

Pillar 1
**ESTABLISH
LONG-TERM
VISION**

*Give people
a reason to
cooperate.*

Pillar 2
**BUILD TRUST
AND OPEN
COMMUNICATION**

*Create the
conditions for
cooperation.*

Pillar 3
**USE
COLLECTIVE
DECISION
MAKING**

*Develop forums
for participation.*

Pillar 4
**CREATE
CLEAR
RULES**

*Reinforce
constructive
behavior.*

Pillar 5
**TREAT
EVERYONE
FAIRLY**

*Promote and
protect mutual
trust and respect.*

**FINANCIAL
FOUNDATIONS
FOR THRIVING
COMMUNITIES**



1

ESTABLISH A LONG-TERM VISION

Give people a reason to cooperate.

→ Promote Collaboration

The only thing better than an inspiring vision is an inspiring *shared* vision. Turn stakeholders into co-creators as you define the long-term vision.

→ Balance Long-Term Goals with Short-Term Needs

In all things, seek balance. Advocate for both the big picture and day-to-day needs. Break long-term goals into shorter-term milestones to maintain momentum.

4

CREATE CLEAR RULES

Reinforce constructive behavior.

→ Well-Defined Boundaries

When the game has clear rules, everyone's set up to win. Create and share expectations about how decisions get made, who has the final say, and timelines.

→ Monitoring

Everyone must follow the same rules. Hold people accountable. When they understand their reputations are at stake, they're more likely to play fair.

→ Maintain Oversight

Cooperation is key to thriving communities. Reinforce the importance of cooperation through the power of the purse strings. Encourage a culture of shared values.

→ Sanctions and Rewards

Incentives can encourage both good and bad behaviors. Know the difference and design institutions accordingly.

2

BUILD TRUST AND OPEN COMMUNICATION

Create the conditions for cooperation.

→ Create Open Lines of Communication

Communication is key. Create and promote two-way channels to connect elected officials and staff with the public.

→ Cultivate Trustworthy Reputations

Trust is everything. Build trust through transparency—say what you mean, mean what you say and follow through.

5

TREAT EVERYONE FAIRLY

Promote and protect mutual trust and respect.

→ Proportional Equivalence Between Benefits and Cost

People must get what they pay for *and* pay for what they get. Be proactive—make sure citizens know what they stand to gain for their tax dollars.

→ Conflict-Resolution Mechanisms

We can't please everyone all the time. Disputes around financial decisions will happen. Anticipate that. Prevent *destructive* conflict. Promote *constructive* debate.

→ Minimum Recognition of Rights

Local governments must have autonomy. Use collective decision-making to develop policies and procedures for protecting local choices and addressing unfunded mandates and grants.

3

USE COLLECTIVE DECISION MAKING

Develop forums for participation.

→ Engage Key Stakeholders

Building a sturdy financial foundation is a team effort. We must be proactive and responsive. Let people voice their concerns. Ask for their feedback. Adjust as needed.

→ Collective Choice Arrangements

Give citizens a seat at the table. They're more likely to support decisions when they have a say in how public resources are used. Prioritize public feedback.

→ Networked Enterprises

We're stronger together. Share services across local governments to save costs. Build collaborative, cross-sector networks to pool resources for addressing community challenges.

Government Finance Officers Association
203 N. LaSalle Street, Suite 2700
Chicago, Illinois 60601-1210
(312)977-9700
gfoa.org

