



2022 BUSINESS PLAN PRESENTATION

FINANCIAL SERVICES
Buffy Alexzulian,
Director

2020 – 2021 YTD RECAP

Accomplishments

- Managing over \$447M in Federal COVID-19 relief funds
- Began procurement of a new ERP system
- Maintained AAA rating with five Bond Issues

Challenges

- Managing an increased workload
- Managing the demand on limited financial resources
- Adjusting to a new environment and expectations

DEPARTMENT SNAPSHOT

External Dependencies

- The community
- The real estate market
- State and Federal Government
- Non-profit organizations
- Vendors
- Financial markets
- Standard setting organizations (GASB)
- County Departments

NOTABLE METRICS/TRENDS

- **9.2%** increase in formal solicitations including a **67%** increase in RFP
- **39.8%** increase in debt managed
- **743%** increase in grant funding managed

Project RESET

- 1,615 households served
- Over \$8M in rental and utility assistance provided

IDENTIFIED CONSTRAINTS & OPPORTUNITIES

- Limited capacity among senior staff to dedicate time and attention to strategic thinking and planning
- Entrenched processes and cultural norms that inhibit the speed of change
- Decentralized financial operations that give discretion to departments

OPERATIONAL DECISIONS

- Increased staffing in Grants division
- Increased internal and external training
- Continuous review and improvement of business processes
- Staff planning and alignment to meet current and future demands

2022 OPERATIONAL BUDGET CHANGES

Base Budget Changes

- 52% increase in Grants Management Division
- 6% increase in the Assessors Office

Decision Package

- Two Program Analysts positions responsible for developing and compiling data for dashboards that support internal and external customers

Cost \$181,035

INTERNAL STRATEGIC DECISIONS

- Establish resilience and sustainability by mitigating external impacts
- Enhance trust and confidence through deliberate communication
- Leverage modern technology to transform business processes
- Establish methods to sustain our culture through ongoing change

COUNTY INITIATIVES

Key Initiatives

- Research supplier diversity programs
- Implement Customer Service Solution
- Prudent fiscal management

DoFS Involvement

- Engage in Countywide studies and support desired changes
- Manage implementation of a customer service solution
- Maintain and enforce fiscally responsible practices

TOTAL BUDGET

2021 Budget	\$33,885,759
Changes To Base	\$469,627
2022 Base	\$34,355,386
Decision Packages	\$181,035
Total 2022 Budget	\$34,536,421