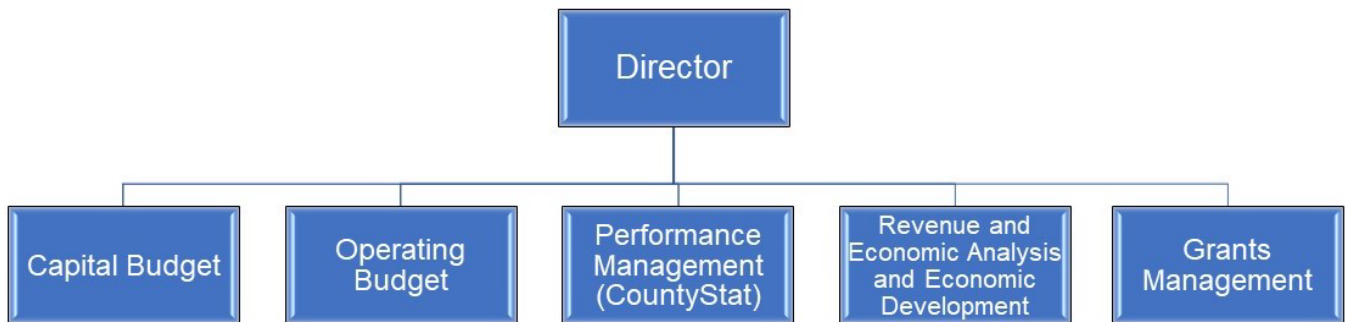


# Office of Management and Budget



## 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 2022 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 2022 Local Development Council Local Impact Grant program.

### STRATEGIC FOCUS AND INITIATIVES FOR FY 2023

The office's top priorities in FY 2023 are:

- Maintain the County's General 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 2023 BUDGET SUMMARY

The FY 2023 approved budget for the Office of Management and Budget is \$3,714,000, an increase of \$332,300 or 9.8% over the FY 2022 approved budget.

### Expenditures by Fund Type

Fund Types	FY 2021 Actual		FY 2022 Budget		FY 2022 Estimate		FY 2023 Approved	
	Amount	% Total	Amount	% Total	Amount	% Total	Amount	% Total
General Fund	\$2,831,706	100.0%	\$3,381,700	100.0%	\$3,083,800	100.0%	\$3,714,000	100.0%
<b>Total</b>	<b>\$2,831,706</b>	<b>100.0%</b>	<b>\$3,381,700</b>	<b>100.0%</b>	<b>\$3,083,800</b>	<b>100.0%</b>	<b>\$3,714,000</b>	<b>100.0%</b>

### Reconciliation from Prior Year

	Expenditures
<b>FY 2022 Approved Budget</b>	<b>\$3,381,700</b>
<b>Increase Cost: Fringe Benefits</b> — Increase in the fringe benefit rate from 28.1% to 31.7% to align with anticipated costs	\$140,700
<b>Increase Cost: Compensation - Mandated Salary Requirements</b> — Annualization of FY 2022 and planned FY 2023 salary adjustments offset by an increase in budgeted salary attrition	113,800
<b>Add: Compensation</b> — Funding for a previously unfunded Administrative Aide 4G position	49,900
<b>Add: Operating</b> — Increase in contracts to support the cost of editing services	18,000
<b>Increase Cost: Operating - Technology Cost Allocation</b> — Increase in OIT charges based on anticipated countywide costs for technology	14,500
<b>Decrease Cost: Recovery Increase</b> — Increase in recoveries to align with projected costs	(4,600)
<b>FY 2023 Approved Budget</b>	<b>\$3,714,000</b>

### STAFF AND BUDGET RESOURCES

Authorized Positions	FY 2021 Budget	FY 2022 Budget	FY 2023 Approved	Change FY22-FY23
<b>General Fund</b>				
Full Time - Civilian	28	28	28	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	28	28	28	0
Part Time	0	0	0	0
Limited Term	0	0	0	0
<b>Grants</b>				
Full Time - Civilian	0	0	0	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	0	0	0	0
Part Time	0	0	0	0
Limited Term	0	0	2	2
<b>TOTAL</b>				
Full Time - Civilian	28	28	28	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	28	28	28	0
Part Time	0	0	0	0
Limited Term	0	0	2	2

Positions By Classification	FY 2023		
	Full Time	Part Time	Limited Term
Administrative Aide	1	0	0
Administrative Assistant	1	0	0
Budget Aide	1	0	0
Budget Management Analyst	21	0	2
Deputy Director	1	0	0
Director	1	0	0
General Clerk	1	0	0
Programmer/Systems Analyst	1	0	0
<b>TOTAL</b>	<b>28</b>	<b>0</b>	<b>2</b>

**Expenditures by Category - General Fund**

Category	FY 2021 Actual	FY 2022 Budget	FY 2022 Estimate	FY 2023 Approved	Change FY22-FY23	
					Amount (\$)	Percent (%)
Compensation	\$2,170,010	\$2,455,100	\$2,117,400	\$2,618,800	\$163,700	6.7%
Fringe Benefits	633,761	689,900	609,800	830,600	140,700	20.4%
Operating	227,551	434,000	427,500	466,500	32,500	7.5%
Capital Outlay	—	—	—	—	—	
<b>SubTotal</b>	<b>\$3,031,322</b>	<b>\$3,579,000</b>	<b>\$3,154,700</b>	<b>\$3,915,900</b>	<b>\$336,900</b>	<b>9.4%</b>
Recoveries	(199,616)	(197,300)	(70,900)	(201,900)	(4,600)	2.3%
<b>Total</b>	<b>\$2,831,706</b>	<b>\$3,381,700</b>	<b>\$3,083,800</b>	<b>\$3,714,000</b>	<b>\$332,300</b>	<b>9.8%</b>

In FY 2023, compensation expenditures increase 6.7% over the FY 2022 budget primarily due to the annualization of FY 2022 and planned FY 2023 salary adjustments as well as funding for a previously unfunded Administrative Aide 4G position. Compensation costs include funding for 27 out of 28 full time positions. In addition, two limited term grant funded positions are funded via the American Rescue Plan Act grant program. Fringe benefit expenditures increase 20.4% over the FY 2022 budget to align with projected costs.

Operating expenditures increase 7.5% over the FY 2022 budget primarily due to an increase in the technology allocation charge and funding for a new contractual service. Funding is also allocated for training, printing, general office supplies, interpretation services, membership costs and office equipment.

Recoveries increase 2.3% 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 2027 Target	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected	Trend
7%	12%	14%	12%	11%	↔

### 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 the negative impact of the 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 plannin 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. \*Note: In FY 2021, the County implemented a new contracting review system. In the new process, OMB is not a reviewer through the workflow process. Therefore, "Contracts processed for all funds" will no longer be an output measure tracked for the Office.

### Performance Measures

Measure Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
<b>Resources (Input)</b>					
Operating budget analysts	1	6	11	12	16
<b>Workload, Demand and Production (Output)</b>					
Position requests processed for all funds	1,114	1,560	1,296	1,713	1,600
Contracts processed for all funds	1	508	0	0	0
Travel requests received for all funds	831	604	269	462	700
<b>Quality</b>					
Recipient of Government Financial Officers Association Distinguished Budget Presentation Award	1	1	1	1	1

**Performance Measures** *(continued)*

Measure Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Variance of the General Fund budget and actual expenditures (negative numbers indicate overspending)	3%	4%	3%	-12%	0%
Variance between actual and budgeted General Fund revenues (negative numbers indicate lower revenue collections)	1%	-3%	0%	13%	0%
<b>Impact (Outcome)</b>					
General Fund budget that is in fund balance	14%	12%	14%	12%	11%

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

FY 2027 Target	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected	Trend
5	6	6	6	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 2022, the agency experienced an increase in this measurement due to staffing changes as well as a substantial increase in funding received related to addressing the COVID-19 pandemic. While the overall performance remains at fewer than 10 business days, the Office is taking the necessary measures to fill vacant positions to address the overall workload for staff.

**Performance Measures**

Measure Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
<b>Resources (Input)</b>					
Grant analysts	9	6	11	12	16
<b>Workload, Demand and Production (Output)</b>					
Agency trainings completed	1	1	0	2	2
Grant supplementals completed	1	2	6	4	4
Grant awards created	210	204	213	198	221
Grant funds appropriated from external sources (millions)	\$180.6	\$215.0	\$287.0	\$313.7	\$257.7
General funds used as a match for grant funds (millions)	\$2.2	\$2.0	\$2.1	\$10.7	\$5.7

**Performance Measures** *(continued)*

Measure Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
<b>Efficiency</b>					
Grants monitored per analyst	1	34	8	8	8
<b>Impact (Outcome)</b>					
Days for grant budget to be available upon submission to the Office of Management and Budget (OMB)	6	6	6	6	5

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

FY 2027 Target	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected	Trend
8.0%	6.4%	6.7%	7.3%	7.7%	↔

**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%. It is anticipated that the County will reach this target by the end of FY 2024 due to slower economic growth as the economy recovers from the COVID-19 pandemic 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 in the County.

In recent years, debt service payments have benefited from bond premiums, therefore lowering overall debt costs. Also, the County has used other revenue sources such as public safety surcharge revenues to support the cost of many public safety capital projects thereby reducing the need to pay for debt costs over a 20 year period. Additionally, the County has partnered with the school system to implement their alternative school construction financing program. This program will identify different methods to deliver and meet the extensive infrastructure needs of the school system while reducing overall costs. As the capital program expands, 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.

**Performance Measures**

Measure Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
<b>Resources (Input)</b>					
Capital budget analysts	9	6	10	11	15
<b>Workload, Demand and Production (Output)</b>					
Capital projects authorized	335	366	371	418	420
New capital projects	38	47	7	11	9
Projects supported by general obligation bonds in budget year	63	81	74	109	63

**Performance Measures** *(continued)*

Measure Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
General obligation bond sales (#)	1	1	1	1	1
General obligation bond sales (\$)	\$271.7	\$251.8	\$473.9	\$347.0	\$260.3
<b>Impact (Outcome)</b>					
Debt service expenditures	\$126.1	\$132.9	\$150.1	\$162.9	\$179.4
Annual debt service as a percentage of General Fund County Source revenues	6.1%	6.4%	6.7%	7.3%	7.7%

**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 2027 Target	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected	Trend
98%	83%	0%	90%	95%	↔

**Trend and Analysis**

A project was undertaken in fiscal year 2021 to streamline the customer service request system and transition it into a new modality that is easier for residents and County employees to use. As a result, the number of service request types was drastically reduced. Because this transition is still in progress and data continues to change, the Office will not be providing fiscal year 2021 actual data for "Countywide customer service requests closed on-time (excludes bulky trash)." OMB hopes to resume tracking once the new system is completely established and all County agencies responsible for servicing customer service requests have been trained in the usage of the new system.

**Performance Measures**

Measure Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
<b>Resources (Input)</b>					
Performance management analysts	2	3	3	2	3
<b>Workload, Demand and Production (Output)</b>					
Agencies participating in performance management	35	35	35	35	35
Public datasets	30	30	31	31	31
Client projects	12	10	12	10	10
Service request types analyzed	220	225	40	40	40
Key Performance Indicators analyzed	0	27	27	30	30
<b>Efficiency</b>					
Participating agencies per performance management analyst	18	14	14	20	20



**Performance Measures** *(continued)*

<b>Measure Name</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Estimated</b>	<b>FY 2023 Projected</b>
Client reports submitted on-time	100%	90%	89%	90%	90%
<b>Impact (Outcome)</b>					
Countywide customer service requests closed on-time (excludes bulky trash)	82%	83%	0%	90%	95%

