



COUNTY ADMINISTRATOR
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TO: Martha Kerns, Chair
Ways & Means Committee

FROM: Robert E. Guenzel
County Administrator

DATE: April 18, 2001

SUBJECT: 2002/03 Budget Process

ACTION REQUESTED:

It is requested that the Ways & Means Committee approve the 2002/03 Budget Process Calendar and Guidelines as attached to the Ways & Means Committee resolution.

BACKGROUND:

The 1996/97 Budget Process initiated what has come to be know as the County's Business Improvement Process. 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 Dept. Business Plans

2000/01 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 and staff at program level
- Commitment to 10 year balance projection

DISCUSSION:

In an attempt to once again further integrate the Budget Process and the Business Improvement Process, the following enhancements to the 2002/03 Budget Process will take place:

- Business Plans integrated with Budget
- Emphasis on reducing the cost of doing business and enhancing service through collaboration
- Engagement of staff at all levels in preparation of business plans
- Business plan contain a vision of 2010 with specific goals for 2002/03
- Information Sessions for BOC

Prior to beginning the preparation for the 2002/03 Budget, it is necessary for the Ways & Means Committee to approve a budget calendar to provide a schedule for the process. In addition, the Budget Guidelines, once approved, will establish a framework and direction within which departments formulate their budget 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
2002/03 Budget Process Calendar
2002/03 Budget Policy Guidelines and Issues

A RESOLUTION ADOPTING THE BUDGET PROCESS GUIDELINES AND THE
BUDGET PROCESS CALENDAR FOR THE 2002/03 BIENNIAL BUDGET

WASHTENAW COUNTY WAYS AND MEANS COMMITTEE

APRIL 18, 2001

WHEREAS, fiscal stability is a County priority; 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 with in 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 2002/03 Budget Process Guidelines and Calendar for the budget, as attached hereto and made a part hereof

2002/03 Budget Process Calendar

	Start	Finish
Technical Preparations		
Departments update Business Plans	1/24/01	4/13/01
Central Budget Preparation	1/2/01	4/13/01
Departmental Revenue Reviews	3/12/01	3/29/01
Department Preliminary Reviews with Budget	4/16/01	5/2/01
BOC Provides Direction on Budget Process		
Brief BOC on recommended process		3/7/01
2002/03 Budget Guidelines developed	3/8/01	4/4/01
BOC adopts 2002/03 Budget guidelines		4/18/01
BOC Information Sessions	3/8/01	7/18/01
Internal Review of Program Requests		
Departmental Budget Briefing Session		5/2/01
Budget Materials Due		5/18/01
Department Budget Reviews with Administration	6/4/01	6/28/01
Balancing of Budget	7/2/01	8/31/01
Administrator Reviews Recommendations with Departments	8/20/01	8/31/01
Publication of Budget Documents	9/4/01	9/10/01
BOC Budget Review		
BOC Adopts millage rate		9/19/01
Recommended Budget Presented to BOC		9/19/01
Way & Means Committee Review	9/19/01	11/7/01
Public Hearing		11/7/01
Adoption of Final Budget		11/21/01
Publication of Final Budget Documents	11/22/01	12/21/01

2002/2003 BUDGET POLICY GUIDELINES AND ISSUES

Policies and Issues

Administrator to submit recommended Budget for 2002/2003 on September 19, 2001, with Ways & Means Committee review commencing September 19 through November 7, 2001 and final adoption by the Board of Commissioners scheduled for November 21, 2001.

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.

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 2002 and 2003 departmental allocations for current service levels.

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

Goals not involving an innovation must be met within departmental base budgets.

The Board recognizes that these 2002/03 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 are to be reviewed by oversight departments for recommendation. Human Service and Children's Well-Being 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.