



# Alachua County Agenda

## ALACHUA COUNTY BOARD OF COUNTY COMMISSIONERS

Grace Knight Conference Room  
2nd Floor, County Administration Building  
12 SE 1st Street

**May 26, 2011 Special BoCC Meeting 1 30 PM**

**Call to Order (1:30 PM)**

**Adoption of Agenda**

**Items for Discussion**

**Fiscal Update**

1. Discussion on Current Budget Issues (Amended)

**Amount:** N/A

**Recommended Action:** Hear overview and discuss current budget issues.

**Discussion Items**

2. Information and Technology Services Department - Program and Service Presentation (Amended)

**Amount:** N/A

**Recommended Action:** Hear presentation by the Information and Technology Services Department and discuss related budget issues. Information only - no action requested.

3. Administrative Services Department - Program and Services Presentation (Amended)

**Amount:** N/A

**Recommended Action:** Hear presentation by the Administrative Services Department and discuss related budget issues. Information only - no action requested.

4. General Government Areas - Program and Services Presentation (Amended)

**Amount:** N/A

Grace Knight Conference Room  
2nd Floor, County Administration Building  
12 SE 1st Street

**Recommended Action:** Hear presentations by the General Government areas and discuss related budget issues. Information only - no action requested.

**Time Certain** (None)

**Commission General and Informal Discussion**

**Public Comments**

**Adjourn**

## FY12 Special Budget Meetings\*

February 25, Fri – BoCC Special Budget Meeting 9:00am (*Retreat with Constitutional/Judicial Offices*)

March 15, Tues – BoCC Special Budget Meeting 10:00am (*Stormwater*)

March 15, Tues – BoCC Special Budget Meeting 1:30pm (*Gas Tax*)

March 29, Tues – BoCC Special Budget Meeting 10:00am (*Fire Services MSTU*)

March 29, Tues – BoCC Special Budget Meeting 1:30pm (*Sheriff*)

March 30, Wed – Budget Allocation Meeting 9:00am

April 5, Tues – BoCC Special Budget Meeting 10:00am (*Public Safety*)

April 5, Tues – BoCC Special Budget Meeting 1:30pm (*Community Support Services – includes CAPP and Health Department Funding*)

April 19, Tues – BoCC Special Budget Meeting 10:00am (*Judicial/Constitutional Offices and Court Related CIP*)

April 19, Tues – BoCC Special Budget Meeting 1:30pm (*Judicial/Constitutional Offices*)

May 3, Tues – BoCC Special Budget Meeting 10:00am (*Constitutional Offices, Public Works, Growth Management and Environmental Protection*)

May 3, Tues – BoCC Special Budget Meeting 1:30pm (*see May 3, Tues 10:00am Meeting*)

May 17, Tues – BoCC Special Budget Meeting 10:00am (*Legislative Impacts and Growth Management*)

May 17, Tues – BoCC Special Budget Meeting 1:30pm (*Court Services*)

May 26, Thurs – BoCC Special Budget Meeting 1:30pm (*Legislative Impacts, Information & Telecom Services, Administrative Services, General Government and Five Year Capital Improvement Program*)

June 7, Tues – BoCC Special Budget Meeting 10:00am

July 7, Thurs – County Manager Tentative Budget Presentation 1:30pm

July 12, Tues – BoCC Sets Millage Rates 1:30pm (*Regular Board Meeting*)

August 4, Thurs – BoCC Special Budget Meeting 5:00pm

August 16, Tues – BoCC Special Budget Meeting 1:30pm

August 25, Thurs – BoCC Special Budget Meeting 1:30pm (*CAPP*)

August 30, Tues – BoCC Special Budget Meeting 10:00am (*Financial Policies, Schedule of Fees, and Five Year Capital Improvement Program*)

August 30, Tues – BoCC Special Budget Meeting 1:30pm (*see August 30, Tues 10:00am Meeting*)

September 1, Thurs – BoCC Special Budget Meeting 1:30pm

September 13, Tues – 1<sup>st</sup> Public Budget Hearing 5:30pm (*Regular Board Meeting*)

September 27, Tues – Final Public Budget Hearing 5:30pm (*Regular Board Meeting*)

\*List of proposed dates includes Budget Allocation meeting, Tentative Budget presentation, BoCC setting of millage rates, and 1<sup>st</sup> and Final Public Budget Hearings.

## ALTERNATIVE FY12 MILLAGE RATES

(decrease in taxable property values of 3%)

| Property Tax Revenue Only    | General Fund  | MSTU<br>General | MSTU<br>Law Enforcement | MSTU<br>Fire Services |
|------------------------------|---------------|-----------------|-------------------------|-----------------------|
| <b>Property Value Growth</b> | <b>-3%</b>    | <b>-3%</b>      | <b>-3%</b>              | <b>-3%</b>            |
| <b>Current Millage</b>       | <b>8.3763</b> | <b>0.4124</b>   | <b>1.6710</b>           | <b>1.3391</b>         |
| Projected Revenue            | 93,068,010    | 1,899,719       | 8,274,523               | 6,299,648             |
| FY11 Adopted Budget          | 95,657,802    | 1,957,129       | 8,525,338               | 6,489,375             |
| Difference                   | (2,589,792)   | (57,410)        | (250,815)               | (189,727)             |
| <b>Revenue Stabilization</b> | <b>8.6094</b> | <b>0.4249</b>   | <b>1.7217</b>           | <b>1.3794</b>         |
| Projected Revenue            | 95,657,954    | 1,957,300       | 8,525,581               | 6,489,234             |
| FY11 Adopted Budget          | 95,657,802    | 1,957,129       | 8,525,338               | 6,489,375             |
| Difference                   | 152           | 171             | 243                     | (141)                 |
| <b>Simple Majority Cap</b>   | <b>8.7333</b> | <b>0.4455</b>   | <b>1.7490</b>           | <b>1.4023</b>         |
| Projected Revenue            | 97,034,591    | 2,052,194       | 8,660,766               | 6,596,965             |
| FY11 Adopted Budget          | 95,657,802    | 1,957,129       | 8,525,338               | 6,489,375             |
| Difference                   | 1,376,789     | 95,065          | 135,428                 | 107,590               |
| <b>Rollback (up)</b>         | <b>8.6855</b> | <b>0.4431</b>   | <b>1.7394</b>           | <b>1.3946</b>         |
| Projected Revenue            | 96,503,492    | 2,041,139       | 8,613,229               | 6,560,742             |
| FY11 Adopted Budget          | 95,657,802    | 1,957,129       | 8,525,338               | 6,489,375             |
| Difference                   | 845,690       | 84,010          | 87,891                  | 71,367                |
| <b>Super Majority Cap</b>    | <b>9.6066</b> | <b>0.4901</b>   | <b>1.9239</b>           | <b>1.5425</b>         |
| Projected Revenue            | 106,737,717   | 2,257,644       | 9,526,843               | 7,256,521             |
| FY11 Adopted Budget          | 95,657,802    | 1,957,129       | 8,525,338               | 6,489,375             |
| Difference                   | 11,079,915    | 300,515         | 1,001,505               | 767,146               |

Assumptions used in the development of the millage rates are as follows:

- Change in taxable property values at -3.00% (very preliminary projections)
- Total new construction value estimate of \$72,000,000 (General Fund only)
- Total new construction value estimate of \$50,000,000 (MSTU's only)
- Change in State Per Capita Personal Income growth at 0.55%



## Goals

- Meet the increasing demand for electronic services to improve organizational efficiency
- Develop systems that create savings and require less natural resources
- Provide highest level of data services to internal customers and external customers (citizens of Alachua County)

## ITS Budget Impact

FY 2011 Adopted Budget



■ General Fund Budget

■ Information Services  
Budget \$ 3,697,550

ITS serves  
the citizens  
through our  
customers.

BoCC  
Departments

Health Dept.

Clerk of the  
Court

Library  
District

Sheriff

8th Judicial  
Circuit

Supervisor of  
Elections

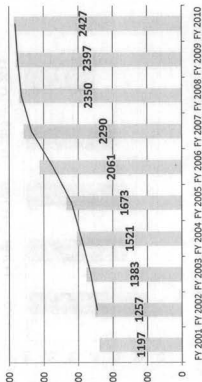
State  
Attorney

Tax Collector

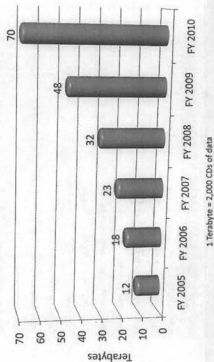
Public  
Defender

Property  
Appraiser

## Network Node Growth

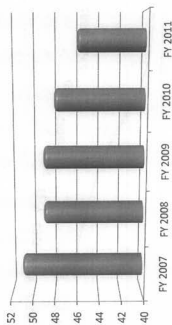


## Data Storage Capacity



1 Terabyte = 2,000 CDs of data

## FTE Changes



## ITS by Function

| FUNCTION                                  | FTE         |
|-------------------------------------------|-------------|
| Administration                            | 4.0         |
| Applications – Web Support Services       | 6.0         |
| Applications – Software Support & Develop | 6.0         |
| Computer Training                         | 1.0         |
| Network Services – Infrastructure         | 7.0         |
| Network Services – Hardware Support       | 7.0         |
| Help Desk                                 | 4.0         |
| Computer Operations                       | 2.0         |
| Security Services                         | 4.0         |
| Telecom Services                          | 5.0         |
| <b>FY11 Department Total</b>              | <b>46.0</b> |

## Administration

(4 FTE)

- Provide leadership and County process support
- Maintain department fiscal controls and budget monitoring
- Human Resource management activities
- Maintain inventory records and performance management documents
- Maintain the Computer Replacement Fund through inventory management and cost recovery invoicing

## Applications

### Web Support

SharePoint

Collaboration Sites

Internet / Intranet

Maintenance /  
Upgrades

### Software Development

Internal  
Applications

eGov Services

Electronic  
Timesheets

Project Tracking

### Legacy Systems

Operating System

HTE / Financial  
System

Jury

Traffic / Parking  
System

## Web Support

(4 FTE)

- Support all BoCC departments, Clerk of the Court, Supervisor of Elections and Public Defender websites
- Maintain overall look and usability / accessibility of the websites (Over 314,000 visits daily)
- Develop and maintain all online services used by our citizens (Online billing, on-demand video, eAgenda, HazMat document archive)
- Manage the SharePoint platform – Ensures technology standards are maintained on all County websites
- Mobile devices application development (Real-time interaction with County departments)

## Software Development

(5 FTE)

- Cost-effective solutions through in-house software development
  - Reduce on-going maintenance and upgrade costs
  - Develop software that can be used by multiple departments
  - Analyze the need for off-the-shelf software
- Electronic Time Reporting System
  - Lowest off-the-shelf product \$150k + \$20k annual maintenance
  - Internally developed system for \$75k
- Develop applications which integrate with our other in-house software (financial system, time sheets, document management, SharePoint)

## Enterprise Projects

- Electronic Timesheets
- Online Bill Paying
- Project Tracking
- eAgenda
- CHIPS  
(ASO Employee Hiring  
and Advertisement)
- Wellness Website
- EO Case Tracker
- Supervisor of Elections  
Poll Worker Training
- Crisis Center Volunteer  
Management
- Advisory Board  
Management

## Legacy Systems

(3 FTE)

- Support the BoCC and Library District Financial System
- Provide maintenance for AS400 legacy systems:
  - ASO / County Parking System
  - Clerk of Court Jury / Witness System
  - Equal Opportunity office EO Case Tracking software
- Install AS400 software upgrades
- Provide development / integration support between legacy systems and new systems

## Upcoming Enterprise Projects

These selected projects have the potential to interact with and integrate with various software used by County Departments and Constitutional Offices.

- One Solution – new financial system
- SharePoint 2010 Upgrade
- Mobile device applications

## Awards & Recognitions

### Complete Hiring & Interactive Personnel System (CHIPS)

- Commendation from Alachua County Sheriff's Office
- NACIO Innovation Award

### Supervisor of Elections Poll

- Worker Training
- FLGISA Award for  
"Best Application Serving a Public  
Organization's Business Needs"



## Computer Training

(1 FTE)

- Develop training programs through collaboration with customers and all ITS functions
- Provide training and support for eGov services and Countywide electronic tools and software
- Provide ongoing training for Microsoft Office Products
- Creates reference documentation for training classes
- Training provided to all BoCC departments and Constitutional Offices

## Network Services

### Infrastructure

SAN Administration

Database  
Administration

Email

### Server Administration

Server Virtualization

Enterprise &  
Dept Servers

Document  
Management

### Hardware Support

Hardware Support

Software Support

Desktop Virtualization



## Enterprise & Department Servers

(2 FTE)

Provide initial setup, assist end users with the desktop support to access such systems, serves as a liaison between vendor and departments, assist vendors to apply upgrades

- Alerton Utilities Monitoring
- Voter Registration System
- Perconti Codes Permit
- BlackBerry Enterprise Server
- NIKOS GIS
- Animal Services Database
- Ag Extension IFAS
- CSS Aims Database
- Scale House System
- FASTER Fuel System

## Email System

(2 FTE)

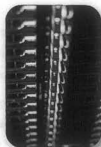
- Support Daily e-mail operations for 1500+ active mailboxes
- Monitor and support daily backup for all e-mail
- Provide assistance for Public Records requests
- Provide Archiving and Data retention for departments
- Average volume of e-mails per day = 50,000+



## Server Virtualization

(2 FTE)

- Establish a "Green" IT environment
- Create, deploy and manage virtual servers and services to host enterprise or departmental applications as needed
- 85 virtual servers deployed for an estimated energy savings of \$60,000 annually
- Rapid virtual server deployment has saved the County over \$300,000 by eliminating the need to buy additional hardware



## Desktop Hardware / Software Support

(4 FTE)

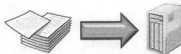
- Install new PCs, laptops and printers as part of computer replacement program
- Provide diagnostics and support for desktop hardware and software issues
- Support 2,400 computer nodes (connections) which includes PC's, servers, printers, faxes and network copiers within the County
- Install and maintain Enterprise Desktop Applications
- Deployed approximately 50 virtualized desktop units (\$30,000 in equipment and energy savings)



## Document Management System

(1 FTE)

- Community Support Services
  - Veterans Services
  - Social Services
- County Attorney
- Purchasing
- OMB Contracts
- Codes Enforcement
- Growth Management Housing Division
- Human Resources
- Court Services
- Information Services



## Help Desk

(4 FTE)

- First point of contact for BoCC departments and Constitutional Offices for service requests
- Resolve over 1,000 problem calls per month
- Provides technical customer support assistance for all BoCC departments



## Operations

(2 FTE)

- Oversee AS400's functionality and operation
- Processing nightly production reports for Legacy Systems
- Daily system backups (for restoration of data)
- Tape management offsite process (for disaster recovery)
- Process checks for the County's accounts payable and payroll for Jury Duty, Poll-worker and Library staff



## Desktop PC Security and Anti-virus

(1 FTE)

- Anti-virus for approximately 800 desktop PC's.
- 619,254 viruses detected and eliminated since January 1<sup>st</sup> of this year.
- Microsoft security updates for all BoCC desktop PC's.
- Manage IT security incident analysis, reporting and forensic analysis.

## Internet Security

(2 FTE)

- Internet Service Provider (ISP) for all Constitutional Offices and BoCC departments - 3,000 users in all
- Web site content filtering customized for each agency
- SPAM mitigation - 92% of emails blocked as SPAM
- Diagnose Internet connectivity issues and bandwidth management
- Internet availability: 99.9%

## Network Security

(1 FTE)

- Manage network connectivity between all Constitutional agencies, and BoCC departments
- Network intrusion detection and prevention of cyber attacks using multiple firewall layers
- Monitor network traffic for performance and perform hardware upgrades
- Manage the County's wireless WiFi services at County facilities

## Telecommunications

(5 FTE)

- Manage 2,700 phones and wiring at 31 sites for BoCC departments, Constitutional Offices and the local 8th Judicial Circuit
- Internal Service Fund – \$16.00 / phone per month
- Manage internal telephone billing system



## Telecommunications

- Fiber optic backbone (Saving the County over \$200,000 per year)
- Optical wireless to augment fiber network
- Manage and support both legacy Aastra and new VoIP Avaya phone systems

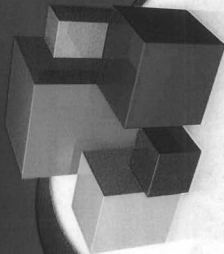




**QUESTIONS?**

## Administrative Services

May 26, 2011



## Administrative Services

### Commission Goals

Quality of Life

Excellence in Government

Partnerships

We provide the support services that enable all other County departments to effectively conduct their operations.



## GOVERNANCE: Quality Workforce

- Attract, recruit and retain a qualified and diverse workforce
- Promote employee wellness and safety
- Provide a comprehensive personal and professional growth program
- Ensure fair and equitable treatment of citizens and employees



## GOVERNANCE: Infrastructure & Physical Assets

- Provide clean, safe, accessible and energy efficient public facilities
- Obtain the best value for products and services through a fair and competitive procurement process
- Safeguard the County's physical and financial assets



## *Mission Statement*

*To provide high quality services,  
administrative support and  
innovative solutions for the  
effective and efficient operation of  
County government.*



## *We Serve...*

- Citizens
- All BoCC departments
- All Constitutional Offices
- Alachua County Library District
- 8<sup>th</sup> Judicial Circuit
- Public Defender's Office
- State Attorney's Office

# Master Level of Service Report

## Administrative Services Budget

| Division                                                               | Budget              |
|------------------------------------------------------------------------|---------------------|
| Administration                                                         | \$ 452,251          |
| Equal Opportunity                                                      | \$ 341,928          |
| Facilities Management (including utilities)                            | \$ 7,678,194        |
| Facilities Management (active capital & capital preservation projects) | \$19,134,941        |
| Human Resources                                                        | \$ 683,987          |
| Organizational Dev. & Training                                         | \$ 151,602          |
| Purchasing                                                             | \$ 459,600          |
| Risk Management (incl. emp. contributions)                             | \$6,055,368         |
| <b>Departmental Total</b>                                              | <b>\$34,957,871</b> |
| ACLD Revenue for Services Rendered                                     | \$ 231,721          |

## Administrative Services FTEs

| Division                                                               | Matrix       | Budgeted     | Filled       |
|------------------------------------------------------------------------|--------------|--------------|--------------|
| Administration                                                         | 4.00         | 4.75         | 4.00         |
| Equal Opportunity                                                      | 5.75         | 4.75         | 3.75         |
| Facilities Management (including utilities)                            | 38.30        | 36.30        | 35.30        |
| Facilities Management (active capital & capital preservation projects) | 3.00         | 3.00         | 3.00         |
| Human Resources                                                        | 17.75        | 9.00         | 9.00         |
| Organizational Dev. & Training                                         | 2.00         | 2.00         | 2.00         |
| Purchasing                                                             | 7.00         | 7.00         | 7.00         |
| Risk Management                                                        | 5.00         | 5.00         | 5.00         |
| <b>Departmental Total</b>                                              | <b>82.80</b> | <b>71.80</b> | <b>69.05</b> |





## Administration

- Provide oversight, leadership, administrative, managerial and fiscal support to all Administrative Services divisions
- Serve as Emergency Support Function (ESF) 7
- Assist the Human Resources Office with county-wide recruitment to ensure an increase in the number of applications from under-represented groups
  - Alachua County Employee Policies



## Administration

- Audit the Administrative Services contracts and fiscal operations to ensure compliance with County policies and procedures
- Provide monitoring of the inmate medical care being charged to the County
- Oversight of the Prison Health Services contract
  - F.S. 901.35 Financial Responsibility for Medical Expenses



## Recruitment Services

- Develop and maintain a database of advertising sites and venues
- Review applicant pool and advise hiring manager of strategies to increase applications of underrepresented groups
- Attend career/job fairs hosted by other entities



## Administration Unit Statistics

| Activity                               | FY 10 |
|----------------------------------------|-------|
| Departmental purchase orders processed | 317   |
| Accounts payable transactions          | 7,794 |
| Contracts Processed                    | 77    |
| Audit inmate medical care invoices     | 2,552 |



## EO Mandates

- Chapter 4 – Alachua County Employee Policies
- Title VI of the 1964 Civil Rights Act
- Title VII of the 1964 Civil Rights Act
- Florida Statutes, Chapter 760
- Titles I and II of the Americans with Disabilities Act
- Section 504 of the 1973 Rehabilitation Act
- Chapters 22 and 111 of the County Code



## Internal Programs and Services

- Investigate:
  - Employee complaints of harassment/discrimination
  - Citizen complaints of discrimination involving a county program or service
- Conduct:
  - Training on equal opportunity laws and County EO policy (531 participants)
  - Workforce analysis for federal and internal reporting requirements
- Monitor:
  - Organizational compliance with state/federal equal opportunity laws
- Provide:
  - Guidance to County/Library District management on EO issues



## External Programs and Services

- Human Rights Ordinance
  - Investigate discrimination complaints in Employment, Housing And Public Accommodation
  - Conduct public education and outreach
- Small Business Enterprise Ordinance
  - Certify small businesses
  - Review small business participation on bids and RFPs
  - Conduct outreach efforts to small businesses



## FY10 Activities

| Complaint Activity                     | FY 10 |
|----------------------------------------|-------|
| Intakes*                               | 119   |
| Counseled                              | 30    |
| Investigations Resolved                | 4     |
| Investigations On-going                | 0     |
| Non-jurisdictional Complaints Referred | 6     |
| Employee Issues Resolved Informally    | 28    |

\*An "intake" includes any request for information, requests for assistance or to file a discrimination complaint.



## Breakdown of Intakes

| Type of Intake (FY10)  | No. |
|------------------------|-----|
| Employment             | 83  |
| Housing                | 11  |
| Public Accommodations  | 6   |
| Public Services        | 15  |
| Small Business Program | 4   |



## FY10 External Outreach & Training Programs

### SMALL BUSINESS ENTERPRISE

- 208 Participants
  - Doing Business with Alachua County
  - UF Small Business Conference & Trade Fair
  - Community Small Business Resource Forum

### COMMUNITY OUTREACH AND TRAINING

- 770 Participants
  - Census Awareness Day
  - HR Career Expo
  - Fifth Avenue Arts Festival
  - CHOICES Health Expo
  - Employment Law Seminar
  - ADA Training
  - ADA Expo



Human  
Resources

Facilities  
Management

Org.  
Development  
& Training





## Human Resources Mandates

- Collective Bargaining Agreements (IAFF, CWA, LIU)
- Alachua County Employee Policies
- Alachua County Administrative Procedures
- F.S. Chapter 119 (Public Records)
- F.S. 295 (Veterans' Preference)
- F.S. 447 (Collective Bargaining)
- Fair Labor Standards Act
- Family and Medical Leave Act
- Civil Rights Act of 1964



## Human Resources Services

- Recruitment/Hiring
  - Provide recruitment services for:
    - all County departments
    - Supervisor of Elections
    - Alachua County Library District
  - Staff job fairs
  - Ensure hiring process is fair and open
  - Maintain all personnel files



## Human Resources Services

- Consultation

- Provide guidance to supervisors and employees
  - policy
  - procedure
  - Union contracts

- Compensation

- Conduct position audits
- Conduct comprehensive salary surveys



## Human Resources Services

- Labor Relations

- Negotiate collective bargaining agreements
- Coordinate and conduct grievance and administrative hearings
- Coordinate and staff closed executive sessions
- Conduct training of employees and supervisors



## HR Industry Statistics and Standards

| Human Resources Activities                                        |        |
|-------------------------------------------------------------------|--------|
| Applications reviewed annually (approximate)                      | 10,000 |
| FMLA documents processed annually (approximate)                   | 1,000  |
| Satisfaction rate of hiring managers with the recruitment process | 91%    |



## HR Industry Statistics and Standards

- *Industry Standard*\*: 1 HR staff:100 employees
- *Alachua County HR* (9 staff): 1:125

\* Society of Human Resource Management (SHRM). SHRM uses a long-standing ratio of 1 HR employee per 100 employees as its base measure when determining staffing levels.

## Supportive Legislation for Employee Training



### Florida Statutes 110.1099 - Education and training opportunities for state employees

(1) Education and training are an integral component in improving the delivery of services to the public... the application of productivity-enhancing technology and practice demands continuous educational and training opportunities.

### US Federal Government Executive Order 11348

Sec. 102. It is the policy of the Government of the United States to develop its employees through the establishment and operation of progressive and efficient training programs, thereby improving public service, increasing efficiency and economy, building and retaining a force of skilled and efficient employees, and installing and using the best modern practices and techniques in the conduct of the Government's business.

Org.  
Dev. And  
Training

Purchasing

Human  
Resources

Risk  
Management





## Categories of Training Provided

- Management and Leadership
- Interpersonal Skills
- Meeting Management and Presentations
- Dept. Specific Training
- Supervisory Skills
- Workflow Management
- Managing Change
- Ethics
- MBTI™



## FY10 ODT Statistics

| Activity                               | No. |
|----------------------------------------|-----|
| Number of classes conducted            | 53  |
| Total number of attendees              | 738 |
| Employees using Training Library       | 123 |
| Departmental Training/Retreat Consults | 15  |
| Individual Employee Training Consults  | 11  |

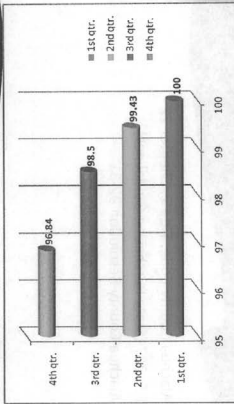
|                              |                |
|------------------------------|----------------|
| <b>FY10 Training Revenue</b> | <b>\$2,085</b> |
|------------------------------|----------------|

## AC ODT vs. the Industry Avg.

|                                                                                                  | Industry Standard* | Alachua County ODT |
|--------------------------------------------------------------------------------------------------|--------------------|--------------------|
| Avg. annual learning expenditure per employee                                                    | \$1081             | \$176              |
| Avg. cost per learning hour                                                                      | \$1398             | \$163              |
| Annual learning expenditures as a percentage of payroll (salaries only w/out taxes and benefits) | 1.91%              | 0.004%             |
| % of budget expended on external trainers                                                        | 36.1%              | 23%                |
| Avg. number of training hours used/learning staff                                                | 5350               | 5841               |
| Ratio of training staff to employees                                                             | 1:240              | 1:860              |
| Avg. # of training hours produced per learning staff                                             | 264                | 180                |

\*American Society for Training & Development State of the Industry Report 2010

## FY10 - % of Employees Trained Who State Training Used on the Job



Purchasing

Org.  
Development

Risk

## Purchasing Mandates

- Alachua County Code, Title 2, Chapter 22
- F.S. 287 (State Purchasing Guidelines)
- Alachua County Resolution 92-31





## Purchasing Services & Programs

- Procurement and analysis of materials, goods, services, construction & equipment
- Establish, administer & interpret purchasing policies/procedures
- Monitor insurance requirements in bidding process
- Monitor Small Business activities in bidding process
- Serve as Emergency Support Function (ESF) 7



## Purchasing Services & Programs

- Administer and monitor Alachua County's Purchasing Card Program
- Administer and monitor the rental car policy
- Actively participate in outreach efforts:
  - UF Small Business Conference and Trade Show
  - North Central Florida Chapter of the NIGP Reverse Trade Show
  - Conduct annual "How to do business with Alachua County" workshop



## Purchasing Statistics

| FY10 Purchasing Activities                      |       |
|-------------------------------------------------|-------|
| Purchase orders completed annually              | 1,534 |
| Bids/RFPs completed annually                    | 110   |
| Purchasing card transactions processed annually | 5,130 |



## Recognition of Excellence

Recipient of the 15<sup>th</sup> Annual National Purchasing Institute's (NPI) Achievement of Excellence in Procurement Award for demonstrating excellence in the areas of:

- Innovation
- Professionalism
- Productivity
- e-Procurement
- Leadership





## Risk Management Mandates

- Alachua County Ordinance 86-23 (1986)
- F.S. 111.072 (Insurance in anticipation of judgments of settlements )
- F.S. 768.28 (Sovereign immunity in tort actions)
- F.S. 440 (Workers Compensation Program)
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)
- Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA)



## Risk Management Services

- Monitor fully-insured and self-insured programs
- Develop, implement and monitor loss control and safety programs
- Defend, monitor and adjust liability claims
- Ensure contractual insurance requirements for all County bids/RFPs
- Develop and implement county-wide wellness programs
- Serve as Emergency Support Function (ESF) 7



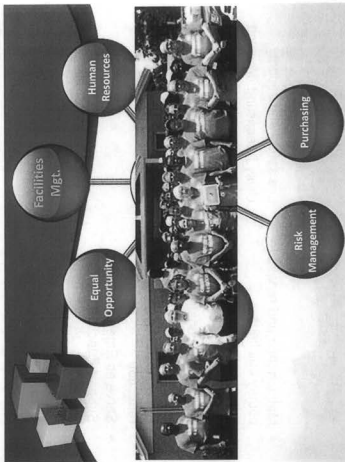
## Risk Management Statistics

| Risk Management Activities                           |                        |
|------------------------------------------------------|------------------------|
| Average number Workers' Compensation Claims annually | 120 new                |
| Avg. number open claims annually                     | 70<br>(30 w/lost time) |
| Avg. number liability claims reported annually       | 80                     |
| Avg. number incidents investigated annually          | 55                     |

## Risk Management vs. National Averages\*

|                                                      | National Avg.* | Alachua County | % Difference |
|------------------------------------------------------|----------------|----------------|--------------|
| Average Single health insurance premium (2009)       | \$4,824        | \$3,905        | (9%)         |
| Average Family (Plus one and Family combined) (2009) | \$13,375       | \$13,157       | (2%)         |
| Average national rate increase for 2011              | 5.0%           | 4.7%           | (.03%)       |

\* Kaiser Family Foundation, 2009 Health Research and Education Trust report found in USA Today April 27, 2011





## Facilities Management Mandates

- F.S. Section 125.01 (1) C
- Article 5, State of Florida Constitution
- F.S. Chapter 633 Fire Code and Life Safety Standards
- Florida Fire Prevention Code Rule Chapter 69A
- Florida Building Codes, 2004



## Facilities Management Services

- Maintenance and repairs to county buildings
  - 1.3 million square feet
  - 50+ buildings
- Design and construction (capital and renovation)
- Energy conservation and reduction
- Serve as Emergency Support Function (ESF) 7
- Life safety and security
- Utility forecasting, tracking and management
- Grounds maintenance
- Janitorial services
- Lease management
- Space planning



## Facilities Management Services

- Manage renovation, modification, alteration of existing buildings
- Construction of new (green) buildings
- Implement county-wide energy conservation and reduction program
- Monitor, manage and track energy usage of 256 utility accounts



## Facilities Management Services

- Provide supervision and oversight in management of:
  - 20+ service-related contracts
  - 12 lease agreements
  - 42 active Capital and/or Capital Preservation Projects



## Significant Capital Projects

| Project Name                                    | Budget       |
|-------------------------------------------------|--------------|
| Jail HVAC & Roof Replacement                    | \$9,731,266  |
| Jail Kitchen Renovations                        | \$800,000    |
| Jail Window and Frame Replacement               | \$543,360    |
| Jail Tile Replacement & Improvements to Showers | \$100,000    |
| Kanapaha Community Center                       | \$1,200,000  |
| Animal Services Upgrade                         | \$1,000,000  |
| Civil Courthouse HVAC Replacement Design        | \$147,050    |
| Power Line Controls                             | \$138,585    |
| Subtotal                                        | \$13,660,261 |
| No. of Other Projects (33)                      | \$5,474,680  |
| TOTAL                                           | \$19,134,941 |



## Energy Savings & Cost Avoidance Initiatives

- Total Estimated Savings and Cost Avoidance of major energy conservation measures
  - \$1,102,627
- Rebates
  - \$98,231



## Facilities Management Statistics

| Facilities Activities – FY10 | No.    |
|------------------------------|--------|
| Capital Projects Completed   | 19     |
| Work Orders Processed        | 10,885 |
| Emergency Projects Completed | 12     |

### FY11

- FY11 Adjusted Capital Budget – \$19.1M
- Active Projects FY11 – 42



## Facilities Management Standards

### Industry Standards<sup>1</sup> Comparison

- Operating Cost
  - Industry Standard – \$7.38/sq. ft vs. Alachua County - \$5.17/sq. ft.
  - Based on 1.3M sq. ft., Alachua County budgets approximately **\$2.8M** less than the industry standard of \$9,594,000.00
- Capital Project Manager staffing<sup>2</sup>
  - Industry Standard: 5 FTEs vs. Alachua County: 3 FTEs
- Maintenance Staffing
  - Industry Standard 1:37,681 sq.ft. vs. Alachua County 1:45,936 sq.ft.

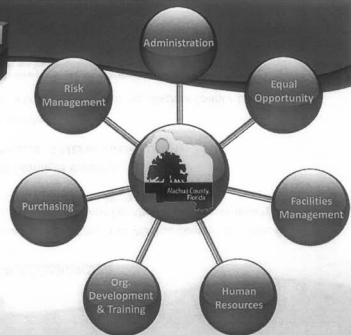
<sup>1</sup>International Facility Management Association Research Report #32, 2009.

<sup>2</sup>International Management Association Research Report, #23, 2002, pg. 51



## Facilities Management Budget Impact Issues

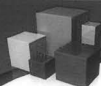
- Maintenance of aging buildings ("run to fail")
- Energy Management
  - GRU Business Partners Agreement ending
  - Continually increasing utility/fuel costs
- Personnel
  - Tracking energy usage of 256 utility accounts
  - Use of in-house personnel at jail
- Space Needs
  - Renovation/construction
  - Reduction of leased space





## Consequences

- Increased exposure for litigation
- Increased health care and Workers' Compensation costs
- Increased inmate medical costs
- Non-compliance with federal and state legislation
- Increased risk of unfair labor practices



**Thank you.**

## Alachua County Board of Commissioners

County Manager Presentation  
May 26<sup>th</sup> 2011



## Mission Statement

It is the mission of Alachua County government to provide responsive, quality services to our citizens and to assure the sustainability of our County and its communities by balancing the concerns for economy, environment and social well being within all of our programs.

## County Manager

Level of Service Matrix

FTE = 4.50

Local Mandate = County Charter and  
Administrative Code

- Serves as the Chief Administrative Officer, per Charter, prepares reports and assists the BOCC, the citizens, Constitutional Offices, elected officials, and County staff
- The office is responsible for implementing the directives and policies of the BOCC and facilitating inter-governmental relations
- Provides leadership throughout County Government to ensure the efficient and effective delivery of services to the citizens in accordance with the policies established by the County Commission
- Represents County on civic and economic development Boards

## Agenda Office

Level of Service Matrix

FTE = 1.00

Mandate = N/A

- Develops and publishes the County Commission's meeting agendas for over 100 regular meetings, special meetings, Commission retreats, and public hearings each year
- The office coordinates clergy and speakers appearing before the Commission in addition to coordinating presentations, special facilities or equipment requirements the Commission may have for a meeting

## Advisory Board and Committee Office

Level of Service Matrix

FTE = 1.00

Mandate = N/A

- Coordinates the application, selection, monitoring, and reporting process for nearly 45 advisory boards (450 citizen volunteers) created by the BOCC to provide advice, guidance, and recommendations to the Commission on special issues or areas of special interest

## Customer Service/ Commission Reception

Level of Service Matrix

FTE = 1.00

Mandate = N/A

- Assists the general public over the telephone and in person with all questions and requests for service ensuring that the public is directed to the appropriate office able to address or resolve special inquiries and requests

## Legislative Office

Level of Service Matrix

FTE = 1.00

Mandate = N/A

- Develops and publishes the BOCC's legislative agenda and actively represents the County's federal and state interests
- Coordinates special legislative issues and testimony appearances with the County Commission, legislative delegation, and the County's lobbyist
- Prepares and presents annual legislative program

## Commission Services Office

Level of Service Matrix

FTE = 2.00

Mandate = N/A

- Provides administrative support for the County Commission, including all meeting appointments with citizens, speaking engagements, special meetings, and public records requests
- Maintains correspondence and coordinates services provided to the County Commission by the County Manager

## Economic Development/ Sustainability

Level of Service Matrix

FTE = 2.25

Mandate = N/A

- Provides staff support for economic development, sustainable activities to protect resources and reduce energy consumption
- Manages specific capital projects and special assignments of significant community visibility
- Assists in following up and updating the Energy Conservation Strategies Report, economic development plan and coordinates inquiries and efforts with economic agencies and applicants

## Questions?



## Facts and Figures

- **100 + Agendas** processed with **more than 7,000 Agenda items**
- **80 + Legal advertisements verified** , per statute
- **48 Clergy and Speakers Coordinated** for presentations
- **50 + Chair Letter's of Support**
- **130 Application processed** to serve on various boards
- **108 Appointments processed** to Advisory Boards
- **90 Proclamation wrote and processed**
- **400 + Issues researched**, Resolutions, State Statutes, Legislation, bylaws and Liaison request
- **Annually provides, State Minority Report, State Diversity Report, Report of Financial Statements of Applicants**

- **290 + Board and Committee meetings Scheduled for Commissioners**
- **400 + Appointments with citizens scheduled**
- **6, 500 + Customer Service calls answered, this does not include transferred calls**
- **950 + Logged pieces of chair mail, then copied distributed x 5 Catalogued same for future retrieval**
- **155 Chair letters Processed/logged**
- **60 + Citizens met in person with request to see a Commissioner**



## Facts and Figures Customer Service/ Commission Reception

- 4, 000 Customer Service Calls per year
- 900 -Room bookings per year
- 65 - Groups contacted at the start of each calendar year to request updates for recurring scheduled meeting spaces
- 700 -Meeting announcements yearly for Sunshine Law Compliance
- 500 -Documents requiring the Mangers signature tracked for retrieval purposes
- 100 - pieces annually – processes incoming mail to ensure retrieval for Public Records Requests

## Facts and Figures - Legislative

- **Actively represents Alachua County before the Florida Legislature attending an average of 8 Committee meetings per week during Regular Session and pre-session, providing testimony as needed; actively monitors over 100 bills per legislative session.**

## FY11 BUDGET COUNTY ATTORNEY'S OFFICE

|                    |           |
|--------------------|-----------|
| Personal Services  | \$813,393 |
| Operating Expenses | \$104,402 |
| TOTAL              | \$917,795 |

GOAL: REDUCE 5% = \$45,890

## PRIOR BUDGET HISTORY

|                                              |                                                      |
|----------------------------------------------|------------------------------------------------------|
| <input type="checkbox"/> FY 92               | 8 FTE's                                              |
| <input type="checkbox"/> FY 98               | 9 FTE's                                              |
| <input type="checkbox"/> FY 98-09            | 9 FTE's                                              |
| <input type="checkbox"/> FY 08-11            | Reduced budget by 11.62 %<br>including 1 FTE (FY 10) |
| <input type="checkbox"/> FY 11               | Offered to cut 1 FTE                                 |
| <input type="checkbox"/> Current Staff       | 5 attorneys, 3 administrative<br>professionals       |
| <input type="checkbox"/> Growth-CAO Staffing | No growth in CAO                                     |

## SCOPE OF WORK

- ☐ Every local government legal area except bond issuance and worker's compensation
- ☐ Work load – 50% of an attorney FTE
- ☐ Minimal use of outside attorneys
- ☐ 5% reduction plus nondiscretionary operational expenditures equals no flexibility
- ☐ Reduction in FY 12 will require Board approved budget amendment for outside professional services.



## Alachua County Communications Office

### Communications Mission

*To communicate, in a unified and consistent manner, the vision of the County Commission and the activities of County government to Alachua County residents and employees in order to foster an informed and engaged citizenry.*

**Budget Presentation**



## Alachua County Communications Office

### Meeting Broadcast/Video Productions

- County Commission meetings, special meetings, informal meetings, retreats summits
- Planning Commission, MTPO, joint meetings
- Alachua County Talks, special programming, PSA's, Ch. 12 Bulletin Board

**Connecting With Citizens**



## Alachua County Communications Office

### Audio/Visual Technical Support

- Board Room
- Grace Knight Conference Room
- Health Department conference room
- Offsite Board meetings/retreats (Kanapaha)
- The EOC (when activated)

Keeping Things Running



## Alachua County Communications Office

### External Services

- Board spokesperson
- Lead PIO in an emergency
- Media Coordination
- Community Update, press releases, Annual Report, Facebook, Twitter
- Website communications content

Keeping Information Flowing



## Alachua County Communications Office

### Internal Services

- Graphic Design Services to all County Departments
- Copy Writing, editorial, public relations
- Weekly Media Update
- PhotoPool
- Departmental quarterly reports
- Departmental video and document libraries

**Serving Internal Customers**



## Alachua County Communications Office

### Staffing/Budget

- 4 FTE's
- Total budget: \$333,830.00
- Have reduced 2 FTE's in last 2 budget years (FY10 and FY11) – 12% and 11% reductions respectively

**Budget Presentation**

## Alachua County Board of Commissioners

Office of Management and Budget Presentation

May 26<sup>th</sup> 2011



## Mission Statement

The Office of Management and Budget exists to "enable and assist County Government toward achievement of programmatic goals effectively and efficiently within political and economic constraints by developing, recommending, and monitoring budgets; and by facilitating decision making through consultation, coordination, fiscal analysis, management and operational studies, and long range planning."

## Budget Management

Level of Service Matrix

FTE = 3.00

State Mandate = Florida Statutes 129

- Develops and maintains a balanced budget
- Monitors and analyzes ongoing fiscal activity
- Produces documents and reports to assist management in financial planning and the maximization of the allocation of resources



## Budget Management (cont.)

- Coordinates development of financial feasibility for the five year Comprehensive Capital Improvement Program
- Provides performance measure reporting, tracks outcomes, and advises on budget/financial considerations and alternate courses of action when programs are under target



## Research and Technical Assistance

Level of Service Matrix

FTE = 2.00

Mandate = N/A

- In house, professional staff provide informed and in depth analysis, advise, and recommendations to the Departments, management, and the Board relating to County policy, County procedure, and local, State, and Federal issues relating to and affecting the County



## Financial Policy and Procedures

Level of Service Matrix

FTE = 2.00

Local Mandate = Board Adopted Financial  
Policies and County  
Administrative Procedures

- Professional budget staff provide daily financial oversight to ensure that the County's financial policies and procedures are adhered to
- The staff consults with Legal, Finance & Accounting, Constitutional Office and the County's management team and support staff

## Truth in Millage (TRIM) Compliance

Level of Service Matrix

FTE = 0.50

State Mandate = Florida Statutes 200

- Compliance with requirements for Board of County Commissioners related to TRIM



## Facts and Figures

- **167** Individual Funds
- More than **15,000** Individual Expenditure and Revenue Account Lines
- More than **300** Budget Amendments Processed Annually
- Coordination of **21** BoCC Special Budget Meetings for the Development of the FY12 Budget
- Awarded the Government Finance Officers Association Distinguished Budget Presentation Award **19** Years

## Contracts

Level of Service Matrix

FTE = 1.50

Mandate = County Administrative Code

State Statutes

Federal Guidelines

- Reviews/processes all contracts & related documents prior to Board approval
- Assists all departments with contract documents and related questions
- Monitors contract language for compliance with Alachua County code, State statutes, and Federal guidelines

## Contracts (cont)

- Create/maintain library of draft contract templates
- Review Bids/RFP's before issuance for terms and conditions and scope of service
- Manages contract approval process per Board direction

## Facts and Figures

- For Fiscal Year 2010 – Processed **465 documents**
  - Contracts processed – 182
  - Contract automatic renewals (multi-year contracts) – 108
  - Amendments/Change Orders - 100
  - Task assignments – 75
- Year-to-Date FY 2011 – Processed **301 documents**
  - Contracts processed – 107
  - Contract automatic renewals (multi-year contracts) – 110
  - Amendments/Change Orders - 48
  - Task assignments – 36
- No change in staffing level in more than 15 years
- 1/3 of all contract documents are processed annually between August and September

## Grants & FEMA Coordination

Level of Service Matrix

FTE = 1.25

Mandate = County Administrative Code

State Statutes

Federal Guidelines

- Reviews/processes all grants & related documents prior to Board approval
- Assists all departments with grant applications, documents, and related questions
- Monitors grant agreement language for compliance with Alachua County code, State statutes, and Federal guidelines

## Grants & FEMA Coordination (cont)

- Manages grant approval process per Board direction
- Administers e-Civis Grants Navigator program
- Assists CAPP and TDC with annual award processes
- Educates community based nonprofit organizations and small municipalities with grants research
- Coordinates and processes FEMA related disaster reimbursement & FEMA audit activities
- Provides back-up to Contracts staff

## Facts and Figures

- More than **\$9.9 million in grant money has been awarded** to Alachua County and local community based organizations participating in e-Civis since 2004
- As of June 2010 **over 150 participating nonprofit agencies** are licensed under the County's e-Civis Grants Locator program with more than **550 active users** and more than **15,000 grants viewed** in the past 12 months
- Coordinated processing of **FEMA reimbursement totaling \$5,094,350** for Charlie, Francis, Jeanne, and Tropical Storm Faye....audit process is still active awaiting close-out by FL Dept. of Emergency Management

## Facts and Figures

- Trained more than 125 participants during 4 different grants training sessions in the past 6 months

"Thanks so much for the awesome presentation last week on e-Civis! I learned just what I've been missing by not having a password to use the site"  
(GirlsPlace)

"Thank you for the information you provided this morning at the grant workshop. It was very informative and helpful" (Early Learning Coalition)



## Records Retention & Document Processing

Level of Service Matrix

FTE = 1.00

Mandate = County Administrative Code

State Statutes

Federal Guidelines

- Processes and maintains over 1200 contract & grant related documents after Board approval
- Assists all departments with contract/grant encumbrances, amendments, change orders, and task assignments
- Maintains hard copy and electronic files in accordance with Alachua County code, State statutes, and Federal guidelines

## Records Retention & Document Processing (cont)

- Maintains original executed hard copy documents per State of Florida Records Retention guidelines
- Processes documents that have met retention schedule & coordinates appropriate destruction as required by state and federal guidelines

## Facts and Figures

- For Fiscal Year 2010 –
  - Review & destruction of over 325 cu ft of contract/grant/budget related documents that had met records retention guidelines
  - **Processed 434 encumbrances totaling \$50.9 million**
- Year-to-Date FY 2011 –
  - Review & destruction of over 24 cu ft of contract/grant/budget related documents that had met records retention guidelines
  - **Maintains over 1200 active contract and grant files in hard copy and two different databases**
- Processed 79.45% (\$50.9m) of the total \$64m for FY 10 purchase orders/encumbrances
- Reduced OMB's off-site storage by 87% in the past two years

Questions?

