• National Conference of State Legislatures (NCSL), available at http://www.ncsl.org/.

procedural compliance, and the other key actors in the budget process. Describe the budget process/ calendar and decision-making for your organization(s). Also, summarize the organizations' major revenue sources, financial systems, and community/ network context. What major budgeting or financial issue does each organization face? For what purposes and in what perspective does each organization prepare its budget?

Access and carefully read the Key and Lewis ejournal readings, and chapter 2 in the text. Apply **any two** of these readings to your organization(s') practices. How well do the questions and issues raised in each reading apply to the field practices in your organization? Compare and contrast the two readings against each other.

Out of your descriptions, analysis and comparisons identify a theme or primary argument for your essay. Write to this theme throughout the essay.

Include an introduction and conclusion in your essay.¹ The introduction should include a clear issue or thesis sentence, and some form of an organization/ structure sentence.

Maximum length for your essay is about four (4) pages. Please use APA style (no cover sheet needed), double-space your work, and include citations for all sources. Upload this assignment to the Canvas Assignments upload We will share your learning in a small group exchange during the week 2 class. Bring either a paper copy of your essay, an electronic version on your device, or talking notes to support your discussion.

. Local governments and nonprofit organizations must often clearly segregate

students should present oral information accurately, clearly, concisely (CLO5). You will present a 10-minute power point presentation and submit the project. This assignment must include budget process, review of

Mapping Assessments to CLOs, PLOs, & ULGs in PADM 218				
Assessment	Course Learning Outcomes	Program Learning Outcomes	University Learning Goals	
Review Project				

Grade Values

A plus	97 and above
А	94-96.99
A minus	90-93.99
B plus	87-89.99
В	84-86.99

"Success in this course is based on the expectation that students will spend, for each unit of credit, a minimum of 45 hours over the length of the course (normally three hours per unit per week) for instruction, preparation/studying, or course related activities, including but not limited to internships, labs, and clinical practice. Other course structures will have equivalent workload expectations as described in the syllabus."

PADM 218 Public Budgeting, Fall 2019

	Date	Topics, Readings, Deadlines, Assignments
		Actor Governance-Risk and Confidence
		Budgeting in Context with Financial Cycle
		Incrementalism from a Base Budget
		Actor Behaviors: Fair Share
		5. Budget Actors
		Organizational Budget Actors
		 In-class exercise Budget Actor Perspectives and Behaviors
		6. Community Network Structures & Actors
		Network lead organizations
		 Network Administrative Organizations
		Readings Due:
		: Morgan et al. Teaching Case: Drastically Falling Revenues, Chapter 1, 4 & 5;
		Lewis, Verne B. (1952). Toward a Theory of Budgeting.
		12 (1 Winter), pp. 42-54.
		: Forsythe: Intro and Memo 1;
		Deadlines: Organizational Essay Due; Completion of Canvas Personal Profile; Confirm
		Staff Groups
		Assign: N/A
3	Sep 10	Topic: Budget Revenue (Slide Modules 6A, 6B, 6C, 8A, 8B)
		1. Class Discussion on End of Term Budget Project
		2. Discuss Organizational Profile Essays
		3. Revenue Sources Define a Public Budget: A. Overview
		Overview of Local Government Revenues—Multiple Sources
		Taxes Charges & Face for Services
		Charges & Fees for Services
		Permits & Licenses
		Intergovernmental Revenues & Transfers
		Grants and Contracts
		Revenue Diversity & Sustainability
		Business Cycle Context
		B. Sufficiency of Government RevenuesAnthony Downs
		 Public Acceptance of Taxation
		C. Nonprofit Revenues: Accessing Community Wealth
		Nonprofit Revenue Sources
		 Funding the Community and its Provider Network
		 Tax Expenditures
		 Organizational Foundations/ Hospital Foundations (Text Exhibit 16.1)
		4. In-Class Exercise: Identify Line-item Revenues
		5. Introduce and In-Class Work Session Exercise 9.1
		Readings:
		Morgan et al: Chapters 6 & 8; Oregon DOR Ch. 6 & 7; (Bailey & Gjertsen 13-
		17; or Aiena, Revenue Discussion)
		: Mikesell Chapters 8-12; Forsythe: Memo 2
		Deadlines: N/A
		Assignments: Exercise 9.1 Budget Fund Revenue Sources
4	Sep 17	Topic: Budget as Technical & Strategy Tool

Topics, Readings, Deadlines, Assignments

Funds

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- 2. Revenue and Financial Forecasting
 - Financial Planning & Sustainable Budgeting
 - Financial Forecasts for Revenues & Expenditures
- 3. Sidebar: Revenue Forecasting in California:

Revenues will be short: https://www.sacbee.com/news/politics-government/capitolalert/article77469787.html

Revenues exceeded expectations:

https://www.sacbee.com/news/politics-government/capitol-alert/article224239660.html 4. Review and Discussion:

Accounting Roots of Budgeting: Basic Terms and Concepts

Budget and Accounting Funds

BudFios

Week	Date	Topics, Readings, Deadlines, Assignments
5	Sep 24	City of Beaverton. Budget Committee. http://www.beavertonoregon.gov/index.aspx?NID=281 Deadlines: N/A Assignments: Exercise 9.1 Budget Fund Revenue Sources N/A Topic: Federal Governmental Structures & Institutions 1. Class exercise- Please bring your laptop Fix the Federal Budget: Today, you're in charge of the nation's finanEcs 01 (). (t) 4 (t) S1 (g) -1 (n -4 ()112 Tc 45 0] 1 (-1 ()112

Week	Date
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Topics, Readings, Deadlines, Assignments

: Mikesell Chapter 6

GFOA Balanced Budget: Incremental or New Trend? http://www.gfoa.com/balanced-budget-its-not-just-about-cuts GFOA Budgeting for Salaries & Wages: http://www.gfoa.com/effectivebudgeting-salary-and-wages Week Date

Week	Date	Topics, Readings, Deadlines, Assignments
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Week Date