



ESSENTIAL ELEMENTS OF A WELL-CRAFTED PLANNING REGIME

TODAY'S PRESENTERS



Eamon McCoubrey

Account Manager



Michael Nicolescu

Director of Client Success

AGENDA

- **Challenges of Today's Environment**
- **Cost of Inefficiency**
- **High-Performing Strategic Planning**
- **Financial Technologies**
- **Synario for Strategic Planning**

WHY PLAN?

So why plan?

**Prepare for
an unknown
future**

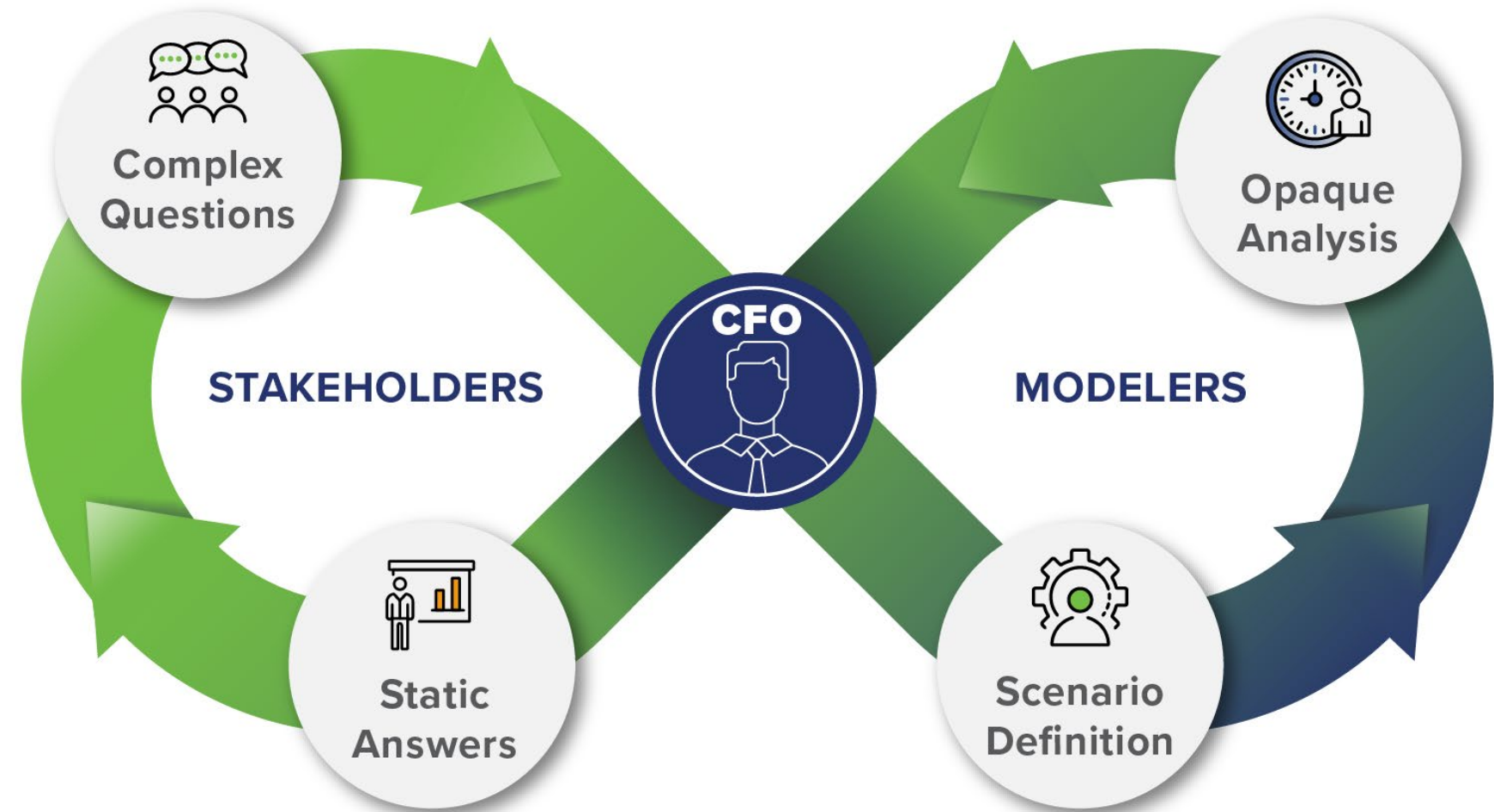
Drive change

**Make better
decisions**

- **Macro Trends in Public Finance**
 - **Revenue Volatility and Uncertainty**
 - Revenues fluctuate with inflation, population shifts, and economic cycles
 - Federal and state funding remains cyclical and politically unpredictable
 - **Aging Infrastructure**
 - Deferred maintenance and new resilience projects are expanding CIPs
 - Rising construction costs and limited debt capacity demand smarter prioritization
 - **Staffing changes**
 - Retirements and turnover erode institutional memory
 - Standardized planning processes ensure stability as teams evolve
 - **Economic and Policy Shifts**
 - Inflation and interest rate changes impact long-term affordability
 - New regulatory and credit pressures emphasize multi-year fiscal sustainability

Common inefficiencies in the decision cycle

- **This environment leads to:**
 - **Decision latency** – key initiatives stall while data catches up
 - **Opportunity loss** – funding and investment windows close
 - **Strategic drift** – execution diverges from long-range intent



FINANCIAL PLANNING BEST PRACTICES

Adapting financial planning to today's challenges



Plan with the long-term picture in mind

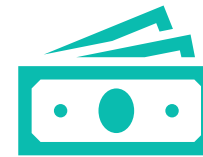
Shift from single-year budgeting to long-term forecasting



Stay prepared with scenario analysis

Evaluate the financial impact of funding shifts, capital decisions, political outcomes

Develop the ability to quickly shift and adapt when environments change



Unify Capital and Operational Planning

Avoid siloed plans - connect CIP, debt service, operating budgets, to see full impact of decisions



Collaborate Across Departments and Stakeholders

Create a transparent, shareable planning environment for leadership, council, and finance

Create a planning process with standardization in mind

Strategic Planning

Strategic planning is the top-level, five-year effort guiding your organization toward an established vision

Infrastructure planning

Infrastructural planning bridges strategic and operational planning over two to four years, focusing on key programmatic and support activities

Operational Planning

Operational planning is the near-term planning, supported by an operating budget, that dictates what will happen during a single fiscal year.

Assessment

Resource Allocation

FRAMEWORK TO FUNCTION: TECHNOLOGY STACK

WHERE WE FIT



Data Analytics

Financial Modeling

 MODELING INTELLIGENCE (MI)

Operational Planning
(Budget Framing/Resource Allocation)

Capital Planning
(Projects/Programs/Initiatives)

Strategic Planning
(LT Decision-Making)

Resource Allocation/Assessment

Budgeting / Forecasting → simple formulas

Data Mining

Business Intelligence (BI) → statistics, trends, AI

General Ledger

ERP

Accounting

History

Current Period

Planning Period

[Actuals]

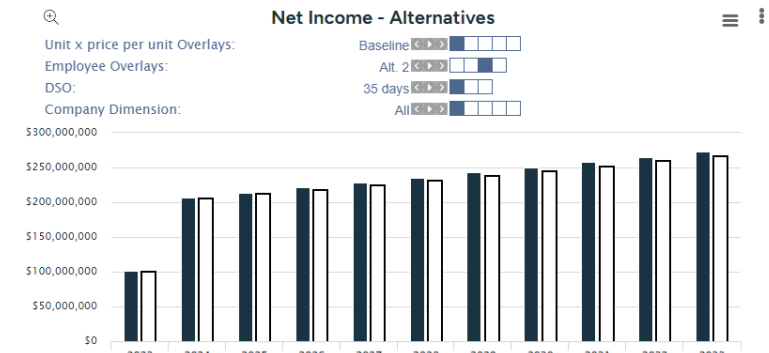
[Budget]

[Projection]

FINANCIAL MODELING MADE SMARTER

Live Platform Demonstration

ASSUMPTIONS			
Input Manager			
FO Tables (filter) ?	Line Item Values	Company # : Company Label (filter)	Region # : Region Label (filter)
Units Sold - Baseline			
Units Sold - Alternative 1			
Units Sold - Alternative 2			
Units Sold - Alternative 3			
Compensation - Baseline			
Compensation - Alternative 1			
Compensation - Alternative 2			
Compensation - Alternative 3			



Unit x price per unit Overlays: Baseline
Employee Overlays: Baseline
DSO: 35 days
Company Dimension: All

Financial Statements - Alternatives				
	2023	2024	2025	2026
Income Statement				
Revenue	1,419,130,000	918,696,000	927,882,960	937,161,790
Product Sales	909,600,000	0	0	0
Service Sales	2,328,730,000	918,696,000	927,882,960	937,161,790
Total Revenue	1,391,530,000	0	0	0
Cost of Sales	937,200,000	918,696,000	927,882,960	937,161,790
Gross Profit	0	0	0	0
Margin Expense	812,940,000	645,320,092	646,670,175	648,216,840
Operating Expense	124,260,000	273,375,908	281,212,785	288,944,950
Operating Profit	14,280,000	14,169,600	14,169,600	14,169,600
Other Income/Other Deductions	(1,440,000)	(1,440,000)	(1,440,000)	(1,440,000)
Interest Expense	4,290,000	4,290,000	4,290,000	4,290,000
Income Before Taxes	112,830,000	262,056,308	269,893,185	277,625,350
Taxes	12,000,000	55,031,825	56,677,569	58,301,323
Positive Net Income Adjustment	0	0	0	0
Negative Net Income Adjustment	0	0	0	0
Net Income	100,830,000	207,024,484	213,215,617	219,324,026
Balance Sheet				
Assets	750,880,000	913,519,484	1,126,735,100	1,346,059,127
Current Assets	0	0	0	0
Long Term Investments	617,960,000	617,960,000	617,960,000	617,960,000
Property, Plant and Equipment	145,460,000	145,460,000	145,460,000	145,460,000
Intangibles	112,030,000	112,030,000	112,030,000	112,030,000
Other Assets	1,626,330,000	1,788,969,484	2,002,185,100	2,221,509,127
Total Assets	1,626,330,000	1,788,969,484	2,002,185,100	2,221,509,127
Liabilities and Equity	683,910,000	639,525,000	639,525,000	639,525,000
Current Liabilities	234,940,000	234,940,000	234,940,000	234,940,000
Long Term Debt	272,110,000	272,110,000	272,110,000	272,110,000
Other Long Term Liabilities	1,190,960,000	1,146,575,000	1,146,575,000	1,146,575,000
Total Liabilities	435,370,000	642,394,484	855,610,100	1,074,934,127
Stockholders Equity	1,626,330,000	1,788,969,484	2,002,185,100	2,221,509,127
Total Liabilities and Equity	1,626,330,000	1,788,969,484	2,002,185,100	2,221,509,127
Cash Flow Statement				



To Discuss Planning and Modeling Contact Us
mccoubrey@synario.com
215-557-1284

www.synario.com

Disclosures

ABOUT PFM

PFM is the marketing name for a group of affiliated companies providing a range of services. All services are provided through separate agreements with each company. This material is for general information purposes only and is not intended to provide specific advice or a specific recommendation. PFM does not provide tax, legal or accounting advice.

Financial advisory services are provided by PFM Financial Advisors LLC, a registered municipal advisor with the Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) under the Dodd-Frank Act of 2010.

Swap advisory services are provided by PFM Swap Advisors LLC which is registered as a municipal advisor with both the MSRB and SEC under the Dodd-Frank Act of 2010, and as a commodity trading advisor with the Commodity Futures Trading Commission. Additional applicable regulatory information is available upon request.

Consulting services are provided through PFM Group Consulting LLC. PFM's financial modeling platform for strategic forecasting is provided through PFM Solutions LLC.

For more information regarding PFM's services or entities, please visit www.pfm.com.

Special disclaimer regarding the research and forecasts included in today's presentation: This research and any forecasts are based on current public information, as of the date of this presentation (or as of such date as may be specified in the presentation), that we consider reliable, but we do not represent it as accurate or complete, and it should not be relied on as such. The information, opinions, estimates and forecasts contained herein are also as of the date hereof and are subject to change without prior notification.

Case studies are provided for information purposes only and do not constitute specific advice or a recommendation. Opinions, results, and data presented are not indicative of future performance. Actual results may vary. Inclusion on this list does not represent endorsement of PFM's services.