

**SAN JOSE STATE UNIVERSITY**

**PADM 218**

**Public Budgeting**

**Fall 2009, Wednesdays, 6:00 p.m. to 8:45 p.m.**

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**Office Hours: Wednesday 5:30 p.m.-6:00 p.m. or by appointment**

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**Summary**

Preparing and managing a budget in the public sector is increasingly complex and vitally important. The budget is how one implements the policy objectives of the community as represented by the elected officials. A public agency's budget communicates priorities and values of the organization.

This class will provide the participants with the basics of preparing a budget as well as an overview of the challenges facing public organizations in being as efficient and effective with the public's money as possible. We will learn about budgeting from the perspective of elected officials, school districts, special districts, and the state.

The participants will also have an opportunity to learn innovative approaches to addressing the challenges of public sector budgets. Finally, you will participate in a team focused on a real budget issue and work together to look for solutions to the issue.

**Student Learning Objectives**

On successful completion of this course, students will:

- Know the fundamentals of budget preparation and management
- Learn important questions to ask when analyzing a budget
- Learn the current and future fiscal situation facing state and local government
- Learn some actions government can take to address these fiscal realities
- Gain some practical experience in helping resolve a current budget issue
- Learn how to integrate performance measures with a budget

### **Class Format**

This is a graduate class. I respect the experiences, skills and abilities each student brings to the sessions. The primary format for the class sessions is discussion. Students are expected to complete assigned readings and actively participate during class discussions. Active participation is essential to insure maximum benefit for all members of the class. Guest speakers from local government organizations will occasionally be invited to speak to the material being covered.

Teams will get an opportunity to present their solutions to real budget problems. This will be in writing and with a verbal presentation. We will select the issues and the teams early in the semester. There will also be a final exam.

### **Required Texts:**

Wood, Len, *Little Budget Book*, Second Edition, Training Shoppe, published 2000

Osborne, David and Hutchinson, Peter, *The Price of Government*, Basic Books, published 2004

Additional readings will be assigned, some of which are available on the internet

### **Evaluation:**

Student performance will be based on the following criteria:

- Class Participation (20 %)
- Written and Oral Presentation on Budget Issue (40%)
- Evaluation of Budget Award applications (15%)
- Final Exam (25%)

A=Outstanding B= Good C=Satisfactory D=Unsatisfactory F= Did not pass

### **Academic Integrity:**

Your own commitment to learning, as demonstrated by your enrollment at SJSU, and the University's Academic Integrity Policy require you to be honest in all your academic course work. Faculty members are required to report all infractions to the Office of Judicial Affairs. The policy on academic integrity can be found at: [http://sa.sjsu.edu/student\\_conduct](http://sa.sjsu.edu/student_conduct)

### **ADA Accommodation:**

“If you need course adaptations or accommodations because of a disability, or if you need special accommodations in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities requesting accommodations must register with DRC to establish a record of their disability.”

### College Policies

- Students are responsible for understanding the policies and procedures about adds/drops, academic renewal, withdrawals, incompletes, classroom behavior and other policies described in the catalog. Please read your catalog thoroughly.
- A library liaison will be available.
- The evacuation plan for the classroom will be reviewed during the first class.

### Class Schedule and Reading List:

#### **August 26, 2009**

Introductions, review of syllabus and class requirements

Complete self-survey

In class reading – “Alabama Area Reeling in Face of Fiscal Crisis” New York Times, August 1, 2009

DVD of a budget presentation and DVD of budget decision-making

#### **September 2, 2009**

Class Seminar: Budget Basics – Part 1

- Why have budgets
- Eight budgeting trends
- Four budget principles
- Twelve budget elements

Determine case studies and teams

Reading Assignment: Wood, pages 1-34

Guest Speaker – Cupertino City Council Member Dolly Sandoval - An elected official's perspective on budgets

#### **September 9, 2009**

Class Seminar: Budget Basics – Part 2

- Budget preparation

Reading Assignment: Wood, pages 35-78; Larry Lisenbee's 28 budget balancing ideas

Guest Speaker: Larry Lisenbee, retired Director of the San Jose City Manager's Budget Office – What makes a good budget submission, operating and capital budgets

#### **September 16, 2009**

Class Seminar: Budget Basics – Part 3

- Budget preparation continued and budget analysis

Reading Assignment: Wood, page 79-108

#### **September 23, 2009**

*(meet at Cupertino City Hall)*

Class Seminar: Budget Basics – Part 4

- Budget analysis continued
- Budget application evaluation

Reading Assignment: Wood, 109-171

Guest Speaker –Rick Haussman – Chief Business Officer, Cupertino Union School District –  
Public School Financing and Budgets

**September 30, 2009**

Class Seminar: Budget Basics – Part 5

-Complete our discussion of Wood

Guest Speaker – David Knapp, City Manager, Cupertino, -Fiscal realities facing local  
government

**October 7, 2009**

Class Seminar: Performance Measurers and Budgets

Reading Assignment: Camille Cates Barnett and David Atteberry, “Getting Results Managers  
Like”.

Guest Speakers – Mariah Dabel, Senior Analyst, City of San Jose Budget Office – Fundamentals  
of Performance Measures

**October 14, 2009**

Class Seminar: The Fiscal Realities facing State Government

-Revenue realities

-Expenditure realities

Osborne and Hutchinson, pages 1-40

**October 21, 2009**

Class Seminar: Budgeting for Results, a new approach - Part 1

-Setting priorities

-Smart sizing

Reading Assignment: Osborne and Hutchinson , pages 41-145 and

Public Policy Institute of California, “California Budget”

Guest Speaker – John Laird, former chair of the Assembly Budget Committee and current board  
member of California Integrated Waste Management System

**October 28, 2009**

Class Seminar: Budgeting for results – Part 2

-Smarter spending

Reading Assignment: Osborne and Hutchinson – pages 149-226

Guest Speaker – Jim Ortbal, chair San Jose City Manager’s Beyond Budget Cuts team

**November 4, 2009**

Class Seminar: Budgeting for Results – Part 3

-Smarter management

-Smarter leadership

Reading Assignment: Osborne and Hutchinson, pages 227-33

Guest Speaker – Cindy Chavez and Bob Brownstein, South Bay Labor Council

**November 11, 2009**

*Veteran's Day – Campus Closed*

**November 18, 2009**

Class Seminar: Budgeting for Results – Part 4

-Complete discussion

-Role of the public in the budget process

Reading: Deepening Democracy

Guest Speaker – Terry Amsler– Role of the public in the budget process

**November 25, 2009**

*Thanksgiving holiday no classes held after 5 pm*

**December 2, 2009**

Presentation of Budget Case Studies

**December 9, 2009**

Presentation of Budget Case Studies

Summarize key themes of class

Turn in final paper

Pass out final exam

**December 16, 2007**

Turn in final exam

Evaluate class