

OFFICE OF MANAGEMENT & BUDGET

Department Purpose: Serves as an honest broker providing budget, financial, and strategic performance management services, oversight, and analysis to support efficient and effective delivery of stable and sustainable services in accordance with the Pinellas County Strategic Plan, financial best practices, and the law.

Executive Summary:

The Office of Management and Budget (OMB) is continuing to improve its internal operations and customer experience by focusing on continuous process improvements. In FY20, OMB started the implementation of Questica, a new streamlined budget tool that replaces the legacy application Hyperion, as well as many other tools and manual tasks. The department is using Questica to drive the FY22 Budget Development Cycle, involving efforts of the department and other BCC departments. Additionally, the development of Socrata continues with connecting more data sources to automate performance reporting, including Cityworks in FY21 and Accela in late FY21/early FY22. OMB is also involved with the large-scale OPUS modernization project. Internally, OMB has been looking critically at roles and responsibilities in the department and developing career paths and ladders that will give employees clear direction on how to grow successfully in the organization.

Additionally as of May 21, 2021, staff has logged over 4,600 hours in response to the COVID-19 pandemic by supporting the EOC Planning Section; managing and contributing to the Finance Working Group and the Data Dashboard Working Group; leading community engagement, program development, and management for the CARES Act and Emergency Rental Assistance Programs; and coordinating overall disaster recovery for COVID-19 between County Administrator and non-BCC departments.

Staffing Summary:

| | FY18 | FY19 | FY20 | FY21* | FY22 |
|------------|------|------|------|-------|------|
| OMB | 36 | 35 | 35 | 31 | 31 |

*The 4 FTE decrease from FY20 to FY21 was the net result of transferring the Procure-to-Pay team from OMB to the Department of Administrative Services.

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Budget Summary:

| Expenditure Type | FY18 Actual | FY19 Actual | FY20 Actual | FY21 Budget | FY21 Estimate | FY22 Request | Budget to Budget Change | Budget to Budget % Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------------|---------------------------|
| Personal Services | 3,746,764 | 3,729,358 | 3,907,746 | 3,935,740 | 3,666,080 | 4,089,160 | 153,420 | 3.9% |
| Operating Expenses | 79,554 | 61,482 | 29,885 | 65,390 | 107,615 | 78,440 | 13,050 | 20.0% |
| Capital Outlay | 79 | 2,135 | 1,842 | 0 | 0 | 0 | 0 | 0.0% |
| Expenditures Total | 3,826,397 | 3,792,975 | 3,939,473 | 4,001,130 | 3,773,695 | 4,167,600 | 166,470 | 4.2% |

FY22 Budget Analysis

Over the past several years, OMB has expanded the services it performs to include the full-service budget and financial management model, the Grants Center of Excellence, Disaster Recovery, and technological support for two software platforms and OPUS Projects Accounting. The impact of increasingly high workloads threatens work quality, professional development, and staff engagement and has resulted in a rise in staff turnover since FY19. Notably, the Budget Analyst role has experienced the largest impact of turnover within the Department in recent years.

| Turnover for Budget Analysts* | | | | |
|--------------------------------|------|------|------|---|
| FY18 | FY19 | FY20 | FY21 | Position |
| 0 | 0 | 4 | 1 | Budget & Financial Management Analyst- Total 14 FTE |
| * Does not include retirements | | | | |

- OMB plans to engage a consultant to assess the Department’s alignment of strategic performance management, budget, and financial management functions between OMB and County Administrator departments. The majority of expenses are expected to be incurred this fiscal year and will be absorbed using personal services lapse from vacant positions.
- Beginning June 2021, OMB is contracting for two positions to assist with ongoing Disaster Recovery needs as demands on the current staff far exceed the capacity.
 - The contracted positions will focus primarily on COVID-19 cost recovery via FEMA and federal stimulus funds and will be 100% reimbursable.
 - Hurricane Irma FEMA Reimbursement increased over the course of FY20 to 97.6% complete as of September 2020. In FY21, an additional \$1.0M in eligible expenditures were identified during OMB’s reconciliation. These funds are anticipated to be reimbursed during project closeout.

OMB continues to measure the department’s accuracy in projecting General Fund revenues and maintaining appropriate reserve levels.

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- The percent variance of General Fund year-end actuals to projected revenues measure target is set as to not exceed 2.0%. The department consistently falls below target, most recently 0.8%, providing evidence of the department's accuracy in projecting revenues.
- The General Fund Reserves as a percent of revenue has remained above its target of 15.0% consistently through the years and most recently was at 24.2% in December 2020. This higher reserve level was established intentionally as part of a two-year budgeting strategy based on uncertainty due to COVID-19 impacts.

The following countywide initiatives, which are coordinated by OMB's Strategic Performance Management team, were delayed in FY20 due to the COVID-19 response.

- Conduct a periodic survey to gauge customer satisfaction with internal services - OMB is working with internal departments, including OMB, on their customer service surveys for 2021 to provide more actionable insights for evaluating and improving service delivery. This is on track for survey data to be collected by September 2021.
 - OMB's customer satisfaction has been maintained at approximately 90.0% over the last several years.
- Prepare a multi-year Countywide Strategic Plan - While this initiative remains on hold, related efforts are moving forward in 2021 with Marketing & Communications working with OMB, Housing & Community Development, the Office of Technology & Innovation, and other departments to evaluate technologies and tactics to support robust community engagement around a variety of topics, including the strategic planning process. Staff are updating engagement approaches and timelines to prepare to restart this initiative in FY22.
- Transition to a Centralized Customer Service Center - The initiative is now on track, and the consultant is meeting with key internal stakeholders to review current capacity and capabilities for a more streamlined call center in the organization. The project will also provide input on projected space needs and adjacencies as part of the County Space Study and Analysis currently being conducted through Administrative Services.

Attachments

Attachment 1: OMB Work Plan/Performance Measures

Attachment 2: OMB Organizational Chart