KEY: **Actions:** *Review/discuss* • *Prepare/assemble* • *Present* • *Deadline* • *Workshop* • *Approval*

Abbreviations: ***GM***=*General Manager* • ***CHRO***=*Chief of Human Resources Officer* • ***CFO***= *Chief Financial Officer* • ***CEngO***=*Chief Engineering Officer* • ***BOD***=*Board of Directors* • ***AC***=*Advisory Committee*

1st QUARTER **OCTOBER**

- Start of fiscal year.

NOVEMBER

- GM **reviews previous budget & sets targets** for coming year.
- Project Managers **prepare CIP Plan.**

DECEMBER

- TRWD staff **inputs budgets for coming year.**

2nd QUARTER **JANUARY**

- GM **approves CIP Plan.**

FEBRUARY

- Staff **budget entry deadline**, (Feb 28).

MARCH

- Budget Dept **assembles budgets** (Around March 1–21).
- Executives meet to **discuss budget 1st draft** (Around March 22–30).

3rd QUARTER **APRIL**

- **Preliminary water rate to customers,** (April 1).
- Budget Dept **prepares Revenue Fund Book**, (Around April 15–30).
- CEngO **presents CIP Plan** to AC then BOD.
- CHRO **recommends Raises %** to Admin/Policy Comm.

MAY

- Budget Dept **prepares General Fund Book**, (Around May 15–30).
- **Long Range Plan**/Special Projects/Cont Fund update

JUNE

- AC **reviews Revenue Fund budget**.

4th QUARTER **JULY**

- BOD **workshop Rev Fund**.
- **Certified roll for tax rate received** (July 31).

AUGUST

- BOD **workshop General Fund and Special Projects** (1st week of August).
- BOD sets public hearing to **discuss tax rate and date for Sept. approval.**
- AC **recommends Rev Fund budget** to BOD.

SEPTEMBER

- BOD **approves** Revenue Fund, General Fund, Special Projects Fund and Tax Rate.