

# Principles of Financial Management

## **PRINCIPLE I**      **CITY BUDGETS MUST BALANCE**

The City Council will continue to adopt balanced budgets on an annual basis. Annual audited financial reports confirm the adoption of a balanced budget, and note any discrepancies. These financial reports are used by the financing community to gauge the City's credit worthiness, among other issues.

## **PRINCIPLE II**      **THE CITY SHALL MAINTAIN PRUDENT RESERVES**

Adequate reserves of funds shall be established to meet future capital needs, to offset economic hard times, to stabilize fluctuations in cash flow requirements, and to provide for emergency situations.

## **PRINCIPLE III**      **THE CITY SHALL ENDEAVOR TO MAINTAIN COMPETITIVE COMPENSATION**

The City wishes to continue positive labor relations, be competitive in the market place, and desires to attract and retain top talent. Competitive salary and benefits will be provided to all employees within the City's means, with the expectation that services being provided by staff will continue to be exemplary.

## **PRINCIPLE IV**      **THE CITY SHALL MAINTAIN ITS INFRASTRUCTURE**

Ongoing, preventative maintenance is an essential component of the City's operations. Adequate funding shall be allocated in current years to minimize expenditures in future years. Infrastructure maintenance includes, but is not limited to, streets, sewers, storm drains, water systems, sidewalks, lights, and parks.

## **PRINCIPLE V**      **THE CITY SHALL AMORTIZE CAPITAL COSTS**

To the extent possible, the cost of replacing or expanding existing facilities and equipment will be fully amortized as a continuing cost of doing business. With respect to equipment, rates shall be established to recover the replacement cost of each item at the end of its useful life. Facilities will be amortized to cover ongoing maintenance and cyclical repairs, and for the replacement or expansion of major structures.

**PRINCIPLE VI**      **THE CITY SHALL ONLY BORROW WHAT IT CAN AFFORD TO REPAY**

Loans and other external obligations will be established wisely to level out costs. Refinancing of existing debt will take place when market conditions lend themselves to economic gains. The City shall not overextend indebtedness, which may cause undue financial burdens in subsequent years.

**PRINCIPLE VII**      **THE CITY SHALL FUND ONGOING COSTS WITH ONGOING REVENUES**

Cost must be matched with revenues. Ongoing costs shall only be funded with ongoing revenues. One-time costs can be funded with one-time revenues. However, ongoing costs cannot be funded by one-time revenues.

**PRINCIPLE VIII**      **THE CITY SHALL BASE ITS BUDGET ON REALISTIC ESTIMATES**

The City shall make its budgetary and financial decisions on conservative estimates of revenues and expenditures.

**PRINCIPLE IX**      **THE CITY SHALL COMPETITIVELY PROCURE GOODS AND SERVICES**

Significant savings of tax dollars can be obtained through the competitive bidding of purchases of goods and services. The City shall seek market prices or proposals for all significant purchases of goods and services, including periodic market testing of internally-provided services, consistent with the City's purchasing policy. Preference will be given to Monrovia businesses.

**PRINCIPLE X**      **THE CITY MUST KNOW ITS TRUE COSTS**

The City shall maintain current full business costs of providing each and every City-provided service. In addition, the City shall make conscious decisions about cost recovery and/or general tax subsidy of those services which benefit only portions of the tax-paying public.

**PRINCIPLE XI**      **THE CITY SHALL PLAN AHEAD**

The City shall examine its financial condition periodically by forecasting several years into the future. In this way, adverse trends can be anticipated and better managed.

**PRINCIPLE XII**      **THE CITY SHALL MAKE AND REPORT ITS FINANCIAL DECISIONS PUBLICLY**

Public involvement is encouraged in budgeting and financial planning. The City Council shall make all non-routine or non-administrative financial decisions in public at regularly scheduled meetings, and the results of such decision-making shall be reported in a timely manner through Comprehensive Annual Financial Reports and public information documents.

**PRINCIPLE XIII**      **THE CITY SHALL OPPOSE MANDATED PROGRAMS WHICH ARE UNFUNDED**

Federal and State Government regularly adopt laws which mandate local compliance or implementation. The City is forced to incur additional operating costs, and no funding is provided to pay for these mandates. The City shall have a general policy against unfunded mandates that have an adverse impact to Monrovia's services and budget.

**PRINCIPLE XIV**      **THE CITY SHALL CONSERVATIVELY INVEST ITS IDLE CASH**

The City will invest its idle cash in a conservative manner so as to safeguard public funds. Investment instruments will be chosen using safety, liquidity, and yield as the selection criteria.