [274.01](#), F.S., defines “governmental units” for purposes of the requirements as the governing board, commission or authority of a county or taxing district of the state or the sheriff of the county. Section [274.02](#), F.S., defines “property” as fixtures and other tangible personal property of a non-consumable nature and requires the State’s Chief Financial Officer to establish, by rule, the requirements for the recording of property. DFS [Rule 69I-73](#), Florida Administrative Code, prescribes requirements for recording and inventorying tangible personal property, marking of property items, and disposing of property items.

### **Capital Asset Valuation**

Capital assets should be reported at their historical cost, which can include: (1) all charges to place the asset in its intended location (for example, freight); (2) all charges to place the asset in its intended condition for use (for example, installation or site preparation); and, (3) subsequent additions or improvements that enhances a capital asset’s functionality or extends its expected useful life. Expenditures for repairs are generally not included in historical cost. If historical cost information is not available, estimated historical cost may be used. Donated capital assets should be reported at their acquisition value on the date the donation is made. Typical donated capital assets include land, buildings, furniture, fixtures, and equipment.

### **Capital Asset Capitalization and Accountability**

Any asset that benefits more than one fiscal period potentially could be classified as a capital asset. As a practical matter, not all items that meet the definition of a capital asset should be capitalized for reporting purposes. Local government officials should establish a dollar value or capitalization threshold that capital assets must exceed if they are to be capitalized. Other considerations, as recommended by the GFOA, include:

- Items capitalized should have an estimated useful life of at least two years from the date of acquisition.
- Capitalization thresholds are best applied to individual items rather than to groups of similar items unless the effect of doing so would be to eliminate a significant portion of total capital assets (e.g., books of a library district).
- Capitalization thresholds should not be set at less than \$5,000 for any individual item.
- Governments that are recipients of federal awards should be aware of federal requirements that prevent the use of capitalization thresholds in excess of certain specified maximum amounts (currently \$5,000) for purposes of federal reimbursement.

When capital assets are not capitalized, governments should still ensure that adequate control and accountability is maintained, especially in certain circumstances, such as:

- For those local governments subject to Chapter [274](#), F.S., and DFS Rules, tangible personal property with a value or cost of \$5,000 or more and a projected useful life of one year is required to be recorded for inventory purposes.
- Attractive items with a value or cost less than \$5,000 shall be recorded in the local government's financial system as property for inventory purposes.
- Attractive items require special attention, because they either:
  - Pose a risk to public safety and could be the source of potential liability.
  - Are assets that must be accounted for pursuant to a legal or contractual provision.
  - Are assets that are easily transportable and readily marketable or easily diverted to personal use.

Many governments use a perpetual inventory system to maintain effective control over capital assets. Such a system is constantly updated for additions and deletions of the capital assets inventory. Periodic verification is still required to ensure adequate control and accuracy of the government's inventory. GFOA recommends that governments inventory its tangible capital assets, at least on a test basis, no less than every five years. For those local governments subject to Chapter [274](#), F.S., and DFS Rules, an inventory is required for property with a cost or value of \$5,000 annually or whenever there is a change in custody.

### **Capital Asset Maintenance and Replacement**

Local governments should establish a system for assessing the condition of capital assets and develop a plan and budget for capital asset maintenance and replacement. Assessing the condition of capital assets can be done in conjunction with the inventory process. GFOA issued best practice recommendations for this process in its *Capital Asset Assessment, Maintenance and Replacement Policy* (see link in reference section).

## **Depreciation**

Depreciation is the systematic and rational allocation of the cost of a capital asset over its estimated useful life. Land and construction-in-progress are typically not depreciated. Local government officials need to establish the useful life and depreciation method for each class of capital asset. Straight-line depreciation is the most common method. The composite depreciation method is applied to a certain type of capital asset rather than to an individual capital asset.

Past experience should be used to determine the estimated useful life of an asset. When the government has no past experience to rely upon, the experiences of other governments can be useful. However, when depending on others' experiences, the government should take into consideration differences in quality of materials that comprise the asset, differences in the extent of use or the intended uses of the asset, and environmental differences between assets held by others and those acquired by the government. Once established, estimated useful lives should be periodically compared to actual experiences to make adjustments as necessary.

## **Capital Assets Reporting**

GASB Statement No. 34, requires capital assets to be reported on the government-wide Statement of Net Position and in the Notes to Financial Statements. Each local government must make four distinctions:

- Capital assets related to governmental activities that must be reported separately from those related to business-type activities.
- Different major classes of capital assets.
- Capital assets that are not being depreciated.
- Accumulated depreciation that must be reported separately for each major class of depreciable capital assets.

In addition, the following must also be reported:

- The historical cost of capital assets (or their fair value at the time of donation).
- Accumulated depreciation.
- Additions during the period.
- Deletions during the period.

The format of the disclosure must demonstrate the change between the beginning and ending book values.

## **References**

Florida Department of Financial Services, Bureau of Local Government:  
<https://www.myfloridacfo.com/division/aa/local-governments>

Chapter 274, F.S.; Tangible Personal Property Owned by Local Governments:  
[http://www.leg.state.fl.us/Statutes/index.cfm?App\\_mode=Display\\_Statute&URL=0200-0299/0274/0274ContentsIndex.html&StatuteYear=2022&Title=%2D%3E2022%2D%3EChapter%20274](http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&URL=0200-0299/0274/0274ContentsIndex.html&StatuteYear=2022&Title=%2D%3E2022%2D%3EChapter%20274)

Florida Department of Financial Services Rule 69I-73 Tangible Personal Property Owned by Local Governments, Florida Administrative Code:  
<https://www.flrules.org/gateway/ChapterHome.asp?Chapter=69I-73>

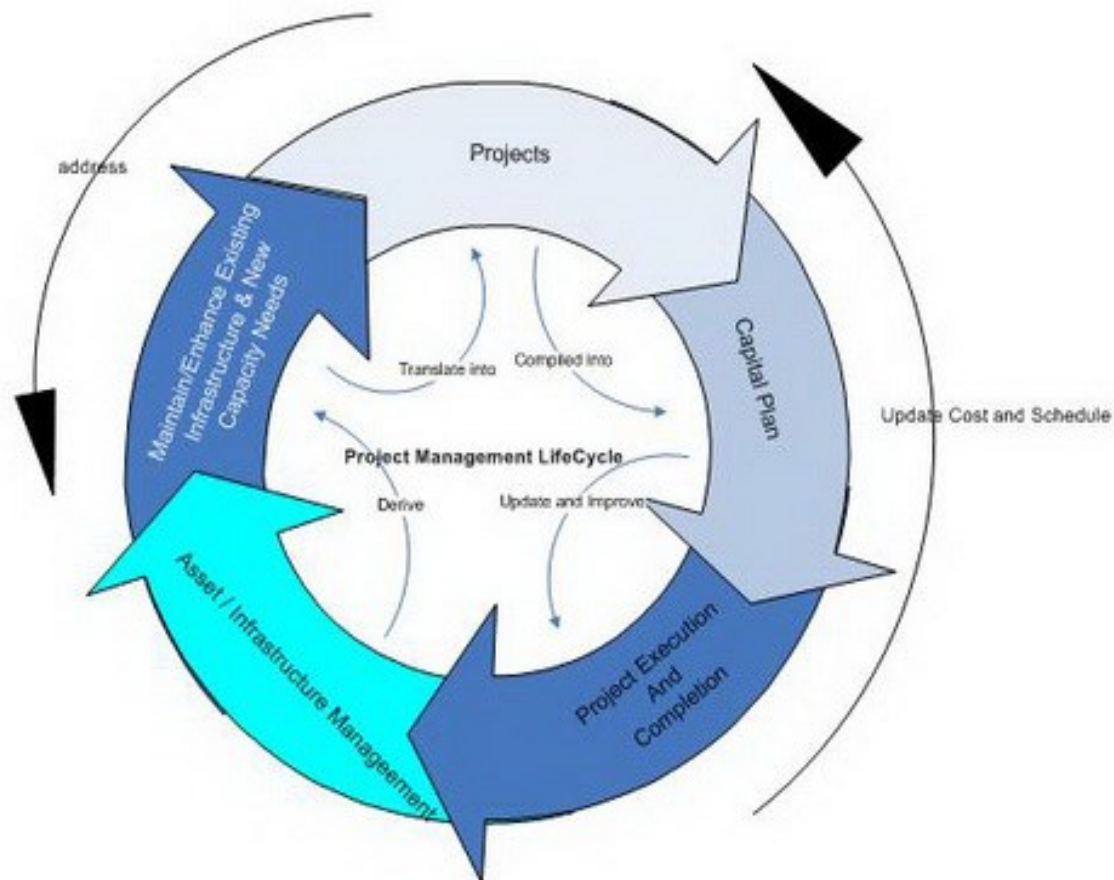
Governmental Accounting, Auditing, and Financial Reporting (Blue Book) by Stephen J. Gauthier:  
<http://www.gfoa.org/>

GFOA Best Practices and Advisories:

- *Establishing Appropriate Capitalization Thresholds for Capital Assets:*  
<https://www.gfoa.org/materials/capitalization-thresholds-capital-assets>
- *Establishing the Estimated Useful Lives of Capital Assets:*  
<https://www.gfoa.org/materials/estimated-useful-lives-capital-assets>
- *Ensuring Control over Noncapitalized Items:*  
<https://www.gfoa.org/materials/control-over-items-that-are-not-capitalized>
- *Capital Asset Assessment, Maintenance and Replacement Policy:*  
<https://www.gfoa.org/materials/capital-asset-management>
- *The Need for Periodic Inventories of Tangible Capital Assets:*  
<https://www.gfoa.org/materials/inventories-tangible-capital-assets>
- *Role of the Finance Director in Capital Asset Management:*  
<https://www.gfoa.org/materials/role-of-the-finance-director-in-capital-asset-management>
- *Capital Project Monitoring and Reporting:*  
<https://www.gfoa.org/materials/capital-project-monitoring-and-reporting>
- Financial Policy Examples – Capital Asset Management:  
<https://www.gfoa.org/materials/capital-asset-management>

## **Section 6 – Capital Planning**

### **The Capital Planning Cycle:**



Capital Planning prevents scarce resources from being consumed in reaction to crises and provides for critical facilities, infrastructure, and equipment to be replaced as they deteriorate during normal use. The Capital Planning Process helps local officials think through complex infrastructure development and financial decisions, which could avert expensive mistakes that frequently result from crisis management. Lenders and bond raters expect local governments to ensure that inherited assets from prior administrations are preserved or replaced in a timely manner.

### **Capital Planning Process**

Local governments commonly adopt a 5-year Capital Improvement Plan (CIP) for proposed projects with costs totaling at least \$5,000 that have useful lives of more than one year. This CIP is typically updated annually during the local government's annual budgeting process. Major elements under consideration of the CIP process are:



(1) conducting an inventory of present physical assets (often generated by the Finance Department, physically verified/confirmed by all departments); (2) the completion of an asset maintenance and replacement schedule submitted by each operating department requesting capital items to be included in the budget; and (3) a project time-table containing project requests for future needs.

The Finance Department will then consolidate all requests filed by all departments under the CIP by completing a prescribed financial analysis of historical revenues and expenditures to evaluate all CIP proposals, and at the same time, correlate these proposals to pre-approved documents and ordinances (e.g., for compliance with the approved Comprehensive Plan). Priority rankings of proposed CIP projects are determined through special meetings among executive members of the local government.

### **Common Projects Included in the CIP**

Under the classification of Infrastructure, the most commonly proposed CIP's would be roads, sewers, storm sewers, sidewalks, bridges, curb and gutter, street lights, and other utilities that the local government owns and operates. Projects that fall under the Buildings category would be: administration buildings, libraries, museums, treatment plants, civic centers, and public swimming pools. Under Equipment would be fire trucks, police cruisers, generators, and IT equipment. Land would include parks, gardens, tree nurseries, waterfronts, industrial park land, and easements.

### **Funding Capital Projects**

Funding for capital projects could come from various sources, including the general fund or general revenue, grants (possibly with matching requirements), debt proceeds (general obligation or revenue bonds), special taxes or assessments, or impact or user fees.

### **References**

GASB Statement No. 34:

<http://www.gasb.org/>

GFOA Best Practice – Capital Project Budget | Government Finance Officers Association:

<https://www.gfoa.org/best-practices>

GFOA Financial Policy Examples – Capital Asset Management:

<https://www.gfoa.org/materials/capital-planning-policies>



## **Section 7 – Cash Management and Investing**

### **Overview**

Pursuant to Section [280.03](#), F.S., all public deposits must be deposited in a qualified public depository (QPD). The term “public deposits,” which is defined by Section [280.02](#)(23), F.S., includes time deposit accounts, demand deposit accounts, and nonnegotiable certificates of deposit, but does not include moneys in deposit notes and in other non-deposit accounts such as repurchase or reverse repurchase operations, securities, mutual funds, and similar types of investments. The term “qualified public depository” is defined by Section [280.02](#)(26), F.S. Governments should periodically reaffirm that all its public deposits are held with a QPD.

For the purposes of this section, “investments” include certain cash deposits as well as investments as defined in Sec. 218.415, Florida Statutes. Investing public funds is usually a core responsibility of local government finance professionals and can be one of the most complicated responsibilities. This topic can be complex; however, it is not necessary for a finance officer to possess knowledge of every element of the securities industry in order to invest public funds. Following a few basic rules will serve your community and keep you out of trouble.

The main objectives of effective cash management and investing public funds is, in this specific order, to ensure the safety of principal, provide sufficient liquidity to pay obligations when due, and earn a reasonable rate of return on invested funds. Typically, the rate of return earned will be inversely related to the other two objectives; however, the first two objectives must remain primary to the third. An easy method to remember the objectives is by utilizing the acronym S.L.Y. (Safety, Liquidity, and Yield).

While it may appear preferable to err towards greater safety and liquidity, it is more preferable to strike an appropriate balance between the three objectives in order to earn an appropriate rate of return while protecting principal and ensuring adequate liquidity. For example, funds kept in an FDIC-insured checking account are safe and liquid, but if the liquidity maintained is more than is needed, a greater rate of return could be earned by reinvesting some of the funds in a higher yielding investment account without sacrificing safety of principal or reducing liquidity below the required level.

### **Investment Strategy**

The main strategic decision that must be made is whether to invest “passively” or “actively”. A passive investment strategy essentially means that securities are purchased for the yield earned and held until maturity, assuming that the securities are non-callable. Active investing is an investment strategy involving ongoing buying and selling actions by the investor. Active investors purchase investments and continuously monitor their activity in order to exploit profitable conditions. Studies have shown that the majority of active investment managers do not beat their established benchmarks in any given year, both with equity investments and fixed income investments. And, it is even more difficult to consistently replicate above average returns from year to year. So, it is prudent to evaluate and compare both active and passive investment strategy results over 1, 3, 5,

and 10 years before investing any funds.

The key determinants of whether to adopt a passive or an active investment strategy include:

- Time Available
- Risk Tolerance
- Expertise
- Need or Desire for Additional Income
- Political Environment

In general, the more time, risk tolerance, and expertise that is available, the more able a government is to adopt an active investment strategy; however, the political environment must be such that realized investment losses (if any) are understood and accepted.

Most small governments tend to adopt passive investment strategies to reduce the amount of effort spent in purchasing securities and to eliminate the risk associated with securities trading. Most passive investment strategies include the following practices:

- Securities are held to maturity, rather than traded for gains.
- Securities are purchased frequently throughout the year to achieve an average weighted yield, rather than purchased sporadically in order to time the market.
- Securities purchased are relatively low-risk, which reduces the need to closely monitor changes in the issuer's financial strategy.

## **Florida Statutes**

The following statutes are of primary interest in managing public funds:

- Section 215.855, F.S. - Investment Manager External Communication.
- Chapter [218](#), F.S. - Part IV – Investment of Local Government Surplus Funds.
- Section [218.415](#), F.S. - Local Government Investment Policies.
- Chapter [219](#), F.S. - County Public Money Handling by State and County.
- Chapter [280](#), F.S. - Security for Public Deposits.

## **Major Guidelines and Requirements**

- Pursuant to Section [218.415\(17\)](#), F.S., local governments without a written investment policy may invest in:
  - The State of Florida Local Government Surplus Trust Fund or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act.
  - SEC registered money market funds with the highest credit equity rating from a nationally recognized rating agency.
  - Interest-bearing time deposits or savings accounts in qualified public depositories as defined in Section [280.02](#), F.S.
  - Direct obligations of the U.S. Treasury.

- Pursuant to Section [218.415\(16\)](#), F.S., local governments with a written investment policy may invest in the items listed in number one above, in addition to:
  - Federal agencies and instrumentalities.
  - Securities of, or interest in, any open-end or close-end.
  - Management-type investment as further described in Section [218.415](#), F.S.
  - Other investments authorized by law or ordinance.
  - For local governments that adopt an investment policy, the policy must comply with the requirements of Sections [218.415\(1\)](#) through [\(15\)](#), F.S.

## **Risk**

There are different types of risks associated with cash management and investing that must be understood and managed to ensure the safety of principal.

*Credit Risk* – The risk that an issuer or other counterparty to an investment will not fulfill its obligations. This risk can be managed by purchasing only high-rated securities and monitoring the credit worthiness of issuers.

- *Concentration of Credit Risk* – The risk of loss attributed to the extent of investments held from a single issuer. This risk can be managed by limiting the amount of investments held from any single issuer (diversification).
- *Custodial Credit Risk* – The risk that, in the event of the failure of a depository financial institution, a government will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party.
- *Interest Rate Risk* – The risk that changes in interest rates will adversely affect the fair value of an investment. When rates rise, security values fall and vice versa. This risk can be managed by matching investment maturities with accepted disbursements, purchasing shorter-term securities, and staggering maturity dates throughout the year (laddering the portfolio).
- *Liquidity Risk* – The risk that securities must be sold before anticipated to provide liquidity, which may result in a loss of principal. See interest rate risk discussion above.

## **Quick Tips and Caveats**

- Never invest in any security that is not fully understood, even if the security is an approved investment in an investment policy.
- Many governments adopt a “buy and hold” investment strategy to reduce administrative time required for investment related activities. This strategy typically employs a “laddered” portfolio, whereby securities are purchased on a regular recurring basis (weekly, monthly, quarterly, etc.), in relatively equal amounts, which provides for recurring liquidity and generates an average rate of return over an interest

rate cycle.

- Avoid inordinately extending maturities in search of higher yields, because market values on long-term securities can decline rapidly in a rising interest rate market.
- Consider shortening maturities in a rising interest rate market to reduce interest rate risk.
- Consider lengthening maturities of securities purchased in a falling interest rate market to lock-in higher interest rates.
- Reconciliations of bank account and investment account balances to the accounting records should be performed on a timely, routine basis to provide reasonable assurance that cash and investments agree with recorded amounts, permit prompt detection and correction of unrecorded and improperly recorded cash transactions or bank errors, and provide for the efficient and economic management of cash resources.
- When deciding whether to invest and when investing public funds, make decisions based solely on pecuniary factors as defined in Section 218.415(24)(a), F.S. (this is a new Florida Statute created by Section 13 of Laws of Florida Chapter 2023-28).

## **Investment Reports**

### **Internal Reports**

Monthly or quarterly reporting of investment results and portfolio composition to upper management and/or to the elected body is common. Typical items reported include:

- Types of investments held.
- Average rate of return for period reporting and year to date.
- Average maturity of portfolio.
- Compliance with investment policy provisions.
- Changes in investment strategy.
- Comparison of portfolio return with benchmarks.
- Interest rate environment changes.

**External Report:** Annual Public Depositor Report to be filed with the Florida Department of Financial Services by November 30<sup>th</sup>, pursuant to Section [280.17\(6\)](#), F.S.

## **Depository, Broker, and Dealer Relations**

Depositories are usually retained through a competitive bid process conducted by the local government directly or by another government that allows other governments to “piggy-back” on an established contract. Relationships generally extend 5 years before rebidding, due to extensive switching costs. Typically, one depository is selected for all cash management and investing safekeeping services to achieve an economy of scale,

which lowers the overall cost of services and reduces administrative time.

Brokers and dealers are usually selected by an informal selection process. Criteria used may include office proximity, services provided, references from other governments, and competitiveness of bids. If brokers or dealers become non-competitive, other providers can be substituted relatively easily. Retaining three to five broker/dealers is usually sufficient to ensure adequate competition, depending on the portfolio size, frequency of purchases, and services required.

### **Purchasing Investments**

All securities should be purchased using the “payment vs. delivery” method, using an independent third party. This method ensures that securities purchased are delivered before payment is made.

The Florida Qualified Public Deposit System enhances the safety of principal if funds are invested with member banks. Investing with non-QPD institutions may result in higher yields, but at a greater risk.

Where possible, obtain more than one quote on securities purchased to ensure the highest rate of return has been obtained. Competition will usually enhance the rate of return achieved. Similar securities can be substituted if maturity dates and credit risk is comparable. For example, federal instrumentalities (Freddie Mac, Fannie Mae, etc.) are usually comparable in credit risk. Requesting quotations on specific security types and specific maturity dates (or narrow date ranges) is a common practice to facilitate comparison of competitive offers.

### **References**

The scope of this section on cash management and investing is intentionally limited and is not intended to provide a comprehensive presentation of cash management and investing principles or practices. Additional information is available from a variety of sources, including:

Florida State Board of Administration:

<http://www.sbafla.com/prime/>

GFOA:

<https://www.gfoa.org/>

- *Investing Public Funds*, Girard Miller
- *Local Government Finance - Concepts and Practices*, Peterson and Strachota
- *Best Practices and Policy Examples*:  
<https://www.gfoa.org/best-practices>
- *Best Practice - Managing Market Risk in Investment Portfolios*:  
<https://www.gfoa.org/materials/managing-market-risk-in-investment-portfolios>

Florida State Treasury:  
[www.Fltreasury.org/treasury/](http://www.Fltreasury.org/treasury/)

Qualified Public Depository listing:  
<https://app.smartsheet.com/b/publish?EQBCT=c300ba31539243d5b8f2198b700d6c5a>

FGFOA:  
[www.fgfoa.org](http://www.fgfoa.org)

Federal Reserve Bank of New York:  
[www.newyorkfed.org](http://www.newyorkfed.org)

Bureau of Public Debt, Department of Treasury:  
<https://www.fiscal.treasury.gov/>

## **Section 8 – Cash Receipts/Accounts Receivable**

### **Overview**

Most local governments collect revenue over the counter and through the mail from the general public in the form of cash, personal checks, credit and debit card transactions, or money orders. Many local governments are also offering online payment options and direct debit of customers' bank accounts for repetitive payments such as monthly utility bill payments. Collections may take place at multiple locations throughout the government's operations and be for a number of purposes including:

- Tax Payments
- Utility Payments
- Various Fees and Charges
- Court Collections
- Permits and Licenses
- Other Service Charges
- Intergovernmental Revenues

It is necessary to establish an adequate system of controls to assure that all amounts owed to the government are collected, documented, recorded, and deposited to the bank accounts of the government entity, and to detect and deter error and fraud. Suitable controls should be established at each location where payments are received as well as at the centralized collections point.

Documentation for each transaction may be generated manually by the use of a prenumbered receipt form or through the use of a cash register, computer, or other electronic device that will provide the customer with a validated receipt and detailed and/or summary information for the government to use for balancing, reconciliation, and auditing purposes. At the end of the day, this documentation is typically reconciled to the total of the cash, checks, and other forms of payment received. Total daily receipts are either manually recorded to the accounting system, or uploaded automatically by way of an electronic interface between the cash receipting and the accounting systems.

Local governments often collect money for services rendered on a regular basis, such as utilities services. In this instance, the local government must have an established system of accounts to track the amounts owed and paid by the recipients of the services. Accounts receivable records, whether manual or computerized, are an integral part of the internal control system for the payments received for the provision of services. The records also play an important role in the preparation of a local government's interim and annual financial statements, and ultimately in the assessment of the local government's financial condition.

## **Small Government Considerations**

Many smaller governments face difficulties in areas such as separation of duties among a limited number of employees. Control over all receipts and receivables to detect and deter loss due to error and fraud is best established through strong management commitment to this objective, and the implementation of revenue control procedures and policies that are appropriate for the size and employee count of the government. More detailed guidance regarding internal control policies and procedures for the handling of receipts and accounts receivables can be obtained from consulting the local government's external auditors who rely on the local government's internal controls in conducting the annual audit and expressing an opinion on the local government's financial statements. Such guidance may be in the form of checklists or programs utilized by the auditors to evaluate internal controls. Organizations representing or including government finance practitioners also offer publications and resources on the topics of internal controls and fraud awareness.

Another consideration for smaller governments is the purchase and maintenance of computerized systems and payment receipting equipment. Governments need to review available alternatives and select the one that can best meet their control objectives given their budgetary and operating constraints, including their in-house information technology capability and resources. Some local governments are turning to external service providers that can run software applications remotely to lower the systems costs of maintenance, support, and disaster recovery.

Common pitfalls often encountered by local governments in establishing appropriate controls over collections include the following:

- Failure of management to establish internal controls, evaluate the continued effectiveness of the controls established, or document the monitoring of adherence to established procedures.
- Lack of adequate separation of duties related to physical access to the payments and the recording of the payments. For example, placement of responsibilities for receipt of money, issuance of receipts, recording of collections in the accounting records, preparation of bank deposits, and reconciliation of collections of record to amounts deposited with one individual increases the possibility that errors or fraud would not be detected.
- Lack of documentation at the initial point of collections for payments received through the mail, or the handling of payments by multiple employees who perform different duties in the receipt and processing of payments prior to deposit. The custody of payments should be documented from the point of receipt to the point of deposit.
- More than one person operating out of a single cash register or drawer. This can preclude identification of the individual responsible for any shortages.



- Failure to utilize pre-numbered forms or computer-generated receipting alternatives to document payments. This documentation is necessary to establish that all receipts have been deposited and recorded in the accounting records.
- Failure to deposit receipts timely and/or properly secure collections prior to deposit.
- Failure to report missing collections to the proper authorities.
- Failure to record receipts and receivables in accordance with GAAP. To help assure the proper recording of receipts and receivables, local governments should consult the Uniform Accounting System Manual promulgated by the DFS.
- Lack of reconciliation of daily collections (cash, check, and credit card payments) with the records used to document the receipt of payments by someone not involved in the actual collection process. Such supervisory review is particularly essential for small governments with limited ability to separate the duties related to collections.
- Lack of adequate procedures for the follow-up of unpaid fees, including failure to assess late charges or other penalties, or to discontinue service, in accordance with Florida law or local ordinances. Policies and procedures should be established to assure that non-payment of fees is promptly detected and addressed in accordance with the Florida law and the local government's ordinances and policies regarding delinquent accounts.
- Lack of cash collection policies for employees accepting payments defining the actions taken by management for cash short/over occurrences which provide a schedule of verbal or written reprimands, including conditions of termination for larger dollar amounts or greater occurrences when daily cash reconciliations do not balance. No force balancing should be permitted.

Local governments should work with their external auditors to resolve any concerns related to the implementation of effective controls over cash receipts and accounts receivable, including the identification of compensating controls when the local government does not have sufficient staff to properly separate duties.

## **References**

Florida Department of Financial Services:

<https://www.myfloridacfo.com/division/aa/local-governments>

GFOA Best Practices and Advisories:

<https://www.gfoa.org/best-practices--resources>

Revenue Collection Administration – *A Guide for Smaller Governments*. Allen, Ian J., GFOA

## **Section 9 – Dates to Remember**

### **Overview**

Finance Officers of counties, including constitutional officers, municipalities, and special districts have statutory and program requirements to complete a wide variety of daily, monthly, quarterly, and annual procedures and reports.

There are a multitude of professional organizations to provide guidance along with the Florida State Statutes and Florida Administrative Codes. A list of references and contact information is provided at the end of this section.

A general outline of procedures and reports, first by process and then by chronological order, is provided.

There are many different areas that are the responsibility of the Finance Officer such as Payroll, Accounts Payable, Cash Management and Investments, Fixed Assets, Project Management, Budget, TRIM, Insurance and Benefits, Personnel, and Risk Management. In addition, some treasurers are also Town/City Clerks which adds additional reporting requirements.

PAYROLL TABLE			
<b>PROCESS:</b>			
Frequency	Description	Method of Notification-Reporting/Payments	Comments
<b>Weekly/ Biweekly</b>	Federal Withholding\ FICA & Medicare	<b>EFTPS</b> (Electronic Federal Tax Payment System) Online or by Phone. (Check Circular E to determine deposit schedule – monthly, semi-weekly, or annual.)	<a href="http://www.eftps.gov">www.eftps.gov</a> Employer Identification Number (EIN) is needed for registration and a PIN number will be provided. An internet password is needed.
	Child Support Liens	Notice to Withhold Income for Child Support – Florida Department of Revenue 1-850-617-8989 Miami-Dade County – 305-530-2600	<a href="https://floridarevenue.com/pages/default.aspx">https://floridarevenue.com/pages/default.aspx</a> <a href="https://servicesforemployers.floridarevenue.com/Pages/home.aspx">https://servicesforemployers.floridarevenue.com/Pages/home.aspx</a>
	401 / 175 / 185 Pension Contribution	Your Pension Plan Provider	Electronic payment or issue check when payroll is issued.
	Deferred Compensation	Your Plan Provider	Electronic payment or issue check when payroll is issued.
<b>Monthly</b>	State Pension Contribution	<b>Florida Retirement System (FRS)</b> Florida Department of Management Services – Division of Retirement – Bureau of Retirement Calculations PO Box 9000, Tallahassee, FL 32315-9000 Toll free: 844-377-1888 or locally at 850-907-6500 Employer Page at <a href="http://www.dms.myflorida.com/workforce_operations/retirement/employers">http://www.dms.myflorida.com/workforce_operations/retirement/employers</a>	Note: Employer is also required to complete and submit a Contributions Summary Report monthly.

	401 / 175 / 185 Pension Plans	Reconcile and balance the monthly statement received from the Plan Provider or Financial Trustee of the plan.	
	Checking Account Statement	Reconcile and balance your Payroll Account to your General Ledger.	
<b>Quarterly</b>	941 Quarterly Report to the Internal Revenue Service	<b>IRS Form 941</b> – Collect Earnings History Reports from your payroll system or your outside vendor for the quarter. Complete Form 941 along with Schedule B showing your tax liability by pay period and the total paid for the quarter. Tip: Each payroll, input all earnings, taxes, and deductions into a spreadsheet to verify accuracy of totals entered into 941s and SUI filings.	<b>Form 941 must be filed by the last day of the month that follows the end of the quarter.</b> Consult Circular E for any questions. Forms can be found at <a href="http://www.irs.gov">www.irs.gov</a> .
	401 / 175 / 185 Pension Plans	401/175/185 – Reconcile and balance the Quarterly Statements provided by the Pension Plan Provider or reconcile all members' accounts and prepare the quarterly statements for each member.	Compare balance from quarterly statement to individual member accounts and identify any variance.
	Unemployment Compensation	Florida Department of Revenue – From your internal payroll system or outside vendor get the quarterly FUTA Report that lists all employees and their wages for the Quarter, Year to Date, and previous quarter.	<a href="https://floridarevenue.com/taxes/taxesfees/Pages/reemployment.aspx">https://floridarevenue.com/taxes/taxesfees/Pages/reemployment.aspx</a>

<b>Annual</b>	Close Payroll System for the Calendar Year – Reconcile and balance Year End Totals in System	<p>Verify Gross Wages, Federal Wages, Federal Withholding, Social Security Wages and Medicare Wages, with Quarterly 941 totals and the W-2 Totals.</p> <p>If outsourcing payroll, your vendor will close and update the necessary information.</p>	
	Print W-2's and Mail	<p>Mail Copies B, C, and 2 to employees by the end of January and/or make available online through your IT Department or outside vendor.</p> <p>If outsourcing payroll, your vendor will provide you with your balanced W-2's to distribute or mail to your employees.</p>	<a href="https://www.irs.gov/government-entities/federal-state-local-governments">https://www.irs.gov/government-entities/federal-state-local-governments</a>
	File W-2 Copy A with the Social Security Administration	<p>Submit paper W-2's to the Social Security Administration usually by the end of February, with a transmittal Form W-3.</p> <p>Employers may also file electronically using the Social Security Administration's Business Services Online.</p> <p>If outsourcing payroll, or a portion of it, your provider may offer this service.</p>	<a href="https://www.irs.gov/government-entities/federal-state-local-governments">https://www.irs.gov/government-entities/federal-state-local-governments</a>  <a href="https://www.ssa.gov/employer/">https://www.ssa.gov/employer/</a>
	Provide new W-4 Forms to all employees to update exemptions and deduction amounts for the new year.	<a href="http://www.irs.gov">www.irs.gov</a> – New W-4 Forms are available on the IRS web site.	<a href="https://www.irs.gov/government-entities/federal-state-local-governments">https://www.irs.gov/government-entities/federal-state-local-governments</a>

	Update tax tables if payroll is insourced	Contact software provider, etc.	
	944 Annual Report to the Internal Revenue Service	<b>IRS Form 944</b> – Collect the Earnings History for the Calendar Year for all employees along with Federal Withholding, Social Security, and Medicare liability for both employee and Town/City.	<a href="https://www.irs.gov/government-entities/federal-state-local-governments">https://www.irs.gov/government-entities/federal-state-local-governments</a>
<b>Upon Hiring New Employee</b>	E-Verify	<b>Form I-9</b> – Newly hired employees must complete Section 1 of Form I-9 on their first day of hire. Employers must complete Section 2 within three days of a new employee's hiring date.	<a href="https://www.e-verify.gov/e-verify-user-manual">https://www.e-verify.gov/e-verify-user-manual</a>  Tel: 888-464-4218

RECURRING REPORTING		
DESCRIPTION	MONTH	COMMENTS
Quarterly Reports Due	January April July October	941 Report: Unemployment Report; Reconcile Chapters <a href="#">175</a> and <a href="#">185</a> , F.S., Pension Plans; Pay employer contribution amounts Chapters <a href="#">175</a> and <a href="#">185</a> , F.S.; Prepare and distribute pension members' quarterly statements; Reconcile 401a Pension Plan; File Radon Report and Building Training Fees; File for Fuel Tax reimbursement Enter and post any recurring journal entries.
Monthly Procedures & Reports		Prepare Monthly Financial Reports; File and pay monthly Sales and Use Tax; File and Pay State Pension Contribution (FRS); Report and pay any County Impact Fees; Enter and post any recurring Journal Entries – Interest, etc.
Changes Due to Election of New Commissioners, Councilors, or Board Members	March November	Information packets for newly elected officials; Signature cards for bank (if signors).  Cancel any benefits or credit card of outgoing officials.

<b>SPECIFIC REPORTING</b>		
<b>January</b>	Calendar year-end closing for payroll.	Issue W-2's and 1099's to employees and vendors.
	Update Tax Tables in Payroll System prior to running first payroll of new year.	Enter manually from Publication 15 (Circular E) or download update from software provider.
	Provide inventory listing to all Department Heads to be reviewed and updated.	Add and/or delete all inventory items purchased or disposed of during the previous year.
	Review and update any forms utilized for new hires, general ledger entries, cash receipts, payroll, payables, debt payments and investment of surplus funds.	Forms should be updated and replaced in operation and procedure manuals.
	Review employer contribution rates for Chapters <a href="#">175</a> and <a href="#">185</a> , F.S., Pension Plans based on actuarial letter or recalculation based on actual prior year payroll numbers	Issue 1 <sup>st</sup> Quarter Employer contribution to Pension Plan.
	Statement of County Funded Court-Related Functions	Report due within four months of the close of the fiscal year.
<b>February</b>	File Annual Report to Division of Retirement for Plans with \$250,000+ in assets	Report due February 1 <sup>st</sup> (Chapter Plans) and March 15 <sup>th</sup> (Local Law Plans).
	Begin preliminary Budget Process – Revenue analysis and current year expenditure rates.	Each agency has established procedures for the building of next years' budget. Management implements the process with directives to Divisions and Departments as to the proposed Budget requests.



<b>March</b>	Municipal Public Service Tax Data Base Report – due 120 days prior to tax levy change	Municipalities and Charter Counties.
	Annual Comprehensive Financial Report (ACFR)	Counties, Municipalities, Special Districts – due within 6 months of the end of the fiscal year if it is to be submitted to the GFOA for consideration of receiving the Certificate of Achievement for Excellence in Financial Reporting (Extensions are available).
	Preparation of the General Budget request package to all Division and Department Heads.	Depending on your jurisdiction's procedures, the preparation of the next Fiscal Years' Budget is commenced with on-going revenue and expenditure analysis.
	Popular Annual Financial Report (PAFR) - Elective	Counties, Municipalities, Special Districts – due within 6 months of the end of the fiscal year. Submitted to the GFOA for consideration of receiving the PAFR Award.
	Local Government Annual Financial Report	AFR submitted to the Florida Department of Financial Services through the LOGER System.
<b>April</b>	Annual Financial Report	For local governments not required to provide an audit report pursuant to Section <a href="#">218.39(1)</a> , F.S.

	Annual Unclaimed Property Report	Any Agency or Public Authority holding intangible property for an owner that has not been claimed for more than 1 year after it became payable.
	Next Fiscal Year's Budget Preparation	Workshops are scheduled for review and discussion of the upcoming Budget. CPI analysis, Capital Improvement and revenue and expenditure projections.
<b>May</b>	Receive Preliminary Tax Roll from the Property Appraiser (estimate of taxable value)	Estimate allows Municipality to better estimate their anticipated revenue and Maximum Allowable Millage Rate.
<b>June</b>	Municipal Public Service Tax Database Report	Municipalities, Charter Counties – any change in tax levy must be reported 120 days prior.
	Revenue Sharing Application	Counties and Municipalities
	Certification of Taxable Value (DR-420) received from the Property Appraiser	Delivered to County, Municipalities, Special District (Dependent & Independent), Municipal Service Taxing Districts
	Verify Florida Retirement System Contribution Rates	Annual Change to contribute rate usually July 1
<b>July</b>	Financial Disclosure with Supervisor of Elections by July 1	Employees with purchasing authority over \$20,000; chief administrative officer, finance director of a local government (there are many more – see Section <a href="#">112.3145(1)(a)</a> , F.S.

	Taxing authorities notify the Property Appraiser of proposed millage rate, date/time/place of 1 <sup>st</sup> public hearing on Budget (return DR-420)	Counties, Municipalities, Special Districts (Independent & Dependent), School Districts. Municipal Service Taxing Units (within 35 days from July 1 or the date of certification).
<b>August</b>	First Public Hearing on the Tentative Budget/Proposed Millage Rate	Within 80 days, but not earlier than 6 days, of Property Appraiser's certification of value of assessed property.
	Taxing Authority advertises intent to adopt a final budget and millage rate and final public hearing schedule	Ad to appear within 15 days of adoption of tentative budget.
	Final Public Hearing to adopt Millage Rate and Budget	Hearing scheduled between 2 and 5 days after ad appears.
	Forward Final Millage Rate Resolution/Ordinance to Property Appraiser, Tax Collector and Department of Revenue	Within three (3) days of Final Hearing.
	Before end of Fiscal Year pay any invoices due by October 1.	Prepare and post prepaid expenses.
<b>September</b>	Fiscal Year End – Close all accounting applications and prepare year-end closing entries to the General Ledger	Calculate and post all year-end entries – Accounts Payable; Accounts Receivable; Encumbered Funds; Accrued Payroll; Long-Term Debt Payables; Fixed Assets Annual Entry; any adjustments or corrections to analyzed accounting data.

	Prepare Audit Schedules for Annual Audit	Schedules are provided by the Agency's independent Auditing Firm for testing and auditing of the Agency's records.
	Enter new Fiscal Year Budget into your accounting system.	This may be done manually or automatically through your accounting software depending on your specific procedures.
	Annual Financial Report – and Audit Report due for local governments required to provide an audit pursuant to Section <a href="#">218.39(1)</a> , F.S.	Due no later than nine (9) months after the end of the fiscal year or 45 days after delivery of the local government's audit report to the governing body.
	Federal Single Audit Report included with Annual Audit	All non-Federal entities that expend \$750,000+ of federal funds (Grants).
	Florida Single Audit Report included with Annual Audit	All non-State entities that expend \$750,000+ of State funds (Grants).
	Independent Accountant's Examination Report	Requirements vary by type of governmental entity; See AG Rule <a href="#">10.556(1)</a> for local governments and <a href="#">10.805(1)</a> for district school boards.
<b>October</b>	Property Appraiser provides DR-422 to Taxing Authorities	Complete and Certify Final Millage to Property Appraiser (DR-422) within three (3) days after receipt of Certification of Final Taxable Value.

	Submit Truth-in-Millage Compliance Package with Property Tax Oversight Program, Florida Department of Revenue.	Counties, Municipalities, Special Districts – within thirty (30) days of Final Hearing.
	Set-up all new Fiscal Year files that your office has established for control purposes.	Each entity is different but usually your system tracks cash receipts; accounts payable; payroll; insurances; tax payments; other deductions; investment; debt payments; leave and benefit records.
	Other IRS approval forms for Calendar year end.	Supplies for issuing W-2's and 1099's in January.
	Provide new salary schedule for all employees with Disability Insurance.	Insurance company adjusts the premium based on covered payroll amount.
	Annual Investment Training	8-hour Annual Investment Training – Counties, Municipalities, Special Districts and School Districts that have an investment policy.
<b>November</b>	Truth-in-Millage, Form DR-421	Special Districts that can levy taxes will not do so during the year.
	FDOT Annual Center Line Miles Report	Requested as of September 30 <sup>th</sup> each year – data to be provided no later than February. Filed on Form TM over the internet.
	Public Depositor Annual Report and Identification & Acknowledgment Form to the Chief Financial Officer	Public Depositor – official custodian of funds for a governmental unit responsible for handling public deposits.

	Authority to Amend Prior Year Budget Expires – 29 <sup>th</sup>	Counties, Municipalities, and Special Districts.
<b>December</b>	Budget Submission to GFOA for the Distinguished Budget Presentation Awards Program	Must be submitted within 90 days of the legally approved final operating budget or submission of the proposed operating budget to the governing body.

REFERENCES TABLE		
AGENCY	REPORT OR ACTIVITY	CONTACT
Government Finance Officers Association (GFOA)	International professional organization working in conjunction with the Florida Chapter to provide training and networking opportunities.	Government Finance Officers Association 203 North LaSalle Street, Suite 2700 Chicago, IL 60601-1210 Tel: 312-977-9700 Web site: <a href="http://www.gfoa.org">www.gfoa.org</a>
Florida Government Finance Officers Association	Professional resource providing opportunities through education, networking, leadership and information.	Attn: Executive Director P.O. Box 10270 Tallahassee, FL 32302 E-mail: <a href="mailto:ptshamoun@flcities.com">ptshamoun@flcities.com</a> Tel: 850-701-3648 Web site: <a href="http://www.fgfoa.org">www.fgfoa.org</a>
Office of Economic and Demographic Research	Provides informational data and statistics to support local government	Attn: Coordinator 111 W. Madison St. Suite 574 Tallahassee, FL 32399-6588 E-mail: <a href="mailto:baker.amy@leg.state.fl.us">baker.amy@leg.state.fl.us</a> Tel: 850-487-1402 Web site: <a href="http://edr.state.fl.us/Content/">http://edr.state.fl.us/Content/</a>
Municipal Police & Fire Pension Trust Office, Division of Retirement	Pension Plans – Police or Fire	Plan Questions & Submissions Florida Department of Management Services E-mail: <a href="mailto:mpf@dms.myflorida.com">mpf@dms.myflorida.com</a> Tel: 850-922-0667 Web site: <a href="https://www.dms.myflorida.com/workforce_operation/s/retirement/local_retirement_plans/municipal_police_and_fire_plans">https://www.dms.myflorida.com/workforce_operation/s/retirement/local_retirement_plans/municipal_police_and_fire_plans</a>

Florida Retirement System (FRS)	Pension Plans – State, County, Elected Officials, Courts, Schools, Legislators	Florida Department of Management Services Division of Retirement PO Box 9000 Tallahassee, FL 32315-9000 Employer Assistance: 1-844-377-1888 Web site: <a href="https://www.dms.myflorida.com/workforce_operations/retirement/employers">https://www.dms.myflorida.com/workforce_operations/retirement/employers</a>
Internal Revenue Service (IRS)	Reporting and payment of Federal Withholding, Social Security and Medicare payments through the Electronic Federal Tax Payment System (EFTPS)	Electronic Federal Tax Payment System (EFTPS) Tel: 1-800-555-3453 Web site: <a href="http://www.eftps.gov">www.eftps.gov</a>
Internal Revenue Service (IRS)	Filing quarterly Form 941 or Annually for Form 944	The IRS frequently changes its physical mailing address. Use this link to view current addresses: <a href="http://www.irs.gov/filing/where-to-file-your-taxes-for-form-941">www.irs.gov/filing/where-to-file-your-taxes-for-form-941</a>
Internal Revenue Service (IRS)	Mail copies of 1099's after Calendar Year close.	The IRS frequently changes its physical mailing address. Use this link to view current addresses: <a href="http://www.irs.gov/filing/where-to-file-form-1096">www.irs.gov/filing/where-to-file-form-1096</a>
Child Support Payments	Notice to withhold comes from the Florida Department of Revenue and you must pay electronically to the Florida State Disbursement Unit (SDU).	Florida Department of Revenue Child Support Enforcement Program Mail Stop 1-1614A5050 West Tennessee Street Tallahassee, Florida 32399-0102 Tel: 1-850-717-7000 All counties except Miami-Dade County For Miami-Dade – Miami State Attorney's Office 305-530-2600. Web site: <a href="https://floridarevenue.com/childsupport/Pages/default.aspx">https://floridarevenue.com/childsupport/Pages/default.aspx</a>



Re-employment Compensation	File a quarterly report (RT-6) with the Department of Revenue and/or pay any amount invoiced by the DOR.	Online enrollment form to file and pay electronically – Web site: <a href="https://floridarevenue.com/taxes/taxesfees/Pages/rt_return_pay.aspx">https://floridarevenue.com/taxes/taxesfees/Pages/rt_return_pay.aspx</a>
Social Security Administration	Either file electronically or mail copies of W-2 Copy A with a Form W-3 Transmittal of Wage and Tax Statements after calendar year close.	Social Security Administration Wilkes-Barre Data Operations Center P.O. Box 1030 Wilkes-Barre, PA 18767-1030 Web site: <a href="http://www.socialsecurity.gov/employer">www.socialsecurity.gov/employer</a>
Municipal Public Service Tax Data Base	Report is due 120 days prior to tax levy change but changes are made during the year and the form can also be used to change contact names.	Reporting form can be found at – Web site: <a href="https://floridarevenue.com/Forms_library/current/dr700001.pdf">https://floridarevenue.com/Forms_library/current/dr700001.pdf</a>
Truth-in-Millage (TRIM) Process	Every Municipality, County, Special Districts and Municipal Service Taxing Units follow the TRIM process to	For questions about the TRIM process, contact: Property Tax Oversight Florida Department of Revenue  Email: <a href="mailto:DORPTO@floridarevenue.com">DORPTO@floridarevenue.com</a> Tel: 850-717-6570 Fax: 850-488-9482 Web site: <a href="https://floridarevenue.com/property/pages/trim.aspx">https://floridarevenue.com/property/pages/trim.aspx</a>

	provide public input and to adhere to a standard for establishing a budget and a millage rate to support that budget.	
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## **Section 10 – Debt Management Policy**

### **Overview**

From capital projects to short-term financing needs, financial intermediaries and traditional lenders offer tax exempt and taxable debt financing alternatives.

### **Florida Statute Citations**

The Internal Revenue Code, Florida Statutes, local charter and/or ordinances outline legal borrowing authority, restrictions, and compliance requirements while the Florida Constitution and Statutes authorize the issuance of bonds by counties, municipalities, and certain special districts.

- Section [125.013](#), F.S. – General Obligation; Revenue Bonds
- Chapters [130](#) and [132](#), F.S. – County Bonds & General Refunding Law
- Section [154.219](#), F.S. – Revenue Bonds
- Chapter [159](#), F.S. – Bond Financing
- Section [163.01\(7\)](#), F.S. – Florida Interlocal Cooperation Act of 1969
- Chapter [166, Part II](#), F.S. – Municipal Borrowing
- Chapter [189.051](#), F.S. – Bond Issuance (Special Districts)
- Section [215.43](#), F.S. - Public Bonds, Notes, and Other Securities
- Section [215.431](#), F.S. - Issuance of Bond Anticipation Notes
- Section [215.681](#), F.S. - ESG Bonds and Prohibitions
- Section [215.84](#), F.S. - Government Bonds and Maximum Rate of Interest
- Section [215.845](#), F.S. - Certain Special Laws Establishing Interest Rates on Bonds Prohibited
- Chapter [218, Part III](#), F.S. – Local Financial Management & Reporting

### **Policy Statements and Objectives**

Many governmental units adopt additional financial parameters over and above those required by law. Such policy guidelines often reflect overall constituent and management philosophy regarding public finance. Debt policies often include: (1) committing to complete and full public disclosure of all financing transactions, (2) mandating specific required uses to borrow funds, (3) restricting overall debt service as a percentage of available resources to annual debt requirements, (4) requiring interest rate analysis to be conducted for each issuance as well as at regular intervals, (5) issuing debt for periods not to exceed the useful life or average useful lives of the project or projects to be financed with debt proceeds, and (6) setting benchmarks for savings on proposed refinancings. These are just examples of policy statements reflecting prudent borrowing practices and sound financial management.

### **Comprehensive Strategic Financial Plan**

To determine if debt financing can benefit a governmental unit, a debt management policy, as part of a comprehensive strategic financial plan, should be in place. The financial plan should contain guidance on strategies, objectives, and requirements of debt issuance, in an effort to support the best allocation of the local government's financial resources. The debt management policy should provide local governments with a procedural framework to assess the costs and benefits of overall debt financing or potential findings, in light of existing capital planning, budgetary, investment, and reporting policies.

### **Types of Debt**

A wide range of financing vehicles, with a variety of terms can meet most municipal needs, including:

- “Bond anticipation notes” are notes issued by a governmental unit in anticipation of the issuance of general obligation or revenue bonds.
- “Commercial paper” is short-term debt (from one to 270 days) to finance capital projects. Commercial paper provides an alternative to the traditional fixed-rate debt for both short-term (interim) financing needs and possibly for diversification of the long-term debt portfolio.
- “General obligation bonds” are obligations secured by the full faith and credit of a governmental unit payable from the proceeds of ad valorem taxes.
- “Limited general obligation bonds” are obligations secured by the full faith and credit of a governmental unit payable from the proceeds of ad valorem taxes, subject to a maximum millage rate.
- “Limited revenue bonds” are obligations issued by a governmental unit to pay the cost of improvements of a project or combination of projects, payable from funds of a governmental unit, exclusive of ad valorem taxes, special assessments, or earnings from such projects.
- “Revenue bonds” are obligations of a governmental unit issued to pay the cost of improvements of a self-liquidating project, or combination of projects payable from the earnings of such project(s) and any other special funds authorized to be pledged as additional security.
- “Special assessment bonds” are bonds that provide for capital improvements paid in whole or in part by levying and collecting special assessments on the abutting, adjoining, contiguous, or other specially benefited property.

## **Bond Pools**

A bond pool offers governmental units an opportunity to joint venture with other entities to borrow funds for capital improvements, renovations, fixed asset additions, or refinancing existing debt. Advantages of bond pools may include improved marketability and reduction in issuance costs through economies of scale. Bond pools may provide either long-term fixed-rate or variable rate debt products.

## **Bank Borrowings**

Financial institutions offer short-term financing needs for governmental units to alleviate temporary cash flow timing differences (e.g., bond, revenue, or tax anticipation notes). In addition, banks can provide longer-term financing solutions for capital projects. Traditional revolving credit facilities and other financing vehicles, such as leasing arrangements, can also provide local governmental units an additional source of funds, typically with reduced costs of issuance.

## **Refunding**

Capital projects can be funded with bond proceeds with extended repayment terms. A governmental unit's debt management policy should address significant changes in the interest rate environment in order to consider potential savings of refinancing higher interest rate debt with proposed lower interest rate obligations. For such refunding to be considered, many governmental units establish a threshold percentage to compare the existing obligation's costs with the costs of the proposed debt refinancing in terms of the net present value of interest cost savings (expressed as a percentage savings of the refunded bonds) and that the amortization period not be extended.

## **Selection of Bond Professionals**

GFOA best practices recommends that issuers select financial advisors, underwriters, and bond counsel using a request for proposal (RFP) or request for qualification (RFQ) competitive process. Using a competitive process allows the issuer to compare the qualifications of proposers and to select the most qualified firm based on the scope of services and evaluation criteria outlined in the RFP or RFQ. A competitive process also provides objective assurance that the best services and interest rates are obtained at the lowest cost possible and demonstrates that marketing and procurement decisions are free of self-interest, personal, or political influences. Furthermore, a competitive process reduces the opportunity for fraud, waste, and abuse and is fair to competing finance professionals.

- **Independent Municipal Advisor** – In many cases, debt financing involves complex transactions requiring specific expertise not always available in local governments. The financial advisor may be chosen through a competitive RFP or RFQ process for a negotiated sale or may be chosen based upon a public bid process through a competitive sale process. Depending on the funding purpose and level of debt

required, it is recommended that an independent financial advisor be engaged to represent the governmental unit during the debt issuance process. This individual or firm would be responsible to the appropriate governmental decision makers and recommend the best method of sale and structure for the debt issue. Assistance with the selection of other financial professionals, for bond preparation, disclosure, and compliance documentation necessary to consummate a transaction, could also be assembled by this individual or firm. In most cases, the financial advisor is paid from debt proceeds.

- **Underwriter** – The underwriter purchases the bonds of the local government and markets, usually as a fee based on a percentage of the issue, the bonds to the ultimate bond purchasers. The underwriter may be chosen through a competitive RFP or RFQ process for a negotiated sale, or may be chosen based upon a public bid process through a competitive sale process. The underwriter is also compensated from the proceeds of the bond sale. Due to the inherent conflict of interest, GFOA recommends that issuers not use a broker/dealer or potential underwriter to assist in the method of sale selection unless that firm has agreed not to underwrite that transaction.
- **Bond Counsel** – The bond counsel works on behalf of the bondholders (but is hired by the local government) to ensure compliance with federal laws and regulations related to the issuance of tax-exempt debt. The bond counsel prepares the legal documents related to the financing and oversees the closing process for the bonds. Additionally, the bond counsel may be chosen through a competitive RFP or RFQ process and, in most cases, is paid from the proceeds of the debt issuance.
- **Disclosure Counsel** – The disclosure counsel works on behalf of the bondholders (but is hired by the local government) to ensure compliance with federal laws and regulations related to disclosures required for the issuance of tax-exempt/taxable debt. The disclosure counsel prepares the form of disclosures related to the financing. Additionally, the disclosure counsel may be chosen through a competitive RFP or RFQ process and, in most cases, is paid from the proceeds of the debt issuance.

### **Credit Rating and Credit Enhancements**

Various independent bond rating agencies assess the credit quality of the borrowing entity and debt offerings. Superior ratings by these organizations command favorable borrowing rates, resulting in lower overall cost of funds. Many governmental units strive to maintain or improve their bond rating in order to maintain easy access to credit markets.

These and other variables affect the overall rate of interest paid by the governmental unit. The use of credit enhancements can also reduce overall borrowing costs and improve the quality of the debt issuance. Surety bonds or insurance (guaranteeing the repayment of the obligation) enhance the offering to potential investors by providing additional strength to the issue. The current availability of bond insurance is very limited and the future of such instruments is uncertain.

## **Conclusion**

The issuance of debt instruments by a governmental unit can provide significant benefits to the governmental unit, residents, and local businesses alike. To adequately assess, manage, and maintain such obligations, a debt management policy, as a component of a comprehensive strategic financial plan must be in place. Such a policy provides guidelines and procedures to determine whether debt financing would be a beneficial funding option. The ability to incur debt by a governmental entity provides added flexibility and responsiveness that is important in today's ever-changing financial landscape. Sound financial management practices, including continued review and monitoring of existing obligations, enables local governments to enhance the quality of life for its residents and local businesses.

## **Reporting Requirement**

Section [218.38](#), F.S., requires local governments to furnish the Florida State Board of Administration's Division of Bond Finance a complete description of new general obligation and revenue bonds, including advance notice of the impending sale of any new issues, and a copy of the final official statement, within 120 days of delivery of the bonds.

## **References**

Joseph, James C., *Debt Issuance and Management: A Guide for Smaller Governments*, Government Finance Officers Association, Chicago, IL 2005

Government Finance Officers Association, Recommended Practices: Governmental Debt Management:  
<http://www.gfoa.org>

Debt Affordability Report, State of Florida, Division of Bond Finance:  
<https://www.sbafla.com/bondfinance/Other-Functions/Local-Government-Reporting-Information>

## **Section 11 – Emergency Management**

### **Overview**

As provided in Sections [252.31](#) – [252.90](#), F.S., each County in Florida is tasked with establishing an Emergency Management (EM) Department and receives funding through the Emergency Management, Preparedness and Assistance Trust Fund as well as grant money from the U.S. Department of Homeland Security (DHS) annually to fulfill this task. The Emergency Management (EM) Department is responsible for reducing loss of life and property and protecting the people within their jurisdiction during an emergency resulting from manmade, technological, or natural causes which could include hurricanes, wildfires, flooding, severe weather, hazardous material incidents, homeland security issues or any other event that affects a large portion of the community.

To complement County EM Departments, legally constituted municipalities are authorized to create municipal EM programs, per Section [252.38\(2\)](#), F.S. Municipalities without EM programs shall be served by their respective county agencies. However, if a municipality elects to establish an emergency management program, it must comply with all laws, rules, and requirements applicable to county emergency management agencies. Each municipal emergency management plan must be consistent with and subject to the applicable county emergency management plan. EM develops and implements plans to prepare for, respond to, and recover from disasters including but not limited to:

- Comprehensive Emergency Management Plan (CEMP)
- Continuity of Operations Plan (COOP)
- Local Mitigation Strategy Plan (LMS)
- Floodplain Management Plan

In addition, each municipality must coordinate requests for state or federal emergency response assistance through its county, regardless if they have an established EM program. *This requirement does not apply to requests for reimbursement under federal public disaster assistance programs.*

### **Community Support**

EM manages the Emergency Operations Center (EOC), with support from local, state, and federal partners. The EOC is the central point where disaster recovery efforts are coordinated. Each jurisdiction within a County should have representation at the EOC during activation to help share information and coordinate use of resources as needed. One or more Finance Department members are especially helpful.

### **Preparation**

Planning and preparedness for a disaster is important for every community. There should be policies and procedures in place before a disaster and they should be reviewed at least annually. Examples of preparedness activities that should be completed at least annually:



- Staff that will be requested to operate in the EOC should be identified in advance to allow for integration in preparation, planning and training to which include the annual mock hurricane or other table top exercise.
- Evaluate cash flow needs prior to an event and plan for delayed FEMA reimbursement.
- May require governing authority to authorize reserve funding, a line of credit, or both.
- Update equipment rates if utilizing your own employees and equipment.
- These rates must be less than or equal to FEMA rates (see resources below) in order for the reimbursement requests to be approved and paid.
- Ensure employee policies and procedures are updated and in place.
- Review Procurement contracts for FEMA compliance:  
<https://www.fema.gov/assistance/public/nonstate-nonprofit/procurement-checklist>
- Update Continuity of Operations (COOP) Plan.
- Review latest FEMA Policy guide:  
<https://www.fema.gov/assistance/public/policy-guidance-fact-sheets>
- Maintain paper copies of forms that may be needed (time sheet, equipment usage, travel logs, vendor payment forms, etc.) in the event of power outages and/or system unavailability.

Training and preparedness are imperative to ensure your government receives the maximum reimbursement allowed from Federal Emergency Management Agency (FEMA). Stay abreast of new developments in the emergency management community. If your government receives federal grants, there are training requirements for ALL employees.

### **Reimbursement**

In the event of a disaster, your jurisdiction will be responsible for your community's response, recovery, and mitigation as well as all of the FEMA required reporting to facilitate the reimbursement process. Generally, the responsibility for the reimbursement process is with the Finance Departments. Retention of the reimbursement related records should be longer than current retention policy states as FEMA can take a few years to close out their projects. *Training and preparedness are imperative to understand the reimbursement process requirements and ensure your government receives the maximum reimbursement allowed from FEMA.*

As required by Chapter [119](#), F.S., and by 2 C.F.R. §200.333, reimbursement records should be retained for a period of five (5) years from the date of submission of the final

expenditure report, however, it is recommended that the records be retained longer as *FEMA rules have been clarified to indicate that shelter costs borne by local school boards are to be paid by the County and the County shall seek reimbursement from FEMA.*

## **References**

Chapter 252, F.S.; Emergency Management:

[http://www.leg.state.fl.us/statutes/index.cfm?App\\_mode=Display\\_Statute&URL=0200-0299/0252/0252.html](http://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&URL=0200-0299/0252/0252.html)

Federal Emergency Management Agency (FEMA):

[www.fema.gov](http://www.fema.gov)

FEMA Policy Guide (effective June 2020):

<https://www.fema.gov/assistance/public/policy-guidance-fact-sheets>

Florida has a website that is used for FEMA reimbursement reporting:

<http://floridapa.org/>

Helpful guides:

<http://floridapa.org/site/guidelines.cfm>

State of Florida public website:

<http://www.floridadisaster.org/DEMPublic.asp>

State of Florida training classes:

<http://trac.floridadisaster.org/trac/trainingcalendar.aspx>

If you have never used this website, slides are provided for your use:

[http://trac.floridadisaster.org/trac/sertrac\\_orientation.pdf](http://trac.floridadisaster.org/trac/sertrac_orientation.pdf)

## **Section 12 – Human Resources**

### **Overview**

The Human Resources function often includes a variety of activities, such as recruitment and training of employees, maintaining current job descriptions on all positions, pay and compensation, maintaining employee manuals, maintaining employee personnel files, and ensuring compliance with established policies and procedures as well as federal and state regulations. Each of these activities are discussed below.

### **Recruitment and Training of Employees**

This includes the advertisement of open positions; review of applications received to determine whether applicants meet minimum qualifications; verification of applicants' education, experience, or certifications; and training of new employees regarding the entity's policies and procedures. Other responsibilities assigned to Human Resources may include routine training of employees and maintaining records for continuing education for employees with professional certifications.

### **Job Descriptions**

To ensure that qualified employees are hired and that employees understand the responsibilities of their positions, job descriptions should be established for each position in the entity. Job descriptions should describe the responsibilities assigned to the position as well as the minimum qualifications, such as education, experience, or certification requirements. To assist with compliance with the Americans with Disabilities Act, job descriptions should also include information on the working conditions of the position (environmental and physical demands) such as physical and dexterity requirements, environmental hazards, and sensory requirements. Human Resources is also charged with regular review of pay and benefits to ensure compensation is commensurate with the job description and local market conditions.

### **Employee Manual**

It is vital that the governing body establishes personnel policies and procedures. Such policies and procedures should be codified into an employee manual and describe the entity's policies regarding hours of work, leaves of absence, performance evaluations, promotion procedures, classification and pay schedules, and discipline and discharge procedures and a description of the employee complaint process. Each employee must be provided a copy, or access to a copy, of the entity's employee manual. The entity should maintain documentation evidencing that its policies were communicated to employees, and such documentation may be needed in case of litigation concerning the reprimand or dismissal of an employee.

## **Personnel Files**

Personnel files should document all activities related to employees, including, but not limited to, the following:

- Employee application.
- Documentation of verification of education, experience, and certifications.
- Results of any background checks.
- Date of hire, including classification and starting pay.
- Direct deposit authorization, if applicable.
- Policy acknowledgement documentation.
- Property checklist (listing of assigned municipality assets).
- Optional benefits authorized by the employee.
- Performance evaluations.
- Salary changes, promotions, demotions, commendations, and reprimands, if any.
- Training completed.
- Medical documents as required by position or law (e.g., FMLA, Workers Comp, OSHA, etc.).
- Termination documentation (e.g., letter of resignation, exit interviews).

## **Entity Policies and Procedures**

Human Resources should ensure that established policies and procedures are followed for certain personnel actions, such as verification of qualifications of new hires and employees recommended for promotion or termination, frequency of performance evaluations, training, and exit interviews.

## **Federal and State Regulations**

There are many federal and state regulations that apply to employees, including minimum wage requirements, overtime issues, discriminatory laws, workplace safety, family and medical leave, and accommodations for persons with disabilities. It is advisable to consult with the entity's legal counsel to ensure compliance with applicable regulations.

## **References**

Internal Revenue Service:

<https://www.irs.gov/pub/irs-pdf/p15.pdf>

U.S. Department of Labor:

<http://www.dol.gov/>

U.S. Equal Employment Opportunity Commission:

<http://www.eeoc.gov/>

Florida Commission on Human Relations:

<http://fchr.state.fl.us/>

Part I, Chapter [2](#), Florida Civil Rights Act.

Section [112.313](#), F.S. – Standards of conduct for public officers, employees of agencies, and local government attorneys.

## **Section 13 – Intergovernmental Relationships**

### **Overview**

The establishment of effective lines of communication among governmental entities is essential to assuring that governments provide the appropriate level and quality of services in an economical manner. Such communication with the federal government, state government entities, and other local governments can assist a local government in the identification of services to be provided to citizens, the enhancement of revenues, the effective and efficient delivery of services, and the conduct of operations in the manner specified by law and regulations.

Effective relationships between a city and the county in which it is located are necessary to assure that the citizens living in the city are provided the appropriate services in the most economic manner possible. This requires cooperation between the city and county as to which entity will provide which services and should be accomplished with input from the affected citizens to the extent possible.

It is particularly essential for the local government to have open and effective lines of communication with the state and federal governments. Both levels of government are instrumental in the funding of the operations of a local government, and both directly impact local government operations through the promulgation of laws and regulations that both empower the local governments and restrict the manner in which they conduct operations. The local governments can impact both of those functions by effectively communicating their needs and opinions. This is especially true at the state level where local governments have a greater ability to impact the promulgation of laws and regulations. It is essential that local governments open two-way lines of communication with legislators and their staff to assure a voice in deliberations that result in the enactment of laws affecting the local governments. Similarly, the establishment of working relationships with key personnel in the various state agencies provides a voice in the promulgation of rules that govern the operations of local governments.

One effective way to affect State laws and rules is to work together with other local governments that are subject to those same laws and regulations. The various types of local governments in Florida have formed organizations that provide a framework for communicating and working together to achieve common goals. A listing of such organizations is included in the reference section of this chapter.

### **Relationships with Other Local Governments**

The responsibility for providing government services to citizens in any given geographical area is shared locally by counties, cities, and special districts. Local governments are empowered to impose taxes and fees on the public to provide funding for those services. Citizens subject to governance by local governments with overlapping jurisdictions are best served when those local governments work effectively together to provide needed services in an economical manner.

The Florida Interlocal Cooperation Act of 1969 (Section [163.01](#), F.S.) allows local governments to cooperate with each other to more efficiently utilize their resources by entering into interlocal agreements. In some instances, the interlocal agreement creates a separate legal entity to administer a function or program, specifying the extent and nature of the respective parties' participation with respect to the funding and operations of the entity.

### **Relationships with State Government**

There are several state agencies that interact with local governments in a meaningful way, typically by the exercise of rule-making authority often associated with the provision of state funding to local governments. State and local funding of local government operations is generally provided through various state revenue sharing programs or grants; however, virtually all funding from both state and local sources is authorized by state law and the use of such funds is typically constrained by such laws or rules promulgated by state agencies assigned to administer them. Certain state agencies also serve as a source of information that is useful to the financial management of local governments. While it is not feasible to list all of these interactions in this publication, it is useful to mention, by way of example, some of the more significant areas in which state agencies impact local government financial operations.

Department of Revenue (DOR): Responsible for the administration and/or distribution of various taxes and fees for local governments, including administration of property taxes, a primary source of local government funding.

Department of Financial Services (DFS): Responsible for providing a variety of financial services for the State of Florida and its citizens. Of special importance to local governments is DFS's Division of Accounting and Auditing. The Division is responsible for providing a Uniform Chart of Accounts required to be used by local governments for the preparation of their AFR's. The AFR's are required to be filed with DFS utilizing the Division's LOGER web-based filing system. The Division maintains a database of local government financial information derived from the AFR's. Other local government responsibilities include the promulgation of rules for tangible personal property accountability by counties and special taxing districts and the review and audit of financial information from Clerks of the Circuit Court related to the funding of court operations.

Department of Economic Opportunity (DEO): Responsible for working with local governments to manage growth within the state, including review of required comprehensive plans and amendments. The DEO administers the Special District Accountability Program, which provides technical assistance regarding special districts and maintains the Official List of Special Districts, which provides information essential to the proper reporting of special district component units of counties and cities. The DEO also publishes the *Florida Special District Handbook Online*, which provides valuable information about special districts.

**Auditor General:** Responsible primarily for conducting audits of state agencies, state universities, community colleges, school boards, and, at the direction of the Legislative Auditing Committee, local governments. Additionally, the Auditor General promulgates rules for the audits of local governments by independent certified public accounting firms, reviews those audit reports, and reports on the results of that review, and provides various notifications relating to those audit reports. The Auditor General has established a system for monitoring the financial condition of local governments and makes the information derived from that system available to the local governments, their auditors, and others for further evaluation of financial condition of the local governments. The Auditor General also serves as a resource for local governments and their auditors who have questions relating to financial reporting and compliance issues.

### **Relationships with the Federal Government**

With respect to local governments, the federal government serves as both a source of laws and regulations that govern many aspects of their operations and a source of funding for local governments. Regulatory aspects are discussed in the pertinent sections of this Manual. It is not practical to describe herein the numerous categories of funds made available to local governments; however, that information is readily available from the web site: [www.grants.gov](http://www.grants.gov).

### **References**

Department of Economic Opportunity – Special District Accountability Program:  
<http://floridajobs.org/community-planning-and-development/special-districts/special-district-accountability-program/>

Florida Special District Handbook (DEO):  
<http://floridajobs.org/community-planning-and-development/special-districts/special-district-accountability-program/florida-special-district-handbook-online>

Florida Department of Financial Services, Bureau of Local Government:  
<https://www.myfloridacfo.com/division/aa/local-governments>

Florida Department of Revenue:  
<https://floridarevenue.com/Pages/default.aspx>

Auditor General – Local Government:  
<http://www.myflorida.com/audgen/pages/localgovt.htm>

Florida Government Finance Officers Association:  
<http://www.fgfoa.org>

Florida League of Cities:  
<http://www.floridaleagueofcities.com>



Florida Association of Counties:

<http://www.fl-counties.com>

Florida Association of Court Clerks and Comptrollers:

<http://www.flclerks.com>

Florida Association of Special Districts:

<http://www.fasd.com>

Florida Clerks of Court Operations Corporation:

<http://www.flccoc.org>

## **Section 14 – Payroll**

### **Overview**

Processing payroll is an important function in any governmental organization. Payroll processing consists of: (1) calculating the earnings of employees and the related withholding for taxes and other deductions, (2) calculating employer contributions for taxes, pensions and other benefits, (3) recording the results of payroll activities, and (4) preparing required tax returns and other forms.

The payroll department should review contracts or other agreements between the entity and the individual to determine if the arrangement qualifies under Internal Revenue Service guidelines as an independent contractor or is an employer-employee relationship (see <http://www.irs.gov/Businesses/Small-Businesses-&-Self-Employed/Independent-Contractor-Self-Employed-or-Employee>). Employment taxes must be paid on employee wages whereas no employment taxes are payable on payments to vendors/independent contractors.

The Internal Revenue Service publishes an Employer's Tax Guide (Publication 15) that, among other things, describes the various employment taxes, due dates, and information on whether fringe benefits are taxable or not. (see <http://www.irs.gov/publications/p15/index.html>).

### **The Process**

In general, the payroll process is as follows:

- Payrolls are typically processed on a weekly, biweekly, semi-monthly, or monthly basis.
- Each pay period, the payroll department determines the hours worked by employees, including any changes to payroll, such as deductions, pay increases, new hires, and terminations.
- A calculation of gross wages or salaries, federal and state taxes, and pension contributions, as well as other types of deductions (e.g., insurance premiums, garnishments, union dues, etc.), is then performed.
- After verification, audit, and payroll posting to each departmental cost center, checks are issued and/or direct deposits are transmitted to authorized depositories (where net pay is directly deposited in employee bank accounts). Employees receive a pay voucher showing gross earnings, withholdings, and net pay.

Payroll journal entries detail the check number issued and the employee's wages, taxes, deductions, and net pay. The payroll journal also provides totals of wages, taxes, deductions, and net pay, as well as the employer's liabilities, such as FICA (Social Security and Medicare), Federal Unemployment Tax, and State Re-employment Tax.

Reporting and depositing payroll taxes to the appropriate agency in an accurate and timely manner is important as late or inaccurate deposits may result in penalties and interest charges. Additionally, timely remittance of amounts to providers of benefits such as health insurance is important to ensure continued coverage. One report that can provide assistance in the timely remittance of payroll taxes with the appropriate agencies is a Payroll Tax Summary that details by pay period, all wages, employee taxes, employer liabilities, and deposits. The Payroll Tax Summary is a cumulative report providing quarter-to-date and year-to-date balances and should be generated each time a payroll is processed.

The following is a sample of payroll-related reports:

Payroll Reports:	
Each Payroll	Each Quarter
<ul style="list-style-type: none"> <li>➤ Employee Earnings Statements</li> <li>➤ Departmental Cost Summary</li> <li>➤ Payroll Checks</li> <li>➤ Payroll Journal</li> <li>➤ Payroll Tax Summary</li> </ul>	<ul style="list-style-type: none"> <li>➤ 940 Federal Unemployment Deposit</li> <li>➤ 941 Federal Tax Return</li> <li>➤ State Unemployment Tax Return</li> </ul>
Each Month	Each Year
<ul style="list-style-type: none"> <li>➤ Month-End Departmental Summary</li> <li>➤ Payroll Tax Summary</li> </ul>	<ul style="list-style-type: none"> <li>➤ Federal Unemployment Tax</li> <li>➤ Federal Withholding Recap 940</li> <li>➤ W-2's for all Employees</li> </ul>

The payroll department should ensure that vacation, sick, compensatory, and other leave balances are properly recorded and reconciled on a periodic basis. Leave balance reports can also be used to calculate amounts due to employees for accumulated leave upon termination and to calculate compensated absences balances reported on the local government's annual financial statements.

### **Helpful Hints**

- There should be a clear separation of duties between: (a) persons involved in preparing payrolls, (b) timekeepers, and (c) persons distributing pay to employees.
- Action should not be performed for the following without written approval from the appropriate authority:
  - Adding or deleting employees from the payroll
  - Changes to the rate of pay
  - Changes to payroll deductions

- Direct deposits for salaries should only be made pursuant to written authorizations from the employee and depository.
- Changes to direct deposit instructions should be verified with the requesting employee by telephone or in person.
- Payrolls should be rechecked as part of routine payroll preparation.
- Payrolls should be subject to final approval by responsible person(s) outside the payroll department.
- Duties of payroll employees should be periodically rotated and payroll employees should be required to take leave.
- Custody of unclaimed payroll checks should be vested in someone other than person(s) who prepare payrolls or distribute payroll checks.
- Sufficient control should be maintained over blank payroll checks.
- Payroll revolving funds should be reconciled by someone other than the person(s) who prepare payrolls or distribute payroll checks. Additionally, reconciliation procedures should include verifying names on payroll checks to payroll records and examining some of the endorsements on payroll checks.
- Procedures should be in place to ensure compliance with:
  - Union agreements regarding wage rates, vacation pay, and similar items
  - Federal and state regulations regarding wage and employment taxes (e.g., Social Security, Medicare, unemployment taxes, withholding taxes)
  - Governing body policies on pay (classification and pay plan), leave, and benefits

## **References**

Internal Revenue Service, Federal Employment Taxes:

<https://www.irs.gov/government-entities/federal-state-local-governments/employment-taxes>

Florida Reemployment Taxes:

<https://floridarevenue.com/taxes/taxesfees/Pages/reemployment.aspx>

## **Section 15 – Public Records/Sunshine Law/Ethics/Ordinances**

### **Publics Records/Sunshine Laws**

The State of Florida has established by law some of the most comprehensive open government laws in the country, laws that can impact virtually every aspect of local government operations. The open government laws include the Public Records Law (Chapter [119](#), F.S.) and the “Sunshine Law” (See Section [286.011](#), F.S.). These laws are generally intended to provide public access to government records and meetings.

The Florida Department of Legal Affairs, headed by the Attorney General, is responsible for administration of the open government laws and publishes the *Government-in-the-Sunshine Manual* to assist local governments and others in implementing these laws. An electronic edition of the *Manual* is available on the Attorney General’s website, <http://www.myfloridalegal.com/sun.nsf/sunmanual>. The Attorney General’s Office provides training resources on the website to assist local governments in resolving issues related to public records (including exemptions and redactions thereto), fees and costs that may be charged for providing public records, and public meeting requirements. The web site also includes a searchable database of Attorney Generals’ opinions.

**Public Records Law.** Chapter [119](#), F.S., provides that as a matter of state policy, “.... all state, county, and municipal records are open for personal inspection and copying by any person. Providing access to public records is a duty of each agency”. Public records are defined to include “all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by any agency”. The Division of Library and Information Services within the Florida Department of State (DOS) is responsible for adopting rules to establish retention schedules and a disposal process for public records. With regard to the provision of access to such records, Chapter [119](#), F.S., includes requirements related to:

- Maintenance, preservation, and retention of public records.
- Fees for inspection and copying of public records.
- Exemptions from inspection or copying of public records.

These requirements have given rise to numerous questions regarding their application to specific circumstances, many of which have been resolved either through an opinion rendered by the Attorney General or by a court of law. Such resolutions have been summarized by the Attorney General in the *Government-in-the-Sunshine Manual*. Topics covered in the *Manual* include:

- What kinds of records are subject to the Public Records Law?
- To what extent can an agency regulate inspection and copying of public records?
- What are the statutory exemptions?
- What fees may be imposed for inspection and copying of public records?
- What are the requirements for maintenance and disposal of public records?

**Sunshine Law.** At the local government level, the Sunshine Law is intended to provide open access to government meetings. The basic requirements of the Sunshine Law are as follows:

- Meetings of public boards or commissions must be open to the public.
- Reasonable notice of such meetings must be afforded the public.
- Minutes of the meeting must be taken.

As with the Public Records Law, the resolution of numerous questions regarding the application of Sunshine Law requirements to specific circumstances have been summarized by the Attorney General in the *Government-in the Sunshine Manual*. Topics covered in the *Manual* include:

- Which agencies are subject to the Sunshine Law?
- What meetings are subject to the Sunshine Law?
- Does the Sunshine Law apply to telephone, electronic, or written communication between Board members?
- What types of discussions are subject to the Sunshine Law?
- To what other activities does the Sunshine Law apply?
- What are the meeting notice and procedural requirements?
- What are the exceptions?
- What are the consequences for failure to comply with the requirements?

Government officials should also be aware that there may be other requirements in State law, local ordinance, or policy that are supplemental to the Sunshine Law, particularly with regard to notice and minutes requirements.

**Issue Resolution.** In the event that a local government is faced with a Public Records Law or Sunshine Law issue, the appropriate government officials should:

- Review the requirements of the Public Records or Sunshine Law and any other applicable statutory provisions.
- Review any applicable local ordinances or policies.
- Consult the Attorney General's *Manual*.
- Seek the advice of legal counsel.
- If still unresolved, request an opinion from the Attorney General.

## **Ethics Law**

The Code of Ethics for Public Officers and Employees, adopted by the Legislature as [Part III of Chapter 112](#), F.S., contains standards of ethical conduct and disclosures applicable to public officers, employees, candidates, lobbyists, and others in State and local government, with the exception of judges. Additionally, the Code of Ethics requires constitutional officers, elected municipal officers, commissioners of community redevelopment agencies, and elected officers of independent special districts to complete four hours of ethics training annually that, at a minimum, addresses s. 8, Art. II of the State Constitution, the Code of Ethics, and Florida law on public records and public meetings.

## **Ordinance Laws**

Sections 125.66 and 166.041, F.S., respectively, set forth a uniform method for the adoption and enactment of county and municipal ordinances and resolutions. It establishes minimum notice procedures that may not be lessened or reduced by the county or municipality. Failure to comply with the notice requirements may have serious consequences. For example, failure to comply with specified notice requirements may render a zoning ordinance void. Additionally, Sections 125.66 and 166.041, F.S., were recently revised by Laws of Florida Chapter 2023-309 to require that counties and municipalities, for certain types of ordinances, prepare a business impact estimate before adopting the ordinance, and to suspend enforcement of an ordinance in certain circumstances if the ordinance is the subject of a civil action challenging the ordinance's validity. These laws now authorize the court to award up to \$50,000 in attorney fees, costs, and damages to a prevailing plaintiff.

## **References**

Chapter 112, Part III, F.S.

Chapter [119](#), F.S.; Public Records

Section [125.001](#), F.S.; Board meetings; notice

Section [125.17](#), F.S.; Clerk

Section [125.66](#), F.S.; Ordinances; enactment procedure

Section [166.041](#), F.S.; Procedures for adoption of ordinances and resolutions

Section [286.011](#), F.S.; Public meetings and records; public inspection; criminal and civil penalties

Government-in-the-Sunshine Manual – Florida Office of the Attorney General:  
<http://www.myfloridalegal.com/sun.nsf/sunmanual>

Information relating to archives and records management, including retention requirements:

<http://dos.myflorida.com/library-archives/records-management/general-records-schedules/>



## **Section 16 – Purchasing**

### **Overview**

The purchasing function in larger governments is often handled by a central department. Some local governments do not have the resources necessary to fully centralize purchasing, therefore it is essential to have proper policies and procedures in place to ensure that purchases are made in the most efficient and economical way possible.

### **Policy**

A government should have a policy regarding purchasing that assigns authority, establishes thresholds, and promotes full and open competition. Such a policy should describe the duties that the department/local government purchasing agent is responsible for, and also develop specific procedures in order to complete those tasks associated with purchasing.

Full and open competition is important because it helps obtain the best value for the taxpayer and prevents corruption in the process. The procedure to ensure full and open competition is the competitive bid process. This process should be specific when outlining the selection criteria; however, this process does not necessarily mean that the lowest bidder will always be chosen.

When competitively procuring goods or services, governments should ensure compliance with applicable State laws, including.

- Section [218.391, F.S.](#) - Procedures for selecting the financial statement auditors.
- Section [255.0525\(2\), F.S.](#) - Solicitation of competitive bids or proposals for a construction project.
- Section 255.20, F.S. 255.20, F.S. - Requires justification for using local government staff to perform certain construction and electrical projects rather than competitively selecting a vendor for such services and annual reporting of the estimated and actual costs of projects constructed pursuant to this subsection.
- Section [287.055, F.S.](#) - Acquisition of professional architectural, engineering, landscaping architectural, or surveying and mapping services.
- Section [287.05701, F.S.](#) - Prohibition against considering social, political, or ideological interests in government contracting.

### **Contractual Services**

Governments are responsible for ensuring implementation of controls that provide for the effective and efficient procurement of contractual services in accordance with applicable Federal and State laws, local ordinances and resolutions, contracts, grant agreements, and policies and procedures.

Contractual service procurements should be supported by written contracts embodying all provisions and conditions of the procurement of such services. Properly written contracts protect contracting party interests, establish the responsibilities of contracting parties, define the services to be performed, and provide a basis for payment. Effective contract monitoring includes procedures to ensure that contractors comply with applicable contract terms and conditions and satisfactory receipt of services is documented before payments are made.

### **Purchasing Cards**

Many governments have implemented a purchasing card program in order to provide an efficient, cost-effective method of purchasing and paying for small-dollar as well as high-volume purchases. This reduces the workload within the finance department due to less purchase orders being issued, as well as a reduction in invoices to be processed for payment.

There are many advantages to the local government implementing a purchasing card program such as:

- Simplified purchasing and payments.
- Lower overall transaction processing cost per purchase.
- Reduced paperwork.
- Increased management information on purchasing histories.
- The ability to set control purchasing dollar limits.
- Receipt of rebates from the bank based on dollar volume of total purchases.
- Better pricing.
- Lower risk of non-payment.
- Expediting payment of travel expenses.

While there are many advantages, the local government should be mindful of the disadvantages as well which include possible duplicate payments to vendors; fraud, waste, or abuse of the purchasing card even though internal controls are in place; and also the public's perception of issuing the cards to employees.

The GFOA's recommendation for the implementation of such a program is:

- A competitive bid process should be used to select a purchasing card provider.
- Consideration should be given to vendors who can provide automated approval and reconciliation software.
- The program should be designed to be simple and easy to use.
- Controls need to be maintained and should include:
  - Written agreements with banks.
  - Written policies and procedures for the staff.
  - Implementing a training program, to include a training manual.
  - Systems to ensure compliance with IRS 1099 reporting regulations.

The above controls should be in compliance with the government's current purchasing policies and procedures.

### **Prompt Payment**

Sections [218.70](#) through [218.80](#), F.S., outline the Local Government Prompt Payment Act, which stipulates that all payments for non-construction and construction services must be made in a timely manner, or when payment is due.

### **Internal Controls**

Internal controls over purchases should be designed to ensure compliance with formal or informal competitive purchasing requirements; purchase order approval; recording/eliminating encumbrances; recording purchases in the correct time period with sufficient documentation; and when grant funds are used, documenting it as a proper expenditure. There are potential weaknesses associated with each of the above, and compensating controls, should be implemented to address those weaknesses.

The GFOA has published *Evaluating Internal Controls: A Local Government Manager's Guide*. The appendix has a comprehensive outline of objectives, potential weaknesses, compensating controls, and other procedures to ensure compliance.

### **References**

*Financial Policies: Design and Implementation*. Kavanagh, Shayne and Williams, Wright Anderson GFOA (available for purchase from the GFOA at a minimal cost).

Using Purchasing Cards to Streamline the Purchasing Process:  
<https://www.gfoa.org/materials/purchasing-cards>

NIGP: The Institute for Public Procurement *Global Best Practices*

<https://www.nigp.org/global-best-practices#contract-admin>

*Evaluating Internal Controls: A Local Government Manager's Guide.* Gauthier, S.

## **Section 17 – Reporting Requirements**

### **Overview**

The Joint Legislative Auditing Committee (JLAC) has prepared a Reporting Calendar, which provides a [comprehensive list](#) of recurring financial reporting requirements for Florida local governments. Most of these requirements are financial in nature and thus typically fall into the responsible hands of the government finance officer. The Office of Economic and Demographic Research (EDR) website includes links to [Local Government Financial Reporting Requirements](#), Local Government TRIM Compliance Requirements, and Local Government Retirement Plans Reporting Requirements.

In addition, the Special District Accountability Program publishes Reporting Requirements by Due Date for special districts and is available from: [https://floridajobs.org/docs/default-source/2015-community-development/community-assistance/sdap/florida-special-district-handbook.pdf?sfvrsn=987754b0\\_2](https://floridajobs.org/docs/default-source/2015-community-development/community-assistance/sdap/florida-special-district-handbook.pdf?sfvrsn=987754b0_2)

### **JLAC Reporting Calendar**

The reporting calendar presents a compilation of statutorily-mandated reporting requirements made up of all local governments. For each reporting requirement, the following is listed:

- Due date (if specified).
- Title of the required report.
- Statutory or Administrative Rule authority.
- Current contact person in state government to whom the report is submitted.

The calendar lists reporting requirements that may apply to all or one type of local government (counties, municipalities, special districts - independent or dependent, school districts) on various topics. This calendar lists information concerning statutorily-mandated reporting requirements due throughout the year.

Because local government budgeting can be a critical and complex process, TRIM compliance requirements are highlighted in gray and comprise reporting requirements associated with local government budgeting and TRIM Compliance. Local government retirement plans reporting requirements are highlighted in yellow and include statutorily mandated requirements applicable to local governments with retirement and or pension plans.

If you have any questions about reporting requirements or action taken against non-compliant entities, contact the JLAC at [jlac@leg.state.fl.us](mailto:jlac@leg.state.fl.us) (850) 487-4110.

## **Section 18 – Retirement Plans**

### **Overview**

Retirement plan benefits are deferred compensation for services and form an important component of recruiting and retention within a compensation and benefits policy. Furthermore, they are significant financial commitments requiring the serious attention of government employers' financial staff.

### **Types of Plans**

Public sector employers offer several retirement options for their employees. Retirement plans fall into three general categories: (1) defined benefit plans, (2) defined contribution plans, and (3) hybrid plans. The defined benefit plan retirement option historically has been the primary retirement plan offered to employees. In an effort to control costs, some government agencies are now offering a defined contribution plan as an alternative to the defined benefit plan. Other governmental entities have adopted a hybrid plan which combines the features from a defined benefit plan with a defined contribution.

Many public sector employers have implemented deferred retirement option plans as a feature in their defined benefit plans to achieve a variety of financial and human resource management objectives.

### **Defined Benefit Plan**

A defined benefit (DB) plan provides employees with a predictable retirement benefit for life. DB plans are based upon an established formula and defined by a legal plan document. DB plans promise a monthly pension for life (with survivorship options).

The amount of the monthly pension is determined by a formula, usually multiplying a benefit accrual rate (as a percentage) times a final average monthly pay times years of service with the government. The monthly pension usually begins after leaving employment and upon satisfying certain age and service eligibility conditions. DB pensions usually provide disability pensions and death benefits to surviving beneficiaries as well.

A DB pension fund is professionally managed and builds up over time to systematically and actuarially finance the benefits promised. A reasonable goal is to work toward maintaining a 100% funded status; that is, a pension fund with assets equal to the liability attributed to past years of service. Typically, employees in a DB plan pay a fixed rate of payroll contributions into the pension fund to help finance their future monthly pension benefits. However, the employer is responsible for contributing the balance of what is actuarially required each year.

Under conventional DB plans, the employer bears all the risks of a given plan, including investment and longevity risks. Since the employer pays the balance of the actuarially determined contributions, any shortfalls in investments and any other adverse actuarial experience must be made up by the employer over time. Conversely, if the plan's actuarial experience is better than expected, the employer reaps the reward of lower contribution requirements. The employer's contribution rates will fluctuate based upon the actuarial experience of the plan and if there are changes to the benefits offered under the plan.

For every year of employment, the employee earns the right to a guaranteed benefit in accordance with the formula. The ultimate monthly benefit to the employee is reasonably predictable, based on the formula, and is payable for life.

### **Defined Contribution Plan**

Defined contribution (DC) plans are the opposite of defined benefits plans in several ways. Contributions to DC plans may be made by the employee and/or the employer. The employer contributions are fixed and defined by the contribution formula, while the employee/retiree bears all the investment risks. Account balances are maintained in the name of each employee, with the ultimate benefit being unpredictable because it depends on the performance of the account's investment. DC plans provide funds for retirement based solely on the contributions made to the plan and the gains and losses on the assets available in an employee's individual account. Typically, the employee decides what investments are appropriate from a predetermined list, and all investment-related risk is borne by the employee.

The account balance is paid out to the employee according to the options outlined in the plan documents. This may include a lump sum payment upon termination or retirement, which would allow for the purchase of an annuity, or withdrawals may be made over the lifetime of the employee that are in compliance with required minimum distribution rules promulgated by the Internal Revenue Service. DC plans can be offered as the primary retirement plan or as a supplemental retirement plan to a DB plan, or they can be part of a Combination DB-DC pension plan.

### **Hybrid Plans**

Other plan designs incorporate features of both DB and DC plans into a single plan. Hybrid plans can be offered as a primary, optional, or supplemental plan. There are a growing number of hybrid plans that express future retirement benefits as account balances. The key difference between DC plans and hybrid plans is that DC plans establish an actual funded account for each participant, which contains employer and employee contributions and investment gains and losses, while hybrid plans establish "accounting" or notational accounts for each participant. The participant's balance in a hybrid plan continues to grow throughout employment, and the benefit is defined by the current value of the account.

- **Cash Balance Plans** – Cash balance plans maintain notional account balances in the name of each employee, crediting their accounts with pay credits and interest credits, and pay lump sums upon termination or retirement like DC plans. However, the interest credits come from a professionally managed pooled fund. The ultimate benefit to the employee may or may not be predictable depending on the interest crediting method; and the employer contributions are not predictable either. The employer bears much or all the investment risk and reward.

The employer sets aside a percentage of an employee's salary each period, and the balance set aside earns interest at a set rate. In other words, the employer promises to make a contribution to an account, usually with a specified percentage of pay (also referred to as a credit to the employee's account), and to credit the account with interest, usually a specified rate of return or a rate based on the yield of a particular benchmark. The employer invests the funds, retaining all investment income and bearing all the risks. The plans generally provide participants the option of receiving their vested account balances as an annuity or as a lump sum.

Cash balance plans have become common in the private sector and have seen some growth in the public sector.

- **Variable Benefit Plans** – The benefit factors and formulas in traditional DB plans are usually fixed and change up or down only through amendment by the governing body. However, a variable benefit plan is a DB plan with a multiplier or other factor that automatically varies up or down depending on the investment performance of the fund or on the contribution budget, so as to *share* the risk between the employer and the member. While these are rare in the public sector, they have a long history (although in the minority) in the private sector.

### **Plans with Hybrid Features**

- **Defined Benefit Plans (DB) with Defined Contribution (DC) Features** – Public sector plans have options under section 401(a) of the Internal Revenue Code (IRC) to add a DC feature to a DB plan. There are several variations of DB plans with DC features. These include floor offset plans and pension equity plans. Another common approach is to simply offer a DB plan and a separate voluntary DC plan such as a 457, 403(b) or 401(k) plan.
- **Defined Contribution Plan (DC) with Defined Benefit (DB) Features** – Defined contribution plans may seek ways to allow members to manage the risk of outliving their money. This could include the purchase of an annuity contract, or allowing a transfer out of the DC plan into an appropriate DB plan where the employee can annuitize this transferring DC balance.



## **Deferred Retirement Option Plans (DROP)**

Although DROP plan features can vary significantly, the plans usually result in a lump sum payout that supplements an employee's pension. DROP plans allow employees who would otherwise retire in a DB plan to continue working. However, rather than continuing to accrue credit for service and compensation, the monthly pension payment is credited to a separate account under the government's retirement plan. The account increases in value from the monthly payments which may include an agreed-upon interest amount, or may increase or decrease in accordance with the investment return of the account, until the end of the DROP period.

A significant concern about the use of DROP plans is that costs have been substantially higher than anticipated in some jurisdictions. In these cases, unexpected cost increases have been attributed to factors such as unfavorable plan design and guaranteeing an interest rate that equals or exceeds an overly optimistic return assumption.

## **Essential Elements of a Retirement Plan**

- Defines employee groups that are eligible to participate in the retirement plan.
- Indicates vesting requirements for members of the plan.
- Defines the benefits provided by the plan, including the components of the formula to determine those benefits (e.g., benefit accrual rate in percentage, years of service, and final average compensation).
- Defines other benefit options, such as early and disability retirement, joint and survivor options, and lump sum withdrawals.
- Defines eligible service, including an employee's ability to purchase past service, such as prior military or other government service.

## **Essential Elements of a Plan Design**

- Determine the adequacy of the retirement plan in meeting the needs of employees.
- Conduct a full actuarial analysis based on workforce demographics and the desired level of replacement income to determine the related cost of providing the benefit.
- Provide a tax deferral to the employee through the use of mandatory employee contributions (employer pick-ups).
- Design a plan that is financially sustainable for the employer.

## **Financial Statement Accounting and Footnotes**

Governmental Accounting Standards Board (GASB) issued Statement No. 67, *Financial Reporting for Pension Plans—an amendment of GASB Statement No. 25* and Statement No. 68, *Accounting and Financial Reporting for Pensions—an amendment of GASB Statement No. 27*, which now comprise the primary accounting standards for reporting pension information in governmental financial reports. Other subsequent standards issues supplement these.

There are many different rules governing pension reporting and disclosure for accounting purpose, depending on the type of plan and the governmental entity's makeup. Pension plans can be classified in several different ways such as a single-employer DB plan, agent multiple-employer DB plan, cost-sharing multiple-employer DB plan, DC plan, or insured DB plan.

A pension plan and trust sometimes issues its own separate financial statement in compliance with GASB Statement No. 67, but if such a separate financial statement is *not* issued, then the financial reporting entity is required to provide all disclosures ordinarily required by GASB Statement No. 67 of stand-alone pension plan reports in addition to the accounting and financial reporting requirements of GASB Statement No. 68. On DB plans, these disclosures include significant information typically contained in actuarial valuations. The GASB Statement also require historical 10-year data to be reported as Required Supplementary Information.

For those local governments that participate in the Florida Retirement System (FRS), the FRS provides the pro rata data required for accounting and financial reporting.

### **Benefits Policy Considerations**

#### *Adequacy and Competitiveness*

The level of retirement benefit promised should be part of the employer's overall considerations as to benefits policy. How much in retirement income is considered "adequate" for a career employee? How much should be provided for retirement benefits in order to offer a competitive compensation package?

These are among the key questions to address as part of the employer's discussions of its benefits policy.

#### *Affordability and Sustainability*

Adequacy and competitiveness sometimes are competing objectives to affordability and sustainability. Affordability is an assessment of whether the employer can afford the cost of the retirement benefit for a given year, while sustainability is an assessment of the affordability over a long period of time. Both of these assessments are, of course, measured against other claims on limited revenue.

Sacrificing adequacy and competitiveness, in the name of affordability, can result in a lower standard of essential services by staff and a decline in public perception. On the other hand, sacrificing affordability and sustainability, in the name of adequacy and competitiveness, can result in higher taxes and reduction or elimination of other worthy programs.

## **Defined Benefit Plan Management**

### *Pension Board*

Typically, a pension board is created and comprised of appointed and elected trustees. The board and its trustees have fiduciary responsibilities to operate the plan prudently, as adopted by the elected officials, and not to act in their own self-interests or in other interests that are not aligned with the current pension interests of plan members. A pension board will need to engage the services of independent professionals to advise it, including an attorney, an actuary, and an investment consultant.

### *Funding Policy*

A written funding policy sets forth the principles to determine when and how much the employer is to contribute to the pension fund in order to ensure the plan is well-funded, giving the employees and retirees a high level of benefit security. A funding policy strikes a balance among several policy objectives:

- A pension fund with actuarially sufficient assets to pay benefits when due.
- A reasonable annual matching of the cost to the employer and the service rendered by members earning benefits (in other words, inter-generational equity or not kicking the can down the road).
- Manage contribution volatility (not contribution affordability).
- Transparency and accountability.
- Governance integrity (avoiding agency risk and the employer's commitment to fund the program).

A good resource for establishing a funding policy is found in *Actuarial Funding Policies and Practices for Public Pension Plans* issued in 2014 by the Conference of Consulting Actuaries:

[https://www.ccactuaries.org/docs/default-source/papers/cca-ppc\\_actuarial-funding-policies-and-practices-for-public-pension-plans.pdf?sfvrsn=6397cc76\\_6](https://www.ccactuaries.org/docs/default-source/papers/cca-ppc_actuarial-funding-policies-and-practices-for-public-pension-plans.pdf?sfvrsn=6397cc76_6)

### *Investment Policy and Risk/Reward*

The pension board is typically given the responsibility to invest the pension fund. The board should adopt an investment policy to guide its investment duties.

The most important aspect of setting an investment policy is the decision about the risk profile of the fund. That decision should be made in cooperation with the employer's assessment of its own risk appetite and its natural desire for lower contributions which competes with actuarial benefit security.

A pension fund portfolio with a higher risk profile will usually result in volatile levels of investment returns and, thus, volatile employer contribution requirements. But a higher risk profile usually carries with it higher "expected" returns which lowers the contribution requirements. Conversely, a pension fund portfolio with a lower risk profile will usually

result in more stable levels of investment returns and, thus, more stable employer contribution requirements. But a lower risk profile usually carries with it lower “expected” returns which raises the contribution requirements.

Since the employer is bearing all the investment risk in conventional DB plans, the employer should have significant input to the pension board on the risk profile of the pension fund and the resultant level of employer contributions required. The pension board should not set the risk profile of the fund in a vacuum.

The board’s actuary and investment consultant should jointly advise the parties concerning the risk/volatility levels of different asset allocation policies. During the 2023 legislative session, new Section 112.662, F.S., was created requiring that investment decisions be based solely on pecuniary factors as defined in Section 112.662(1), F.S., and requiring periodic filing of a comprehensive report detailing and reviewing governance policies concerning investment decisions regarding retirement systems or plans (see Section 5 of Laws of Florida Chapter 2023-28). Additionally, Section 215.4755, F.S., was revised regarding certification and disclosure requirements by investment advisors and managers (see Section 10 of Laws of Florida Chapter 2023-28).

### *Actuarial Assumptions*

DB plans make promises to public employees that can easily stretch over a period of several decades. Demographic actuarial models of the projected workforce and retired population are employed to estimate the number and timing of disabilities, terminations, retirements, and deaths among covered plan members and their beneficiaries. Economic actuarial models are integrated with the demographic models to estimate future salary increases, inflation, and investment performance. The combined models help the actuary to determine the future cash flow expectations, present values, annual contribution requirements, funded status, and pension liability and risk assessments.

These models require a selection and adoption of assumptions about the future. These are called actuarial assumptions. The assumptions must be reasonable and constitute an honest, best estimate of the future events, without influence or bias in favor of any parties’ self-interests or in other interests that are not aligned with the current pension interests of plan members. Two of the more significant actuarial assumptions are the mortality tables that estimate future longevity and the investment return assumption that estimate how much the pension fund will earn over time.

The investment return assumption should be developed through a robust process of estimating the future returns of the fund’s own portfolio, taking into account: (a) the forward-looking capital market assumptions of multiple professional experts in the fields of forecasting inflation and investment returns, (b) the fund’s own asset allocation, and (c) the plan’s expected cash flow.

Sections [112.63](#) and [112.664](#), F.S., require local government pension plans to use the mortality tables used in either of the two most recently published actuarial valuation

reports of the FRS, including the projection scale for mortality improvement, and appropriate risk and collar adjustments based on plan demographics. These tables are to be used in preparing the local plans' actuarial valuations and actuarial disclosures.

During the 2023 legislative session, a new Section 112.662, F.S., was created requiring periodic filing of a comprehensive report detailing and reviewing governance policies concerning investment decisions regarding retirement systems or plans (see Section 5 of Laws of Florida Chapter 2023-28). Additionally, Section [215.4755](#), F.S., was revised regarding certification and disclosure requirements by investment advisors and managers (see Section 10 of Laws of Florida Chapter 2023-28).

The Bureau of Local Retirement Systems in the Department of Management Services' Division of Retirement is responsible for monitoring Florida's local government DB pension plans for compliance with Florida law and Florida Administrative Code provisions. These responsibilities are divided between the Local Retirement Section and the Municipal Police Officers and Firefighters' Retirement Trust Funds Section.

The [Local Retirement Section](#) pages provide information regarding the local government pension plans for compliance with Part VII of Chapter [112](#), F.S.

The [Municipal Police and Fire Plans](#) pages provide information regarding the local government pension plans established under the provisions of Chapters [175](#) and [185](#), F.S.

Source:

[https://www.dms.myflorida.com/workforce\\_operations/retirement/local\\_retirement\\_plans](https://www.dms.myflorida.com/workforce_operations/retirement/local_retirement_plans)

Copies of recent FRS actuarial valuations may be found on the FRS website on the Publications page at:

[https://www.dms.myflorida.com/workforce\\_operations/retirement/publications/actuarial\\_valuations](https://www.dms.myflorida.com/workforce_operations/retirement/publications/actuarial_valuations)

The mortality methodology is described in Appendix A of the valuation.

## **Defined Contribution Plan Management**

### *Fiduciary Responsibility*

DC plans have fiduciaries to select vendors and to monitor the investment performance of the pre-determined list of investments offered. These fiduciaries are often the employer's own finance department or other committee, or can be a board of trustees.

### *Bundled vs. Unbundled*

DC plans require outside vendors to provide various services. These services can be grouped as follows:

- Recordkeeping – (a) prepare quarterly statements and IRS forms, (b) distribute funds as required, (c) develop and maintain a website, (d) maintain a platform for access to investment funds, and (e) execute investment trades.

- Education – assist plan members to make informed decisions concerning which investment funds they should select from the pre-determined list for their own account.
- Investment Management – manage the investment funds made available to plan members (usually mutual funds).

- Investment Consulting – (a) assemble the list of funds or investment managers, (b) monitor the performance of the funds and (c) recommend fund replacements within the list or the entire list when advisable.

The most *unbundled* arrangement involves engaging four independent vendors for the four categories of services, separately. Some might group categories 2 and 4 under one vendor. Decoupling the list of investment funds from the recordkeeping provides a better chance of maintaining optimal investment choices and optimal investment performance over time for the plan members' accounts. Unfortunately, there is not a broad range of choices for fully unbundled arrangements for small employers.

The most *bundled* arrangement involves engaging one vendor for all four categories. Most DC vendors' programs bundle categories 1 through 4(b), leaving the employer to decide whether to engage an independent advisor for category 4(c) or leave that to the single vendor as well. Many bundled vendors may not even permit an alternative version of the fund list, forcing the employer to terminate the entire relationship to rid the plan of less-than-desirable fund offerings. The most bundled arrangement relieves the plan fiduciaries of more day-to-day responsibilities. However, it leaves the most opportunity for conflicts of interest and is harder to unbundle later because the plan is locked in with all the services.

Small employers can consider a *bundled* vendor with a wide range of investment funds that also leaves latitude for employer participation in selection of the pre-determined list of funds and some flexibility in replacing them as needed. Under that arrangement, an independent investment consultant can assist the employer or board in the discharge of the fiduciary duties it has in the selection, monitoring and replacement of investment options made available to plan members.

## **References**

Several Best Practices Regarding Retirement and Benefits:

<http://www.gfoa.org/best-practices>

Annual Conference and School of Government Finance Materials:

[www.fgfoa.org](http://www.fgfoa.org)

Florida Retirement System:

<http://FRS.myflorida.com>

Chapter [112](#), F.S.:

Public Officers and Employees: General Provisions

Chapter [175](#), F.S.:

Firefighter Pensions



Chapter [185](#), F.S.:  
Municipal Police Pensions

Chapter 60T-1, F.A.C. Local Retirement Systems:  
<https://www.flrules.org/gateway/ChapterHome.asp?Chapter=60T-1>

## **Section 19 – Revenues**

### **Overview**

Local governments generate revenues from a wide range of sources. The authority for generating revenues is derived from the State Constitution, home rule authority, or Florida law. The Florida EDR annually publishes a [Local Government Financial Information Handbook](#) (which references most of the revenue sources available to local governments). Some of the major revenue types for local governments in Florida are discussed below.

### **Revenues Authorized by the State Constitution and State Law**

***Ad Valorem Taxes*** – Ad valorem taxes on property are assessed as of January 1 each year and are first billed (levied) and due the following November 1. Under Florida law, the assessment of non-exempt properties and the collection of county, municipal, school board, and special district property taxes are consolidated in the offices of the County Property Appraiser and County Tax Collector. State laws regulating tax assessments are also designed to assure a consistent property valuation method statewide.

Except for voted levies, Section 9(b), Art. VII, of the State Constitution permits counties and municipalities to levy property taxes at a rate of up to 10 mills (\$10 per \$1,000 of assessed taxable valuation). Additional taxes may be levied by counties providing municipal services. Only certain special districts are authorized to levy taxes. The tax levies are established prior to October 1<sup>st</sup> of each year, and the County Property Appraiser incorporates the millage into the local tax roll. All property is reassessed according to its fair market value as of January 1<sup>st</sup> of each year. Each assessment roll is submitted to the DOR's Executive Director of the Florida Department of Revenue for review to determine if the rolls meet all of the appropriate requirements of state statutes.

All unpaid taxes on real and tangible personal property become delinquent and liens are attached on April 1<sup>st</sup> of the year following the year in which taxes were assessed. Procedures for the collection of delinquent taxes are provided in state law.

***State-Shared Revenues*** – The Florida Legislature has passed several laws providing for the sharing of fees and taxes assessed by the state with counties and municipalities, including sales and use taxes, fuel taxes, alcoholic beverage license taxes, cigarette taxes, and alternative fuel user decal fees. For many of these shared revenues, the authorized use is at the local government's discretion. However, some shared revenues, such as fuel taxes, are authorized for specific purposes. The category of state-shared revenues includes the following sources, which are discussed in greater detail in the [Local Government Financial Information Handbook](#):

- *Alcoholic Beverage License Tax*
- *Cardroom Revenues*

- *Constitutional Fuel Tax*
- *County Fuel Tax*
- *County Revenue Sharing Program (Derives Funding from Transfers of 2.9 Percent of Net Cigarette Tax Collections and 2.0810 Percent of Sales and Use Tax Collections)*
- *Distribution of Sales and Use Taxes to Counties*
- *Emergency Management Assistance*
- *Enhanced 911 Fee*
- *Fuel Tax Refunds and Credits*
- *Indian Gaming Revenues*
- *Insurance License Tax*
- *Intergovernmental Radio Communication Program*
- *Local Government Half-Cent Sales Tax Program (Derives Funding from Separate Transfers of Net Sales Tax Proceeds)*
- *Miami-Dade County Lake Belt Mitigation Fee*
- *Miami-Dade County Lake Belt Water Treatment Plant Fee*
- *Mobile Home License Tax*
- *Municipal Revenue Sharing Program (Derives Funding from Transfers of 1.3653 Percent of Sales and Use Tax Collections and Net Collections from the Municipal Fuel Tax)*
- *Oil, Gas, and Sulfur Production Tax*
- *Payments from State Forest Timber Sales to Eligible Fiscally Constrained County Governments*
- *Phosphate Rock Severance Tax*
- *State Housing Initiatives Partnership Program*
- *Support for School Capital Outlay Purposes*
- *Vessel Registration Fee*

### **Home Rule Authority Revenues**

Under Florida's Constitution, local governments possess expansive home rule powers. Given these powers, local governments may impose proprietary fees, regulatory fees, and special assessments to pay the cost of providing a facility or service or regulating an activity.

**Proprietary Fees** – Proprietary fees are home rule revenue sources, which are based on the assertion that local governments have the exclusive legal right to impose such fees. Examples of proprietary fees include admissions fees, franchise fees, user fees, and utility fees. The guiding legal principle is that the imposed fee is reasonable in relation to the government-provided privilege or service or that the fee payer receives a special benefit. Local governments may impose a franchise fee upon a utility for the grant of a franchise and the privilege of using local government's rights-of-way to conduct the utility

business. The imposition of the fee requires the adoption of a franchise agreement, which grants a special privilege that is not available to the general public. The fee is considered fair rent for the use of such rights-of-way and consideration for the local government's agreement not to provide competing utility services during the term of the franchise agreement. Typically, the franchise fee is calculated as a percentage of the utility's gross revenues within a defined geographic area. User fees are imposed to recoup the costs of providing a service or a facility to the public. Local governments cannot impose a user fee higher than the cost. Local governments charge customers fees for the utility services provided. Utility fees may include a reasonable profit that can be used for purposes other than providing utility services.

**Regulatory Fees** – Regulatory fees are imposed pursuant to a local government's police powers in the exercise of a sovereign function. Examples of such regulatory fees include building permit fees, impact fees, inspection fees, and stormwater fees. Two principles guide the use and application of such fees: (1) the imposed fee cannot exceed the cost of the regulatory activity, and (2) the fee is generally required to be applied solely to pay the cost of the regulatory activity for which it is imposed. In terms of fiscal impact to local governments and school districts, impact fees are the most significant.

**Special Assessments** – Special assessments are often used to fund major capital facility projects, such as utility infrastructure and expansion as well as general operations. As established by Florida case law, two requirements exist for the imposition of a valid special assessment: (1) the property assessed must derive a special benefit from the improvement or service provided, and (2) the assessment must be fairly and reasonably apportioned among the properties that receive the special benefit. If a local government's special assessment ordinance withstands these two legal requirements, the assessment is not considered a tax, which is levied for the general benefit of residents and property rather than for a specific benefit to property.

### **Revenues Authorized by the Legislature**

The legislature has authorized certain revenue sources for local governments through legislation providing authority for local governments to assess a tax or fee:

- *Communication Services Tax*
- *Convention Development Taxes*
- *Discretionary Surtax on Documents*
- *Fines and Forfeitures*
- *Green Utility Fee*
- *Gross Receipts Tax on Commercial Hazardous Waste Facilities*
- *Highway Safety Fees - Red Light Cameras*
- *Insurance Premium Tax*
- *Local Business Tax (Including the Panama City and Panama City Beach Merchant License Tax)*
- *Local Discretionary Sales Surtaxes*

- *Local Option Food and Beverage Taxes*
- *Motor Fuel and Diesel Fuel Taxes (Ninth-Cent, 1-6 Cents, and 1-5 Cents Local Option Fuel Taxes)*
- *Municipal Pari-mutuel Tax*
- *Municipal Parking Facility Space Surcharges*
- *Municipal Resort Tax*
- *Public Service Tax*
- *Tourist Development Taxes*
- *Tourist Impact Tax*

Some of these revenue sources are discussed below.

***Discretionary Sales Surtax*** – The discretionary sales surtax (DSS) may be adopted by Florida counties and applies to most transactions subject to sales tax, specifically on the first \$5,000 on any one item of tangible personal property. Other transactions subject to DSS are not capped. The selling dealer must collect the surtax in addition to Florida's general sales tax of 6%. The discretionary sales surtax is based on the rate in the county where taxable goods or services are delivered and ranges from a combined surtax of 0.5% to a 2.5% maximum. A few counties do not impose the surtax. The DOR distributes the discretionary sales surtax collected back to the counties that levy the surtax. Counties use these funds to help pay for local authorized projects or distribute these funds and a portion of general sales taxes among the local municipalities in revenue sharing arrangements. DSS categories include: (1) Charter County and Regional Transportation System Surtax, (2) Local Government Infrastructure Surtax, (3) County Public Hospital Surtax, (4) Voter-Approved Indigent Care Surtax, (5) Small County Surtax, (6) Indigent Care and Trauma Center Surtax, (7) School Capital Outlay Surtax, (8) Emergency Fire Rescue Services and Facilities Surtax, and (9) and Pension Liability Surtax. In accordance with Section [212.055\(2\)](#), F.S., municipalities need to review interlocal agreements with counties in local jurisdictions as to any restrictions governing category of expenditures authorized to be incurred for payment with the Discretionary Sales tax revenue proceeds (i.e., infrastructure expenditures only). DSS rates are published by the DOR on Form DR-15DSS. Currently DSS rates may be implemented or changed effective January 1 of each year and must terminate only on December 31 of a given year (with rare exceptions). DSS is only authorized by enactment or amendment by voter referendum during a general election. At least 180 days before a referendum is held, a performance audit of the program associated with the proposed surtax must be performed in accordance with Section [212.055\(11\)](#), F.S.

***Local Option Fuel Taxes*** – Levied on each gallon of fuel sold within a county's boundaries, the tax is collected by the state and remitted back to the originating county. Counties are required to share some of these proceeds with municipalities residing in the county.

***Local Business Taxes*** – Historically known as occupational license fees, but recently classified as business taxes, these taxes grant the privilege of engaging in a business or

profession within the local government's boundaries. This tax is billed annually and remitted to the local government directly.

***Fines and Forfeitures*** – Local governments are authorized to issue fines for violations of local laws, such as overdue parking or for unsafe structures, and may acquire property as a result of such actions.

### **Federal and State Grants**

Federal and state assistance programs are available to local governments for a myriad of areas, including, housing and urban development, and community development, as listed in the Catalog of Federal Domestic Assistance (CFDA) or the Catalog of State Financial Assistance (CSFA). The federal government's one stop shop for federal grants is [www.grants.gov](http://www.grants.gov). The Florida CSFA is located here: <https://apps.fldfs.com/fsaa/catalog.aspx>

### **Financial Reporting Issues**

For many entities, property taxes have traditionally been the largest *general revenue* source. In addition to ad valorem taxing authority, funds are generated from a variety of other areas. Revenues from charges for services, grants (federal, state), and contributions are known as *program revenues*. Both *general* and *program* revenues are further segmented for financial reporting purposes into two categories, governmental activities, and business type activities. Governmental activities generally refer to taxes and other intergovernmental revenues while business type activities include operations that intend to recover all or most their associated costs through user fees and charges, more closely aligned with that of commercial business enterprises.

Revenues generated by fees and charges for typical governmental services, such as public safety, transportation, parks and recreation, and economic development, are classified as *governmental activities*. Some local governments also provide essential services to their residents that are classified as *business type activities*, such as electric or water delivery, and sewer and sanitation services, or operate a civic or sports facility.

### **References**

*Local Government Financial Information Handbook*, Florida Office of Economic and Demographic Research:

<http://edr.state.fl.us/Content/local-government/reports/>

Source to find and apply for federal grants:

<http://www.grants.gov/>

*Governmental Accounting, Auditing, and Financial Reporting*

Stephen J. Gauthier, Government Finance Officers Association

Tax information for local and county officials, Florida Department of Revenue:

[Florida Dept. of Revenue - Property Tax - Local Officials \(floridarevenue.com\)](http://floridarevenue.com/FloridaDept.ofRevenue-PropertyTax-LocalOfficials)

*Florida Municipal Official's Manual*, Florida League of Cities:

<https://www.floridaleagueofcities.com/research-resources/florida-municipal-officials-manual>

*Uniform Accounting System Manual*, Florida Department of Financial Services, Bureau of Local Government:

<http://www.myfloridacfo.com/Division/AA/Manuals/UASManual-9-26-2014.pdf>

[https://myfloridacfo.com/docs-sf/accounting-and-auditing-libraries/localgov/2021-2022-uas-manual.pdf?sfvrsn=7359c98f\\_2](https://myfloridacfo.com/docs-sf/accounting-and-auditing-libraries/localgov/2021-2022-uas-manual.pdf?sfvrsn=7359c98f_2)

*Creating a Revenue Control Management Policy*, Government Finance Officers Association Best Practices:

<https://www.gfoa.org/materials/revenue-control-policy>

Accounting and Financial Reporting Best Practices:

<https://www.gfoa.org/best-practices/accounting-and-financial-reporting>

## **Section 20 – Risk Management**

### **Overview**

All organizations are subject to liability and claims from a variety of risks arising from torts, property damage, errors and omissions, injury to employees arising from unsafe conditions or hazards in the workplace, and natural disasters. Risk management encompasses identifying risks, evaluating potential losses, and ultimately planning and developing a risk management program to mitigate these risks to an acceptable level. The importance of risk management has grown steadily in recent years for various reasons, including increased use of technology and higher litigation costs.

Local governments face unique risk challenges. Unlike many business organizations, local governments provide facilities and services for all residents of a given area. Additionally, the nature of some of the services provided, such as public safety, can be considered high-risk areas, which could make obtaining adequate insurance coverage difficult or cost-prohibitive. Additionally, each community has unique risk attributes that might not be a risk area for other communities. For example, two seaside communities might exhibit similar risk profiles, except one operates a seaport facility with petroleum storage. Given the heightened awareness of terrorism on domestic soil, the seaport community would possess a very different risk profile. Consequently, a comprehensive risk management program is a vital component of a local government's administration. For some local governments, this responsibility and other insurance-related matters often falls to the finance department.

To implement a risk management program, the local government must establish written risk management policies and procedures that identify the local government's goals and individuals responsible for carrying out risk-related functions, and contain guidelines for making decisions about fundamental activities. Reviewing and updating a local government's overall risk assessment and insurance coverage can help ensure that the entity maintains the best mix of risk mitigation for the lowest possible cost to taxpayers.

### **Identifying Risks**

The first step in creating an organization-wide risk management program starts with a comprehensive risk assessment, including identifying risks to understand the sources, types, and likelihood of risk. At a minimum, exposure to risks should be identified in the following areas:

- Economic environment (market trends).
- Internal environment (attitude of individuals towards risk).
- Legal environment (laws and legal procedures).
- Operational environment (day-to-day activities).
- Physical environment (e.g., natural disasters).
- Political environment (legislative activity, elections).
- Social environment (socio-economic composition of the community).



In most cases, such an assessment already exists; however, periodic re-assessment will provide a more current and accurate risk profile, reflecting the ever-changing risk environment. The purpose of this process is to ensure that all areas of significant risk have been identified and addressed, and that insurance coverage is adequate to meet potential claims.

### **Evaluating Potential Losses**

To determine the level of coverage necessary for a given area, it is helpful to understand how the entity values particular assets. For instance, it wouldn't make sense to insure a new civic center from hurricane damages for significantly more than the cost to construct such a facility. Additionally, understanding the entity's liability profile and recent claims experience will also provide guidance on the correct level of coverage to consider. This can be accomplished by tracking the frequency and severity of claims, including such information as the number of open claims, the amount paid out, and the amount reserved.

Florida law provides most Florida local governments with some relief from liability claims. Section [768.28](#), F.S., makes it more difficult to collect on liability claims from a local government as well as setting approval and limitation terms on potential claims. If claims exceed specific thresholds (\$200,000 per individual claim/\$300,000 aggregate of all claims from common incident), the law requires approval by the Florida legislature before a claim can be paid.

### **Developing a Risk Management Plan**

Based upon a completed assessment and a thorough understanding of the local government's risk profile, a risk management plan should be developed. A wide range of solutions are available to communities to combat each community's risk exposures. These include:

- *Loss Prevention and Control* – This involves education and training to employees to raise awareness of safety issues and other workplace hazards that can result in loss. It also involves instituting routine inspection programs that detect, deter, or prevent unsafe conditions or practices that can result in accidents, theft, property damage, or other loss.
- *Risk Transfer* – This involves acquisition of insurance, either directly by the local government or requiring others to do so contractually (e.g., construction contractor). Insurance can be obtained directly by local governments through:
  - *Traditional Insurance Coverage*: Many insurance carriers provide property damage and liability coverage policies for local governments. Chances are an all-encompassing policy can be formulated for your entity. To reduce insurance company credit risks, it is advisable to deal with established A. M. Best Company rated "A" insurance companies.

- Public Entity Risk Pools: Government associations may offer members participation in a variety of risk pools, which provide the opportunity to participate with other local governments and diversify self-insurance coverage geographically.
- Self-Insurance – This involves the local government assuming the risk for the financial responsibility for all or some losses. Depending on the size of the local government and/or the assessed level of risk exposure for a given area, self-insurance can be an effective method of increasing coverage at reduced costs. Many commercial businesses and local governments currently provide self-insurance coverage or financial reserves for significant risks, such as workers compensation, property, and liability exposures. Past claims experience, premium payments, and necessary coverage levels will assist in determining whether in house coverage would be a cost-effective alternative. Self-insurance coupled with catastrophic insurance coverage for claims over a certain amount could provide the best mix of coverage for some local governments.
- Risk Avoidance – This involves a local government avoiding the provision of specific services if the risk management costs are excessive. For example, a local government may decline adding a swimming pool in a recreational area.

## **References**

*Accounting for Insurance*, Governmental Accounting, Auditing, and Financial Reporting, Stephen J. Gauthier, (2005) Government Finance Officers Association

Government Finance Officers Association, Risk Assessment Best Practices:  
[Risk Assessment \(gfoa.org\)](http://gfoa.org/risk-assessment)

*Reinsurance*, A.M. Best Company:  
<http://www.ambest.com/>

*Risk Management*, Alabama Municipal Insurance Corporation, Municipal Workers Compensation Fund, Inc.:  
<https://www.losscontrol.org/risk-management-review.html>

## **Section 21 – Strategic Planning**

### **Overview**

Strategic planning is a comprehensive and systematic management tool designed to help organizations assess the current environment, anticipate, and respond appropriately to changes in the environment, envision the future, increase effectiveness, develop commitment to the organizations mission, and achieve consensus on strategies and objectives for achieving that mission.

Strategic planning is about influencing the future rather than simply preparing or adapting to it. The focus is on aligning organizational resources to bridge the gap between present conditions and the envisioned future. While it is important to balance the vision of community with available resources, the resources available should not inhibit the vision. The organization's objectives for a strategic plan will help determine how the resources available can be tied to the future goals. An important complement to the strategic planning process is the preparation of a long-term financial plan, prepared concurrently with the strategic plan. A government should have a financial planning process that assesses the long-term financial implications of current and proposed policies, programs, and assumptions. A financial plan illustrates the likely financial outcomes of courses of actions.

Strategic planning for public organizations is based on the premise that leaders must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy their constituents in the years ahead. Effective strategies are needed to cope with changed and changing circumstances, and leaders need to develop a coherent and defensible context for their decisions. National Advisory Committee on State and Local Budgeting (NACSLB) Recommended Practices provide a framework for financial management, which includes strategic planning.

The GFOA recommends that all governmental entities use some form of strategic planning to provide long-term perspective for service delivery and budgeting.

### **Steps to Establishing a Strategic Plan:**

- Initiate the Strategic Planning Process – It is essential that the strategic plan be initiated and conducted under the authorization of the organization's chief executive (CEO), either appointed or elected. Inclusion of other stakeholders is critical, but a strategic plan not supported by the CEO has little chance of influencing an organization's future.
- Prepare a Mission Statement – The mission statement should be a broad but clear statement of purpose for the entire organization. One of the critical uses of a mission statement is to help an organization decide what it should do and, importantly, what it should not be doing. The organization's goals, strategies, programs, and activities should logically cascade from the mission statement.

- Assess Environmental Factors – A thorough analysis of the government's internal and external environment sets the stage for an effective strategic plan. A frequently used methodology for conducting an environmental assessment is a "SWOT" (Strengths, Weaknesses, Opportunities, Threats) analysis. Strengths and weaknesses relate to the internal environment, while analysis of opportunities and threats focuses on the environment external to the organization.

Local, regional, national, and global factors affecting the community should be analyzed, including: (a) economic and financial factors, (b) demographic trends, (c) legal or regulatory issues, (d) social and cultural trends, (e) physical (e.g., community development), (f) intergovernmental issues, and (g) technological change.

Also, a government should develop mechanisms to identify stakeholder concerns, needs, and priorities. Among the mechanisms that might be employed to gather such information are: (a) public hearings, (b) surveys, (c) meetings of community leaders and citizens interest groups, (d) meetings with government employees, and (e) workshops for government administrative staffs and the legislative body.

- Identify Critical Issues – Once the environmental analysis has been completed, the next step is to use the resulting information to identify the most critical issues. Issue recognition should reflect stakeholder concerns, needs, and priorities as well as environmental factors affecting the community.
- Agree on a Small Number of Broad Goals – These written goals should address the most critical issues facing the community. It may be necessary to define priorities among goals to improve their usefulness in allocating resources.
- Develop Strategies to Achieve Broad Goals – Strategies are ways to influence the environment to meet the broad goals. A single strategy may relate to the achievement of more than one goal. There should be a relatively small number of specific strategies developed to help choose among services and activities to be emphasized. Use of flowcharts or strategy mapping is encouraged in the design of strategies. To optimize the success of these strategies, opportunities should be provided for input from those who will be affected.
- Create an Action Plan – The action plan describes how strategies will be implemented and includes activities and services to be performed, associated costs, designation of responsibilities, priority order, and time frame involved for the organization to reach its strategic goals. There are various long-range planning mechanisms available to enable organizations to clarify their vision and strategy and translate them into action.
- Develop Measurable Objectives – Objectives are specific, measurable results to be achieved. Objectives and their timelines are guidelines, not rules set in stone. Objectives should be expressed as quantities, or at least as verifiable statements, and ideally would include timeframes.

- Incorporate Performance Measures – Performance measures provide an important link between the goals, strategies, actions, and objectives stated in the strategic plan and the programs and activities funded in the budget. Performance measures provide information on whether goals and objectives are being met.
- Obtain Approval of the Plan – Approval from the governing body should be obtained. This will aid in their policy and budget decisions.
- Implement the Plan – Organization stakeholders should work together to implement the plan. Moreover, the strategic plan should drive the operating budget, the capital plan, and the government's other financial planning efforts.
- Monitor Progress – Progress toward planned goals should be monitored at regular intervals. Organizations should develop a systematic review process to evaluate the extent to which strategic goals have been met.
- Reassess the Strategic Plan – Many external factors, such as the national or regional economy, demographic changes, statutory changes, legislation, mandates, and climate/environmental changes, may affect the environment and thus achievement of stated goals. To the extent that external events have long-range impacts, goals, strategies, and actions may need to be adjusted to reflect these changes. New information about stakeholder needs or results may also require changes to the plan. It is desirable to minimize the number of adjustments to longer-term goals in order to maintain credibility. However, governments should conduct interim reviews every one to three years, and more comprehensive strategic planning processes every five to ten years, depending on how quickly conditions change. Performance measure results need to be reviewed more frequently than the strategic plan.

## **References**

GFOA Best Practice – *Establishment of Strategic Plans*:

<http://www.gfoa.org/materials/establishment-of-strategic-plans>

GFOA Best Practice – Performance Measures:

<https://www.gfoa.org/materials/performance-measures>

*Strategic Planning for Public and Non-Profit Organizations*, 4<sup>th</sup> Edition by John M. Bryson

*Financing the Future Long-Term Financial Planning for Local Government* by Shayne C. Kavanagh

National Advisory Committee on State and Local Budgeting-*Recommended Budget Practices: A Framework for Improved State and Local Governmental Budgeting*

## **Section 22 – Unclaimed Property**

### **Overview**

Local governments are required to comply with the unclaimed property provisions contained in Chapter [717](#), F.S., (Florida Disposition of Unclaimed Property Act). It is critical that local governments be aware of the specific requirements applicable to them because monetary penalties can be imposed for non-compliance.

### **Requirements**

Section [717.113](#), F.S., provides that all intangible property held for the owner by any court, government or governmental subdivision or agency, public corporation, or public authority that has not been claimed by the owner for more than one year after it became payable or distributable is presumed unclaimed. Section [717.101\(14\)](#), F.S., defines intangible property to include items such as moneys, checks, drafts, deposits, interest, dividends, credit balances, customer overpayments, security deposits, unpaid wages, unused airline tickets, and unidentified remittances (list not to be considered all inclusive). Section [717.115](#), F.S., provides that unclaimed wages, including wages represented by unrepresented (i.e., uncashed) payroll checks, that have not been claimed for more than a year after becoming payable, are presumed unclaimed. Section [717.117\(1\)\(f\)](#), F.S., provides that any person or business association or public corporation holding funds presumed unclaimed and having a total value of \$10 or less may file a zero balance report for that reporting period and the balance brought forward to the new reporting period is zero. Also, Section [717.117\(1\)\(h\)](#), F.S., states that credit balances, customer overpayments, security deposits, and refunds having a value of less than \$10 shall not be presumed unclaimed.

Sections [717.117](#) and [717.119](#), F.S., require that funds or other property presumed unclaimed and subject to the Florida Disposition of Unclaimed Property Act be reported and simultaneously delivered to the DFS, the agency charged with the responsibility for administering the provisions of Chapter [717](#), F.S. Forms for such reports are available on the DFS's web site. The report is to be filed before May 1 of each year and shall apply to the preceding calendar year. The DFS may impose and collect a penalty of \$10 per day up to a maximum of \$500 for the failure of a local government to timely report information required by Chapter [717](#), F.S. (See Section [717.117](#), F.S., for the specific reporting requirements).

Section [717.117\(4\)](#), F.S., requires holders of unclaimed property, including local governments, to perform "due diligence" for accounts of \$50 and greater. Local governments must attempt to notify the apparent owners of the property being held that may belong to them. Failure to perform due diligence can also result in the local government being fined or penalized by the state.

## **Recordkeeping**

- Governments should maintain sufficient information in bank reconciliations for outstanding checks to allow identification of unclaimed property as of December 31. Such information would include issue date, check number, and amount. Information about payees (full name, address, identifying number) should also be maintained to comply with the state requirements regarding due diligence and reporting.
- If the entity plans to contact vendors, employees/former employees, or other payees of outstanding checks of less than a \$50 value to determine whether the old check should be voided and a new check issued, this process should be completed prior to one year after the date the check was issued. Once the check has been outstanding for more than one year, the entity no longer has the option to reissue the check and must report the check and remit the amount in its unclaimed property report as of December 31. Entities holding accounts or checks with an individual value of \$50 or more must use due diligence in attempting to locate the owners prior to filing the report.

## **Bureau of Unclaimed Property**

Within the DFS Division of Unclaimed Property has responsibility for the administration of Chapter [717](#), F.S. The Division has a website that contains important information including required forms, key contacts within the Division, and other relevant information to assist in complying with Chapter [717](#), F.S. DFS issues an “Unclaimed Property Reporting Instructions” manual (<http://www.myfloridacfo.com/appresources/UPMIS/HolderReporting/Reporting-Instructions-Manual.pdf>), which can be used as authoritative guidance in complying with the state’s requirements regarding unclaimed property.

## **Abandoned or Lost Tangible Personal Property**

Section [705.103](#), F.S., prescribes the procedures required for abandoned or lost tangible personal property present on public property, such as impounded or abandoned vehicles. After performing a series of required procedures, the state or local government can retain the property, trade it to another state or local government, donate it to a charitable organization, sell it, or notify the appropriate refuse removal service.

## **Helpful Suggestion**

It is also prudent practice for governments to periodically check the Bureau of Unclaimed Property’s website for unclaimed property that the State may be holding for the local government itself to claim.

## **References**

Section [705.103](#), F.S.; Procedure for abandoned or lost property

Section [717.101](#), F.S.; Definitions

Section [717.113](#), F.S.; Property held by courts and public agencies

Section [717.115](#), F.S.; Wages

Section [717.117](#), F.S.; Report of unclaimed property

Section [717.119](#), F.S.; Payment of delivery of unclaimed property

Florida Department of Financial Services:

<https://myfloridacfo.com/division/unclaimedproperty/home>



## **Section 23 – Information Technology**

### **Overview**

Information technology (IT) is most commonly used to refer to a system of computers and computer networks. IT is prevalent in local government operations of all sizes. Many government employees spend the vast majority of their workday on their computers. There are specialized software programs for just about any governmental activity or task, and large enterprise resource planning systems (ERP) that can coordinate all a government's data management needs. Employees draft correspondence on word processing software, do calculations and track management information on computer spreadsheets, and report to governing bodies with presentation software.

Employees use email, telephones, and the internet for communications, including telephony. They interface with the public through the local government's website, with other departments through fiber optic networks, and use internal and third-party secured portals for transferring money and other information.

Often these computer-assisted activities appear seamless to the users, but the computer hardware, software, networks, and processes must be installed correctly and managed properly to minimize disruptions and data loss, and to protect against unauthorized intrusion, data modification, and any other cybersecurity threats. Managing and maintaining the local government's information infrastructure is usually the responsibility of the organization's IT Department (ITD), but in small governments with no such department, it is often the responsibility of Finance.

The IT activities need support from the highest levels of the organization. Without proper funding for the maintenance of hardware, software, and the computer network, the organization risks: (1) becoming outdated, (2) data loss due to hardware failure, and (3) suffering from lack of interoperability between departments and other agencies.

### **Responsibilities of the Department**

The ITD should provide a collaborative relationship with all departments by facilitating the identification of appropriate technology and assisting in the training and implementation of that technology. Written policies and procedures should be developed in all key IT areas. Goals and responsibilities of employees who oversee IT activities in the organization, may relate to the following areas:

- IT Management
- IT Hardware and Software Procurement
- Network Administration
- Application Installation/Development, Support, and Change Management
- Business Development
- Security

Following is a description of the duties with best practices in each of these areas.

- 1. IT Management** – The IT Director or Manager oversees IT initiatives to ensure that all technology-related projects run smoothly and align with overall organizational policy. He/she performs strategic planning and recommends action for technology-related improvements.

*Best Practices:*

- Nurture a relationship with the organization's chief executive.
- Stay abreast of new developments in this ever-changing industry through conferences, publications, and blogs.
- Do not reinvent the wheel – see what others are doing.
- Establish and receive feedback from a user steering group.
- Work with departments to identify and prioritize critical business processes and services.

- 2. IT Hardware and Software Procurement** – These ITD employees manage the acquisition and replacement of technology-related hardware, software, or services. They troubleshoot equipment errors and failures and handle the disposition of the equipment at the end of its useful life.

*Best Practices:*

- Acquire technology that aligns with organizational needs.
- Standardize hardware and software (including upgrades and options) to minimize incompatibility and maximize cross-agency usage.
- Centralize purchasing in IT to avoid duplication and encourage technical considerations.
- Maintain detailed, up-to-date inventory records for all computer hardware with identification numbers, and software with required software licenses.
- Over-write hard drives before discarding computer equipment.

- 3. Network Administration** – Here, the ITD employees manage the organization's technology backbone, i.e., its data servers and networks. They design, implement, and maintain server and network configurations, routing protocols, and storage environments. They monitor usage and loads, and implement programs to minimize system downtime. They coordinate system backup, storage, and retrieval systems. They facilitate the organization-wide design and test of disaster recovery and business continuity plans.

*Best Practices:*

- Develop network documentation and network change authorization procedures.
- Assign unique ID's for all users, including administrators.
- Institute system redundancies.

- Maintain an inventory of information assets (i.e., data) that classifies the data according to sensitivity and identifies where the data resides.
- Understand applicable laws and regulations surrounding the data (i.e., confidentiality requirements, sunshine laws, etc.).
- Protect inter-facility networks with a Virtual Private Network (VPN) that requires an encrypted connection.
- Consider record retention and Sunshine Law requirements.

### Network Access

- Work with departments to establish new user access profiles commensurate with job responsibilities.
- Limit access to dangerous or inappropriate web sites.
- Monitor your systems (establish baselines, watch trends, intrusion detection systems, security incident logs, etc.).

### Backups and Contingency Plans

- Backup regularly and test restores. Store backup media off-site (or the cloud).
- Develop a disaster recovery plan and perform training runs.
- Develop a security incident response plan.

- 4. Application Installation/Development, Support, and Change Management** – These ITD employees work with end users and customers to develop system needs and specifications. They research, develop/acquire, and install new software for end users. They coordinate software training and support, troubleshoot technical issues, and fine tune applications for users. They implement software updates including bug fixes, patches, enhancements and customized options.

### *Best Practices:*

- Prohibit user software installations (installations done by IT).
- Establish and maintain a relationship with vendor support departments.
- Design Go-Live plans for major software installations.
- Coordinate adequate training on new software.
- Use an automated deployment system and log the timely installation of all software updates, patches, changes, etc.
- Use audit trails to detect unapproved changes.
- Implement change management processes that require authorization and testing.

- 5. Business Development** – These ITD employees develop databases and applications that pool, extract, and analyze data for management insight and use. They use tools like SQL databases to manage the organization's data and produce reports.

### *Best Practices:*

- Understand user needs and data characteristics.
  - Based on user needs, maximize efficiency through re-use of applicable and supported systems.
- 6. Security** – These ITD employees design, communicate, and enforce policies and procedures to mitigate risk from internal and external data breaches and cyberattacks. They remain abreast of changes in rules and regulations pertaining to cybersecurity. They develop and implement security incident management plans. They ensure protection of private data (e.g., bank account information, social security numbers, etc.) when it resides in the organization's systems. Securing data means securing the confidentiality, integrity, and availability of the data. There is a happy medium between security and convenience.

### *Best Practices:*

#### Physical Controls

- Establish physical controls (guards, gates, cameras, and/or locks, etc.) in buildings and server rooms.
- Make sure server areas have appropriate environmental protection such as smoke detectors, fire alarms and extinguishers, and uninterrupted power supplies.

#### Network Security

- Add a firewall between the internet and the network, and ensure it is monitored and updated. Ensure that access to the firewall or router is password protected.
- Employ website filters and scans.
- Utilize a centrally-managed anti-virus system with regular automatic updates.
- Install intrusion prevention systems and/or anti-malware software (e.g., ransomware or multi-factor authentication (MFA)) to minimize system criminal attacks.
- Draft incident management policies and procedures (to prevent an incident from becoming a disaster).

Perform vulnerability scans or penetration testing (or outside security audit). Institute procedures for encrypting proprietary information.

#### Banking and Customer Interfaces

- Only transfer private data over secure networks, e.g., VPN's with appropriate encryption technology.
- Use wired networks only for banking transactions and online access.
- Use Payee Positive Pay and "dual authorizations" and/or build layered-defense mechanisms for online banking transactions.

- Monitor bank activity daily.
- Carefully check ACH/direct deposit authorization forms and change requests and verify them with authorized vendor representatives by telephone to minimize fraud risk.

Ensure systems are in compliance with banking institution's compliance requirements, including PCI compliance for merchant services.

### End Users

- Provide user security education and awareness training.
- Remove/change default passwords.
- Require complex passwords for all users, changed regularly. Consider the need for multifactor authorization.
- Remove access credentials at an employee's termination or transfer.
- Institute relatively short session time-outs.
- Limit/control super user privileges and the use of shared accounts.

Perform periodic reviews of user access for segregation of duties conflicts.

Ensure the organization's policies and procedures are in compliance with federal, state and local legislation pertaining to cybersecurity including Section 112.22, F.S. (recently created by Laws of Florida Chapter 2023-32), which requires governments to block all prohibited applications on any government-issued devices.

- In Florida, Section [282.318](#), F.S., also known as the "State Cybersecurity Act", sets forth the standards and processes for assessing state agency cybersecurity risks and determining appropriate security measures.
- Although Section [282.318](#), F.S., does not specifically apply to local governments, some of the requirements constitute good business practice voluntary measures to mitigate cybersecurity risks.
- Section [282.318](#), F.S., was amended in 2022 (Laws of Florida Chapter 2022-220 / HB 7055). Key amendments to Section [282.318](#), F.S., include, but are not limited to, requirements for State agencies to:
  - Report cybersecurity and ransomware incidents.
  - Provide cybersecurity training.
  - Require after-action and other reports.
  - Prohibit certain entities from paying or otherwise complying with ransomware demands.

### Security – Defense in Depth

Defense-in-depth refers to the implementation of multiple layers of security to protect data, networks, and systems. Building successive layers of defense mechanisms can reduce the risk of a successful attack by someone with malicious intent. There is no

single control that can be used to adequately protect against sophisticated threats. A combination of controls is needed.

### **Size of the Department**

The size of an ITD should be proportional to the size of the organization. The more users and data on the information infrastructure, the more individuals are needed to manage those users and data. In a small organization, one qualified individual may be able to handle all the above responsibilities. Lacking a qualified individual, the organization can retain an outside consultant or utilize managed services, but should do so under a carefully written contract. A benefit of using an outside consulting firm may be access to individuals with varied experiences in the above areas.

### **Finance Involvement**

The organization's finance team should understand the IT operations, whether or not there are IT specialists on the organization's team. A background in IT is not necessary to ask questions about key IT internal controls and understand the answers. Extensive IT knowledge is not necessary to perform extensive procedures (e.g., review documents or reports) that can corroborate these answers. The finance team should work with IT to develop and fully test all financial reports. An evaluation of the financial software systems should be a component of the annual external audit.

### **References**

Fiber Optics:

<https://citiesspeak.org/2018/06/05/small-cities-use-fiber-infrastructure-to-decrease-digital-divide/>

Florida League of Cities:

<https://floridaleagueofcities.com/social-media>

Florida Local Government Information Systems Association:

<http://www.flgisa.org>

Florida Municipal Communicators Association (for government in the sunshine):

<http://fmcaonline.com/training/social-media/>

Free Cyber Self-Assessment Checklist:

<https://www.glatfelterpublicentities.com/Portals/0/Cyber-Self-Assessment.pdf>

Manual – IT Governance and organization self-assessment:

<http://www.osc.state.ny.us/localgov/pubs/lgmng/itgovernance.pdf>

Security Training:

<https://www.cisecurity.org/>

Spiceworks Best Practices and General IT Forum:

<https://community.spiceworks.com/best-practices?crumb=true>

## **Section 24 – Grants**

### **Overview**

Grants are an attractive source of funding for local governments to fund programs and services when other sources of revenue are declining or otherwise unavailable. Grants that are received from other governmental entities and/or private foundations often have specific compliance rules along with specialized reporting requirements. It is the responsibility of both the Grants Manager and Finance personnel to ensure that all requirements are met. If the specific requirements are not met, negative consequences could occur. It is recommended that grant recipients not only have a grant policy in place, but also procedures for grant administration, internal controls for grants, and establish a grants administration oversight committee.

### **Grants Policy**

Since grants often commit a government to financially maintain a program or asset after the grant period, a grants policy should have been adopted and implemented prior to applying for a grant. The GFOA has issued a best practice, “Establishing an Effective Grants Policy”, which outlines what the policy should contain. The policy should contain the following components: (1) grants identification and application, (2) strategic alignment, (3) funding analysis, (4) evaluation prior to renewal or grant continuation, and (5) administrative and operational support.

### **Post Grant Award**

According to the GFOA’s best practice on Grants Administration, local governments should develop processes that establish awareness that grants come with specific and significant requirements and that this awareness should be maintained throughout the life of the grant. On many occasions both the Grant Manager and Finance Manager work together to ensure the efficiency of grant administration. In smaller governments, these are often combined.

Many procedures of grant management and finance management overlap, such as developing procedures for cash management, record keeping, audit requirements, reporting requirements, and communication with grantor agency and in-house personnel.

One important aspect of grant administration is the development of proper internal controls. The GFOA has a recommended best practice on Internal Controls for Grants which ensure that the grant resources are being utilized effectively and efficiently, assets purchased or developed with the grant resources are being safeguarded properly and the grant resources are being utilized in compliance with appropriate laws and



regulations. A resource to aid in the development of those internal controls is the Committee of Sponsoring Organizations (COSO), and the Internal Control-Integrated Framework which includes: Control Environment, Risk Assessment, Control Activities, Information, Communication, and Monitoring.

To aid in complying with all the complex requirements some grant programs set forth, the GFOA has recommended the establishment of a Grants Administration Oversight Committee. The issued best practice outlines who should be a member of the committee and its duties. This recommendation is made so that a local government does not experience the negative consequences of not complying with all of the conditions and requirements of a grant from acceptance to expiration.

### **Audit Compliance**

The OMB has published Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. The GFOA has issued a best practice recommendation on OMB Uniform Guidance that state and local governments need to take appropriate steps to ensure that they comply with the Uniform Guidance.

The Yellow Book is another source of auditing standards published by the GAO. Some grant programs, due to the amount of the grant award, will require a single audit to be performed. As of 2020, the audit threshold amount is \$750,000. However, some grants may have specific language that require an audit regardless of any dollar threshold.

The Florida Single Audit Act, Section [215.97](#), F.S., establishes state audit and accountability requirements for state financial assistance provided to non-state entities. The Legislature found that while federal financial assistance passing through the state to non-state entities was subject to mandatory federal audit requirements, significant amounts of state financial assistance was being provided to non-state entities that was not subject to audit requirements that paralleled federal audit requirements. Accordingly, the intent of the Florida Single Audit Act is that state audit and accountability requirements, to the extent possible, parallel the federal audit requirements. The audit threshold amount is also \$750,000.

### **References**

GFOA Best Practice – Internal Control Grants:  
<https://www.gfoa.org/materials/internal-control-for-grants>

GAO Auditing Standards:  
<https://www.gao.gov/assets/700/693136.pdf>

GFOA Best Practice – Grants Administration:  
<https://www.gfoa.org/materials/grants-administration>

GFOA Best Practice – Establishing Effective Grants Policy:

<https://www.gfoa.org/materials/establishing-an-effective-grants-policy>

GFOA Best Practice – Establishing a Grants Administration Oversight Committee:

<https://www.gfoa.org/materials/establishing-a-grants-administration-oversight-committee>

Committee on Sponsoring Organizations:

<https://www.coso.org/SitePages/Home.aspx>

Florida Department of Financial Services Single Audit:

<https://apps.fldfs.com/fsaa/>

Florida Administrative Code:

<https://www.flrules.org/>

U.S. OMB Uniform Guidance:

[https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200\\_main\\_02.tpl](https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl)

Florida Single Audit Website:

<https://apps.fldfs.com/fsaa/>



# Florida Government Finance Officers Association, Inc.

## 2023-2024 Local Chapter President

### Sub-Committee Agenda Item

2023-2024

#### CHAIRPERSON

Jamie Roberson

#### Board Liaison

Frank DiPaolo

#### STAFF LIAISON

Karen Pastula

#### MEMBERS

Tameka Blake

Melissa Burns

Teri Butler

Cormac Conahan

Kevin Greenville

Wendy Khan

Diane Reichard

**Meeting Date:** October 18, 2023

**Title of Item:** Committee Update

#### **Executive Summary, Explanation or Background:**

The committee successfully recruited members to represent the Florida First Coast, Southwest Florida, and Space Coast Chapters. Our committee meeting on Monday, September 25, 2023, centered on strategies for revitalizing these chapters, with a specific focus on the following updates:

#### **Southwest Florida Chapter Update**

Prior to our committee meeting, we initiated contact with former President, Cyndi Emshoff, to assess the chapter's status. Following discussions and correspondence with FGFOA President, a meeting was convened during the first week of September. In preparation for this meeting, there was a call for nominations, and there was a promising response from the membership. Consequently, a new board was appointed, and we are pleased to announce that Ad-Hoc Committee member, Kevin Greenville, is the new chapter President.

#### **Florida First Coast Chapter Update**

FGFOA President Frank DiPaolo recently initiated a call for nominations for the Florida First Coast Chapter on Thursday, October 5, 2023. Furthermore, the FGFOA is hosting an event in the Jacksonville area scheduled for November 3, 2023. Invitations for this event were sent out on Friday, October 6, 2023. Currently, we have 10 members registered for the event. Detailed information can be found in the attached flyer.

#### **Space Coast Chapter Update**

The committee is actively collaborating with committee member, Teri Butler, who is located in the Space Coast Chapter area. Our objective is to facilitate the resumption of networking and activities that members in that region have traditionally enjoyed. This will be our primary focus in the next few months.

We extend our sincere appreciation to all committee members for their unwavering commitment to this important cause.

#### **Recommended Action:**

For review and approval (or just review, for information, etc.)

Jamie Roberson

Name

October 5, 2023

Date

**Florida Government Finance Officers Association, Inc.**  
**2023-2024 Strategic Communications**  
**Committee Agenda Item**



**2023-2024**

**CHAIRPERSON**

Shannon Ramsey-Chessman

**BOARD LIAISON**

Kelly Strickland

**STAFF LIAISON**

Karen Pastula

Jill Walker

**MEMBERS**

Dale Abram

Julie Dowe

Judy Fleurimond

Baldemar Fonseca

Linda Howard

Olga Rabel

Allison Tesla

**Meeting Date:** October 18, 2023

**Title of Item:** Committee Update

**Executive Summary, Explanation or Background:**

No action has been taken at this time.

**Recommended Action:**

None

**Shannon Ramsey-Chessman**

Name

**October 13, 2023**

Date

Florida Government Finance Officers Association, Inc.  
2023-2024 Strategic Communications  
Committee Agenda Item



2023-2024

**CHAIRPERSON**

Shannon Ramsey-Chessman

**BOARD LIAISON**

Kelly Strickland

**STAFF LIAISON**

Karen Pastula

Jill Walker

**MEMBERS**

Dale Abram

Julie Dowe

Judy Fleurimond

Baldemar Fonseca

Linda Howard

Olga Rabel

Allison Tesla

**Meeting Date:** October 18, 2023

**Title of Item:** Annual Conference Awards program

**Executive Summary, Explanation or Background:**

A verbal report will be given.

**Recommended Action:**

None

*Shannon Ramsey-Chessman*

Name

October 13, 2023

Date

[illegible]

**NEXT MEETING:**

January 12, 2024, at 9:00 am, location TBD

[illegible]