

**CITY OF CHARLOTTESVILLE, VIRGINIA
CITY COUNCIL AGENDA**



Agenda Date:	November 15, 2010
Action Required:	Discussion and Approval of FY 2012 Budget Guidelines, Consideration of Proposed Dates for the FY 2012 Budget Work sessions and Community Budget Forum
Staff Contacts:	Leslie Beauregard, Director, Budget & Performance Management
Presented By:	Leslie Beauregard, Director, Budget & Performance Management
Title:	Fiscal Year 2012 Budget Guidelines and Long Term Financial Forecast

Background/Discussion: Each year in November, staff prepares a presentation for Council that sets the stage for the upcoming budget cycle. A short Power Point presentation will be shown at the meeting and presented by staff. The presentation includes the following:

1. Update on FY 2011;
2. Information on where we are in the FY 2012 budget process;
3. The 5-year financial forecast (FY 2012 – 2016);
4. Proposed FY 2012 Budget Guidelines and Long Term Financial Policies;
5. Proposed dates for budget work sessions and the Community Budget Forum; and
6. Discussion about agenda for December 2nd Budget Worksession

In terms of action needed, staff would like discussion of the Proposed FY 2012 Budget Guidelines and Long Term Financial Policies and for Council to start considering the dates for the budget work sessions and the Community Budget Forum.

Council does have a Budget Worksession on December 2nd at which time they can adopt the Budget Guidelines and share their funding priorities with staff.

There will be a short power point presentation that will be shown during the meeting.

This information, and the presentation, is online for citizens to review as well at www.charlottesville.org/budget.

Budgetary Impact: The presentation itself has none, although Council's recommendations will be used to develop the Manager's FY 2012 Proposed Operating and Capital Budget.

Recommendation: Begin process of finalizing dates for proposed budget work sessions and community budget forum(s); discussion regarding FY 2012 Proposed Budget Guidelines; feedback to staff about December 2nd Budget Worksession.

Alternatives: N/A

Attachments:

1. FY 2012-2016 Financial Forecast Analysis and Assumptions
2. FY 2012 Proposed Budget Guidelines and Long Term Financial Policies
3. FY 2012 Budget Work Plan

**Preliminary Projected Budget Scenario
General Fund
Fiscal Year 2011-2016**

	<u>FY2011</u> <u>Adopted</u>	<u>FY2011</u> <u>Revised</u>	<u>% Change</u>	<u>FY2012</u> <u>Projected</u>	<u>%</u> <u>Change</u>	<u>FY2013</u> <u>Projected</u>	<u>%</u> <u>Change</u>	<u>FY2014</u> <u>Projected</u>	<u>%</u> <u>Change</u>	<u>FY2015</u> <u>Projected</u>	<u>%</u> <u>Change</u>	<u>FY2016</u> <u>Projected</u>	<u>%</u> <u>Change</u>
General Fund Revenues													
Real Estate Tax Revenue	49,637,948	49,637,948	0.0%	49,541,383	-0.2%	50,203,861	1.3%	51,207,938	2.0%	52,232,097	2.0%	53,276,739	2.0%
City/County Revenue Sharing	18,454,658	18,454,658	0.0%	18,110,000	-1.9%	17,844,333	-1.5%	18,096,425	1.4%	18,217,671	0.7%	18,444,435	1.2%
Personal Property Tax (local)	6,324,000	6,324,000	0.0%	6,520,445	3.1%	6,720,819	3.1%	6,925,201	3.0%	7,133,670	3.0%	7,347,680	3.0%
Personal Property Tax (state)	3,498,256	3,498,256	0.0%	3,498,256	0.0%	3,498,256	0.0%	3,498,256	0.0%	3,498,256	0.0%	3,498,256	0.0%
Utility Taxes	4,575,300	4,463,496	-2.4%	4,508,131	-1.5%	4,553,212	1.0%	4,598,744	1.0%	4,644,732	1.0%	4,691,179	1.0%
Virginia Communications Sales & Use Tax	3,340,500	3,360,000	0.6%	3,427,200	2.6%	3,495,744	2.0%	3,565,659	2.0%	3,636,972	2.0%	3,709,711	2.0%
Sales and Use Tax	9,372,844	8,800,000	-6.1%	9,500,000	1.4%	9,690,000	2.0%	9,883,800	2.0%	10,081,476	2.0%	10,283,106	2.0%
Meals Tax	6,528,000	6,570,000	0.6%	6,701,400	2.7%	6,835,428	2.0%	6,972,137	2.0%	7,111,579	2.0%	7,253,811	2.0%
Lodging Tax	2,397,000	2,525,432	5.4%	2,575,941	7.5%	2,627,460	2.0%	2,680,009	2.0%	2,733,609	2.0%	2,788,281	2.0%
BPOL	6,205,575	6,733,008	8.5%	6,867,668	10.7%	7,005,021	2.0%	7,145,122	2.0%	7,288,024	2.0%	7,433,785	2.0%
Intergovernmental Revenue	7,233,811	7,310,437	1.1%	7,233,811	0.0%	7,233,811	0.0%	7,233,811	0.0%	7,233,811	0.0%	7,233,811	0.0%
Other Revenues (taxes, fees, etc.)	23,183,836	23,295,752	0.5%	23,183,836	0.0%	23,183,836	0.0%	23,183,836	0.0%	22,736,427	-1.9%	22,289,018	-2.0%
Revenues	140,751,728	140,972,987	0.2%	141,668,071	0.7%	142,891,781	0.9%	144,990,937	1.5%	146,548,325	1.1%	148,249,812	1.2%
General Fund Expenditures													
Local Contribution to Schools	40,080,523	40,080,523		40,120,475	0.1%	40,465,616	0.9%	40,948,999	1.2%	41,442,051	1.2%	41,945,511	1.2%
Outside Agency Funding	8,385,070	8,385,070		8,385,070	0.0%	8,636,622	3.0%	8,895,721	3.0%	9,162,592	3.0%	9,437,470	3.0%
Contribution to SPCA	165,948	165,948		207,500	25.0%	213,725	3.0%	219,950	2.9%	226,590	3.0%	226,590	0.0%
Public Safety Agency Funding	6,944,772	6,944,772		7,153,115	3.0%	7,367,709	3.0%	7,588,740	3.0%	7,816,402	3.0%	8,050,894	3.0%
Health Care	3,004,781	3,004,781		3,155,020	5.0%	3,312,771	5.0%	3,478,410	5.0%	3,652,330	5.0%	3,834,947	5.0%
General Government Employee Retirement	3,489,692	3,489,692		3,985,358	14.2%	4,025,212	1.0%	4,145,968	3.0%	4,407,164	6.3%	4,891,952	11.0%
Public Safety Employee Retirement	3,796,346	3,796,346		4,370,160	15.1%	4,413,862	1.0%	4,546,277	3.0%	4,832,693	6.3%	5,364,289	11.0%
Fixed Costs	4,566,021	4,566,021		4,657,341	2.0%	4,750,488	2.0%	4,845,498	2.0%	4,942,408	2.0%	5,041,256	2.0%
Housing Programs, Tax Relief and Affordable Housing	1,453,652	1,453,652		1,453,652	0.0%	1,468,189	1.0%	1,482,870	1.0%	1,497,699	1.0%	1,512,676	1.0%
Employee Salaries	27,844,079	27,844,079		28,000,000	0.6%	28,560,000	2.0%	29,416,800	3.0%	30,299,304	3.0%	31,208,283	3.0%
Employee Compensation and Training	495,000	495,000		1,245,000	151.5%	1,620,000	30.1%	1,668,600	3.0%	1,718,658	3.0%	1,770,218	3.0%
Comprehensive Services Act	2,600,058	2,600,058		2,730,061	5.0%	2,866,564	5.0%	3,009,892	5.0%	3,160,387	5.0%	3,318,406	5.0%
Fund Balance Target Adjustment	500,000	500,000		500,000	0.0%	550,000	10.0%	550,000	0.0%	600,000	9.1%	600,000	0.0%
Debt Service (includes Meals Tax portion)	8,024,000	8,024,000		8,624,000	7.5%	8,959,933	3.9%	9,278,891	3.6%	9,742,836	5.0%	10,132,549	4.0%
GF Contribution to Facilities Repair Fund	250,000	250,000		300,000	20.0%	350,000	16.7%	400,000	14.3%	450,000	12.5%	500,000	11.1%
GF Contribution to Capital Improvement Plan	4,248,500	4,248,500		4,793,055	12.8%	4,960,022	3.5%	5,108,822	3.0%	5,262,087	3.0%	5,419,949	3.0%
GF Contribution to Equipment Replacement Fund	1,524,101	1,524,101		1,524,101	0.0%	1,554,583	2.0%	1,585,675	2.0%	1,617,388	2.0%	1,649,736	2.0%
Landfill Remediation	500,000	500,000		500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%
Economic Downturn Fund	2,795,805	2,795,805		2,451,147	-12.3%	2,185,480	-10.8%	2,437,472	11.5%	2,558,818	5.0%	2,785,582	8.9%
All Other Expenditures	20,083,380	20,083,380		19,681,712	-2.0%	19,288,078	-2.0%	18,902,317	-2.0%	18,524,270	-2.0%	18,153,785	-2.0%
Expenditures	140,751,728	140,751,728		143,836,768	2.2%	146,048,853	1.5%	149,010,902	2.0%	152,413,676	2.3%	156,344,094	2.6%
Projected Surplus/(Shortfall)	-	221,259		(2,168,697)		(3,157,071)		(4,019,965)		(5,865,352)		(8,094,281)	
Shortfall as a % of Projected Expenditures	0.0%	0.2%		-1.5%		-2.2%		-2.7%		-3.8%		-5.2%	

**Preliminary Projected Budget Scenario
General Fund
Fiscal Year 2011-2016**

Notes and Assumptions - FY 11 Revised Revenue

Real Estate Revenue - Assessments are holding steady for now; final assessment figures will be reported at the beginning of the 2011 calendar year.

Utility Taxes - This includes utility taxes collected from City's gas and water operations and consumer utility tax for electric services and is projected to come in at 2.4% lower than the adopted budget. This is driven most notably by weather and therefore, mild weather means the City collects less revenue in this area.

Virginia Communications Sales and Use Tax - This revenue source includes the consumer tax for telephones and cable, E-911 tax and cable franchise fee and is projecting a slight uptick from original budget projections.

Sales and Use Tax - This is a revenue source that directly reflects what is happening as part of the national economy - people are not spending as much discretionary revenue as before. The projection for FY 2011 shows continued decline in this revenue by 6.1%, continuing the trend of FY 2009 and 2010.

Meals and Lodging Taxes - These revenue sources are actually starting to show some positive news. The FY 2011 revised projection is better than the adopted budget - a .6% increase and 5.4% increase respectively.

BPOL - The FY 2011 revised figures represent the capture of new assessments which while a one time bump will result in a larger tax base for future years.

Intergovernmental Revenue - The FY 2011 Adopted Budget includes a \$635,000 cut from the State that represents the Flex Cuts. When the City received the final Flex Cuts figure, it was lower than projected. This represents most of the 1.1% improved projection from the adopted budget.

Other Local Revenues - This includes taxes, fees and charges for services generated by local government. The only area that is anticipating better performance than what was projected in the FY 2011 Adopted Budget in the Public Service Corporation Tax.

Notes and Assumptions- FY 12-16 Revenue

Real Estate Revenue - Assumes no reduction in tax rate. Assessments are holding steady for now; final assessment figures will be reported at the beginning of the 2011 calendar year.

City/County Revenue Sharing - In FY 2012 the City expects to receive less revenue than in FY 2011, by over \$300,000. This is now capturing and "catching up" to the declining assessments that the County experienced several years ago.

Personal Property Tax (Local)- This revenue is projected to grow by 3% in FY 2012 and continue at that level for the following years. This revenue may also grow as the burden is shifted from the State (which has in essence eliminated Car Tax Relief) to the taxpayer.

Personal Property Tax (State) - The PPTRA is a block grant of money that the City receives each year from the State. The amount received by the City is not expected to change.

Utility Taxes - The revenue source, which includes utility taxes collected from City's gas and water operations and consumer utility tax for electric services, is expected to dip by 1.5% in FY 2012 and then see 1% growth in years following. This is driven most notably by weather and therefore, mild weather means the City collects less revenue in this area.

Virginia Communications Sales and Use Tax - This revenue source includes the consumer tax for telephones and cable, E-911 tax and cable franchise fee.

Sales and Use Tax - The projection for FY 2012 anticipates that this revenue will start picking up again, although slowly, by 1.4%. Future projections show small growth based on the this revised base, but this is one of the most difficult revenues to project and depend entirely on the consumer's mood to spend.

Meals and Lodging Taxes - Similar to what's happening in FY 2011, these revenue sources are projected to remain strong and grow at a modest rate.

BPOL - Because of the new assessments captured during FY 2010, the base for BPOL is now larger than previously projected. FY 2012 and future estimates reflect this larger base with modest growth to occur in future fiscal years.

Intergovernmental Revenue - This includes revenue from UVA, State, Federal government, schools, and Albemarle county (other than City/County Revenue Sharing revenue). In FY 2012, these revenue sources are expected to remain flat at best.

Other Local Revenues - This includes taxes, fees and charges for services generated by local government. Given continuing uncertainty in trending, at this time, these revenues are projected to remain flat.

**Preliminary Projected Budget Scenario
General Fund
Fiscal Year 2011-2016**

Notes and Assumptions - FY 12-16 Expenditures

Local Contribution to Schools - The target based on 40% of new Real Estate and Personal Property Tax Revenue

Outside Agency Funding - Includes all contributions to human services agencies (include the Department of Social Services and Community Attention), arts and educational agencies, community festivals, the Visitor's Bureau, Charlottesville Transit, JAUNT, and organizational memberships. It is unclear at this time how the impacts of reduced State funding may effect agencies such as Regional Ten, JAUNT, Department of Social Services, etc. And, funding these agencies accordingly might be a high priority if not doing so would cause undo stress in FY 2012 or future fiscal years.

Contribution to SPCA - In FY 2012, the payment increases to \$5 per capita and for each year thereafter, the rate in effect for the immediately preceding year multiplied by a Consumer Price Index Factor, which has been averaged for the purposes of this exercise since we do not have the CPI for out years.

Public Safety Agency Funding - Includes Regional Jail, ECC, Blue Ridge Juvenile Detention Center, Piedmont CASA, OAR, and Legal Aid Society. For the same reason as stated above, the 3% cushion in the future could cover any State budget issues that these agencies may experience should that be a priority.

Health Care - Increases for FY 2012 are unknown at this time, but are projected at 5% based on past claims performance. During the budget process, a decision will be made as to whether or not a portion of this increase will be passed onto employees, who have not experienced an increase in two years.

General Government Employee Retirement - FY 2012 retirement rates have not been finalized at this time; the projection shown is a worse case scenario. The rate for those in the Defined Contribution retirement plan will remain at 8%. In future years, while its difficult to predict the increases, the costs will continue to rise as employee salaries rise and the City continues to have a need to fully fund retirement at the actuarial rate. This also assumes no major changes to the pension retirement plan.

Public Safety Employee Retirement - FY 2012 retirement rates have not been finalized at this time; the projection shown is a worse case scenario. In future years, while its difficult to predict the increases, the costs will continue to rise as employee salaries rise and the City continues to have a need to fully fund retirement at the actuarial rate. This also assumes no major changes to the pension retirement plan.

Fixed Costs - This includes I.T. User Fees, HVAC Fees, Fuel and Vehicle Maintenance, Computer Replacement and Technology Infrastructure Replacement, Workers Compensation and General Insurance.

Housing Programs, Tax Relief, and Affordable Housing Grants - This includes funds dedicated to the homeowners tax grant program, tax and rent relief for the elderly and disabled and the City's contributions to PHA and AHIP. Funds remain level for FY 2012 and future fiscal years. This also assumes that Council makes no changes to tax relief/grant program criteria which may require increased funding.

Current Salaries - No pay increase was granted to employees during FY 2011 and therefore, salaries are expected to be about the same for FY 2012, the exception being any new hires or promotions granted during the year.

Employee Compensation and Training - For FY 2012, the figure includes a 2% adjustment in salaries - be that in the form of market rate adjustment or a citywide COLA increase. At this time though, no final decision has been made. Starting in FY 2013, the funding reflects a 3% raise. Also included in this figure are funds for citywide training programs and unemployment claims.

Comprehensive Services Act - At this time, FY 2012 is projected to see a 5% increase but that figure will more than likely decrease as the impacts and benefits of community wrap-around services can be better quantified.

Fund Balance Target Adjustment - This pool of funds provides the City with a bit of extra cushion at the end of a fiscal year to help us achieve the fund balance policy of 12%.

Debt Service - These are funds required to pay off the City's long term debt and is projected based on the 5 year Capital Improvement Program. The projections reflect future CIP needs that will require a larger City cash contribution in order to keep our debt service policy on target and meet the basic needs of the City's capital program.

GF Contribution to Facilities Repair Fund - In FY 2011, this transfer was reduced by \$250,000 without much impact to work that needs to be done. Future years will gradually increase the General Fund contribution again.

GF Contribution to Capital Improvement Plan - The dollars represent the five year plan as it stands right now. These contributions should keep us in compliance with the Budget Guidelines of transferring at least 3% of the general fund expenditures to the Capital Improvement Fund.

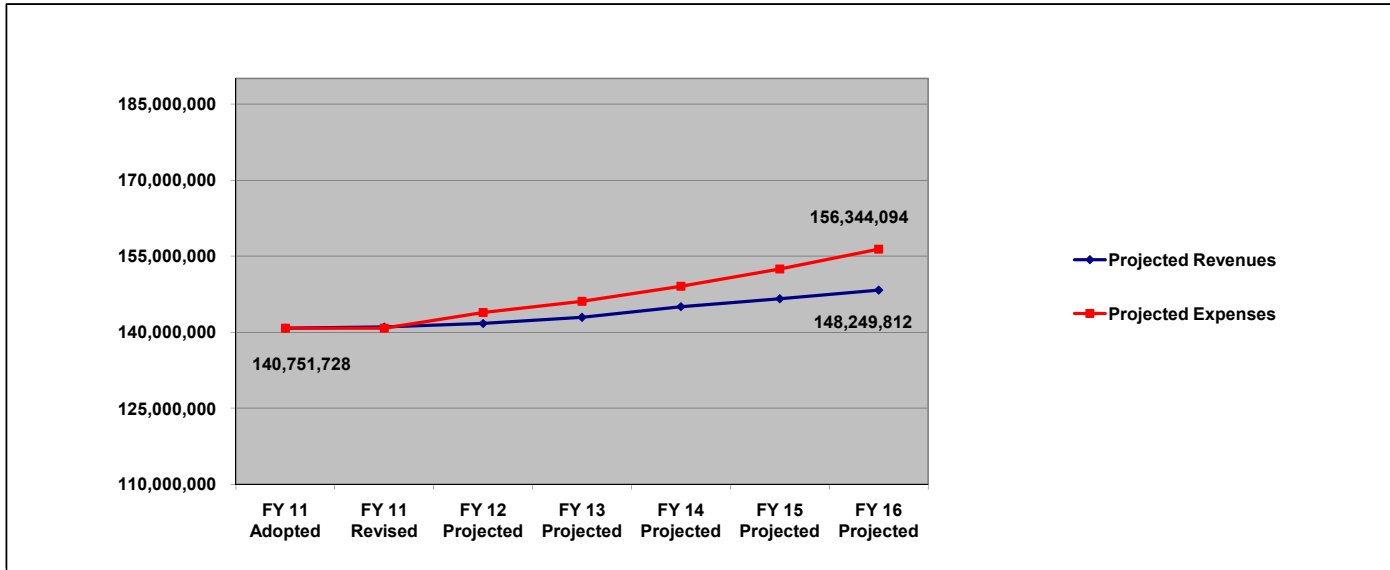
GF Contribution to Equipment Replacement Fund - The current funding for replacement of vehicles and equipment is not adequate and the fleet is aging - but recognizing the current budget situation, keeping this level funded will at least continue to allow the City to make up lost ground from past funding inadequacies. In addition, as older vehicles are replaced with more fuel efficient vehicles, this will impact, in a positive way, future maintenance and fuel costs that need to be incurred by City departments.

Landfill Remediation - These are cost associated with cleanup of the landfill. The FY 2012 projection is based on staff analysis of what the City will actually need to pay out in that and future years.

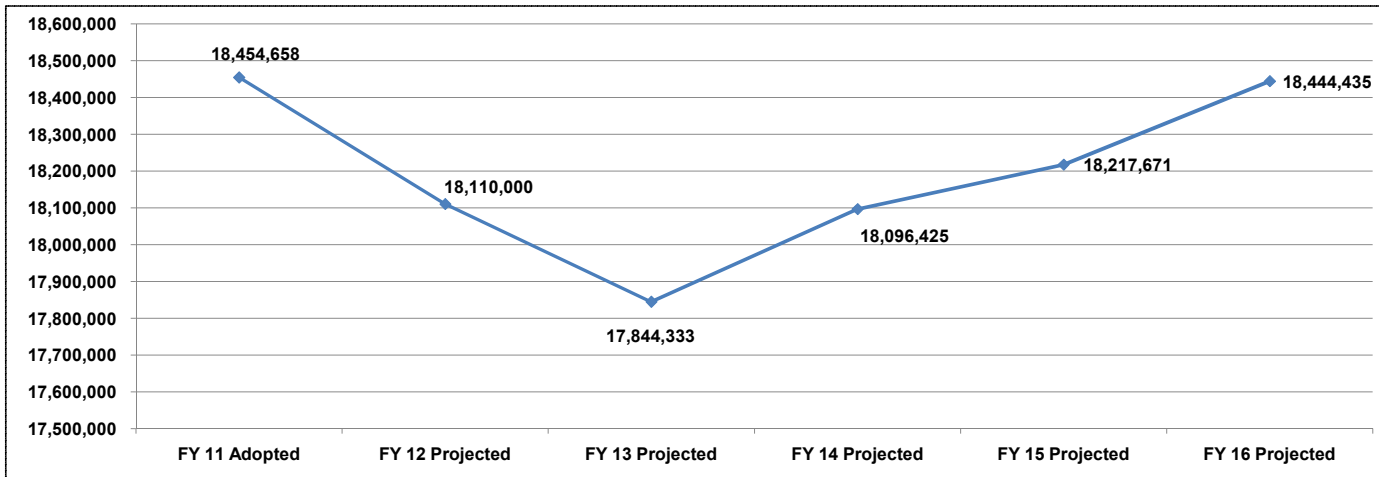
Economic Downturn Fund - Reflects a formula based on a percentage of the total City/County Revenue Sharing dollars being received.

All Other Expenditures - This represents all other operational expenditures that a department incurs and while the total dollar is large, individually, these are fairly small items that do need to increase as the cost of items increases and with inflation. The 2% reduction in all years reflects a commitment to continue to be more efficient and effective in providing services at the most beneficial cost achievable.

**Preliminary Projected Budget Scenario
General Fund
Fiscal Year 2011-2016**



**City/County Revenue Sharing Projections
Fiscal Year 2011-2016**



FY 2012 Proposed Budget Guidelines

1. Maintain the current real estate and personal property tax rates.
2. Develop operational budgets within projected available revenues.
3. Focus on Council's Strategic Vision and Priorities:
 - Economic Sustainability
 - A Center for Lifelong Learning
 - Quality Housing Opportunities for All
 - Charlottesville Arts and Culture
 - A Green City
 - America's Healthiest City
 - A Connected Community
 - Smart, Citizen Focused Government
4. Continue to incorporate the use of performance measures to assist in making decisions that support budget priorities related to City Council's Strategic Vision and Priorities, the goal being to use measures as a management and decision making tool during the budget process.
5. Continue the strong commitment to education by allocating up to 40% of new City real estate and property tax revenue to schools.
6. Invest strategically in employees by providing adequate pay, benefits, training, technology resources, support, and appreciation.
7. Annually review the living wage ordinance "so that every City contract for the provision of non-professional services will require that the contractor pay each employee assigned to perform services a living wage equal to no less than the lowest starting salary for City employees."
8. Fund no new programs or major expansion of existing programs without fully offsetting revenues or reductions in expenditures.
9. Balance reinvestment in the City's existing infrastructure and facilities and creation of new opportunities for investing in the future of the City.
10. Conduct a prioritization process for funding non profit agencies, to be coordinated by the Commission on Children and Families, that will include participation and feedback from the nonprofit agencies, the goal being to have in place for FY 2013 a process by which City Council and the County Board of Supervisors can make funding decisions for area non profits based on community priorities.
11. Transfer at least 3% of general fund operating expenditures to the Capital Improvement Fund (CIP).
12. Budget a reserve for Council Priority Initiatives.
13. Budget a Fund Balance Target Adjustment pool of funds to help ensure that the City continues to meet the important financial policy of maintaining an unappropriated fund balance in the General Fund equal to 12% of the City's operating budget.
14. Maintain an Economic Downturn Fund until such time revenues stabilize.

Long Term Financial Policies

1. Maintain a General Fund balance of 12% of operating budget.
2. Maintain sufficient working capital in the utilities funds (Water, Wastewater and Gas).
3. Stabilize all non-general funds by ensuring they have a positive fund balance.
4. Transfer any excess funds from parking fines above the amount budgeted in the General Fund to the Capital Fund for future parking projects.
5. Maintain a debt service to general fund total expenditure ratio of 8% or less.
6. Transfer 1-cent of the meals tax revenue to the Debt Service Fund to be use for debt service.

FY 2011-2012 BUDGET DEVELOPMENT WORKPLAN

(Highlighted items directly involve City Council)

2010

July

- Revise CIP request forms and process for FY 2012-2016 –**July 12th – 31st**
- Update historical information online to reflect the FY 2012 Adopted Budget figures – **July 31st**

August

- Begin discussions with departments on FY 2012 budget issues/long term strategic planning/community involvement/regular planning sessions with LeadTeam/other staff, etc. – **August 4th LeadTeam Meeting**
- Budget Office to review and finalize CIP request forms to be distributed to departments – **August 6th**
- Distribute application materials for FY 2012-2016 CIP (operational departments and utilities) – **August 16th**
- Recruit staff/department heads/Planning Commission member for CIP Committee(s) and set up meetings for late September/early October – **mid August**
- Request fixed cost information for FY 2012 – **August 23rd**
 - HVAC
 - Information Technology Data Processing Fees; Computer and Infrastructure Replacement
 - Retirement
 - Health Care
 - Life
 - Fleet and Fuel/Vehicle Wash
 - Equipment Replacement
 - Telephone
 - Workers Compensation/General Insurance

- Begin to update FY 2012 Proposed Budget document – **Begins this month and completed by November 30th**

September

- Schedule individual FY 2012 departmental budget meetings for mid November – **September 7th and ongoing**
- Tuesday Noon Budget Meetings begin – **September 14th**
- Revenue Team Meeting – **September 21st**
- FY 2012 Fixed cost information due to Budget Office – **September 20th**
- FY 2012 - 2016 CIP requests due to Budget Office – **September 20th**
- Ranking Committee meetings for FY 2012 - 2016 CIP Requests – **September 29th**

October

- **Send draft of City Notes Budget Survey to Council for review and feedback – October 4th**
- Ranking Committee meetings for FY 2012 - 2016 CIP Requests – **October 7th**
- Distribute FY 2012 Budget Request packages to City departments – **October 11th**
- FY 2012 – 2016 CIP Budget Development Committee meetings – **October 25th**
- **Distribute 1st Quarter reports for FY 2011 – October 29th**

November

- Citizen Budget Survey distributed in City Notes
- FY 2012 Budget Guidelines and long term trends updates for November 15th Council Meeting due for review – **November 2nd**
- FY 2012 – 2016 CIP Budget Development Committee meetings – **November 4th, third meeting TBD**
- FY 2012 Budget Requests due from City departments – **November 12th**

- Present long term financials and FY 2012 Budget Guidelines – **November 15th**
- Revenue Team Meeting – **November 16th**
- Present Manager’s Recommended FY 2012-2016 CIP to Planning Commission Worksession – **November 23rd**

December

- Budget Worksession – **December 2nd**
- Present Manager’s Recommended FY 2012 – 2016 Capital Improvement Program to Planning Commission at regular meeting for public hearing, final review and approval – **December 14th**
- Revenue Team Meeting – **December 21st**
- CY 2010 Real Estate Assessment estimates due – **December 31st**

2011

January

- Finalize FY 2012 Proposed Budget – **mid-late January**
- Revenue Team Meeting – **January 18th**
- **Distribute 2nd Quarter reports for FY 2011 – January 31st**

February

- Complete FY 2012 Proposed Budget Document
 - “Final” draft of entire document presented to Budget Director for review – **February 7th**
 - Proposed Budget delivered to printer – **February 21st**
 - **Proposed Budget delivered to City Council – February 25th**
- Tax Levy ad to Clerk of Council/Daily Progress – **TBD and if necessary dependent on assessment changes; if necessary, then at least 30 days before first public hearing**
- Revenue Team Meeting – **February 15th**
- Budget ad to Clerk of Council/Daily Progress – **February 25th**
- FY 2012 Budget Supplement Notebook - “Final” draft of entire document presented to Budget Director – **February 25th**

- Finalize Council presentation on the FY 2012 Proposed Budget – **February 25th**
- Proposed funding letters distributed to outside agencies – **February 28th**

March

- FY 2012 Budget Supplement Notebook delivered to City Council – **March 4th**
- Council formally presented with FY 2012 City Manager's Proposed Budget – **March 7th**
- Budget Worksessions – **March 10th, 16th and 31st, 5-7PM, Basement Conference Room**
- Revenue Team Meeting – **March 15th**
- First Budget Public Hearing – **March 21st**
- Community Budget Forum – **March 23rd, 7PM, City Space**
- Prepare budget ordinance

April

- Second Budget Public Hearing/First Reading – **April 4th**
- Budget Worksession – **April 7th, 5-7PM, Basement Conference Room**
- Budget Approval/Second reading – **April 12th, 5:30PM, 2nd Floor Conference Room**
- Revenue Team Meeting – **April 19th**
- Adopted funding letters distributed to outside agencies – **April 22nd**
- Distribute 3rd Quarter reports for FY 2011 – **April 30th**
- Finalize FY 2012 Adopted Budget Document – **ongoing until end of June**

June

- Complete FY 2012 Budget Document for printing and distribution
 - Final Draft for Review (to Budget Director) – **June 10th**
 - Review done and delivered to printer – **June 17th**

- Distribution to City Council and public – **June 24th**
- Post FY 2012 budget on City website – **June 24th**
- Budget in Brief completed – **June 24th**
- Upload FY 2012 Budget into SAP
 - Test budget load – **TBD**
 - Final budget load – **TBD**

July

- Submit application for GFOA Distinguished Budget Award application and budget documents –**TBD**

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