

OFFICE OF MANAGEMENT AND BUDGET - 119

MISSION AND SERVICES

Mission - 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

Strategic Focus in FY 2019 -

The agency's top priorities in FY 2019 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

FY 2019 BUDGET SUMMARY

The FY 2019 approved budget for the Office of Management and Budget is \$3,118,700, an increase of \$299,600 or 10.6% over the FY 2018 approved budget.

Budgetary Changes –

FY 2018 APPROVED BUDGET	\$2,819,100
Increase Cost: Recovery Reduction – Staff recoveries associated with Wave 3 of the Enterprise Resource Planning (ERP) program are decreasing due to completing implementation of the SAP public budgeting module	\$224,700
Increase Cost: Compensation – Mandated Salary Requirements	\$68,600
Increase Cost: Fringe Benefits – Increase in costs due to compensation adjustments and an increase in the fringe benefit rate from 30.0% to 30.1%	\$23,000
Increase Cost: Operating – Increase in training, mileage reimbursement and operating equipment to support operational needs	\$16,600
Decrease Cost: Operating – Office automation costs decrease based on the number of funded positions	(\$33,300)
FY 2019 APPROVED BUDGET	\$3,118,700

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.						
3-1-1 On-time	FY 2023 Target	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected	Trend
n/a	7.0%	11.8%	12.2%	13.8%	12.4%	↓

Trend and Analysis

Fund Balance as a percentage of total expenditures 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, the percentage has shown an increase from 8.3% in FY 2014 to 11.8% in FY 2016 due to improving revenues, effective monitoring of expenditures and sound fiscal decisions. The reserve level is projected to increase from 12.2% in FY 2017 to 13.8% in FY 2018 due to an increase in Property Tax revenue and as well as Transfer and Recordation revenues. In FY 2019, the reserve level is expected to decrease to 12.4% due to increased capital investments. 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. In FY 2018, the agency continues to focus on the implementation of the SAP Budget Module and maintenance of master data within the County's enterprise resource planning (ERP) system. The ERP system is expected to help facilitate priority-focused and program-based budgeting. In addition, multi-year fiscal planning – including projections for operating budget levels in future fiscal years will be expanded in order to execute a multi-year plan to reconcile the structural balance between revenues and expenditures.

Performance Measures -

Measure Name	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Resources (input)					
Number of operating budget analysts	5	8	11	11	11
Workload, Demand and Production (output)					
Amount of General Fund expenditures (in billions)	\$2.848	\$2.844	\$3.018	\$3.227	\$3.423
Number of position requests processed for all funds	1,097	1,074	1,157	1,200	1,200
Number of contracts processed for all funds	1,181	1,296	1,510	1,300	1,400
Number of travel requests received for all funds	510	530	618	625	700
Quality					
Recipient of Government Financial Officers Association Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
Percent variance of the General Fund budget and actual expenditures (negative numbers indicate overspending)	-0.04%	-1.6%	3.2%	0.8%	0.0%
Percentage variance between actual and budgeted General Fund revenues (negative numbers indicate lower revenue collections)	0.0%	1.6%	0.6%	1.6%	0.0%
Impact (outcome)					
Percent of the General Fund budget that is in fund balance	7.7%	11.8%	12.2%	13.8%	12.4%

Objective 1.2 - Increase the percent of grant budgets available for use within 10 business days of submission to OMB.

3-1-1 On-time	FY 2023 Target	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected	Trend
n/a	10.0	6.4	6.3	6.0	6.0	↔

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. In FY 2016, OMB implemented a full-service team structure in an effort address our increasing workload which resulted in additional analysts receiving specialized grant training and orientation to their assigned agencies' grant portfolio and technical assistance needs. The agency continues to improve its performance in this area. The agency will continue to evaluate this specific metric in an effort to determine if the target should be adjusted. Additionally, the agency will continue to investigate the need for additional indicators that track the full grant lifecycle as this metric currently reflects the measurement of time between the agency forwarding the Notice of Grant Award (NGA) to OMB and the subsequent loading of grant funds only.

Performance Measures -

Measure Name	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Resources (input)					
Number of grant analysts	2	7	7	7	7
Workload, Demand and Production (output)					
Number of agency trainings completed	6	4	2	2	3
Number of grant supplementals completed	3	3	3	2	3
Number of grant awards created	284	207	177	185	220
Total amount of grant funds appropriated from external sources (in millions)	\$225.28	\$212.00	\$227.49	\$203.80	\$211.68
Amount of general funds used as a match for grant funds (in millions)	\$2.16	\$2.21	\$3.14	\$4.76	\$2.76
Efficiency					
Number of grants monitored per analyst	142.0	29.6	25.3	26.4	31.4
Quality					
Average number of days for grant budget to be available upon submission to OMB	6.6	6.4	6.3	6.0	6.0

Objective 1.3 - Maintain the County's annual debt service payment at or below 8% of the General Fund County source revenues.						
3-1-1 On-time	FY 2023 Target	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected	Trend
n/a	8.0%	5.3%	5.5%	5.6%	6.1%	↑

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%. Currently, debt service payments are below 8%. However, the trend is growing due to the extensive Board of Education modernization plan that is estimated to cost over \$8 billion over the span of 20 years. Also, the County has several expensive capital improvement projects that are underway such as the public safety driver training facility and gun range, 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 has continued to monitor the County's debt affordability and has prioritize CIP Projects in a manner designed to maintain the County's debt policy within the framework of the County's long term capital requirements.

Performance Measures -

Measure Name	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Resources (input)					
Number of capital budget analysts	1.5	5	9	9	9
Amount of General Fund County Source revenues (in billions)	\$1.642	\$1.775	\$1.869	\$1.986	\$2.055
Workload, Demand and Production (output)					
Number of capital projects authorized	182	230	165	194	233
Number of new capital projects	44	38	36	34	16
Number of projects supported by GO Bonds in budget year	112	82	65	88	72
Number of general obligation bond sales	0	1	1	2	1
Value of general obligation bond sales (\$ in millions)	\$0.0	\$115.8	\$293.3	\$808.9	\$295.3
Impact (outcome)					
Debt service expenditures (in millions)	\$84.5	\$94.3	\$103.6	\$111.9	\$125.9
Annual debt service as a percentage of General Fund County Source revenues	5.1%	5.3%	5.5%	5.6%	6.1%

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.						
3-1-1 On-time	FY 2023 Target	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected	Trend
n/a	0		86%	94%	96%	↑

Trend and Analysis

In August 2016, the County launched a new enterprise workflow management system, which provides accurate on-time closure rate information for agency service delivery. The performance data includes both internally initiated workflows and customer service requests originating from the County's 311/CountyClick system. 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. This analysis is done collaboratively with agencies and the 311/CountyClick team to ensure issues are addressed quickly. With the new system, CountyStat is also in the process of developing real-time dashboards for unit managers to monitor their own data. The team also provides training for basic GIS functions to assist agencies with basic mapping of where services occur for more efficient deployment of resources.

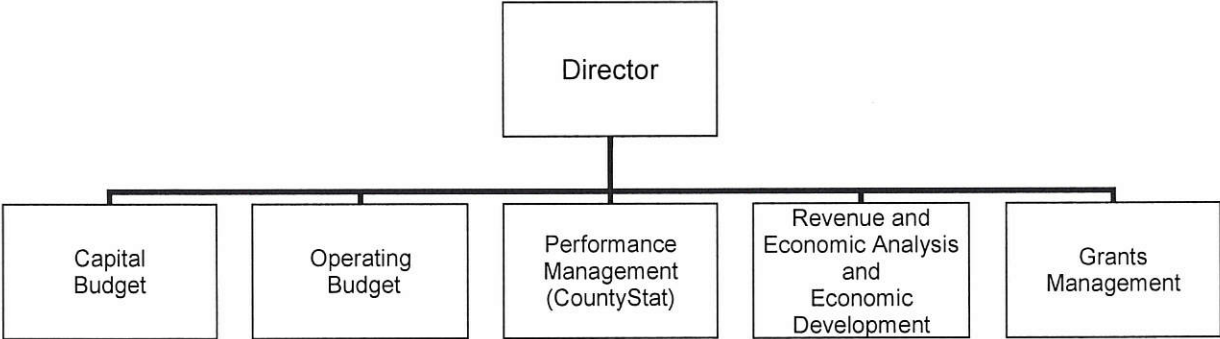
Performance Measures -

Measure Name	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Resources (input)					
Number of performance management analysts	3	4	3	2.25	4
Workload, Demand and Production (output)					
Number of agencies participating in performance management	33	33	34	36	37
Number of agency goals	95	93	96	97	97
Number of agency objectives	144	138	137	139	140
Number of Enterprise Project Management meetings			12	9	11
Number of TNI meetings	43	59	50	62	68
Number of public datasets			20	30	35
Number of client projects	12	17	19	23	28
Number of public safety overtime reports		15	21	21	21
Number of service request types analyzed			119	129	134
Efficiency					
Average number of participating agencies per performance management analyst	11.0	8.3	11.3	16.0	9.3
Percentage of client reports submitted ontime		94%	89%	91%	100%
Impact (outcome)					
Percent of Countywide customer service requests closed ontime (excl. bulky trash)			78%	90%	94%
Percent of Countywide customer service requests closed ontime			86%	94%	96%

FY 2018 KEY ACCOMPLISHMENTS

- Received Distinguished Budget Presentation Award from the Government Finance Officers Association.
- Provided grant workshop to community organizations regarding the Local Development Council Local Impact Grant program.
- Approved the SAP Budget and Planning module (SBP) for Go-live and completed preparations for full deployment of the module to County agencies for the FY 2020 budget season.
- Improved the use of SAP Business Objects Business Intelligence Solutions (BI) through the training of county employees to utilize improved automated reports.
- Updated all data sets on the TNI website.

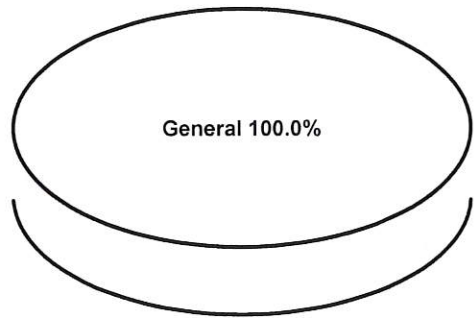
ORGANIZATIONAL CHART



	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATED	FY2019 APPROVED	CHANGE FY18-FY19
TOTAL EXPENDITURES	\$ 2,414,870	\$ 2,819,100	\$ 2,819,100	\$ 3,118,700	10.6%
EXPENDITURE DETAIL					
Budget & Management Analysis	2,687,163	3,185,600	3,020,100	3,260,500	2.4%
Recoveries	(272,293)	(366,500)	(201,000)	(141,800)	-61.3%
TOTAL	\$ 2,414,870	\$ 2,819,100	\$ 2,819,100	\$ 3,118,700	10.6%
SOURCES OF FUNDS					
General Fund	\$ 2,414,870	\$ 2,819,100	\$ 2,819,100	\$ 3,118,700	10.6%
Other County Operating Funds:					
TOTAL	\$ 2,414,870	\$ 2,819,100	\$ 2,819,100	\$ 3,118,700	10.6%

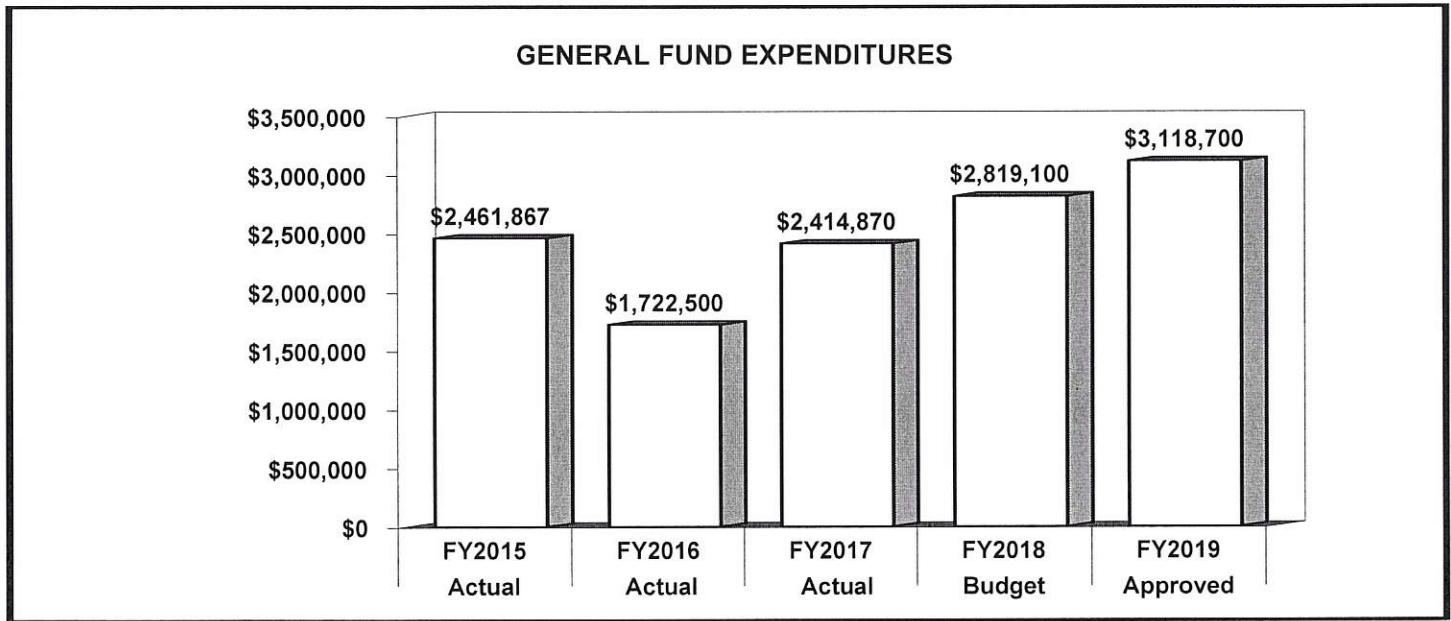
FY2019 SOURCES OF FUNDS

This agency's funding is derived solely from the County's General Fund. A small portion of costs are allocated to other sources through recoveries.

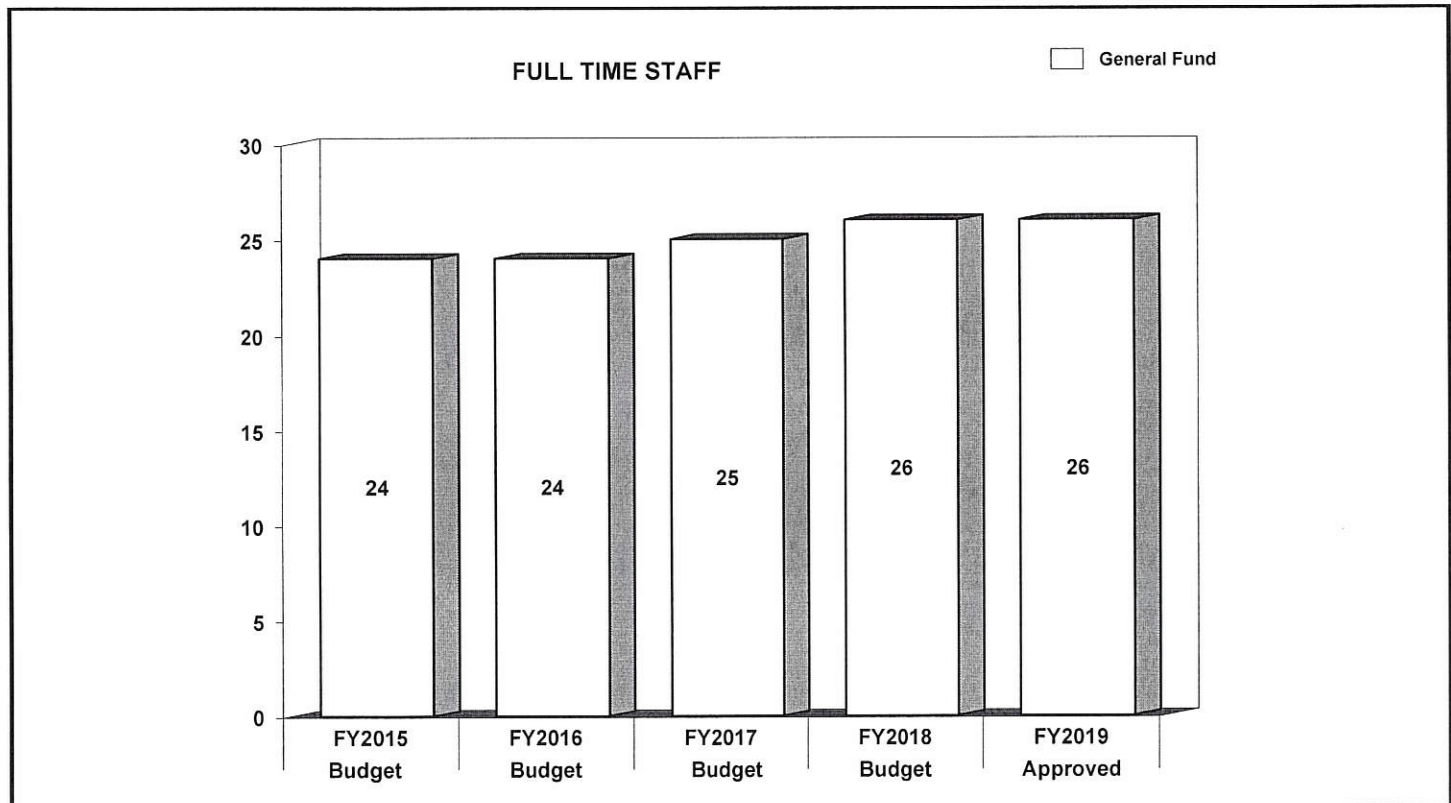


	FY2017 BUDGET	FY2018 BUDGET	FY2019 APPROVED	CHANGE FY18-FY19
GENERAL FUND STAFF				
Full Time - Civilian	25	26	26	0
Full Time - Sworn	0	0	0	0
Part Time	0	0	0	0
Limited Term	0	0	0	0
OTHER STAFF				
Full Time - Civilian	0	0	0	0
Full Time - Sworn	0	0	0	0
Part Time	0	0	0	0
Limited Term Grant Funded	0	0	0	0
TOTAL				
Full Time - Civilian	25	26	26	0
Full Time - Sworn	0	0	0	0
Part Time	0	0	0	0
Limited Term	0	0	0	0

POSITIONS BY CATEGORY	FULL TIME	PART TIME	LIMITED TERM
Director/Deputy	2	0	0
Managers	5	0	0
Budget/Management Analysts	15	0	0
Budget Aides	1	0	0
Administrative	3	0	0
TOTAL	26	0	0



The agency's expenditures decrease 1.9% from FY 2015 to FY 2017. This decrease was primarily driven by increased recoverable costs due to implementation of the ERP system. The FY 2019 approved budget is 10.6% more than the FY 2018 budget due to a reduction in recoverable expenditures.



The agency's staffing complement increased by two position from FY 2015 to FY 2018. The increase is due to the creation of a position to support additional responsibilities related to the local development council. The FY 2019 staffing total remains unchanged from the FY 2018 budget level.

	FY2017 ACTUAL	FY2018 BUDGET	FY2018 ESTIMATED	FY2019 APPROVED	CHANGE FY18-FY19
EXPENDITURE SUMMARY					
Compensation	\$ 1,977,004	\$ 2,338,000	\$ 2,209,900	\$ 2,406,600	2.9%
Fringe Benefits	558,286	701,400	664,000	724,400	3.3%
Operating Expenses	151,873	146,200	146,200	129,500	-11.4%
Capital Outlay	0	0	0	0	0%
	\$ 2,687,163	\$ 3,185,600	\$ 3,020,100	\$ 3,260,500	2.4%
Recoveries	(272,293)	(366,500)	(201,000)	(141,800)	-61.3%
TOTAL	\$ 2,414,870	\$ 2,819,100	\$ 2,819,100	\$ 3,118,700	10.6%
STAFF					
Full Time - Civilian	-	26	-	26	0%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	0	0%
Limited Term	-	0	-	0	0%

In FY 2019, compensation expenditures increase 2.9% over the FY 2018 budget due to cost of living and merit adjustments for employees. Compensation costs include funding for 26 full-time employees. Fringe benefit increase 3.3% to meet anticipated costs.

Operating expenses decrease 11.4% primarily due to the change in the office automation methodology based on the number of funded positions.

Recoveries decrease 61.3% due to completing implementation of the SAP public budgeting module.

MAJOR OPERATING EXPENDITURES FY2019	
Office Automation	\$ 80,800
Operating and Office Supplies	\$ 15,000
Training	\$ 12,000
Printing and Reproduction	\$ 11,200
Telephones	\$ 4,400

