

# Budget Development

Development of the annual City Budget is a year-long process that ends in December with the final review and formal adoption of the Budget.

## Major Phases

---

February - April

### Planning



1. Budget Office develops the 2021 Budget Manual
2. Budget Office meets to resolve issues and prepare budget outlook

May - July

### Department & Division Budget Requests



1. Budget Office meets with departments to kickoff 2021 Budget Process
2. Directors meet with the Mayor to learn the priorities for the 2021 Budget
3. In conjunction with the Budget Office, departments and divisions prepare budget proposals

August - September

### Formulation of the Mayor's Budget



1. Final adjustments in revenue and expenditure estimates prepared
2. Mayor balances budget
3. Departments are notified of their 2021 Budgets
4. Budget Office presents financial outlook and key fiscal issues for upcoming year
5. Budget Office prepares Budget document

October - November

### Review, Public Input and Budget Markup



1. City Council reviews recommended Budget
2. City Council holds budget work sessions
3. Public Hearing/E-Town Hall held to gather public input
4. City Council makes allocation and policy decisions at final budget markup session

November - December

### Final Review and Adoption



1. First reading of appropriation ordinances held adopting Budget and setting the annual tax levy
2. City Council sets mill levy
3. Second reading of appropriation ordinances held adopting Budget and setting the annual tax levy
4. Budget Office begins production of final Budget document

## 2021 Budget Calendar

---

### 2021 BUDGET CALENDAR

DATE	DESCRIPTION
<b>MARCH</b>	
March 1 - 31	Finalize 2020 Budget Book and Budget-in-Brief
March 1 - 31	Layout 2021 Budget Calendar/Process
March 1 - 31	2021 Budget Process Meeting with department analysts
<b>APRIL</b>	
April 1 - 30	Budget Office -- Migration of SharePoint site and preparation of training info
<b>MAY</b>	
May 1 - 31	Budget Office -- Department Kick Off meetings
May 27	Budget Office -- CIP Prioritization Committee Kick Off meeting
May 31	Release 2021 Budget SharePoint site to departments
<b>JUNE</b>	
June 1 - 30	Departments prepare 2021 Budget requests
June 1 - 30	Budget Office -- 2021 Revenue Projections
<b>JULY</b>	
July 1 - 30	Departments continue to prepare 2021 Budget requests
July 8	Data entry for unfunded budget needs and CIP/Grants projects finalized in SharePoint
July 22	CIP Prioritization Committee meeting to reviewing scoring results
July 30	Discuss Mayor's 2021 Budget Priorities with departments
<b>AUGUST</b>	
August 3	All remaining data entry by departments for the 2021 Budget finalized in SharePoint
August 3 - 27	2021 Budget Balancing
August 28	Meeting with City Council Budget Committee for preview of Budget Balancing
<b>SEPTEMBER</b>	
September 1	CIP Prioritization Committee meeting to discuss funding results
September 4	SIMD budgets submitted by Parks, Recreation and Cultural Services
September 10	2021 Budget preview with Directors and Managers
September 1 - 30	Budget Office -- preparation of preliminary 2021 Budget
<b>OCTOBER</b>	
October 5	Mayor distributes 2021 Budget
October 14 & 16	City Council Budget Committee review of 2021 Budget document
October 20	City Council 2021 Budget Work Session
October 26	Formal Public Hearing on 2021 Budget

## 2021 Budget Calendar

---

### 2021 BUDGET CALENDAR

DATE	DESCRIPTION
<b>NOVEMBER</b>	
November 6	City Council 2021 Budget Markup Session and introduction of Ordinance for the 2020 Mill Levy and Ordinance adopting 2021 Salary Structure for Civilian and Sworn Municipal Employees
November 9	City Council Work Session - Introduction of the Resolutions for the 2020 Mill Levy Certifications and Budget Appropriation for the General Improvement Districts (GIDs)
November 12	Second City Council 2021 Budget Markup Session
November 23	City Council Work Session - Budget Ordinance for Review. Introduction of the Resolution for the 2020 Mill Levy Certifications for the SIMDs
November 24	City Council Regular Meeting - for 1st Reading of 2020 Mill Levy, the 2021 Salary Structure, and 2021 Budget Appropriation Ordinance. 1st Reading of the 2020 Mill Levy Certifications and Budget Appropriation for the GIDs
<b>DECEMBER</b>	
December 8	City Council Regular Meeting - for 2nd Reading of City's 2020 Mill Levy and 2021 Budget Ordinance; 2021 City Budget officially adopted. 1st Reading of 2020 Mill Levy Certifications for SIMDs
December 9 - 10	Deadline to provide Budget Ordinance to Mayor (within 48 hours of 2nd Reading)
5 calendar days after receipt or December 15	City Charter deadline for Mayor's veto (within 5 calendar days of Mayor's receipt)
December 15	Deadline for certifying mill levy to County (CRS §39-5-128) and adopting budget (CRS §29-1-108)
December 15 - 31	Budget Office starts preparing Final Budget document
December 31	Deadline for appropriating budget (CRS §29-1-108 and City Charter 7-50)

## GFOA Distinguished Budget Award Program Requirements

Budget Best Practices		
GFOA Item	GFOA Requirements	City
<b>Table of Contents</b>	Include a table of contents that makes it simple to locate information	<ol style="list-style-type: none"> <li>1. City provides a table of contents</li> <li>2. Pages in the table of contents are linked electronically to their corresponding content</li> <li>3. The page number references in the budget table of contents agree with the related page numbers in the budget submission</li> </ol>
<b>Strategic Goals and Strategies</b>	Provide a coherent statement of organization-wide, strategic goals and strategies that address long-term concerns and issues.	<ol style="list-style-type: none"> <li>1. Strategic goals are included (Mayor's Letter, Strategic Plan)</li> <li>2. The process of creating the strategic goals is explained in the Strategic Plan section</li> <li>3. Initiatives to achieve strategic goals are listed in the Strategic Plan section and in department narratives</li> </ol>
<b>Priorities and Issues</b>	Provide a budget message that articulates priorities and issues for the upcoming year. The message should describe significant changes in priorities from the current year and explain the factors that led to those changes.	<ol style="list-style-type: none"> <li>1. Principal issues facing the governing body are discussed in the Mayor's Letter</li> <li>2. The Mayor's Letter discusses actions taken to address issues</li> <li>3. How priorities have changed from prior budgets to this one are discussed in the Mayor's Letter and in the Overview sections</li> <li>4. Major changes in service levels, fees, and/or taxes are presented in the Overview sections and department narratives</li> </ol>
<b>Budget Overview</b>	An overview of significant budgetary items and trends should be provided. The overview should be presented within the budget as a separate section (e.g., budget-in-brief) or integrated within the transmittal letter.	<ol style="list-style-type: none"> <li>1. An overview is contained in the budget message/transmittal letter, executive summary, and will be included in the annual Budget in Brief document (Overview &amp; All Funds Summary)</li> <li>2. Summary information on significant budgetary items is conveyed in an easy to read format</li> <li>3. Information on budgetary trends is provided (Overview &amp; All Funds Summary)</li> <li>4. A summary of changes is provided between proposed and adopted budget (Appendix F in the Final Budget Book)</li> </ol>
<b>Organization Chart</b>	Provide an organization chart for the entire entity.	<ol style="list-style-type: none"> <li>1. An organization chart is supplied for the entire entity</li> </ol>
<b>Fund Descriptions and Fund Structure</b>	Describe all funds that are subject to appropriation.	<ol style="list-style-type: none"> <li>1. A narrative or graphic overview of the entity's budgetary fund structures included in the document (All Funds Summary)</li> <li>2. The document indicates which funds are appropriated (All Funds Summary)</li> <li>3. The document includes a description of each individual major fund included within the document (All Funds Summary)</li> </ol>
<b>Department/Fund Relationship</b>	Provide narrative, tables, schedules, or matrices to show the relationship between functional units, major funds, and nonmajor funds in the aggregate.	<ol style="list-style-type: none"> <li>1. The relationship between the entity's functional unit, major funds, and non-major funds is explained or illustrated in several sections and in the departmental narratives</li> </ol>
<b>Basis of Budgeting</b>	Explain the basis of budgeting for all funds, whether cash, modified accrual, or some other statutory basis.	<ol style="list-style-type: none"> <li>1. The basis of budgeting is defined in Appendices B and D</li> <li>2. The basis of budgeting is the same as the basis of accounting and is clearly stated in the All Funds Summary</li> </ol>

## GFOA Distinguished Budget Award Program Requirements

Budget Best Practices		
GFOA Item	GFOA Requirements	City
<b>Financial Policies</b>	Include a coherent statement of entity-wide long-term financial policies.	<ol style="list-style-type: none"> <li>1. There is a summary of financial policies and goals stated in Appendix B</li> <li>2. The financial policies include the City's definition of balanced budget and are all presented in one place</li> <li>3. The budget complies with relevant financial policies</li> </ol>
<b>Consolidated Financial Schedule</b>	Present a summary of major revenues and expenditures, as well as other financing sources and uses, to provide an overview of the total resources budgeted by the organization.	<ol style="list-style-type: none"> <li>1. The document includes an overview of revenues and other financing sources and expenditures and other financing uses of all appropriated funds (All Funds Summary)</li> <li>2. Revenues and other financing sources and expenditures and other financing uses presented together in separate but adjacent/sequential schedules</li> <li>3. Revenues are presented by major type in this schedule (Revenue Overview)</li> <li>4. Expenditures are presented by function and organizational unit (All Funds Summary)</li> </ol>
<b>Three/(four) Year Consolidated and Fund Financial Schedules</b>	Include summaries of revenues and other financing sources, and of expenditures and other financing uses for the prior year actual, the current year budget and/or estimated current year actual, and the proposed budget year.	<ol style="list-style-type: none"> <li>1. For the annual budget, the revenue and other financing sources and expenditures and other uses for the prior year, the current year, and the budget year are presented together on schedules presented on adjacent pages (Overviews)</li> <li>2. The information is presented for the appropriate funds in total (All Funds Summary)</li> <li>3. The information is also presented for each major fund and for other funds in the aggregate (All Funds Summary)</li> <li>4. Revenues are presented in this manner by major type (Revenue Overview and Appendix C)</li> <li>5. Expenditures are presented in this manner by functional and organizational units (Expenditure Overview)</li> </ol>
<b>Fund Balance</b>	Include projected changes in fund balance/net position for appropriated funds included in the budget presentation.	<ol style="list-style-type: none"> <li>1. The document includes the entity's definition of "fund balance" (Appendices B and D)</li> <li>2. The fund balance information presented for the budget year (All Funds Summary)</li> <li>3. There is a schedule showing (1) beginning fund balances, (2) increases and decreases in total fund balances (reported separately), and (3) ending fund balances for appropriated funds (All Funds Summary)</li> <li>4. This information is presented at a minimum for each major fund and for non-major funds in the aggregate (All Funds Summary)</li> <li>5. Fund balances of any major or non-major funds in the aggregate that are anticipated to increase or decline by more than 10% is shown (All Funds Summary)</li> </ol>

## GFOA Distinguished Budget Award Program Requirements

Budget Best Practices		
GFOA Item	GFOA Requirements	City
<b>Revenues</b>	Describe major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends.	<ol style="list-style-type: none"> <li>1. Individual revenue sources are described (Revenue Overview and All Funds Summary)</li> <li>2. The revenue sources used to estimate revenue for the budget year represent at least 75% of total revenue of appropriated funds</li> <li>3. The methods used to estimate revenues for the budget year described are shown in the Revenue the Revenue Overview section</li> <li>4. Revenues are projected based on trend information, and both those trends and the underlying assumptions are adequately described</li> </ol>
<b>Long-Range Financial Plans</b>	Explain long-range operating financial plans and its effect upon the budget and the budget process.	<ol style="list-style-type: none"> <li>1. Assumptions used in the long-range operating financial plans are identified (General Fund Forecast)</li> <li>2. Impacts upon long range financial plans is presented in the document (General Fund Forecast)</li> </ol>
<b>Capital Expenditures</b>	Include budgeted capital expenditures, whether authorized in the operating budget or in a separate capital budget.	<ol style="list-style-type: none"> <li>1. The document defines "capital expenditures" (CIP Section)</li> <li>2. The document indicates the total dollar amount of capital expenditures for the budget year (CIP Section)</li> <li>3. Significant nonrecurring capital expenditures are described along with dollar amounts (CIP Section)</li> <li>4. The document discusses the process to identify funded projects (CIP Section)</li> </ol>
<b>Debt</b>	Include financial data on current debt obligations, describe the relationship between current debt levels and legal debt limits, and explain the effects of existing debt levels on current operations.	<ol style="list-style-type: none"> <li>1. Debt limits are described (Appendix B)</li> <li>2. The amount of principal and interest payments are presented through maturity (Debt Overview)</li> <li>3. The document states bond ratings (Debt Overview)</li> <li>4. The document outlines the purpose of different debt obligations (Debt Overview)</li> </ol>
<b>Position Summary Schedule</b>	A schedule or summary table of personnel or position counts for prior, current and budgeted years shall be provided.	<ol style="list-style-type: none"> <li>1. A summary table or position counts is provided for the entire City (Personnel Summary)</li> <li>2. The table includes prior year, the current year, and budget year position counts</li> <li>3. Changes in staffing levels for the budget year are explained in the narratives</li> </ol>
<b>Department/ Program Descriptions</b>	Include departmental/program descriptions.	<ol style="list-style-type: none"> <li>1. The document clearly presents the organizational units and provides a description of each unit (Narratives)</li> <li>2. The document presents major priorities in each organization unit (Narratives)</li> </ol>

## GFOA Distinguished Budget Award Program Requirements

Budget Best Practices		
GFOA Item	GFOA Requirements	City
<b>Departmental/ Program Goals and Objectives</b>	Include clearly stated goals and objectives of the department or program.	<ol style="list-style-type: none"> <li>1. Unit goals and objectives are identified (Narratives)</li> <li>2. The goals and objectives are clearly linked to overall goals of the City (Strategic Plan and Narratives)</li> <li>3. The goals and objectives are quantifiable</li> <li>4. The goals and objective time frames are noted (Strategic Plan)</li> </ol>
<b>Performance Measures</b>	Provide objective measures of progress toward accomplishing the government's mission as well as goals and objectives for specific departments and programs.	<ol style="list-style-type: none"> <li>1. Performance data directly related to the stated goals and objectives of the unit (Narratives)</li> <li>2. Performance measures focus on results and accomplishments rather than inputs (Narratives)</li> </ol>
<b>Statistical/ Supplemental Section</b>	Include statistical and supplemental data that describe the organization, its community, and population. It should also furnish other pertinent background information related to the services provided.	<ol style="list-style-type: none"> <li>1. The statistical information that defines the community is included in the document (Springs at a Glance and Community Profile)</li> <li>2. Supplemental information on the local economy is included in the document (Springs at a Glance and Community Profile)</li> <li>3. Other pertinent information on the community is also provided (Springs at a Glance and Community Profile)</li> </ol>
<b>Glossary</b>	A glossary should be included for any terminology (including abbreviations and acronyms) that is not readily understandable to a reasonably informed lay reader.	<ol style="list-style-type: none"> <li>1. A glossary that defines technical terms related to finance and accounting, as well as non-financial terms related to the entity, is included in the document (Appendix D)</li> <li>2. Any acronyms or abbreviations used in the document are defined in the glossary</li> <li>3. The glossary is written in a non-technical language</li> </ol>
<b>Charts and Graphs</b>	Charts and graphs should be used, where appropriate, to highlight financial and statistical information. Narrative interpretation should be provided when the messages conveyed by the graphs are not self-evident.	<ol style="list-style-type: none"> <li>1. Graphs and charts are used throughout the document to convey essential information</li> <li>2. The graphics are explained with legends, labels, and contextual tables</li> </ol>
<b>Understandability and Usability</b>	The budget information should be produced and formatted in such a way as to enhance its understanding by the average reader. It should be attractive, consistent, and oriented to the reader's needs.	<ol style="list-style-type: none"> <li>1. Page formatting and fonts are consistent</li> <li>2. The level of detail presented is appropriate for usability</li> <li>3. The text, tables, and graphs are legible and accurate</li> </ol>

This page left blank intentionally.