

Why change our budget process?

1. Adopt a Final spending plan as close to the beginning of the new Fiscal Year as reasonably possible.

The first day of the fiscal year is July 1st (by state law). Beginning on that date, departments need some sort of preliminary or final authorization to continue to spend money to operate. In the past, this authorization has taken the form of the "Preliminary Budget," which was essentially the City Manager's Recommended Budget and the proviso that Departments would not spend on added positions, new projects, or capital purchases until the "Final Budget" had been adopted in August/September.

We would always wait to adopt the "Final Budget" until we had received Taxable Values from the Department of Revenue (1st Monday in August, by state law.)

Advantages: We believe it is reasonable, and can be very helpful, for the organization to adopt a "Final Budget" before we receive Taxable Values from the State. If the taxable values received are substantially different from the adopted budget, we can schedule a hearing and amend the budget in August. Because taxable values effect operating budgets for a small number of funds, more than half of the organization's budget will be unaffected by the certification, either way.

2. Become more efficient with organization and Commission time.

Organization: Department budget preparation begins in January and does not formally end until Final Budget night, usually in late August or early September. During this time, we spend a fair amount of time analyzing the possibilities of how changing operational realities need to be addressed in the context of where we are in the budget proposal process.

Advantages: If we could shorten the budget process itself, and deliver a final budget sooner, departments would spend less time analyzing "what do I do now that the Preliminary Budget has been adopted but the Final Budget hasn't?" and more time in a pure "operational" decision-making mode.

Commission: Currently, the Commission hears the "overarching" recommendations of the City Manager's Recommended Budget in early June. During late June, a hearing is held to adopt a resolution for the Preliminary Budget. During July and August, numerous work-sessions are held to hear ideas and comments on what has been proposed by the City Manager's Recommended Budget. In August/September, hearings are held to adopt the Tax Levy and Final Budget Resolutions.

Advantages: If we were able to follow to the proposed calendar, we could adopt a final budget nearly 3 months sooner than our current process. We would be taking a 9-month process and shortening it to 6 months.

We could also eliminate the need to advertise, prepare, and hold the Preliminary Budget Hearing and the preparation and adoption of the Preliminary Budget Resolution. (Eliminate One Hearing and One Resolution.)

3. Improved Understanding for Public, Boards and Departments about Fiscal Year cycle.

Members of the public, our boards, and departments are often mystified as to why we begin the Fiscal Year without a Final Budget.

Advantages: Changing our process to allow a Final Budget adoption before July 1st would fit with the more general understanding of budget practices: *Adopt Your Spending Plan Before Your Fiscal Year Begins.*

4. More time for ensuing Capital Plan Preparation, in the fall.

This past year, with Final Budget and Tax Levy adoption pushed into mid-September, we had no room to finish the budget (and the final budget document) before we began the cycle of Capital Improvement Plan development and adoption. The need to hold staff development meetings and calendar hearings with Advisory Boards overlapped with completion of the budget.

Advantage: If we were to adopt a final budget by the end of June, the Final Budget document would be issued in early July. This would leave August and September to plan and begin the update of our Capital Improvements Plan.

Revised Budget Process and Timeline for Fiscal Year 2012-2013 (FY13)

BUDGET CALENDAR

Fiscal Year 2012-2013 (FY13)

Function/Task	Responsible Department	On or Before
Commission Policy Direction - Goal Setting		
Send: Program Descriptions, Major Objectives, Accomplishments for Editing	City Commission Finance	January/February Jan 13
Send: Work Load Indicators & Performance Measures for Updating	Finance	Jan 13
Grant Departments Access to Budgeting System	Finance	Jan 13
Return: Program Descriptions, Major Objectives, Accomplishments	All Departments	Feb 10
Return: Workload Indicators & Performance Measures	All Departments	Feb 10
Return: Staff Change Request Forms	All Departments	Feb 10
Complete Budget Input in Computerized Budgeting System	All Departments	Feb 10
Turn off Department Access to Budgeting System	Finance	Feb 11
Department Presentations – Commission Invited		
Complete Preliminary Revenue Estimates	All Departments Finance	Feb 21-24 Feb 29
Complete Preliminary Personnel Budget Projections	Human Resources	Feb 29
Finalize Revenue Estimates	Finance	Mar 20
Finalize Personnel Budget Projections	Human Resources	Apr 2
Departments Receive Preliminary City Manager's Budget	Finance	Apr 16
Prepare Transmittal Letter	Finance	Apr 16
Prepare Goals & Budgetary Response	City Manager	Apr 16
City Manager's Budget Recommendation Printed	Finance	May 1
Receive Final Health Insurance Renewal	Human Resources	May 5
Conduct Budget Hearings		
Final Appropriation Resolution Passed	City Commission	May 7 – June 18
Adopt Final Budget	City Commission	June 18
Conduct Utility & Assessment/Fee Hearings	City Commission	June 18
Conduct Tax Levy Hearing	City Commission	July – August
IF NEEDED: Amend Appropriation Resolution For Taxable Value Changes.	City Commission	August 20
Final Tax Levy Resolution Passed	City Commission	August 20
Submit Final Budget Document & Levies to DOA	City Commission Finance	August 20 October 1

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January 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13 <i>Email to Departments Program Descriptions, etc.</i>	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30 <i>Commission Goals Retreat</i>	31				

February 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10 <i>Due to Finance: Program Descriptions, etc. Staff Request Forms. Done: All Budget System Entry.</i>	11 <i>Finance: Turn Off Department Access to Budget Entry.</i>
12	13 <i>Adoption of Commission Goals</i>	14	15	16	17	18
19	20	21 <i>Budget Presentations</i>	22 <i>Budget Presentations</i>	23 <i>Budget Presentations</i>	24 <i>Budget Presentations</i>	25
26	27	28	29 <i>Finance: Complete Preliminary Revenue Estimates</i> <i>HR: Payroll Projections</i>			

March 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12 <i>SPRING BREAK</i>	13 <i>SPRING BREAK</i>	14 <i>SPRING BREAK</i>	15 <i>SPRING BREAK</i>	16 <i>SPRING BREAK</i>	17
18	19	20 <i>Finalize Revenue Estimates</i>	21	22	23	24
25	26	27	28	29	30	31

April 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 <i>Finalize Personnel Projections</i>	3	4	5	6	7
8	9	10	11	12	13	14
15	16 <i>Dept s receive CM Recommended Budget</i>	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

May 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 <i>CM Rec Budget Printed</i>	2	3	4	5
6	7 <i>Budget Hearing: Overall Recommendations.</i>	8	9	10	11	12
13	14 <i>Budget Hearing: Special Revenue Funds</i>	15	16	17	18	19
20	21 <i>Budget Hearing: En- terprise Funds</i>	22	23	24	25	26
27	28 <i>Budget Hearing: General Fund & Spe- cial Requests</i>	29	30	31		

June 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4 <i>Budget Hearing: TIF & BID Work plans and Budgets.</i>	5	6	7	8	9
10	11 <i>Budget Hearing: Wrap –Up</i>	12	13	14	15	16
17	18 <i>Final Budget Adoption. Appropriation Resolution</i>	19	20	21	22	23
24	25	26	27	28 <i>Prepare and Print Final Budget Docu- ment.</i>	29	30

July 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 <i>Submit Final Budget for GFOA Award.</i>	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23 <i>Street & Tree Mtc Assessment Hearings</i>	24	25	26	27	28
29	30	31				

August 2012

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2 <i>Preliminary Meeting With DOR regarding Taxable Values</i>	3	4
5	6 <i>Receive Taxable Val- ues from DOR.</i>	7	8	9	10	11
12	13	14	15	16	17	18
19	20 <i>Tax Levy Hearing/ Resolution IF NEEDED: Amend Appropriation Resolution.</i>	21	22	23	24	25
26	27 <i>Lighting Assessment Hearing</i>	28	29	30	31	