

## **FY 2011 BUDGET CALENDAR**

### **July 2009 – August 2009**

Budget staff began analyzing balancing options for FY 2011 and started discussions with executive management regarding the various options.

### **September 2009 thru January 2010**

Capital improvement plan (CIP) budget preparation. This process involved input by departments; the review of project budgets and operating and maintenance budgets by engineering, budget and facilities management staff; the prioritization of projects based on City Council's strategic priorities and financial constraints; a discussion of various financing options by the CIP finance team; and preparation of the Preliminary CIP 2011-2020 document for City Council review.

Preparation of operating budget items such as premiums for workers compensation insurance, risk management insurance, vehicle replacement, technology replacement, phone services, and indirect cost allocation. Analysis of revenue trends also prepared during this time, with periodic updates to executives in the City Manager's Office.

### **September 2009**

- 29 Memo from the City Manager's Office to the deputy city managers and public safety chiefs regarding instructions for identifying three levels of program and service adjustments for the FY 2011 general fund operating budget. The three levels of reductions were 10%, 15% and 20%. Responses were due to the Management and Budget Department by October 23, 2009.

### **October 2009**

- Management began the meet and confer process after receiving initial proposals from both public safety labor unions. Meetings and discussions between union representatives and members of the negotiation team regarding the proposals continued over the next several months. The city's negotiation team consisted of the city manager, assistant city manager, human resources director, management and budget director, and their respective ancillary staff members.
- 28 City manager's meeting with the deputy city managers, public safety chiefs, human resources director and the staff of the Management and Budget Department to discuss the proposed program and service adjustments that were submitted in response to the September 29, 2009 memo. The city manager directed the public safety chiefs to modify their reductions at the 10% level so they exclude any proposed adjustments to sworn staffing. He also directed the deputy city managers for the other departments to re-evaluate their proposed 15% and 20% reductions.
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**November 2009**

- 3 Memo from the City Manager's Office to the deputy city managers and public safety chiefs regarding modifications to the proposed program and service adjustments that were submitted in October and reviewed at the October 28, 2009 meeting. Responses were due to the Management and Budget Department by November 23, 2009.

**December 2009**

- 2 City Council goal review and strategic planning retreat. An economic update was provided to council. This update included an estimate of the additional shortfall expected for the FY 2011 general fund operating budget as well as the estimated impact of the region's real estate market on the council-adopted CIP. Council was apprised of the development of proposed program and service adjustments to the FY 2011 general fund operating budget.
- 7 Operating budget kickoff meeting and departments began the FY 2011 budget input. Input continued through December 23.
- 17 City manager's meeting with the deputy city managers, public safety chiefs, human resources director and the staff of the Management and Budget Department to discuss the modified reductions that were submitted in response to the November 3, 2009 memo. A proposed balancing plan for the FY 2011 general fund operating budget was also presented. This plan included the elimination of frozen general fund vacancies, the continuation of the existing furlough program for all city employees except those in the represented groups, general fund revenue enhancement opportunities and the proposed general fund operating program and service adjustments that had been under discussion since October 2009. The city manager provided direction regarding the revenue enhancement opportunities and potential additional opportunities for generating savings in the operating budget.
- 23 Last day for FY 2011 budget input by departments

**January 2010**

- 20 City manager's meeting with the deputy city managers, public safety chiefs, human resources director and the staff of the Management and Budget Department to discuss the follow up items from the December 17, 2009 meeting. Balancing plan for the FY 2011 general fund operating budget was finalized in preparation for the February 16, 2010 workshop presentation to City Council.

**February 2010**

- 16 The balancing strategy for the FY 2011 general fund operating budget was presented to City Council. This meeting also presented City Council with the schedule for three public meetings to solicit feedback on the proposed service and program adjustments to the FY 2011 general fund operating budget.
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- 19 City's website for the upcoming public meetings on the budget went live and included a document that summarized the \$14.7 million in proposed program and service adjustments to the FY 2011 general fund operating budget. The website also included a method for citizens to provide feedback via the website to the proposed program and service adjustments. A telephone hotline to solicit constituent feedback also became operational.

As a result of the open relationship that has been established through the Organizational Cooperative Process (OCP), each union's Memorandum of Understanding (MOU) was completed. As they have done in previous years, members of these organizations stepped up to help the city deal with the current budget situation. Between the two groups, they contributed over \$1.8 million in deferral of pay and benefits to assist with balancing the current FY 2011 budget while ensuring that their issues will be considered in future years. Both the Glendale Chapter of the United Phoenix Fire Fighters Association – Local 493 and the Glendale Police Officer's Coalition took the final draft MOU to their respective membership where each voted to approve the terms for FY 2011 and FY 2012.

### **March 2010**

- 3, 4, 8 Three public meetings to solicit feedback on the proposed service and program adjustments to the FY 2011 general fund operating budget.
- 11 Last day for submission via the city's website or the telephone hotline of public comments on the proposed program and service adjustments.
- 18 Delivery of the city manager's recommended FY 2011 operating budget document and the preliminary FY 2011-2020 CIP document to City Council for discussion at the upcoming budget workshops.
- 23 1:30 PM – 5:00 PM, budget workshop.
- 30 1:00 PM – 5:00 PM, budget workshop

### **April 2010**

The FY 2011 budget document was prepared. This included preparation of all schedules such as fund balance analyses, summary of revenues, operating budgets by program and fund, debt service schedules, transfers between funds, summary of property tax levy and tax rate, departmental narratives, budget message, etc.

### **May 2010**

- 18 The FY 2011 preliminary budget document was delivered to City Council in advance of the May 25 council meeting.
- 25 City Council adopted a resolution approving the FY 2011 preliminary budget, directing publication of the preliminary budget, giving notice of the June 8 date for the public hearing on the FY 2011 preliminary budget and a separate public hearing on the FY 2011
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property tax levy and giving notice of the June 23 date for the adoption of the FY 2011 property tax levy.

- 27 Publication in *The Glendale Star* of FY 2011 budget information as required by state statute.

**June 2010**

- 3 Second publication in *The Glendale Star* of FY 2011 budget information as required by state statute.
- 3 The Planning Department presented the FY 2011-2020 CIP to the Planning Commission for review as required by Arizona state law to ensure consistency with the City's General Plan. The Planning Commission sent a letter to the City Council indicating that the FY 2011-2020 CIP is consistent with the Glendale's General Plan.
- 8 City Council conducted a public hearing on the FY 2011 property tax levy. City Council conducted a separate public hearing on the FY 2011 budget and convened a special meeting to adopt a resolution approving the FY 2011 budget.
- 22 City Council adopted an ordinance approving the FY 2011 property tax levy.

**July 2010**

- 1 Start of FY 2011.

**September 2010**

- TBD Clean up ordinance to City Council regarding FY 2010 inter-fund budget transfers.
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