



PRINCE GEORGE'S COUNTY GOVERNMENT
OFFICE OF MANAGEMENT AND BUDGET



Angela Fair-Baker
Director

Aisha N. Braveboy
County Executive

MEMORANDUM

DATE: April 2, 2026

TO: Sylvia King
Senior Legislative Budget Officer

FROM: Angela Fair-Baker, Director *afb*
Office of Management and Budget

RE: First Round FY 2027 Proposed Budget Responses

We are submitting a request for budgetary information to facilitate an efficient and effective budget review and reporting process. Please respond to the questions and complete the following tables with the appropriate information. In some cases, we have populated the tables with available known data. In instances where the tables need to be re-sized or modified to accommodate additional information, please feel free to do so.

OVERALL BUDGET

1. Does the Department expect that a supplemental budget request may be necessary for FY 2026?

The Department does not expect to submit a supplemental budget request for FY 2026.

- a. If so, how much does the Department expect to request?

N/A

- b. Please identify the specific factors, conditions, and trends that may necessitate the need for a supplemental appropriation for FY 2026.

N/A

2. Identify and quantify any known or anticipated operational or fiscal impacts that the proposed Maryland State budget or other action taken or being considered by the Maryland General Assembly may have on the Department's programs and operations.

Currently, there is no single piece of legislation that directly alters the County's departmental operations. However, Prince George's County continues to closely monitor several State budget and policy actions that may have indirect but meaningful fiscal implications.

While no direct operational mandates are currently identified, the County remains vigilant. The real risk is fiscal pass-through pressure, where State decisions require increased local funding commitments without corresponding revenue growth.

3. Identify and quantify any known or anticipated operational or fiscal impacts that the proposed federal changes or other action taken or being considered by the federal government may have on the Department's programs and operations.

At present, there are no immediate or direct federal actions anticipated to materially impact departmental operations in the short term.

However, the County is actively monitoring:

- Federal Grant Stability - programs supporting emergency services, housing, and public health are critical to County operations. Any reduction or reprogramming could create service gaps.
 - Post-Pandemic Funding - as ARPA and other federal stimulus funds phase out, the County must ensure that any programs previously supported by one-time funding are either right-sized or sustainably funded.
 - Interest Rate and Federal Reserve Policy - while indirect, federal monetary policies continue to influence borrowing costs, which impacts capital planning and debt service affordability.
4. Does the Department have any federal, State, or County legal requirements that must be funded? If so, please identify each requirement and the total dollar amount.

Yes, the County is required to fund several legally mandated programs and obligations across all levels of government. These are non-discretionary and must be prioritized in the budget.

- **State-Mandated Board of Education Funding (Maintenance of Effort – MOE):** The County must, at a minimum, match prior-year per pupil funding levels. *This is one of the largest mandated expenditures in the County budget.*
- **Debt Service:** *Legally* required repayment of general obligation bonds and other debt instruments. *This is a fixed cost and a top-tier budget priority.*
- **Pension and OPEB Liabilities:** These are long-term obligations for benefits already earned. These costs are not optional and must be funded in accordance with actuarial standards.
- **Collective Bargaining Agreements – Salaries, Benefits, and contractual obligations** tied to union agreements.

5. What is the plan for maintaining continuity of funding for the most essential services considering anticipated financial shortfalls over the next two (2) fiscal years?

OMB will continue to maintain a prudent approach to its budget while addressing an increased workload with limited staffing.

STAFFING & COMPENSATION

6. Please complete the following table on FY 2026 authorized and actual staffing levels:

FY 2026 Authorized and Actual Staffing Levels									
	Full-Time			Part-Time			Limited Term		
	Authorized	Filled Positions	Vacancies	Authorized	Filled Positions	Vacancies	Authorized	Filled Positions	Vacancies
General Fund									
	30	23	7	0	0	0	0	0	0
	30	23	7	0	0	0	0	0	0
YTD as of: 4/1/2026									

7. For each currently vacant position, please complete the following table by identifying the position title, position number, grade, salary information, date the vacancy or creation of position occurred, organizational assignment, the status of recruitment efforts, and funding source (General Fund (GF), Internal Service Fund (IS), Enterprise Fund (EF), or Grants) for FY 2026.

Vacancies, FY 2026 YTD										
#	Position Title	Position Number	Grade	Salary			Date Vacated or Created	Organizational Assignment	Status of Recruitment Efforts	Funding Source
				Budgeted	Expended (Est.)	Lapse (Est.)				
1	Budget Management Analyst IV	30001708	G27	\$ 128,200	\$ 128,200	\$ -	1/7/2026	Capital	Pending Ann	GF
2	Budget Management Analyst III	30006134	G24	\$ 100,400	\$ 50,400	\$ 50,000	2/10/2026	Full Service	Pending Ann	GF
3	Budget Management Analyst III	30059634	G24	\$ 100,400	\$ 8,400	\$ 92,000	8/6/2024	Full Service	Pending Ann	GF
4	Budget Management Analyst III	30060056	G24	\$ 100,400	\$ 8,400	\$ 92,000	8/18/2025	Full Service	Pending Ann	GF
5	Budget Management Analyst I/II	30002693	G18	\$ 74,900	\$ 74,900	\$ -	11/16/2025	Full Service	Pending Ann	GF
6	Budget Management Analyst I/II	30006662	G18	\$ 74,900	\$ 74,900	\$ -	3/8/2026	County Stat	Pending Ann	GF
7	Budget Assistant 3G	30002868	G17	\$ 71,400	\$ 56,733	\$ 14,667	11/1/2025	Admin Support	Pending Ann	GF
8										

YTD as of 4/1/2026

8. Please discuss the Office’s FY 2026 attrition rate and provide the following information:

a. To date, how many people have resigned from the Office in FY 2026?

Six people resigned from the Office in FY 2026.

b. To date, what is the attrition rate in FY 2026?

The attrition rate is 20%.

c. Identify the key factors that contribute to the current attrition levels.

The key factors that contribute to attrition are new job opportunities and retirement.

- d. What positions and/or position classification and grades are the most affected by attrition?

Budget Management Analyst positions are the most affected by attrition.

- e. What impact has attrition had or is having on the Office’s operations?

The impact is an increased workload for current staff.

9. Please provide the following information for your current authorized staffing complement for all funds:

Positions By Category	Total County Employees	Percentage eligible for retirement FY 2026-FY 2028	Projected Hires for Mission Critical Jobs in FY 2026-FY 2028
Director	1		
Deputy Director	1		
Budget Management Analysts	10		7
Managers	7		
Administrative Support	3	33%	
System Analyst	1		
Total	23		7

***Totals and calculations reflect currently filled positions only.**

10. How many of the Office’s employees have been or are expected to be assigned to another County agency or to another organization in FY 2026? Please identify each position by completing and updating the table below.

Office Employee Assignments to Other Agencies							
Name	Title	Grade	Salary	Function	Assigned Agency	Date Assigned	Assignment likely to continue in FY 2027 (Y/N)
Mayo, Adil	Budget Management Analyst 3G	G24		Performance Management/County Stat	CEX		Y
Ince, Brianna	Budget Management Analyst 4G	G27		Performance Management/County Stat	CEX		Y
Vacant	Budget Management Analyst I/II	G18		Performance Management/County Stat	CEX		Y

11. Please identify staff members who are currently assigned to the Office from other County agencies. Please identify each position by completing the table below.

There are no staff members assigned to our office from other County agencies.

Assignments From Other Agencies to the Office							
Name	Title	Grade	Salary	Function	Agency Employee is Assigned From	Date Assigned	Assignment likely to continue in FY 2027 (Y/N)
N/A							

12. Are all positions included in the FY 2027 Proposed Budget fully funded? If not, please explain.

N/A

OPERATING EXPENSES

13. Please complete the chart below regarding the FY 2026 approved and estimated, and FY 2027 proposed operating budgets. Please add operating categories, as needed, to ensure the total operating budget is presented.

Operating Objects	FY 2026 Approved	FY 2026 Estimate	FY 2027 Proposed	\$ Change FY26 Approved- FY27 Proposed	Explain reason for budgetary change for each object
Telephone	\$5,600	\$5,000	\$1,700	(\$3,900)	Reduced to account for Teams Voice Implementation
Printing	\$17,000	\$10,000	\$17,000	\$0	
Office Automation	\$573,400	\$573,400	\$271,700	(\$301,700)	Reduced based on actual costs
Training	\$10,000	\$9,200	\$16,100	\$6,100	Increased based on need and new staff
Advertising	\$400	\$200	\$0	(\$400)	Reduced based on need
Travel: Non-Training	\$4,000	\$4,000	\$16,800	\$12,800	Increased based on need and new staff
Membership Fees	\$1,200	\$1,700	\$1,200	\$0	
Mileage Reimbursement	\$500	\$500	\$500	\$0	
General & Administrative Contracts	\$9,000	\$9,000	\$59,000	\$50,000	Increased based on need
Operating Contracts	\$0	\$0	\$0	\$0	
General Office Supplies	\$10,900	\$16,000	\$10,000	(\$900)	Reduced based on need
Office and Operating Equipment Non-Capital	\$500	\$500	\$5,000	\$4,500	Space rental for budget school
Interpreter Fees	\$3,000.00	\$6,000.00	\$3,300	\$300.00	Increased based on need
TOTAL	\$635,500	635,500	\$402,300	(\$233,200)	

RECOVERIES

14. Please provide a list of anticipated recoveries due to the Office for each Fund (General Fund (GF), Internal Service (IS), Enterprise Fund (EF), or Grants) in FY 2026 and FY 2027 proposed budget.

Recoveries, FY 2026 and FY 2027					
	Description	FY 2026 YTD	FY 2026 Estimate	FY 2027 Proposed Budget	Fund (GF, IS, EF, Grants)
1	CIP Analyst Comp and Fringe	\$ 211,000	\$ 211,000	\$ 288,700	GF
	Total	\$ 211,000		\$ 288,700	

15. Please indicate what the contributing factors are for any increases/decreases in projected recoveries.

The contributing factors include an increase in pay and fringe rates.

WORKLOAD AND PROGRAM IMPACT

16. Please provide a current listing of FY 2026 County Stat projects and discuss follow-up efforts conducted in FY 2026 (YTD).

- **CountyStat continues to focus on its elevated priorities - beautification, flooding, permitting, procurement, time to fill, and reducing violent crime - via the convening of CountyStat sessions and ongoing monitoring/recommendation building with appropriate agencies.**
- **CountyStat will continue to monitor payments made to County vendors and help develop policies to ensure payment processes are efficient and timely.**
- **CountyStat will develop and present to the Chief Administrative Officer a platform on which to publish monthly priority metrics on the County government website.**

17. Please indicate the top (5) issues that the County Stat team has assisted various County Agencies within FY 2026 (to date). If applicable, please complete the table below to list the data set that was utilized, what types of issues were noted, and any improvements that have been made in response to the data provided.

Agency Affected	Data Set	Issues Revealed	Improvements Made
	<i>Example: Types of Workers' Compensation Claims</i>	<i>High number of vehicle accidents.</i>	<i>Provided additional training.</i>
OCR, DPIE, DPWT, DOE	Strikeforce Task Force 3-1-1 Backlog	Real-time monitoring efforts of backlog reduction	Built dashboards aimed at monitoring progress towards eliminating 3-1-1 backlogs
Health, OHS, Fire	Performance Plans (various datasets)	Data previously collected was changed based on agencies' new focus.	Reworked performance plans with agencies to ensure data was relevant.
Procurement, DPIE, OHRM and others	Various Datasets	Working in silos makes it difficult to get to certain issues that stall efficiency and effective service delivery.	Collaborated across agencies to enhance the procurement and permitting processes as well as reducing the time to fill vacancies across the County.
All Agencies	Various Datasets	Streamlined monitorable group of key performance indicators relevant to the administration's priorities	Agencies required to submit KPIs tied directly to leadership priorities

18. Provide a brief overview of the Office's efforts related to performance management in FY 2026 and planned for FY 2027, including staffing challenges (if any).

MAJOR FY 2026 ACHIEVEMENTS

- Established a formal CountyStat reporting structure clarifying roles, communication channels, and executive escalation pathways.
- Developed standardized reporting templates to improve consistency and executive level briefings.
- Created and implemented a bi-annual agency performance assessment process to evaluate agency progress and alignment with leadership priorities.
- Developed and published a CountyStat playbook, onboarding framework, and data handling guide.
- Restructured the performance rework methodology to improve clarity and operational relevance.
- Initiated the priority alignment project requiring agencies to submit KPIs tied directly to leadership priorities.
- Continued execution of the data dictionary program to improve data validity and reliability.
- Maintained performance data across 41 County agencies and quasi-governmental entities.
- Maintained and submitted required federal reporting for U.S. Treasury and federally funded programs including from the American Rescue Plan Act (ARPA).
- Provided ongoing training and technical assistance on forecasting and performance analytics.
- Collaborated on targeted cross-agency operational improvement initiatives.

FY 2027 STRATEGIC FOCUS

- Executive Dashboard Modernization: Development of centralized dashboards providing real-time KPI monitoring and trend analysis.
- Predictive and Proactive Analytics: Expansion of forecasting and scenario-based modeling to support budget planning and risk identification.
- Service Level Agreement (SLA) Review and Reform: Countywide workflow analysis and process redesign recommendations.
- Performance-Based Budget Integration: Embedding KPIs into fiscal planning and executive review processes.
- Data Governance and Quality Certification: Implementation of standardized data validation and methodology review framework.
- Rapid Response Performance Reviews: Short-cycle diagnostic reviews for high-priority operational challenges.
- Agency Data Literacy and Capacity Building: Continued expansion of KPI development and forecasting training.

- **CountyStat All-Hands performance Summit: Launch of an annual Countywide summit convening agency leadership performance leads and executive stakeholders to review progress on priority alignment, share best practices, highlight high-performing initiatives, reinforce accountability standards, and set performance expectations for the upcoming fiscal year**

GRANTS MANAGEMENT

19. Provide details of any changes the Office has made in FY 2026 or plans to in FY 2027, if any, to ensure a more transparent and accountable process for grant management in FY 2026 and FY 2027.

OMB will continue to partner with County agencies (Finance, Law, OIT, Health) to further streamline the grants management processes and strengthen efforts toward continuous improvement.

20. Are there any other key challenges the Office faces in managing grants? If so, please provide details.

One of the primary challenges OMB's faces is staffing resources to support the agency's role in providing oversight and technical assistance throughout the full grants management lifecycle of our external funding resources in a decentralized environment. Human resources are largely directed to support the General Fund, Special Revenue, Enterprise Funds and capital improvement budget program (CIP). Additionally, OMB continues to support the discretionary grantmaking programs of both the Executive and Legislative branches.

21. Please provide the following information related to the Office's grant managed funds:
- a. The amount of grant funding that was returned in FY 2025. How much is at risk of being returned in FY 2026? Please include the reason(s) why any grant funds were returned.

OMB did not return any grant funding in FY 2025. We are not currently anticipating a return of grant funding in FY 2026.

- b. To what extent is the Office able to meet its financial and programmatic grant reporting requirements in FY 2026 to date?

OMB met all financial and programmatic grant reporting requirements in FY 2026 to date for the Coronavirus State and Local Fiscal Recovery (SLFRF) also known as American Rescue Plan Act (ARPA) related funding under OMB assignment.

22. Please provide the most recent copy of the SLFRF PE Report.

See attachment A. Please note, we are required to post all quarterly and annual reports to the County's American Rescue Plan Act (ARPA) webpage.

23. Detail and discuss the Cannabis Reinvestment and Restoration Fund and provide details on who manages the fund, balances, plans to move it in FY 2027, and planned uses.

There has not been any expenditure activity with this fund (Fund 1008). The law was changed last year to require each County to develop a comprehensive spending plan for how the funds will be used. The Commission that was established in 2023 would have to meet (with the aid of Health Department staff) to get feedback from stakeholders and develop a plan to allocate the funds in accordance with State law. The law is very specific about how and where funds can be used. Currently, OMB is listed as an ex-officio member of the board and does not have the subject matter expertise or the staffing resources to support this board. OMB is in the process of submitting legislation to modify OMB's role and to clarify the role of the Health Department in staffing this board.

In FY 2024, the County received \$7,620,993.35 in Cannabis taxes and Cannabis Conversion fees and in FY 2025, the County received an additional \$3,379,989.64 from the same sources. There were no expenditures in FY 2024 or FY 2025. In the current fiscal year, \$930,055.43 has been received as of March 31, 2026.

24. Please provide the details of the County's fund balance level for the period FY 2025 to Projected FY 2027 using the table below. Feel free to modify the table as appropriate to reflect any new designations.

General Fund - Fund Balance				
Fund Balance Designation	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected
Restricted				
Economic Stabilization- 5%	\$ 228,029,595	\$ 236,542,730	\$ 246,694,600	\$ 248,514,170
Equipment Purchases	\$ 39,458,845	\$ 43,852,329	\$ -	\$ -
Real Estate Purchases		\$ -	\$ -	\$ -
Total Restricted	\$ 267,488,440	\$ 280,395,059	\$ 246,694,600	\$ 248,514,170
Committed - Operating Reserve (2%/3%/4%/5%)	136,817,757	189,234,184	246,694,600	248,514,170
Assigned				
Economic Development	31,639,576	34,883,012	-	-
Local Impact Grant	3,791,544	3,103,739	-	-
Summer Youth Enrichment Program	-	635,233	-	-
Property Sales and Acquisition	27,844,809	30,744,534	-	-
Other	53,813,336	83,546,392	-	-
Total Assigned	\$ 117,089,265	\$ 152,912,910	\$ -	\$ -
Unassigned	358,509,668	338,631,175	320,774,889	317,135,749
Total Fund Balance	\$ 879,905,130	\$ 961,173,328	\$ 814,164,089	\$ 814,164,089

Annual Change Amount		81,268,198	(147,009,239)	-
Annual Percentage Change		9.2%	-15.3%	0.0%

Fund Balance as a % of General Fund Budget	19.8%	20.7%	16.5%	16.4%
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25. Please provide details related to the Use of Fund Balance:

- a. Differences, if any, between approved and estimated FY 2026 amounts, and explain any differences.

The FY 2026 approved budget assumed use of \$4.4 million in unassigned balance for one-time purposes such as PAYGO capital spending. FY 2026 revenues are being revised upward making it likely that no assigned fund balance will be used in the current fiscal year.

- b. Provide the purpose and amount of the actual FY 2025 and estimated FY 2026 Use of Fund Balance.

The FY 2025 approved budget assumed that \$34.9 million of unassigned fund balance would be used to support spending. Of this amount, \$7.8 million was for one-time purposes including strategic IT initiatives (\$3.0 million), a final debt service payment in support of the University of Maryland Medical System (\$3.8 million), and support for the local business bond fund (\$1.0 million). The

remaining \$27.1 million supported ongoing operating spending in the FY 2025 budget. However, FY 2025 actual revenues were higher than estimated and agency spending was lower than estimated which led to no use of unassigned fund balance in FY 2025. For FY 2026 the approved budget included \$4.4 million of unassigned fund balance for one-time purposes such as PAYGO capital budget. This included strategic IT initiatives (\$2.0 million), the Redevelopment Authority (\$1.2 million), tactical equipment for the Police Department (\$1.0 million), and a WSSC capital septic project (\$0.2 million). Based on revised revenue estimates, no use of unassigned fund balance is expected in FY 2026.

Based on OMB's FY 2025 Close Out Memorandum to the Office of Finance, the following FY 2026 assignments of FY 2025 fund balance were recommended:

- FY 2026 assignment of unspent Local Development Council Community Impact Grants for \$3,103,739.
- FY 2026 assignment of unspent Rosecroft Grant funds for \$4,165,909.
- FY 2026 assignment of unspent Summer Youth Enrichment Program (SYEP) funds for \$635,233. The FY 2026 approved budget for this fund is \$1,000,000.
- FY 2026 assignment of unspent Transportation Improvement (TNC/LYFT) funds for \$24,489,901. The FY 2026 approved budget for this fund is \$7,032,700.
- FY 2026 assignment of up to \$5,000,000 for the Risk Management Fund.
- FY 2026 assignment of up to \$10,000,000 for the OPEB (Other Post-Employment Benefits).

Please note that the above are just assignments of fund balance and require inclusion in a FY 2026 operating supplemental to be executed. OMB anticipates the assignments for OPEB, Risk Management and Local Development Council