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# TELLING THE STORY BEHIND THE NUMBERS





“Numbers are at the core of a public finance officers' job, and a big part of that is communicating those numbers to other people. The challenge is that numbers are not a first language for many people in the finance officer’s audience”.

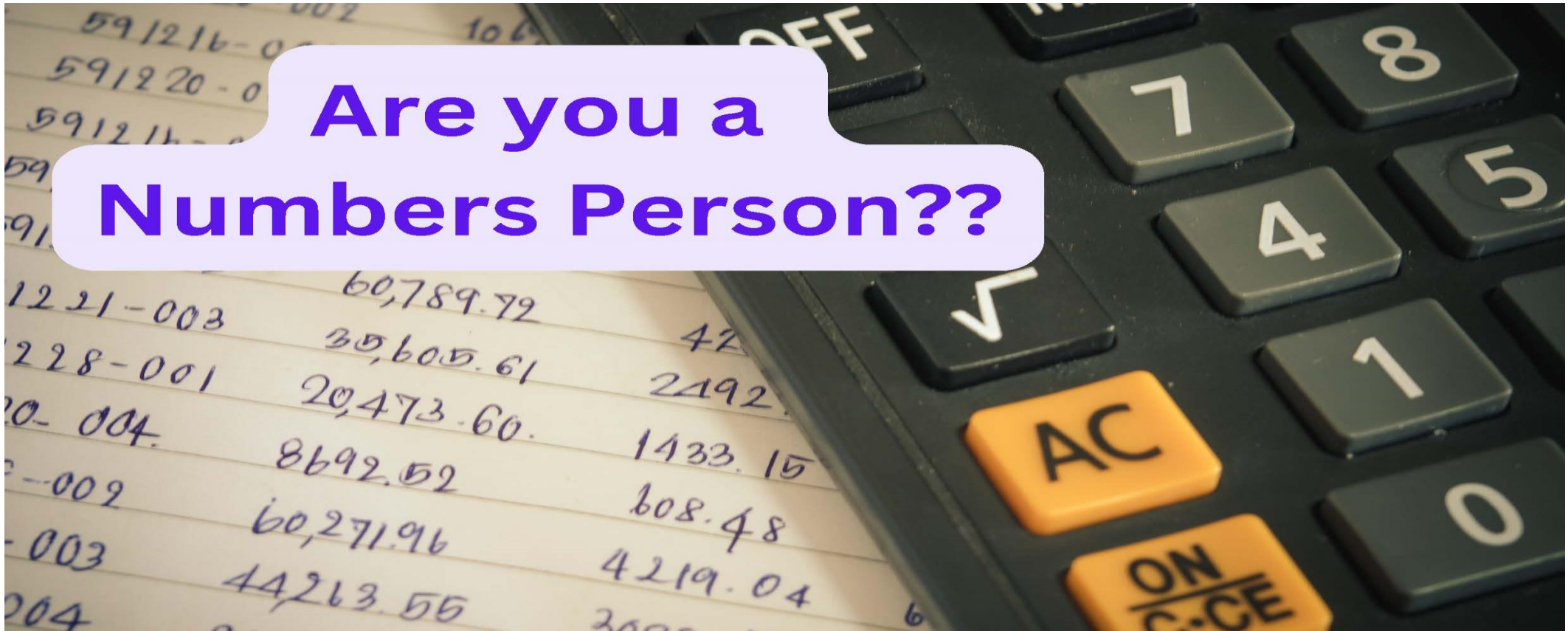
Fiscal Fluency Made Easy, by Shayne Kavanagh

“We do hard, often painstaking work to generate the right numbers to help make good decisions – but all that work is wasted if those numbers never take root in the minds of decision makers.”

Making Numbers count by Chip Heath and Karla Starr



**Are you a  
Numbers Person??**







**Liabilities and Equity**

**Current Liabilities**

Accounts Payable	100,729
Accrued Liabilities	58,763
Line of Credit	84,000
	<hr/>
	243,492

Equipment Loan (10,000)

Other Long-term Liabilities	225,379
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	215,379

**Total Liabilities** 458,871





## Types of Communication Barriers



**Physical  
Communication  
Barriers**



**Emotional  
Communication  
Barriers**

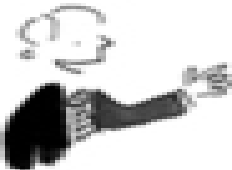


**Language  
Communication  
Barriers**



# Telephone Game

MAYBE BLUE WOULD WORK EVEN BETTER THAN GREEN



HE SAYS BLUE IS BETTER THAN GREEN



HE SAYS TO CHANGE IT TO BLUE



SHE INSISTS ON KEEPING IT GREEN



SHE SAYS GREEN IS BETTER THAN BLUE



BUT GREEN TESTED SO MUCH BETTER THAN BLUE



## Why is it Important to Put Words with the Numbers

- **The 5 C's**
  - **Consideration/Clarification**
  - **Conversation**
  - **Collaboration**
  - **Culture**
  - **Competence**





- **Consideration/Clarification – having enough detail to be able to access and make decisions**

**Solid Waste requests a Roll-Off Dump Truck**

**\$82,575**

**2 Full Time Staff**

**Annual Salary - \$36,400 x 2**

**Total Request \$155,375**

# Employee Cost Sheet

Requested Position Title	Solid Waste Operator		
<b>Personal Services</b>			
Base Annual Salary	\$ 36,400.00		
FICA	\$ 2,784.60	FICA 7.65%	FRS Plan Estimate
FRS	\$ 4,939.48	Estimates: Regular 13.57%	13.57%
		Special Risk 32.67%	
		Senior Mgt 34.52%	
Health Insurance	\$ 22,334.00	(highest rate)	
Dental Ins	\$ 275.00		
Life Ins	\$ 50.00		
<b>Total Personal Services</b>	\$ 66,783.08	\$ 133,566.16	
<b>Operating Expenses</b>	Always round up to nearest dollar		
40.00 - In State Travel			
40.13 - Out of State Travel			
41.30 - Land Line Phone			
41.50 - Cell Phone			
52.00 - Computer/Desk/Chair			
52.23 - Fuel for vehicle	\$ 2,500.00		
52.70 - Uniforms/shirts/boots	\$ 500.00		
54.00 - Subscriptions/Memberships			
54.80 - Microsoft License/City works License	\$ 100.00		
55.00 - Training	\$ 1,000.00		
<b>Vehicle Request</b>	Dept. to get amounts from Fleet		
Pool Vehicle	No Cost		
Assigned Vehicle			
46.10 - Vehicle Parts Charges	\$ 300.00		
46.11 - Vehicle Labor Charges	\$ 1,500.00		
46.12 - Commercial Vehicle Repair Charges	\$ 500.00		
64.00 - Initial Vehicle Purchase	\$ 82,575.00		
<b>Total Operating</b>	\$ 88,975.00		
<b>Total Personal Services &amp; Operating Year 1</b>	\$ 222,541.16		



➤ **Consideration/Clarification**

➤ **Departmental Cost Consideration - \$155,375**

➤ **Actual Cost Consideration - \$222,542**

➤ **Variance - \$67,167**



- **Conversation – to vocalize ideas and strategies**
  
- **Must have Clear Communication to Build Trust**
  - **What strategies need to be established**
  - **What are the funding sources**
  - **What performance goals aren't being met**



# **Solid Waste and Resource Recovery**

5620 NW 120<sup>th</sup> Lane  
Gainesville, FL 32653  
352-374-5213

[www.AlachuaCountyRecycles.com](http://www.AlachuaCountyRecycles.com)

# **Business Plan**

**Fiscal Years 2021-2025**





- **Collaboration – Working together to contribute expertise for the benefit of a shared objective.**
- **Ensuring Key People are on Board**
- **Provides Accuracy in the Numbers**
- **Creates a Network of Connections**
- **Point out Possible Pitfalls or Risks**



- **Culture – is the organizations beliefs, values and attitudes and how they influence staff and citizens.**
- **Know the Audience to Frame the Story**
- **Know the Political Environment at the Time of to Story**
- **Be Able to Overcome NIMB – Not in My Backyard**



- **Competence – having the story all put together to show the audience how it all works together.**
- **The Story must**
  - **Educate**
  - **Inform**
  - **Receive Feedback**
  - **Make Decisions**
  - **Build Consensus**





Now on to How to...

**CREATE  
YOUR OWN  
STORY**



## **How to Create the Story Behind the Numbers**

- **Routine Departmental Meetings**
  - **Monthly for High Volume or Highly Political Programs**
  - **Quarterly for All Others**
  - **Change in Frequency depending on Budget Cycle or Political Environment**
  - **Make Sure the Right People are at the Table**



➤ **Prioritize Needs versus Wants**





- **Explain the Why**
  - **Of the Departmental Needs**
  - **For Plans to Optimize Efficiency**
  - **For Plan to Expand Services**
  
- **Come to a Common Understanding**
  - **Sharing the Same Story**



➤ **The Story**

**Solid Waste Requests a Roll Off Truck and Two Staff**

**Total Cost \$222,542 or \$2.26 per Household**

**Net Results**

**Reduced Overtime**

**Increased Employee Moral**

**Increase Movement of Trash**

**Increase Service to Citizens**



## **Tips**

- **Block Time with Key Stakeholders**
- **Ask Why, Over and Over**
- **Utilize Forms to Standardize Information**
- **Use Simple, Familiar Comparisons**
- **Convert Abstract to Concrete**



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