



COUNTY ADMINISTRATOR
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TO: Al Robinson, Chair
Ways & Means Committee

FROM: Robert E. Guenzel
County Administrator

DATE: May 19, 1999

SUBJECT: 2000/2001 Budget Process

BOARD ACTION REQUESTED:

It is requested that the Ways & Means Committee approve the 2000/2001 Budget Process Calendar and Guidelines as attached.

BACKGROUND:

The 1996/97 Budget Process initiated what has come to be known as the County's Business Improvement Process (BIP). This process has continued to make a dramatic shift in the way the County does business. Some of the most apparent have been in connection to the budget process.

1996/97 Budget

- **Adoption of 2 year budget**

- 5 year balanced projection
- Partnership with Departments on revenue projections
- Establishment of Guiding Principles
- Development of conceptual model for BIP
- Preliminary discussion with Budget office to "agree" on numbers
- Departments given authority to manage budget

1998/99 Budget

- Department Head involvement in developing stages of BIP
- Department Business Plans
- Integration of BOC Priorities with BIP
- Long range perspective on infrastructure needs (professional development, technology, space)
- Increased emphasis on fiscal stability
- Budget discussion with Administration focused on enhancements as related to BOC priorities, Guiding Principles and Department. Business Plans

DISCUSSION:

In preparation for the 2000/01 budget cycle, departments are reviewing business plan outcomes and measures to advance the County's goal of performance monitoring. This will be the first cycle in which outcome measures can be published on a large scale.

Some of the additional enhancements of the 2000/01 Budget Process are:

- Increase Board involvement prior to internal development of the Budget
- Enhanced role of Department Heads in defining process and prioritization
- Joint recommendation from Budget office and Departments for "base level" of appropriation
- Pilot to integrate Business Plans with Budget (Central Administration Survey)
- Attach dollars at program level
- Commitment to 10 year balanced budget projection

Prior to beginning the preparation for the 2000/01 Budget, it is necessary for Ways & Means Committee to approve a budget calendar to provide a schedule for the process. In addition, the Budget Guidelines establish a framework and direction within which departments formulate their requests.

IMPACT ON HUMAN RESOURCES:

None

IMPACT ON BUDGET:

None

IMPACT ON INDIRECT COSTS:

None

IMPACT ON OTHER COUNTY DEPARTMENTS OR OUTSIDE AGENCIES:

None

CONFORMITY WITH COUNTY POLICIES:

Conforms with County Policies

ATTACHMENTS/APPENDICES:

Resolution

Budget Process Guidelines

Budget Process Calendar

A RESOLUTION ADOPTING THE BUDGET PROCESS GUIDELINES AND THE BUDGET PROCESS CALENDAR FOR THE 2000/2001 BIENNIAL BUDGET

WASHTENAW COUNTY WAYS AND MEANS COMMITTEE

MAY 19, 1999

WHEREAS, fiscal integrity is one of the Board of Commissioner's priorities; and

WHEREAS, the County began preparation of its first two year budget in 1993; and

WHEREAS, the Business Improvement Process has continued to make a dramatic shift in the way the County does business; and

WHEREAS, the Budget Guidelines establish a framework and direction within which departments formulate their requests; and

WHEREAS, this matter has been reviewed by the County Administrator's Office, Corporation Counsel, Finance and Human Resources

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners through its Ways & Means Committee hereby adopts the 2000/2001 Budget Process Guidelines and Calendar for the budget, as attached hereto and made a part hereof

2000/01 Budget Process Calendar

	Start	Finish
Technical Preparations		
Department Preliminary Reviews with Budget	3/22/99	4/23/99

Central Budget Preparation	2/24/99	4/30/99
Departmental Revenue Reviews	4/7/99	5/7/99
Departments update Business Plans	5/3/99	5/28/99
BOC Establishes Priorities & Direction		
2000/01 Budget Guidelines developed	2/1/99	4/11/99
BOC Establishes Priorities	2/1/99	4/15/99
Brief BOC on recommended process		4/15/99
BOC adopts 2000/01 Budget guidelines		5/19/99
Internal Review of Program Requests & BOC Priorities & Direction		
Departmental Budget Briefing Session		4/30/99
Budget Materials Due		6/15/99
Department Budget Reviews with Administration	6/17/99	8/10/99
Balancing of Budget	7/20/99	8/31/99
Publication of Budget Documents	8/31/99	9/10/99
Administrator Reviews Recommendations with Departments	8/17/99	8/31/99
BOC Budget Review		
Public Hearing on Millage/BOC Adopts millage rate		9/15/99
Recommended Budget Presented to BOC		9/15/99
Way & Means Committee Review	9/15/99	11/3/99
Public Hearing		11/3/99
Adoption of Final Budget		11/17/99
Publication of Final Budget Documents	11/18/99	12/24/99

2000/2001 BUDGET

POLICY GUIDELINES AND ISSUES

Policies and Issues

Administrator to submit recommended Budget for 2000/2001 on September 15, 1999, with Ways & Means Committee review commencing September 15 through November 16, 1999 and final adoption by the Board of Commissioners scheduled for November 17, 1999.

Department heads to be directed to review all programs for continuing relevance and priority as a County service, and delete or modify programs where indicated.

Department heads are to be instructed to consider the priorities of the Washtenaw County Board of Commissioners.

Budget Office to compute salaries and fringe benefits for all departments, applying a turnover reduction percentage factor based upon each department's actual experience over the past five years.

Budget Office to meet with departments and jointly recommend 2000 and 2001 departmental allocations for current service levels.

Priority to be given to personnel enhancements presented in the context of reorganizations that enhance customer service and/or reduce the cost of doing business.

Requests for service enhancements are to be separately requested via request templates. Requests should be accompanied by appropriate back-up documentation.

The Board recognizes that these 2000/01 Budget Guidelines are part of a continuous improvement budget process that was developed by the Administrator in the 1996/97 budget to continue through the year 2004.

Outside agency budget requests to be reviewed by oversight departments for recommendation. Human Service outside agency requests shall also include review and recommendation by Human Services Directors Council.

Throughout the budget discussions by the Ways & Means Committee, any addition, deletion or modification proposed by a Commissioner must be supported by a majority of the Ways & Means Committee membership in order for it to be incorporated into the budget process and/or for central administration staff to conduct lengthy background analysis or prepare staff recommendations.