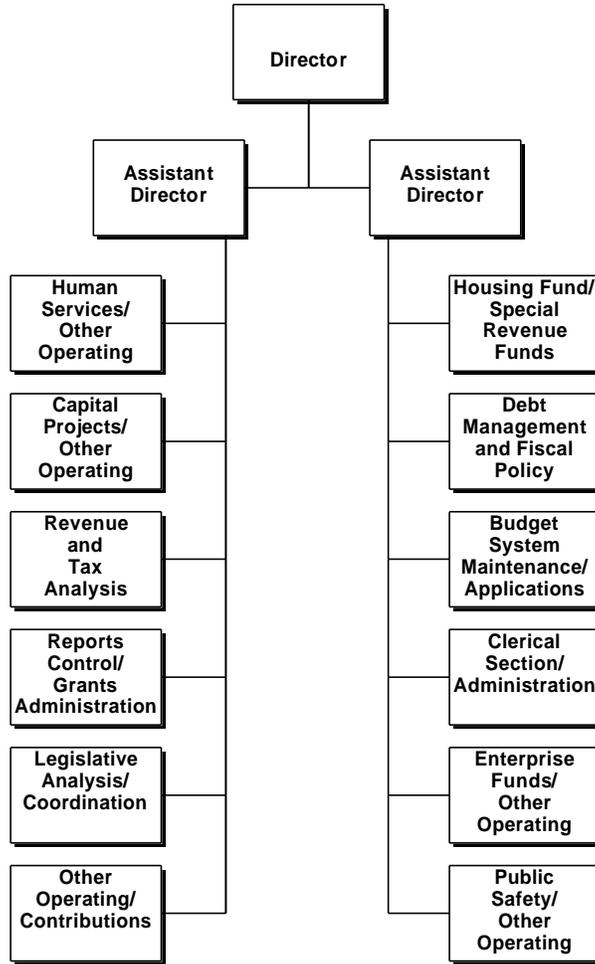


# DEPARTMENT OF MANAGEMENT AND BUDGET



# DEPARTMENT OF MANAGEMENT AND BUDGET

## Agency Position Summary

41 Regular Positions / 41.0 Regular Staff Years

### Position Detail Information

**ADMINISTRATION**

1 Chief Financial Officer  
 1 Director  
 1 Management Analyst III  
 1 Administrative Assistant  
 4 Positions  
 4.0 Staff Years

**Assistant Director**

1 Assistant Director  
 1 Position  
 1.0 Staff Year

**Capital Projects/Other Operating**

1 Budget Analyst IV  
 1 Budget Analyst III  
 1 Budget Analyst II  
 3 Positions  
 3.0 Staff Years

**Revenue & Tax Analysis**

1 Budget Analyst IV  
 1 Budget Analyst III  
 2 Positions  
 2.0 Staff Years

**Reports Control/Grants**

**Administration**

1 Budget Analyst IV  
 2 Budget Analysts III  
 1 Business Analyst III  
 4 Positions  
 4.0 Staff Years

**Debt Management &**

**Fiscal Policy**

1 Budget Analyst IV  
 1 Position  
 1.0 Staff Year

**Budget System Maintenance/**

**Applications**

1 Management Analyst IV  
 1 Programmer Analyst III  
 1 Network Analyst II  
 1 Management Analyst III  
 1 Administrative Assistant  
 5 Positions  
 5.0 Staff Years

**Clerical Section/Administration**

1 Administrative Assistant  
 2 Secretaries I  
 3 Positions  
 3.0 Staff Years

**Enterprise Funds/Other Operating**

1 Budget Analyst IV  
 1 Budget Analyst III  
 2 Budget Analysts II  
 4 Positions  
 4.0 Staff Years

**Public Safety/Other Operating**

1 Budget Analyst IV  
 1 Budget Analyst III  
 2 Budget Analysts II  
 4 Positions  
 4.0 Staff Years

**Assistant Director**

1 Assistant Director  
 1 Position  
 1.0 Staff Year

**Human Services/Other Operating**

1 Budget Analyst IV  
 1 Budget Analyst III  
 2 Positions  
 2.0 Staff Years

**Housing Fund/Special Revenue Funds**

2 Budget Analysts III  
 1 Budget Analyst II  
 3 Positions  
 3.0 Staff Years

**Other Operating/Contributions**

1 Budget Analyst IV  
 1 Budget Analyst III  
 1 Budget Analyst II  
 3 Positions  
 3.0 Staff Years

**Legislative Analysis/Coordination**

1 Budget Analyst IV  
 1 Position  
 1.0 Staff Year

# DEPARTMENT OF MANAGEMENT AND BUDGET

## AGENCY MISSION

*To provide financial and analytical consultant services, develop a financial plan, and produce information for Fairfax County Agencies, the Board of Supervisors, the County Executive, and citizens, in order to maintain the County's fiscal integrity and accountability, and to support effective decision-making.*

## AGENCY SUMMARY

Category	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	45/ 45	41/ 41	41/ 41	41/ 41	41/ 41
Expenditures:					
Personnel Services	\$2,156,448	\$2,435,684	\$2,316,439	\$2,552,651	\$2,616,469
Operating Expenses	325,785	343,139	477,896	338,229	338,229
Capital Equipment	26,400	0	13,766	0	0
<b>Total Expenditures</b>	<b>\$2,508,633</b>	<b>\$2,778,823</b>	<b>\$2,808,101</b>	<b>\$2,890,880</b>	<b>\$2,954,698</b>

## Board of Supervisors' Adjustments

*The following funding adjustments reflect all changes to the FY 2001 Advertised Budget Plan, as approved by the Board of Supervisors on April 24, 2000:*

- The 2.5 percent cost-of-living/market rate adjustment approved by the Board of Supervisors, and previously held in reserve, has been spread to County agencies and funds. This action results in an increase of \$63,818 to the Department of Management and Budget.

*The following funding adjustments reflect all approved changes to the FY 2000 Revised Budget Plan from January 1, 2000 through April 17, 2000. Included are all adjustments made as part of the FY 2000 Third Quarter Review:*

- Net savings of \$73,070 primarily in Personnel Services are associated with the Close Management Initiatives program. These savings are now available for reinvestment in other County initiatives.

## County Executive Proposed FY 2001 Advertised Budget Plan



### Agency Overview

While the Department of Management and Budget (DMB) is primarily noted for its coordination of the County's annual budget process, which includes development of budget guidelines, review of agency requests, presentation of recommendations to the County Executive, preparation of the Advertised Budget Plan, support of deliberations by the Board of Supervisors, and preparation of the Adopted Budget Plan, the role of the Department extends beyond budget preparation. In recent years, DMB has been focusing resources in additional areas to assist County agencies in providing efficient and effective services, as well as expanding public access to key information to afford Fairfax County residents a better understanding of their County government and the services it offers. In addition, DMB is continually seeking ways to streamline its own processes in order to address the needs of a growing population without adding staff. Major efforts include the following:

# **DEPARTMENT OF MANAGEMENT AND BUDGET**

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## ***Development and Implementation of the County's Financial Plan***

On the national level, Fairfax County has an established track record for excellence in governmental budgeting which dates to 1986, the first year it received the *Distinguished Budget Presentation Award* from the Government Finance Officers Association (GFOA). Fairfax County has earned this award, which represents the highest form of recognition by GFOA for governmental budgeting, each year for the past 14 years. Criteria to earn this award include the quality of the budget as a policy document, financial plan, operations guide, and communications device. DMB uses the feedback received through this external review to continually improve its presentation of the annual budget.

The Department provides the County Executive and the Board of Supervisors with budget recommendations based on fiscal analysis and adherence to Board policy on budget matters. DMB assists in the development of various financing scenarios to accommodate expanding capital construction requirements, together with the administration of the County's bond program. DMB also provides research and analytical support in formulating alternative revenue sources for consideration by the Board of Supervisors; and prepares special management studies, budget administrative procedures, and economic analyses as requested by the Board of Supervisors, the County Executive, and citizen task forces.

Another key function of DMB is to provide specialized analysis of issues of Countywide importance for the County Executive and Board of Supervisors. More specifically, special fiscal analysis and forecasting services are provided to the Budget Subcommittee of the Board of Supervisors and County management to facilitate strategic planning, program evaluation, and decision-making. In addition, DMB conducts analyses of the County's bonding capacity, develops the County's Official Bond Offering Statements, and coordinates all bond sales.

## ***Expanded Public Access***

The Department of Management and Budget continues to place emphasis on providing relevant budget, economic, demographic, and performance-related information to the public. Approximately 3,000 pages of information are available through DMB's Internet website, with over 23,000 "hits" anticipated in FY 2001. Department staff frequently receive telephone calls and e-mail messages from jurisdictions across the country and around the world who have accessed the website and want to follow up on various subjects. As an example, several representatives from a Japanese consulting firm visited DMB in September 1999 to learn more about Fairfax County's performance measurement effort after downloading considerable information from Fairfax County's site.

In fact, Fairfax County has been recognized for its innovation and use of technology to expand public access. Public Technology, Inc. (PTI), a technology research and development organization, awarded the County its 1999 Technology Achievement Award in the category of large jurisdictions to recognize its efforts in using technology to increase the public's access to information.

The Department will continue to expand public access by increasing both the capabilities and content on its website, and through a new initiative with the Fairfax County Public Schools (FCPS). On the DMB website, citizens will be able to use a budget simulation tool to explore different revenue and expenditure scenarios to gain insight into the competing demands and local environment in which a public budget is formulated. To reach the next generation of citizens, DMB partnered with other County agencies and FCPS in a new initiative called "Closest to the People." This new program of studies educates high school seniors about how their local government works, what kinds of services are offered, how they can become involved in the decision-making process, and the opportunities for making public service a career. The new curriculum was distributed to social studies teachers Countywide for use during the 1999-2000 school year. During the 2000-2001 school year, DMB is proposing to adapt the program of studies for middle school students, and to expand the curriculum to include interactive learning experiences outside of the classroom. The goal of this initiative is to help young people understand the link between local government and their everyday lives, and to inspire them to become engaged citizens willing to share their ideas and bring their energy to help develop solutions to issues communities face in the new century.

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## ***Continued Integration of Performance Measurement as a Business Practice***

The FY 2001 Advertised Budget represents the third year of enhanced performance measurement designed to increase accountability for performance, ensure continuous improvement, and enhance the quality of data used for resource allocation decisions. DMB continues to coordinate the multi-agency Performance Measurement (PM) Team that develops procedures and training to continuously improve the quality of services and outcomes. Since Fairfax County uses a PM methodology that emphasizes quantified objectives linked to a complete family of measures (output, efficiency, service quality, and outcome) for a more balanced picture of performance, there is a considerable volume of indicators to track. During FY 2001, the PM Team will implement a commercial off-the-shelf (COTS) database application to facilitate better tracking and analysis of this data.

DMB also continues to coordinate the Regional Performance Measurement Consortium initiated in FY 1999. This group consists of neighboring jurisdictions and other Virginia localities that meet semiannually in order to promote an ongoing benchmarking partnership to share information that will lead to best practices and continuous improvement. As noted above, the County's performance measurement effort has received considerable attention from other localities interested in pursuing a similar program.

## ***Participation in Countywide Task Forces***

A number of the professional staff in DMB continue to participate on various task forces established by the County Executive in early FY 1999. Considerable staff support was dedicated to the Compensation, Competitiveness, and Leadership Task Forces during FY 2000. DMB staff were highly involved with their counterparts in the Department of Human Resources in coordinating with the consultants on the Market Pay and Benefits Study and the Performance Management/Pay for Performance Study. These two studies were conducted in response to recommendations of the Compensation Task Force to develop a performance management and evaluation system that directly links pay to performance. As members of the Competitiveness Task Force, DMB staff are involved in developing recommendations for agency-based training and technical support to enable agencies to determine if the services they are offering are competitive, high quality, cost-effective, and are meeting the community's needs. DMB's participation on the Leadership Development Task Force has centered on designing a comprehensive training system that will equip managers and supervisors to effectively lead in an organization that is continuously striving to improve its service delivery, while maintaining the flexibility to adapt to changing needs and priorities in the community.

## ***Budget Process Review***

During the latter part of FY 2000, DMB will undertake an in-depth review of its budget practices and related communication efforts as part of an effort to continuously improve its own operations and ensure they are both efficient and effective. This review is intended to focus on ways to enhance the quality and quantity of budget information provided to citizens, the Board of Supervisors, the County Executive, and County agencies with which DMB collaborates on a year-round basis. DMB will also focus on ways to increase productivity by leveraging the skills and talents of existing staff and resources, including the use of technology, and by redesigning current work processes to meet the needs of the County's growing population.



## ***Funding Adjustments***

*The following funding adjustments from the FY 2000 Revised Budget Plan are necessary to support the FY 2001 program:*

- An increase of \$59,566 due to the implementation of the new Pay for Performance program in FY 2001. The new system links annual pay increases to employee performance.
- An increase of \$54,862 due to the implementation of the Market Pay Study. As a result of the Study, incumbents in job classes that are found to be one grade below the market will be moved to the appropriate grade and receive a 2.0 percent market adjustment. Incumbents in classes found to be two or more grades below the market will be moved to the appropriate grade and receive a 4.0 percent market adjustment. In addition, funding is held in reserve to provide all employees with a 2.5 percent cost-of-living/market adjustment.
- A decrease of \$90,953 in Operating Expenses primarily reflects a decrease of \$51,772 associated with unexpended CMI savings from FY 1999 and \$34,271 for encumbered carryover.

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*The following funding adjustments reflect all approved changes in the FY 2000 Revised Budget Plan since passage of the FY 2000 Adopted Budget Plan. Included are all adjustments made as part of the FY 1999 Carryover Review and all other approved changes through December 31, 1999:*

- As part of the FY 1999 Carryover Review, \$34,271 in Operating Expenses and \$13,766 in Capital Equipment were due to encumbered carryover.
- Unencumbered carryover of \$51,772 is associated with unexpended Close Management Initiative (CMI) savings in Operating Expenses.
- An increase of \$2,539 results from the County's reclassification of Information Technology positions.



## **Objectives**

- To maintain a variance of 2.0 percent or less between estimated and actual revenues and expenditures.
- To maintain a debt interest savings level of 5.00 percent as compared to the Bond Buyer 20-bond index for each bond sale.

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## Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
<b>Output:</b>					
Dollar value of budgets reviewed (in billions)	\$2.68	\$2.79	\$3.63 / \$3.08	\$3.27	\$3.58
Bond sales or refinances conducted	1	2	2 / 1	2	2
Dollar value of bond sales/refinances (in millions)	\$144.00	\$136.00	\$167.27 / \$154.20	\$196.04	\$178.95
"Hits" on DMB home page <sup>1</sup>	1,200	2,400	2,600 / 22,320	22,766	23,222
<b>Efficiency:</b>					
Authorized budget analysts per 1,000 population	0.030	0.029	0.030 / 0.028	0.027	0.027
Staff Year Equivalent (SYE) per bond offering statement	0.25	0.25	0.25 / 0.25	0.25	0.25
<b>Service Quality:</b>					
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes / Yes	Yes	Yes
Bond Ratings of AAA/Aaa/AAA <sup>2</sup>	Yes	Yes	Yes / Yes	Yes	Yes
<b>Outcome:</b>					
Percent variance in actual and projected revenues	0.04%	0.24%	0.10% / 0.64%	2.00%	2.00%
Percent variance in actual and projected expenditures	2.67%	3.14%	1.45% / 2.43%	2.00%	2.00%
Interest savings (compared to the Bond Buyer 20-bond municipal index)	5.20%	4.74%	5.00% / 4.51%	5.00%	5.00%
	\$6.86 mil	\$2.74 mil	NA / \$6.29 mil	NA	NA

<sup>1</sup> Data for FY 1999 were available only for the last four months due to a lapse in data collection associated with server replacements by DIT. The FY 1999 actual is based on an extrapolation of those four months. Use of the DMB site continues to grow significantly due to the variety and volume of information available.

<sup>2</sup> Fairfax County is rated by Moody's, S&P, and Fitch Investors Service.