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MANAGER'S REPORT NO. 12  
COUNCIL MEETING 1973 02 13

RE: TRAINING SEMINAR  
LOS ANGELES, CALIFORNIA - 1978 MARCH 06 AND 07

Following is a request for authority to have two members of the Treasury Department attend a seminar in Los Angeles on 1978 March 06 and 07. (see attached)

RECOMMENDATION:

1. THAT two members of the Treasury Department attend a seminar in Los Angeles, California.

\* \* \* \* \*

TO: MUNICIPAL MANAGER  
FROM: MUNICIPAL TREASURER  
SUBJECT: TRAINING SEMINAR

1978 February 07

File: C59-1  
XRef: A74-4-2

The Municipal Finance Officers Association is presenting a two day seminar on Zero-Base Budgeting in Local Government. The seminar will be held in Los Angeles on 1978 March 6 and 7.

In 1977 October, I attended a similar seminar in Winnipeg, also put on by the M.F.O.A. The seminar is in fact a workshop that provides simulated "Hands-on" experience. Zero-base budgeting is an exciting concept in budgeting. It forces people to think. It causes management to have a better understanding of the corporation they control.

In order to develop the concept and assist in getting it started in Burnaby, at least on a pilot basis, I consider that it would be very useful to have the Deputy Treasurer and the Comptroller of Budgets attend the seminar in Los Angeles.

The estimated cost of the seminar is \$520.00 per individual.

RECOMMENDATION:

1. THAT the Deputy Treasurer and the Comptroller of Budgets be authorized to attend the seminar on Zero-Base Budgeting in Local Government on 1978 March 6 and 7 in Los Angeles.

  
MUNICIPAL TREASURER

BM:ah

**The International MFOA  
Career Development Center**

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MUNICIPAL MANAGER'S  
OFFICE

*in cooperation with the  
International City  
Management Association  
Announces*

**REGIONAL  
SEMINARS**

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**ZERO-BASE BUDGETING  
IN LOCAL GOVERNMENT**

**Los Angeles, California  
March 6-7, 1978**

**Hartford, Connecticut  
April 10-11, 1978**

**Dallas, Texas  
March 9-10, 1978**

**Atlanta, Georgia  
April 13-14, 1978**

INTERNATIONAL  
MFOA CAREER  
DEVELOPMENT  
CENTER INC

# Career Development— Building for the Future of Governmental Finance

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## Zero-Base Budgeting

Los Angeles, California  
March 6-7, 1978

Dallas, Texas  
March 9-10, 1978

Hartford, Connecticut  
April 10-11, 1978

Atlanta, Georgia  
April 13-14, 1978

With the rapid growth of expenditures in recent years, governments at every level have shown increasing interest in adopting new and progressive management techniques. As in the private sector, an important area of management concern within the public sector lies in the planning, budgeting and accountability process established by the governmental unit. Traditional attitudes of maintaining the status quo or undertaking only what is politically popular have been abandoned as management concern has led to developments such as performance budgeting, program budgeting and program planning. One relatively new approach gaining interest in the public sector is zero-base budgeting or ZBB.

In part, the growing interest in the ZBB process has been stimulated by President Carter. However, the budget-management advantages of ZBB are attracting, by their own merits, the recognition of an increasing number of state and local government managers. Zero-base budgeting derives its name from its perspective of the budgeting process—rather than using the previous year's budget as a base, ZBB assumes no base. All activities, old and new, must be examined and justified accordingly.

This two-day seminar is designed to provide government budget practi-

tioners and administrators with the principles of zero-base budgeting, the techniques of the process as well as implementation strategies and evaluation.

### Program

The program will include an introduction to the ZBB concept and the techniques of the ZBB process. It will involve, through case studies, the actual building of decision packages, ranking of these packages, and a hands-on practical exercise. In addition, the seminar will explore the process necessary to implement ZBB in a governmental unit and detail the entire process from start to finish as experienced in two actual municipal examples. The use of ZBB as a management tool and the evaluation of its impact in actual municipalities will be examined.

Attendance at the seminar will provide participants with the skills to:

- understand and evaluate the ZBB process
- select an approach and methodology to successfully implement the ZBB process
- develop and rank decision packages within departments and across departmental lines

## Seminar Registration Form

Mail to:

International MFOA Career Development Center  
180 North Michigan Avenue, Suite 800  
Chicago, Illinois 60601

Please enroll the following (one person per form) in the  
Zero-Base Budgeting Seminar to be held on

\_\_\_\_\_ , 1978 in \_\_\_\_\_

Enclosed is a check payable to the International  
MFOA Career Development Center for:

- \$150 MFOA or ICMA member registration  
 \$200 nonmember registration

NOTE: Fee is to be paid in U.S. dollars.

Name \_\_\_\_\_ (Please Print or Type) \_\_\_\_\_

Title \_\_\_\_\_ Telephone No. \_\_\_\_\_

Employed by \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip \_\_\_\_\_

Advance registration is required at least five days prior to each seminar to assure space. Fee is payable with preregistration. Checks should be made payable to the International MFOA Career Development Center. Room reservations should be made directly with the hotel at least two weeks prior to the seminar.

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The broadening technical and managerial roles of governmental finance officers require a continual development of expertise and leadership skills. The need for expanded knowledge and sophistication of techniques and procedures demands ongoing exposure to the most current information. Since 1971, the International MFOA Career Development Center has developed, sponsored and presented training courses in topics of specific interest to the public finance officer. It welcomes the opportunity to make this and other training opportunities available to municipal administrators and others who share the Center's commitment to meet increasing demands for more effective government.

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- relate ZBB techniques to the broader management process and other management tools such as MBO, productivity, and program budgeting.

**Faculty**

Instructors will include individuals experienced in establishment of existing ZBB systems in Garland, Texas and Wilmington, Delaware, as well as representatives of Touche Ross & Co. The instructor team at each seminar will be drawn from the following:

- Jorene Coffay, Director of Development, City of Wilmington, DE
- Irwin T. David, Partner, Touche Ross & Co., Chicago, IL
- John V. Flynn, Jr., Manager, Touche Ross & Co., Chicago, IL
- Jeroid S. Gold, Finance Director, City of Wilmington, DE
- G. Chris Hartung, City Manager, City of Denton, TX (formerly Assistant City Manager, Garland, TX)
- David L. Leininger, Director, Office of Economic Development, City of Dallas, TX (formerly Fiscal Services Director, Garland, TX)
- Lewis McLain, Budget Officer, Dal-

las County, TX (formerly Budget Director, Garland, TX)

David Singleton, Administrative Assistant, Office of the Mayor, City of Wilmington, DE

Douglas H. Wilton, Partner, Touche Ross & Co., Cleveland, OH

**Session Schedule**

Each seminar will begin at 8:30 a.m. and conclude at approximately 5:00 p.m. daily. Materials will be distributed from 7:30 to 8:30 a.m. prior to the opening session. Participants will receive comprehensive reference materials which will serve as valuable resources both during and after the program.

**Enrollment**

Registration is open to all MFOA and ICMA members and other interested persons. To enroll, complete the attached Seminar Registration Form and mail it to the International MFOA Career Development Center. Advance registration is required, and early registration is encouraged.

Registrations will be accepted by mail only on a first-come, first-served basis. The Career Development Center will confirm registrations by mail. In order to insure a quality program

and to provide the level of participant-faculty interaction desired, registration for these seminars must necessarily be limited. The Center reserves the right to refuse registrations after capacity is reached and to establish waiting lists of applicants in the order received to await cancellations. Registrations received within five days of the seminar or at the seminar site cannot be accepted, and admittance without prior confirmation must necessarily be denied.

**Tuition**

The fee for each seminar is \$150 per person for MFOA and ICMA members, \$200 for nonmembers. This fee, payable with registration, covers materials, luncheons and coffee breaks; it does not include lodging or other meals. Checks should be made payable to the International MFOA Career Development Center.

**Cancellation Policy**

A \$50 late cancellation service charge will be levied for cancellations received within five working days of the selected seminar. Cancellations will be accepted by telephone (312/977-9700). However, written refund requests are required. The Career Development Center is not responsible for making or cancelling hotel reservations.

**Hotel Reservation Form**

Mail to appropriate seminar hotel (see body of brochure for correct address).

Please reserve accommodations as indicated for the Zero-Base Budgeting Seminar sponsored by the International MFOA Career Development Center to be held on \_\_\_\_\_, 1978 in \_\_\_\_\_.

Name \_\_\_\_\_ (Please Print or Type)  
 Title \_\_\_\_\_ Telephone No. \_\_\_\_\_  
 Employed by \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip \_\_\_\_\_

Please indicate accommodations desired:  
 \_\_\_\_\_ single(s) @ \$ \_\_\_\_\_; \_\_\_\_\_ double(s) @ \$ \_\_\_\_\_  
 \_\_\_\_\_ other (describe) \_\_\_\_\_  
 Date of Arrival: \_\_\_\_\_ a.m. \_\_\_\_\_ p.m.  
 Date of Departure: \_\_\_\_\_ a.m. \_\_\_\_\_ p.m.  
 Please guarantee my reservation and hold for arrival after 6:00 p.m.  
 Enclosed is one night's room deposit.

## Locations and Accommodations

The seminars will be held at the hotels listed below. All registrants are requested to make their own room reservations on the attached Hotel Reservation Form at least two weeks prior to the seminar of their choice. Reservations received less than two weeks prior to the seminar will be subject to availability. If you must make or cancel hotel reservations by telephone, be certain that you identify the seminar and the International MFOA Career Development Center by name.

Reservations will be held until 6:00 p.m. unless guaranteed by the registrant. A deposit is necessary to hold reservations for late arrival in Dallas and Atlanta. Notification is required 24 hours in advance to cancel a guaranteed reservation and recover deposit. The hotels will confirm reservations in writing.

**Los Angeles, California.** March 6-7. Hyatt House Hotel at Los Angeles International Airport, 6225 West Century Boulevard, Los Angeles 90045. At entrance to Los Angeles International Airport terminal. Courtesy limousine available. Free parking. Rates: \$36 single, \$43 double, plus tax. Send form to Reservations Department.

**Dallas, Texas.** March 9-10. Sheraton-Dallas Hotel, Southland Center, Dallas 75221. Central location in Southland Center development and a regular stop for the Surtran limousine from D/FW Regional Airport. Parking available for all attendees. Rates: \$23 single, \$30 double, plus tax. One night's room deposit required for arrival after 6:00 p.m. Mail form to Reservations Manager.

**Hartford, Connecticut.** April 10-11. The Hartford Hilton, 10 Ford Street, Hartford 06103. In central Hartford, two blocks from train

station. Airport limousine available from Bradley International Airport. Free parking for guests. Rates: \$28 single, \$35 double, plus tax. Send form to Reservations.

**Atlanta, Georgia.** April 13-14. Atlanta Hilton, Courtland and Harris Streets, N.E., Atlanta 30303. New hotel in downtown Atlanta, first stop on limousine route from airport. Parking available for all attendees. Rates: \$40 single, \$52 double, plus tax. One night's room deposit required for arrival after 6:00 p.m. Send form to Reservations Manager.

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Career Development Center training programs meet the standards and procedures to qualify for Continuing Professional Education (CPE) credit for CPAs.

## About the Center

The International MFOA Career Development Center, the professional development companion of the Municipal Finance Officers Association of the United States and Canada (MFOA), provides career development and training opportunities to the public finance manager. The long-range goal of the Career Development Center is:

*To provide a continuous, comprehensive, effective and economically feasible professional development program utilizing all available resources to meet the educational and training needs of all current and potential members of the profession.*

This tangible commitment to the finance officer is advanced by the many service activities undertaken by the Center:

- Providing career development and training opportunities to public finance officers and students;
- Promoting individual competency and enhancement of overall capabilities of persons working in governmental finance;
- Assisting and cooperating with interested organizations, institutions, and agencies in development of training programs;
- Collecting and disseminating information concerning career development opportunities; and
- Encouraging students and others to seek careers in governmental finance.

Dedicated to sound public financial management, the Municipal Finance Officers Association and its Career Development Center continue to promote the development of human resources within state, provincial and local government.

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