

Budget and Management Services

PROGRAM DESCRIPTION

Budget and Management Services assists the County Manager in budgeting and operational planning. Duties include providing financial information and guidance to the Board of Commissioners and County Manager. Budget and Management Services advises other departments on the financial conditions of their respective departments and regularly assists with special budgetary requests. This department also reviews all Board agenda items that have resource implications.

Budget and Management Services compiles the annual budget for all Wake County government services. Activities involved include: Preparing a forecast of available revenues and anticipated expenditures; negotiating with departments concerning allocation levels; analyzing costs and revenue sources; maintaining and operating budget management software; and producing recommended and approved operating budget and capital improvements program documents.

This department is the lead agency for countywide management analysis and program evaluation, also providing evaluation, research, and analysis for any department who requests assistance.

GOAL & OBJECTIVES

- Promote an environment for continuous assessment and improvement and instill better business practices such as performance measurement, data collection and analysis, project management, and expense/revenue management.
- Provide stability in the County's unreserved fund balance, within a range of 9 to 12 percent of subsequent year expenditures.
- Develop a financial forecast with an accuracy level of 99.0 percent.
- Recommend a balanced operating budget, consistent with Board of Commissioners direction, by the third Monday in May.
- Assure consistent use of generally accepted standards in financial modeling.
- Reply to requests for service within two working days. Deliver on mutually agreed completion dates.
- Provide County departments with professional level consulting services, helping them achieve their performance targets.
- Provide ad-hoc requests for information, statistical analysis and critical review in a professional and expedient manner.
- Research best practices in local government operations and administration.

PERFORMANCE MEASUREMENT	FY2000-2001 Actual	FY2001-2002 Estimated	FY2002-2003 Objective
Budget & Management Service Measures			
Unreserved fund balance as percent of expenditures	12.5%	14.0%	12.0%
Accuracy level of sales tax revenue forecast	99.2%	96.0%	99.0%
Accuracy level of property tax revenue forecast	99.4%	99.5%	99.0%
Budget revisions processed	85	75	85
Budget adjustments processed	49	60	50
Overall service rating from department directors	n/a	n/a	90%
Average response time to requests for service	<3days	<2 days	<2days

DEPARTMENT HIGHLIGHTS

ACCOMPLISHMENTS IN FY2001-2002

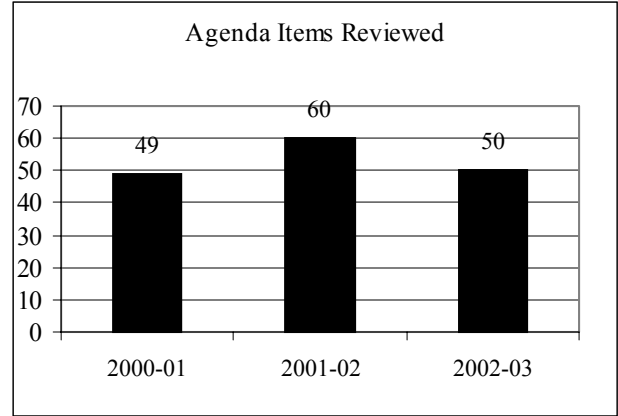
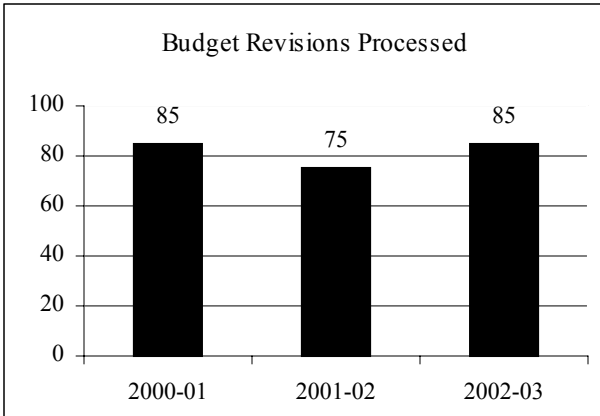
- Initiated *County Trends* monthly publication which features key economic indicators, workload data indicating demand for services, and performance measures related to outcomes and benchmarking.
- Upgraded capital improvement planning framework to include expanded request process, more detailed project planning, and creation of comprehensive seven-year program document.
- Staffing analyses for geographic information services (GIS), child service and maternal care coordination services, and soil & water conservation district. These studies analyzed the demand for services and compared it to the supply of labor available to meet that demand.
- Developed performance management mechanism for animal control and enforcement services.
- Collected data concerning organizational public information efforts as part of analysis of the corporate communications strategy.
- Conducted sales tax distribution method analysis to determine the impact a change in distribution would have on County and municipalities' revenue.
- Performed analysis of special law enforcement district to determine the feasibility and tax rate impact of creating special districts outside the incorporated areas of the County.
- Received the Distinguished Budget Presentation Award, presented by the Government Financing Officer Association. Met all criteria of the awards program.
- Developed Financial Trend Monitoring System and financial forecasts.
- Updated mileage reimbursement versus use of fleet vehicles policy.

General Administration

- Conducted analysis of 911 Fund revenue and expenditure.
- Performed analysis of Wake County ABC Board financial management responsibilities.
- Restructured financial structure of solid waste operations and capital activities.
- Facilitated historic preservation commission's review and endorsement of recommendations presented in strategic analysis of service delivery.
- Provided County Manager with a balanced FY2003 budget to present to the Board of Commissioners May 20, 2002.
- Improved our public information efforts by providing the budget document and other key information about County operations on the County web site.
- Completed and documented facility assessments for fire and emergency medical services stations as a member of the County's Facility Planning Team.

KEY ISSUES FOR FY2002-2003

- Continue developing more meaningful performance measures for all departments with an emphasis on developing an annual performance measurement report.
- Continue service delivery analyses identified in FY2002.
- Analyze the Human Services budget with the purpose of establishing a cause and effect relationship for variances in financial results.
- Begin developing longer term budgeting, looking at developing a multi-year budget.
- Provide analytical support to the County Manager and the Board of Commissioners as the County works with the Wake County Public School System in identifying capital projects for the next phase of the building program.
- Continue providing analytical assistance to departments dealing with increased demand for services, to determine the appropriate level of funding needed to meet County goals.
- Integrate future parks, library, fire and Emergency Medical Services capital needs into the county-wide capital improvement program.
- Provide a performance reporting mechanism for the County to link resources with outcomes and improve the effectiveness of service efforts, increase the efficiency of operations, and enhance the accountability to the public.
- Promote an environment for continuous assessment and improvement and instill better business practices such as performance measurement, data collection and analysis, project management, expense/revenue management.
- Continue to refine capital planning to better reflect operating impacts, integrate municipal capital plans, and incorporate geographic information systems analysis.



Budget Summary

Budget & Manager Serv.	FY 2000-2001 Actuals	FY2001-2002 Current Budget	FY2002-2003 Recommended	FY2002-2003 Adopted
Personal Services	\$321,891	\$404,116	\$417,313	\$417,313
Operating Expenses	\$23,988	\$24,800	\$24,800	\$24,800
Capital Outlay	\$0	\$0	\$0	\$0
EXPENDITURE TOTALS	\$345,879	\$428,916	\$442,113	\$442,113
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Fees & Other Revenues	\$0	\$0	\$0	\$0
REVENUE TOTALS	\$0	\$0	\$0	\$0

Position Count

	FY2001 Actual	FY2002 Actual	Changes	FY2003 Adopted
Number of FTE's	5.5	5.6	0.0	5.6