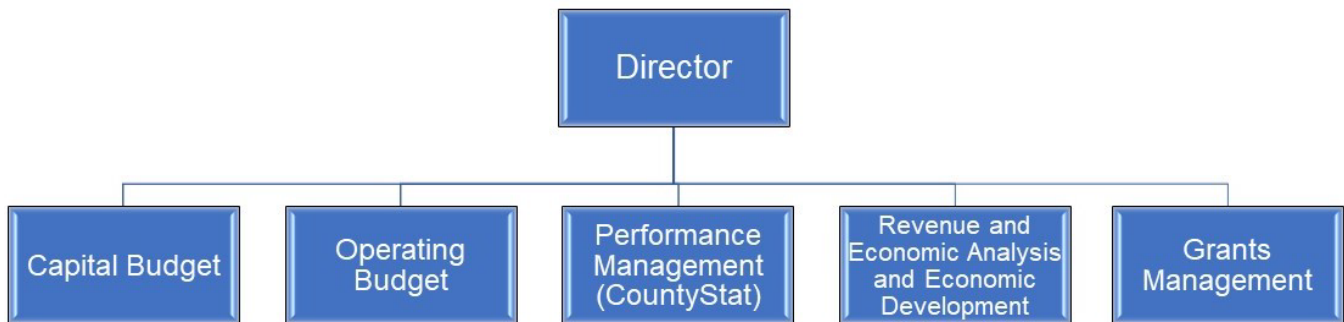


# Office of Management and Budget



## MISSION AND SERVICES

The Office of Management and Budget (OMB) provides financial planning and performance management to County agencies in order to ensure fiscal accountability and cost-effective use of service delivery resources.

### CORE SERVICES

- Financial planning, including the formulation, implementation and monitoring of the County's operating budget as well as the capital budget and the six-year Capital Improvement Program (CIP); grant and Economic Development Incentive Fund coordination; fiscal and economic analysis and administration of the County's tax differential program
- Performance management, in conjunction with CountyStat, including analysis of agency operational data, business processes, policy, regional benchmarks and national best practices

### FY 2021 KEY ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association.
- Coordinated the allocation of over \$270 million in various grant funds to support the County's response to the COVID-19 pandemic.
- Provided a grant workshop to community organizations regarding the FY 2021 Local Development Council Local Impact Grant program.

### STRATEGIC FOCUS AND INITIATIVES FOR FY 2022

The office's top priorities in FY 2022 are:

- Maintain the County's General Fund fund balance at or above 7% of the General Fund budget by providing regular reporting to the Office of the County Executive in order to identify potential revenue shortfalls or agency overspending and take corrective action where appropriate.
- Increase the percentage of programs in County Government's service delivery inventory with primary source data that is reported to a centralized warehouse.
- Support the implementation of the Open Budget dashboards that will display and track department operating budgets to the County Executive's priority outcomes and respective performance measures.

## FY 2022 BUDGET SUMMARY

The FY 2022 proposed budget for the Office of Management and Budget is \$3,155,100, an increase of \$127,500 or 4.2% over the FY 2021 approved budget.

### Expenditures by Fund Type

Fund Types	FY 2020 Actual		FY 2021 Budget		FY 2021 Estimate		FY 2022 Proposed	
	Amount	% Total	Amount	% Total	Amount	% Total	Amount	% Total
General Fund	\$2,723,838	100.0%	\$3,027,600	100.0%	\$2,724,800	100.0%	\$3,155,100	100.0%
<b>Total</b>	<b>\$2,723,838</b>	<b>100.0%</b>	<b>\$3,027,600</b>	<b>100.0%</b>	<b>\$2,724,800</b>	<b>100.0%</b>	<b>\$3,155,100</b>	<b>100.0%</b>

### Reconciliation from Prior Year

	Expenditures
<b>FY 2021 Approved Budget</b>	<b>\$3,027,600</b>
<b>Increase Cost: Operating - Technology Cost Allocation</b> — Increase in OIT charges based on anticipated countywide costs for technology	\$182,900
<b>Decrease Cost: Recovery Increase</b> — Increase in recoveries to align with projected costs	(400)
<b>Decrease Cost: Operating</b> — Decrease in funding for travel, training, mileage reimbursement and printing to align with operational needs	(11,800)
<b>Decrease Cost: Fringe Benefits</b> — Net change due to compensation adjustments; the fringe benefit rate decreases from 28.8% to 28.1% to align with anticipated costs	(21,300)
<b>Decrease Cost: Compensation</b> — Net change in compensation from the prior year due to an increase in unfunded vacant positions and budgeted incumbent attrition; funding is also removed for a personal services contract	(21,900)
<b>FY 2022 Proposed Budget</b>	<b>\$3,155,100</b>

### STAFF AND BUDGET RESOURCES

Authorized Positions	FY 2020 Budget	FY 2021 Budget	FY 2022 Proposed	Change FY21-FY22
<b>General Fund</b>				
Full Time - Civilian	27	27	27	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	27	27	27	0
Part Time	0	0	0	0
Limited Term	0	0	0	0
<b>TOTAL</b>				
Full Time - Civilian	27	27	27	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	27	27	27	0
Part Time	0	0	0	0
Limited Term	0	0	0	0

Positions By Classification	FY 2022		
	Full Time	Part Time	Limited Term
Administrative Aide	1	0	0
Administrative Assistant	1	0	0
Budget Aide	1	0	0
Budget Management Analyst	20	0	0
Deputy Director	1	0	0
Director	1	0	0
General Clerk	1	0	0
Programmer/Systems Analyst	1	0	0
<b>TOTAL</b>	<b>27</b>	<b>0</b>	<b>0</b>

**Expenditures by Category - General Fund**

Category	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Proposed	Change FY21-FY22	
					Amount (\$)	Percent (%)
Compensation	\$2,138,305	\$2,299,400	\$2,104,900	\$2,277,500	\$(21,900)	-1.0%
Fringe Benefits	591,317	662,200	585,800	640,900	(21,300)	-3.2%
Operating	121,648	262,900	229,800	434,000	171,100	65.1%
Capital Outlay	—	—	—	—	—	
<b>SubTotal</b>	<b>\$2,851,270</b>	<b>\$3,224,500</b>	<b>\$2,920,500</b>	<b>\$3,352,400</b>	<b>\$127,900</b>	<b>4.0%</b>
Recoveries	(127,432)	(196,900)	(195,700)	(197,300)	(400)	0.2%
<b>Total</b>	<b>\$2,723,838</b>	<b>\$3,027,600</b>	<b>\$2,724,800</b>	<b>\$3,155,100</b>	<b>\$127,500</b>	<b>4.2%</b>

In FY 2022, compensation expenditures decrease 1.0% under the FY 2021 budget due to the removal of funding for two vacant positions and a personal services contract. Compensation costs include funding for 25 out of 27 full time positions. Fringe benefit expenditures decrease 3.2% under the FY 2021 budget due to anticipated compensation adjustments.

Operating expenditures increase 65.1% over the FY 2021 budget primarily due to an increase in the technology allocation charge. Funding is also allocated for training, printing, general office supplies, interpretation services, membership costs and office equipment.

Recoveries increase 0.2% due to an align with anticipated costs.

## SERVICE DELIVERY PLAN AND PERFORMANCE

**Goal 1** — To provide sound financial planning and monitoring of agency operations and expenditures in order to improve the fiscal health of County Government.

**Objective 1.1** — Maintain the County's General Fund balance at or above 7% of the General Fund budget.

FY 2026 Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected	Trend
7%	14%	12%	10%	10%	↔

### Trend and Analysis

The percentage of total expenditures that reside in the County's fund balance is a critical indicator of the County's fiscal well-being, sustainability and a significant factor in maintaining the County's AAA bond ratings. It also provides critical protection against financial risk due to the County's limited ability to generate revenue as a result of charter-mandated and state-imposed tax caps or restrictions. The County's 5% charter-mandated restricted reserve and 2% policy-required committed operation reserve were established to control the County's exposure to financial risks and provide reserves in the event of emergencies.

The County has successfully kept its General Fund balance above 7% of its annual budget however this is at risk due to slowed growth resulting from of the negative impact of COVID-19 pandemic on County revenues and growing expenditure pressures. Fund balances are achieved through prudent revenue forecasting, effective expenditure monitoring and the application of sound fiscal policies (such as limiting use of fund balance to one-time nonrecurring expenditures). The County continues to have a structural imbalance arising from the mismatch between limited revenue growth and significant service delivery cost increases. This is largely driven by an expansion in base budget costs such as personnel compensation and fringe benefits based on collective bargaining agreements. Multi-year fiscal planning including projections for operating budget levels in future fiscal years will be restored and expanded in order to execute a plan to reconcile the structural balance between revenues and expenditures.

### Performance Measures

Measure Name	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
<b>Resources (Input)</b>					
Operating budget analysts	11	10	6	10	11
<b>Workload, Demand and Production (Output)</b>					
General Fund expenditures (billions)	\$3.2	\$3.3	\$3.5	\$3.7	\$3.8
Position requests processed for all funds	1,202	1,114	1,560	925	975
Contracts processed for all funds	679	653	508	450	n/a
Travel requests received for all funds	778	831	604	175	400
<b>Quality</b>					
Recipient of Government Financial Officers Association Distinguished Budget Presentation Award	1	1	1	1	1
Variance of the General Fund budget and actual expenditures (negative numbers indicate overspending)	2.3%	3.1%	4.3%	-0.3%	0.0%

**Performance Measures** *(continued)*

Measure Name	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
Variance between actual and budgeted General Fund revenues (negative numbers indicate lower revenue collections)	0.1%	1.1%	-3.0%	0.8%	0.0%
<b>Impact (Outcome)</b>					
General Fund budget that is in fund balance	14.1%	13.8%	12.2%	9.8%	8.5%

**Objective 1.2** — Maintain grant budgets availability at fewer than 10 business days after submission to OMB.

FY 2026 Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected	Trend
5	6	6	8	6	↔

**Trend and Analysis**

The agency is responsible for financial planning and ensuring that financial resources are available for agencies to utilize for their business operations. This metric reflects the duration of time between an agency forwarding the Notice of Grant Award to OMB and the subsequent loading of grant funds into the SAP system. In FY 2020 and FY 2021, the agency experienced an increase in this measurement due to staffing changes as well as additional unexpected funding received related to addressing the COVID-19 pandemic; however, the overall performance remains at fewer than 10 business days.

**Performance Measures**

Measure Name	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
<b>Resources (Input)</b>					
Grant analysts	6	9	6	8	9
<b>Workload, Demand and Production (Output)</b>					
Agency trainings completed	0	1	1	0	2
Grant supplementals completed	2	1	2	3	2
Grant awards created	202	210	204	160	248
Grant funds appropriated from external sources (millions)	\$215.7	\$180.6	\$215.1	\$441.3	\$229.6
General funds used as a match for grant funds (millions)	\$5.5	\$2.2	\$2.0	\$4.1	\$5.7
<b>Efficiency</b>					
Grants monitored per analyst	34	23	34	20	26
<b>Impact (Outcome)</b>					
Days for grant budget to be available upon submission to the Office of Management and Budget (OMB)	5	6	6	8	6

**Objective 1.3** — Maintain the County's annual debt service payment at or below 8% of the General Fund County source revenues.

FY 2026 Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected	Trend
8%	6%	6%	7%	8%	↔

**Trend and Analysis**

The County's fiscal policy requires that the ratio of debt service costs to General Fund County source revenues does not exceed 8%. The County will breach this target by the end of FY 2021 due to lagging revenues and growing debt costs associated with the capital program. The trend is growing due to the extensive Board of Education modernization plan that is estimated to cost over eight billion dollars over the span of 20 years. The County has several expensive capital improvement projects that are underway such as the public safety driver training and gun range, significant building improvements at the Community College, a new Regional Health and Human Services Center and infrastructure improvements to many bridges in the County. Debt service payments in recent years have benefited from bond premiums, therefore lowering overall debt costs. The office will continue to monitor the County's debt affordability and prioritize CIP projects within a long-term strategic framework in collaboration with all stakeholders including the Board of Education and County agencies.

**Performance Measures**

Measure Name	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
<b>Resources (Input)</b>					
Capital budget analysts	9	9	6	10	11
General Fund County Source revenues (billions)	\$2.0	\$2.1	\$2.1	\$2.2	\$2.2
<b>Workload, Demand and Production (Output)</b>					
Capital projects authorized	194	335	366	371	390
New capital projects	36	38	47	7	4
Projects supported by GO Bonds in budget year	88	63	81	74	118
General obligation bond sales (#)	2	1	1	1	1
General obligation bond sales (millions)	\$888.2	\$1.0	\$251.8	\$473.9	\$346.7
<b>Impact (Outcome)</b>					
Debt service expenditures (millions)	\$100.8	\$126.1	\$132.9	\$150.8	\$170.9
Annual debt service as a percentage of General Fund County Source revenues	5.1%	6.1%	6.5%	7.0%	8.0%

**Goal 2** — To provide analysis of agency operations and services in order to improve the effectiveness and efficiency of service delivery.

**Objective 2.1** — Increase the County's on-time service delivery rate.

FY 2026 Target	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected	Trend
92%	87%	83%	86%	88%	↑

### Trend and Analysis

This objective contains one of the County Executive's Key Performance Indicators [KPI] of the Proud Priorities Proud Results planning process and will be under regular review by the CountyStat team. The KPI is, "Revising the Top Ten Customer Service Request Service Level Agreements" as appropriate. CountyStat has established a public dashboard to monitor this KPI

<https://tinyurl.com/TopTenCSRs>

In August 2016, the County launched a new enterprise workflow management system, which provides accurate on-time closure rate information for agency service delivery. Working in conjunction with Office Community Relations, the CountyStat office is responsible for ensuring the County's operations and service delivery are efficient through the monitoring and analysis of agency data and workflows. With the new enterprise workflow management system operational, CountyStat monitors service delivery data in real time and works with agencies to identify strengths, weaknesses, gaps and redundancies to continually refine and expand the system. Late FY 2021 will bring changes to service level agreements across multiple agencies which may impact the overall on-time service delivery rate. CountyStat will continue to focus on the 28 Key Performance Indicators that support the administration's Proud Priorities, Proud Results strategic plan.

### Performance Measures

Measure Name	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated	FY 2022 Projected
<b>Resources (Input)</b>					
Performance management analysts	3	2	3	3	3
<b>Workload, Demand and Production (Output)</b>					
Agencies participating in performance management	36	35	35	35	35
Public datasets	28	30	30	31	32
Client projects	27	12	10	10	0
Public safety overtime reports	21	21	21	21	21
Service request types analyzed	130	220	225	220	125
KPIs analyzed	n/a	n/a	27	27	27
<b>Efficiency</b>					
Participating agencies per performance management analyst	14	18	14	12	12
Client reports submitted on-time	100%	100%	90%	92%	95%
<b>Impact (Outcome)</b>					
Countywide customer service requests closed on-time (excludes bulky trash)	86%	82%	83%	86%	88%