

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-01	Functional Area:	Internal Support Service
Service Name:	Management Oversight & Personnel/Financial/Fiscal Support	Strategic Priority:	Efficient & Effective Government
Program Name:	Director's Office	Priority Score:	34
Division Name:	Administration	% of Program Budget:	100%
Department Name:	Administrative Services	Number of FTE:	3.00

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Provide oversight of Divisions' functions provided within the Department to include: land acquisition/surplus, leases, mail/copy center, monitoring of contracts, records retention program, maintenance of County-owned properties, Fleet program, employee benefits, workers' compensation, procurement, the County's fixed assets program, and the management of the financial details of County constructions projects. Analyzes projects within the program, including ensuring available funding or processing a budget change request. Performs analysis and evaluation of budget expenditures. Organizes the annual budget. Plans, organizes, develops, reviews and revises accounting forms, fiscal statements, controls, information systems, and procedures to promote efficient financial records. Plans, coordinates, and maintains an efficient accounting system. Compiles weekly, monthly, quarterly and annual financial statements and reports related to department or division financial activity. Supervises budget and financial planning. Recruiting/hiring of personnel, development of policies and procedures, and supervision of employees. Provides support to Director and Department.

2. Is this service mandated by Federal or State law? Please cite reference.

No

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

To provide internal support to the Department.

b. What indicators are used to determine if the purpose is being accomplished?

Customer satisfaction including Internal Managers and External Departments.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

To ensure continuity of providing for the requirements of departmental functions.

To ensure solidarity and cooperation of the Divisions and employees of the Department.

To ensure that decisions are made in the best interest of the Department.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

Administrative Services Department employees.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

Internal demand to provide strategic guidance and reinforce policies and procedures.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

No

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Department Director, Administrative Assistant, Financial Analyst

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Department Director

b. Who is responsible (by title) for analyzing and enhancing the service?

Department Director

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No

10. Are there any potential increases beyond your current base cost?

No

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

N/A

a. What percentage of support do the revenues provide?

N/A

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

None

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

No

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

In FY 07/08 established a Construction Committee that has streamlined the preparations and estimating processes for potential projects and eliminated task time for projects that would not be approved for implementation.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Improve coordination between departments regarding countywide projects, which will lead to more efficient use of time, less rework, and higher customer satisfaction.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Lack of fiscal and/or administrative oversight to ensure uninterrupted delivery of services to the County.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-02	Functional Area:	Internal Support Service
Service Name:	Procurement of CCNA and Construction Services	Strategic Priority:	Efficient & Effective Government
Program Name:	Purchasing & Contracts Program	Priority Score:	54
Division Name:	Purchasing & Contracts	% of Program Budget:	39%
Department Name:	Administrative Services	Number of FTE:	5.10

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

County-wide procurement related services for formal construction contracts and professional services under CCNA (F.S 287.055, attached) for internal County customers. This service function includes the formulation and execution of contracts, miscellaneous contracts, issuances of work orders under Master Agreements, change orders to contracts, amendments, close-out of contracts and contract administration. This function is to provide contracting services that are in compliance with Laws, Statutes, Codes, Policies and Procedures that maximizes the purchasing value of public funds and to provide safeguards for a procurement process of quality and integrity.

2. Is this service mandated by Federal or State law? Please cite reference.

Florida Statutes dictates how government entities will procure goods and services, construction projects, professional services, bonds and insurance, qualifications of firms, and other procurement functions. Among some of the Florida Statutes directly involved in the procurement process for government agencies are F.S. Title XIX – Public Business (Chapters 279-290); Public Records (Chapter 119) and CCNA 287.055 (attached). In addition to the Florida Statutes, the County Ordinance, Section 220.11 and Section 22.12 identify the regulations and guidance of a County Centralized Procurement Services.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

To procure professional services and construction in compliance with laws and regulations to deliver effective contracts using the competitive process. Provide contract administration, as needed.

b. What indicators are used to determine if the purpose is being accomplished?

Performance goals are describe in the Performance Measurements (see attached). The Procurement Administrative Lead Time (PALT) is a challenge to achieve (see attachment). Customer and vendor feedback. Benchmarking with other agencies are used.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Reduce procurement time; streamline County-wide procurement by combining requirements; Increase savings by expanding vendor access to the competitive process; and partner with Departments customers to reduce the procurement lead time.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

Direct audience are County-wide Departments that utilize PCD services for the procurement of goods and services within their approved budget. The indirect audience are County residents that benefits from the procurement services and infrastructure improvements as a result of procurement actions. Open competition fosters business development and growth within the community.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

County-wide in a centralized procurement operation. See attached performance measurements. An average of 701 procurement actions related to Construction Contracts, Professional Services contracts, Master Agreements, Miscellaneous contracts, Work Orders, Change orders and Amendments that encumber \$72.47 Million per year for this service.

6. Are customers requesting an increased level of service that is not currently being provided?

(Formerly Question 20)

Yes, in the areas of training and Program Management assistance. Assistance in the development of procurement strategies. Understanding and compliance with State and County procurement regulations and codes. Additionally, a continuous pressure to reduce the PALT and to process procurement actions timely as per the goals in the attached Performance Measurements.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily services.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Total 5.1 FTEs (Manager (0.20 FTE), Supervisor (0.80 FTE), Senior Procurement Analysts (3.0 FTEs), Procurement Analyst (1.0 FTEs) and Procurement Specialist (0.10 FTE)) assigned to perform this service. The assignment of these FTEs are in a dual role working for multiple Departments (see attached staff assignments) and multiple procurement actions as displayed in the Performance Measurements.

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Purchasing and Contracts Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Purchasing and Contracts Manager and Procurement Supervisor

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

YES, there is one Procurement Specialist that is vacant. Impact is the flexibility to have basic administrative functions conducted by a Specialist rather than an Analyst, creating efficiency and workload challenges.

10. Are there any potential increases beyond your current base cost?

Additional work from grants, bond issuances (Environmental, second bond) and economic stimulus projects. Third generation of penny sales tax for Public Works.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

Other than internal charge backs to the general fund by the various enterprise funds for fee for services (KPMG study) there are no additional revenue sources.

a. What percentage of support do the revenues provide?

None

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

No

13. Are there specific Grants opportunities being targeted to supplement this service?

The County is seeking grant opportunities that will require procurement services and compliance with grant procurement guidelines.

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

No

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

In FY 07/08, increases training was conducted, implementation of an RFQ on-line bidding, increases in the competitive savings, and updated the County-wide forms to provide better service to Departments and avoid delays because of lack of information. Developed the electronic evaluation forms for proposals evaluation. Created the virtual library to provide access to all procurement documents via the intranet to

provide better service to Departments and reduce paper usage.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Recommend increases to the staff approval authority for Construction and Professional Services Contracts from \$100K to \$200K. Recommend staff to execute contracts (signature) as stated in the ordinance. Recommend that CCNA procurement are bought to the Board once rather than twice to streamline the process.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Department's CIP program execution would be impacted. Potential impact to County-wide services and Budget execution. Departments would need to perform/absorb the workload, causing the decentralization of the current procurement services. This would become the least efficient organization structure causing duplication of effort and processes. Non-compliance with Statutes, regulations, CIP and Budget execution could cause negative exposure from the public media.

Comments

One (1) FTE (Procurement Specialist) position is currently frozen.

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-03	Functional Area:	Internal Support Service
Service Name:	Procurement of Goods and Services	Strategic Priority:	Efficient & Effective Government
Program Name:	Purchasing & Contracts Program	Priority Score:	54
Division Name:	Purchasing & Contracts	% of Program Budget:	38%
Department Name:	Administrative Services	Number of FTE:	5.00

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

County-wide procurement related services for goods and services contracts, term contracts and contract administration. This service function includes, but is not limited to, the formulation and execution of purchase orders, release orders, contracts for goods and services, term contracts, miscellaneous agreement, change orders, contract amendments and contract administration. These functions maximizes the purchasing value of public value of public funds and provide safeguards for a procurement process of quality and integrity in compliance with Laws, Statutes, Codes, Policies and Procedures.

2. Is this service mandated by Federal or State law? Please cite reference.

Florida Statutes dictates how government entities will procure goods and services, construction projects, professional services, bonds and insurance, qualifications of firms, and other procurement functions. Among some of the Florida Statutes directly involved in the procurement process for government agencies are F.S. Title XIX – Public Business (Chapters 279-290); F.S. Title XVIII (Chapter 273); F.S. Title X (Chapter 119); F.S. Title XVIII (Chapter 255), etc (2008 Florida Statutes reference attached). In addition to the Florida Statutes, the County Ordinance, Section 220.11 and Section 22.12 identify the regulations and guidance of a County Centralized Procurement Services. Attached are documents regarding these directives.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

The purpose of this service is to procure goods and services in compliance with laws and regulations in order to deliver effective procurement services through a competitive process and contract administration.

b. What indicators are used to determine if the purpose is being accomplished?

Vendors registrations which has a direct correlation to bids/proposals received; ratio between procurement, processes and protest; uninterrupted services through contracts management; Performance Measurements; customers feedback; benchmarking; etc.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Some of the goals are the reduction of administrative lead time; streamline procurement by consolidating requirements; increase savings by expanding vendor access to process (i.e. electronic submittals); partner with customers enhance processes.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

The target audience for this service includes the County and Constitutional officers.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

The demand for this service is constant due to the fact that County Departments depend on this service to obtain goods and services necessary to perform their duties and satisfy County and citizens demands. Attached is the performance measurement for FY05/06 to present which indicates an average of 1,899 Purchase Orders, 22 Contracts and approximately \$50.2 million dollars in encumbrances per year in procurement transactions

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes. Customers are requesting an increase in the areas of training related to J.D. Edwards system and its applications, increase in training sessions related to procurement and compliance with rules, codes and regulations, continuous expectations to minimize the Procurement Administrative Lead Time.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

The frequency of the services provided is daily. The County cannot afford uninterrupted service in this area.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Total 5.0 FTEs; the positions providing this service are Purchasing and Contracts Manager (0.10), Procurement Supervisor (0.70), Senior Procurement Analysts (2.0 FTEs), Procurement Analysts (2.0 FTEs) and Procurement Specialists (0.20 FTE).

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

The Purchasing and Contracts Manager is responsible for the daily delivery of quality services.

b. Who is responsible (by title) for analyzing and enhancing the service?

The Purchasing and Contracts Manager and the Procurement Supervisor are responsible for analyzing and enhancing the service.

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

Yes. A Procurement Specialist position is currently vacant. This vacancy impacts the level of customer service provided, affects the efficiency in which the Division responds to internal and external demands, affects the overall workload of those absorbing the additional load, affect the tasks associated with contract administration, and overall administrative functions.

10. Are there any potential increases beyond your current base cost?

Potential increases beyond the current base costs include additional work for grants and bonds issuance related to Environmental Services Department to cover for additional capital improvement projects and the projects associated with the approved economic stimulus package related to Public Works Department among others.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

No fees and revenue sources supporting this service are identified.

a. What percentage of support do the revenues provide?

None

b. If fees are charged for this service, when were they last updated or reviewed?

Not applicable.

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

Not applicable.

12. Are there other potential revenue sources available?

There are no potential revenue sources available.

13. Are there specific Grants opportunities being targeted to supplement this service?

There are no grants opportunities targeted to supplement this service.

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

No. Procurement Services is an inherent government function. The County utilizes other governmental entities contracts as a piggyback, when appropriate mainly for the acquisition of commodities. The County joins cooperative purchasing to benefit from volume pricing/savings. There are advantages associated with a centralized procurement operation. Some of these advantages are a more efficient operation; elimination of duplication of efforts; close control for compliance with laws, regulations, procurement policies and procedures; consolidation of County-wide requirements; and the savings associated with an organized operation. In addition, it provides security to the procurement module in J. D. Edwards which could lead to potential serious vulnerabilities in the financial system. The Library Services Director has procurement authority to procure books and periodicals up to \$25K per purchase; these products are exempt from the competition process based on copy write and patents.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

In order to improve efficiency in FY07/08, the Division conducted training for internal and external customers; implemented RFQ on-line bidding, increased the competitive savings, updated the County-wide forms to provide better service to Departments and avoid delays because of lack of information; developed electronic evaluation system for evaluation of submittals; created a virtual library to provide access to all procurement documents via the intranet to Departments reducing paper usage.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

In order to improve service efficiency and minimize the procurement lead time, we recommend increasing the approval authority of the Procurement staff for contracts and associated transactions from \$100K to \$200K and allow staff to execute such agreements as stated in the ordinance.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

This service is an inherent government function. If this service is not funded in FY 2009/10 under the Purchasing and Contracts Division, the County must re-structure all departments to accommodate this service. All County procurement functions will be impacted, Departments will be affected and the services provided to the community will be in jeopardy. Overall operations and capital improvement projects will suffer delays and accuracy due to training and expertise in the field. The process will become decentralized which leads to least efficient organization structure causing duplication of effort and processes, possible issues related to compliance and all of this could cause negative exposure from the public media.

Comments

One (1) FTE (Procurement Specialist) position is currently frozen. As stated in #9, this has a negative impact on the Division's overall ability to serve its customers.

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-04	Functional Area:	Internal Support Service
Service Name:	Fixed Assets Management	Strategic Priority:	Efficient & Effective Government
Program Name:	Purchasing & Contracts Program	Priority Score:	57
Division Name:	Purchasing & Contracts	% of Program Budget:	5%
Department Name:	Administrative Services	Number of FTE:	.80

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Maintain inventory control of all assets assigned to Seminole County, including the BCC, Health Department, and Constitutional Officers, to include inventoried, accounted for, and ultimately disposed of assets in accordance with Florida Statutes (F.S.) 274.03 (attached). Provide direction, information and assistance concerning the fixed assets program and the importance of inventory control.

2. Is this service mandated by Federal or State law? Please cite reference.

Yes, Florida Statutes 274.03 (attached) requires each governmental agency maintain a record of its property and conduct an inventory of its assets annually. F.S. 274.05 and F.S. 274.06 describe the surplus requirements for fixed assets.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

Control and accountability for the County's assets valued at \$88.99M in accordance with Florida Statutes.

b. What indicators are used to determine if the purpose is being accomplished?

Audit conducted by the Clerk of the Courts in October 2007 (attached-prior to the May 08 service level reduction) indicated that the purpose was being accomplished.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

It is estimated that the County's fixed assets will continue to grow to 9,600 assets at a value of \$90M. Primary goal is to identify dedicated resources to conduct this function since this service level was reduced in May 08 from 1.2 FTEs to 0.2 FTEs.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

Direct audience are County Departments and Finance to capture inventory assets and reflect these assets on the annual CAFR reports.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

Acquire and maintain tags and titles of all vehicles including insuring identification tags of new acquisitions of \$1000 and above, for all Constitutional Offices (8 separate entities) and field offices as far as Vero Beach (State Attorney). Maintenance of database, reporting insurable values, and missing, lost or stolen assets. Coordinating and documenting surplus to auction and revenues received. Conduct an annual inventory of 9,448 fixed assets, valued at \$88.99M (FY 07/08) each year.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Customers have an urgent demand for tagging of incoming assets immediately. Customers also request assistance and information relative to the fixed assets program including surplus and disposal of assets on a continual basis.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Services are demanded on a daily basis and provided as time permits. Striving to implement a Tuesday and Thursday schedule for physical assistance and identification tagging.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

The need is 0.8 FTEs, but after the May 08 Service Level Reductions and the current freeze on the

Procurement Specialist vacant position, the Procurement Supervisor (0.10 FTE) and Procurement Specialists (0.70 FTE) have shared responsibility of the required duties.

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Purchasing and Contracts Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

According to the County Manager's Policies and Procedure this would be the Personal Property Administrator.

Since that position has been eliminated, it would be the Purchasing and Contracts Division Manager.

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

Yes--Frozen position creates lack of overall flexibility to deal with this service.

10. Are there any potential increases beyond your current base cost?

Current base cost is insufficient to perform this service.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

Other than internal charge backs to the general fund by the various enterprise funds for fee for services (KPMG study) there are no additional revenue sources. The local NIGP chapter does award scholarships in which our staff has been successful in the utilization of these scholarships to offset training cost.

a. What percentage of support do the revenues provide?

None

b. If fees are charged for this service, when were they last updated or reviewed?

None

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

NO

13. Are there specific Grants opportunities being targeted to supplement this service?

NO

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

There are asset management companies available to conduct this service for a fee. The cost of this service would exceed current and prior budget funding levels. Oversight of the processes would be required on multiple levels, thereby adding to the cost of the program.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

Bar-Coding technology was purchased in Aug. 08 to assist Departments in annual inventory. This technology is being implemented as time permits and with additional assistance anticipated from Administrative Services. A schedule of assistance availability has been provided to departments/divisions. Continue working with Finance to resolve inventory reconciliation issues. Maximize the reuse of surplus material as first choice of supply.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Continue Bar-Coding implementation. Filling frozen position would increase flexibility.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Potential noncompliance with Florida Statutes. Requires decentralization of workload to Departments to remain in compliance with Florida Statutes regarding fixed assets, creating inefficiencies regarding inventory, tagging, accountability, proper documentation and surplus disposal. Missing, lost and/or stolen assets could increase.

SERVICE INVENTORY FORM

BUDGET STAFF TO COMPLETE THIS SECTION			
Service Number:	AS-05	Functional Area:	Internal Support Service
Service Name:	Procurement Administration	Strategic Priority:	Efficient & Effective Government
Program Name:	Purchasing & Contracts Program	Priority Score:	50
Division Name:	Purchasing & Contracts	% of Program Budget:	18%
Department Name:	Administrative Services	Number of FTE:	2.10

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

The Purchasing and Contracts Division (PCD) recommends operational policies and procedures in accordance with laws and applicable regulations to the Board of County Commissioners and to the County Manager; conducts County-wide training on Policies and Procedures; performs the functions of the Purchasing Card (P-Card) Program Administrator that provides policy, training, issuance of the cards, compliance with Board and County Manager's policies of the management of the 350 purchasing cards. PCD maintains the County's vendor database consisting of over 4,000 vendors using 1-2 ALL software and provides assistance to vendors on "How to do Business with County Government". Vendor relations include the vendor fairs, reverse trade shows, small business fairs, vendor training and panel discussions for vendors. This service function also includes administrative functions of PCD which includes professional development training, budget and administrative functions like claims, protest processing, agenda review, BCC briefing/meetings, EOC procurement support website updates/maintenance and administrative PCD support functions (payroll, supplies, etc.)

2. Is this service mandated by Federal or State law? Please cite reference.

Florida Statutes dictates how government entities will procure goods and services, construction projects, professional services, bonds and insurance, qualifications of firms, and other procurement functions. Among some of the Florida Statutes directly involved in the procurement process for government agencies are F.S. Title XIX – Public Business (Chapters 279-290); Public Records (Chapter 119) and CCNA 287.055 (attached). In addition to the Florida Statutes, the County Ordinance, Section 220.11 and Section 22.12 identify the regulations and guidance of a County Centralized Procurement Services.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

Adequate training, policies and procedures provide the necessary control and accountability for a procurement function. P-Card administration is needed for a County-wide P-Card program. Vendor relations provide the necessary interface between the County and vendors that want to do business with the County. PCD administration is needed for the Division to operate daily.

b. What indicators are used to determine if the purpose is being accomplished?

Performance Measurements, customer and vendor feedback, benchmarking against other agencies.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Increase the utilization of the P-Card for small purchases. Increase vendor competition. Update the County's Procurement policies and procedures (pending a review from the NIGP PMAP study). Update County-wide procurement training.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

Direct audience are County Departments that utilize P-Cards services, procurement training, policies and procedures to execute the Budgets.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

County-wide in a centralized procurement operation. In FY 07/08, there were 10,058 P-Card transactions, with a value of \$2.09Million. There were 2,697 procurement actions that encumbered \$128.5M. Annual

revisions to the County's policies and procedures are needed. Semiannual procurement training is conducted County-wide. In FY 07/08, the County saved \$17,639,598.00 by using the competitive process in procurement. There are over 4,000 registered vendors in the 1-2 ALL database.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes, in the area of training.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily services.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

0.6 FTE (Procurement Specialist), provides administrative oversight on the County-wide P-Card program, consisting of 350 cards in accordance with policies. 0.5 FTE (Manager and Supervisors), maintains Countywide Procurement Policies and Procedures, conducts procurement training, research procurement methods that comply with applicable laws and regulations, keep current on State Statutes and conduct market analysis on streamline methods of procurement. 0.6 FTE (Procurement Specialist, Manager and Supervisors), maintains the 1-2 ALL vendor database, website updates, provides customer service to vendors and how to do business with the County, conducts vendor fairs, trade shows and panel discussions to increase the vendor's participation on County's procurements. 0.4 FTE (Manager) performs the administrative function of PCD including budget, claims processing, protest responses, agenda review/briefings, EOC support, professional development and administrative tasks of PCD. Total FTEs for this function: 2.1 FTEs.

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Purchasing and Contracts Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Purchasing and Contracts Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

Yes, Procurement Specialist position that is funded and frozen. This is creating inefficiencies by having senior level personnel perform Procurement Specialist job functions.

10. Are there any potential increases beyond your current base cost?

No

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

The County receives a rebate from P-Card purchases Countywide which amounts to about \$12K annually. Other than internal charge backs to the general fund by the various enterprise funds for fee for services (KPMG study), there are no additional revenue sources. The local NIGP chapter does award scholarships in which our staff has been successful in the utilization of these scholarships to offset training cost.

a. What percentage of support do the revenues provide?

None

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

No

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

No. Procurement Services is normally an inherent government function, including the maintaining of Procurement Policies, Procedures and training. County Attorney does assist in this service for policy guidance. PCD maximizes the piggyback authority using GSA, State contracts, Pride, National Joint

Powers Alliance, U.S. Communities, and other County or local government contracts when advantageous. Onvia (Demandstar) service was once used in 2000 and 2001, but was eliminated because of poor broadcasting of addendum materials to vendors which caused rework. Also, vendor feedback was that the cost was expensive and would be passed to the County as higher prices for goods and services. County Attorney office stated that the County (government) was responsible to ensure that the vendors receive addenda and this responsibility could not be given to a third party, like Onvia. This is why the County developed the 1-2 ALL system.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

In FY 07/08, increases training was conducted, implementation of RFQ on-line bidding, increases in the competitive savings, and updates on County-wide forms to provide better service to Departments and avoid delays because of lack of information. In August 08, PCD successfully conducted training and migrated from Works to ESP for P-Card software support. The policies and procedures are updated and awaiting PMAP review prior to implementation.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Authorized signature authority per the County ordinance. Increase thresholds for procurement approval levels. Update the CCNA process to make it more streamlined and reduce the amount of time to process these procurements. Work on improvements in JDE for the upcoming upgrade.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Countywide procurement services would be impacted. Departments would need to perform/absorb the management of the P-Card program and the vendor database, causing the decentralization of the current procurement services. Non-compliance with Policies and Procedures could cause negative exposure from the news media. Loss of efficiency and standardization in operating with current policies and procedures could impact audit findings and create situations of non-compliance with current procurement laws and regulations. Administrative functions for claim and protest processing, EOC procurement support, BCC briefings/meeting and website updates would be decentralized.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-06	Functional Area:	Internal Support Service
Service Name:	Vehicle Maintenance and Repair	Strategic Priority:	Efficient & Effective Government
Program Name:	Fleet Management Program	Priority Score:	65
Division Name:	Fleet & Facilities Management	% of Program Budget:	52%
Department Name:	Administrative Services	Number of FTE:	.82

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

The Vehicle Maintenance and Repair service's primary goal is to sustain the lowest life cycle cost for the county's owned equipment (total cost to own and operate/unit of utilization). The service provides vehicle and equipment Preventive Maintenance and Repair for the County's 2100 pieces of equipment inventory, worth approximately \$54M. It provides walk-in, quick fix and 24 hour Service Call repairs.

2. Is this service mandated by Federal or State law? Please cite reference.

Yes. This service is mandated by State Uniform Traffic Control, 316.610 Safety of Vehicle; Inspection and Federal 49CFR 396.1-396.25 Truck Safety Guide, Authority: 49 U.S.C. 31133 and 31502: and 49 CFR.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

To ensure that county vehicles and equipment are safe and efficient to operate and to provide the county with the lowest cost of ownership.

b. What indicators are used to determine if the purpose is being accomplished?

Vehicle maintenance and replacement reports and vehicle downtime reports are reviewed. Safety components are reviewed during quality control inspections on every work order. Total cost to own and operate/unit of utilization is used to indicate life cycle cost.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

1. Reduce the number of annual Preventive Maintenance Services for certain equipment while maintaining Manufactures Specifications.
2. Ensure no safety issues are related to maintenance
3. Reduce the number of after hours service calls.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

Target audience for this service is approximately 1,300 county employees operating approximately 2,100 pieces of equipment.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

Total maintenance repair orders processed for FY 2007/08 were 16,206, averaging 1,350 repair orders a month.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes, county departments are asking for 1)Closer monitoring of labor costs 2)Rework to be charged back to the department 3) Equipment downtime measurements that more accurately reflect total out of service time 4)Less downtime for repetitive type failures

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Service is provided on a 24/7 basis, as needed. The hours start at 6:30am – 8:00pm, 5 days a week plus Landfill/Transfer Station Saturday hours. On call is available on weekends and after hours.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

The Fleet Maintenance Program Manager and the Senior Staff Assistant provide this service. The Program Manager utilizes .45 of his time to this service as the Senior Staff Assistant utilizes .25 of her time.

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Fleet Program Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Fleet Program manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No vacancies exist.

10. Are there any potential increases beyond your current base cost?

Yes, costs could increase due to unanticipated Non-Target repairs as a result of excessive accidents, vandalism or abuse.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

Presently other revenue sources provided by fleet include maintenance and repairs for equipment in Winter Springs and Lake Mary. (Winter Springs is provided generator support, Lake Mary's VacCon is supported by County Fleet)

a. What percentage of support do the revenues provide?

During the 2007/08, \$52,511.45 was collected from Lake Mary and Winter Springs. The City of Lake Mary contribution was \$2,230.49. The Winter Springs contribution was \$50,280.96. The total revenue collected provided .0255% of the total Maintenance and Repair cost provided by the County Fleet.

b. If fees are charged for this service, when were they last updated or reviewed?

Fees were reviewed during the last budget review (FY 07/08) and the new labor hours were implemented this FY for outside County agencies. Labor fees were adjusted to \$80.00 Hr.

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

Yes

12. Are there other potential revenue sources available?

Yes, presently there are Memorandums of Agreement between Fleet and most of the cities within Seminole County. They all presently have their own maintenance facilities, however due to budget constraints this could change as the year progresses.

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

No.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

In October/November of last year the administrative process for approving non-target accident repairs was streamlined ensuring Risk receives timely payments from insurance companies. Also in January of last year improvements were made to the work request process. As a result there has been less confusion about the status of repairs and efficiency has improved.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

The County must maximize utilization of equipment during its life cycle. Reduce the number of Preventive Maintenance Services for some equipment while remaining within the Manufacturers' Specifications. Identify shop equipment that is no longer needed. Surplus the unnecessary equipment and make more space available in the shop for repair activities. Fleet plans to implement a new quality control process this year. Stock small replacement items for Public Safety at the fire stations for quick fix. Hold small training classes for the fire department personnel regarding Fleet maintenance and repair issues.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

If county vehicles and equipment are not maintained or repaired they would eventually fail to operate.

Before it failed completely it would become unsafe and inefficient to operate. The vehicles and equipment would have to be replaced much sooner and the county's cost of ownership would increase dramatically.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-07	Functional Area:	Internal Support Service
Service Name:	Vehicle Procurement/Management	Strategic Priority:	Efficient & Effective Government
Program Name:	Fleet Management Program	Priority Score:	39
Division Name:	Fleet & Facilities Management	% of Program Budget:	9%
Department Name:	Administrative Services	Number of FTE:	.92

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Process, evaluate, and provide required specifications for the purchase of County vehicles and equipment. Research equipment specifications and select appropriate equipment to meet requirements. Monitor equipment procurement process and provide updates to county staff. Receive/inspect deliveries and coordinate repairs if necessary. Process and evaluate internal transfers of vehicles and equipment within the county. Evaluate equipment for replacement or repair based on economic and condition measurements.

2. Is this service mandated by Federal or State law? Please cite reference.

No.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

This service identifies and selects vehicles and equipment that will meet county requirements for the lowest possible cost of ownership.

b. What indicators are used to determine if the purpose is being accomplished?

The County purchases vehicles and equipment using state contracts or the County bidding process which guarantees the lowest prices available.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

1) Ensure replacement vehicles meet life cycle expectations before being replaced; 2) Ensure all vehicle/equipment requirements are identified and satisfied through proper vehicle selection; 3) Promote utilization of equipment across division and departmental lines.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

The target audience for this service are county employees who use vehicles and equipment and the taxpayer.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

The demand for this service is demonstrated by ordering approximately 120 items at a cost of approximately \$4M - \$6M dollars during normal budget years.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes. Customers always want their equipment immediately and with the right accessories. The taxpayer is demanding that cost are always held to a minimum.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

The research, application of specification to requirements, inspection and receiving of equipment is a daily function of this service. Portions of the service are performed in segments corresponding to the budget cycle.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Fleet Program Manager and the Senior Staff Assistant are utilized in providing this service. The Fleet Program manager contributes approximately .45 percent of his time and the Senior Staff Assistant contributes .40 percent of her time.

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Fleet Program Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Fleet Program Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No.

10. Are there any potential increases beyond your current base cost?

No.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

None

a. What percentage of support do the revenues provide?

None

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

Yes, we could provide this service to others within the County for a fee.

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

There are no internal organizations which provide this specific service. There are external services that could identify and select equipment based on County requirements. An external agent would probably not understand or interpret County requirements as well as County Fleet personnel. Also, prudence would require County personnel to manage and scrutinize outside contractor.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

Beginning in May, Fleet began to work closely with each department's purchasing representative to ensure the correct specifications are included in each P.O.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Attend annual truck and equipment summits. Network with other agencies to ensure products that are thought to meet the requirements will provide the expected levels of performance. Plan to develop a written replacement policy.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Vehicles and equipment would be selected by employees not well versed in Fleet management which would likely result in the purchase of equipment that may not meet the county's requirements. The county's cost of fleet ownership would increase.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-08	Functional Area:	Internal Support Service
Service Name:	Fuel Management	Strategic Priority:	Efficient & Effective Government
Program Name:	Fleet Management Program	Priority Score:	61
Division Name:	Fleet & Facilities Management	% of Program Budget:	39%
Department Name:	Administrative Services	Number of FTE:	.46

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

To ensure that an adequate supply of fuel is available at all times and at the lowest possible cost to the taxpayer. To facilitate the most efficient use of the County fuel supply.

2. Is this service mandated by Federal or State law? Please cite reference.

No.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

To ensure that county operations that require fuel can continue uninterrupted and for the lowest possible cost.

b. What indicators are used to determine if the purpose is being accomplished?

Savings are determined by comparing the County's cost of fuel to the market price. Availability goal is accomplished if shortages do not occur.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

1. Negotiate the lowest possible contract price for fuel.
2. Decrease fuel consumption by continued facilitation of fuel efficiency initiatives.
3. Continue to facilitate measures that will minimize the possibility of a fuel spill.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

Target audience for this service is county employees who use fuel and taxpayers.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

Demand for this service for the county is 24/7. The three locations (5 Points, County Landfill and the Solid Waste Transfer Station) collectively pumped a total of 982,374 gallons of fuel for a total of \$3,349,636 for the FY 07/08. The departments with the greatest usage are Environmental Services (447,876 gallons), Public Works (215,256 gallons) and Public Safety (113,065 gallons).

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes. Public Safety is looking at the possibility of installing Fuelmaster electronic fuel monitoring systems at two of their convault tanks.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Fuel services are provided 7 days per week, 24 hours per day. Fuel is monitored both manually and electronically throughout the 3 locations daily. Monthly reports are produced for billing and inspection purposes. State Inspections are conducted annually.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Fleet Maintenance Program Manager and the Senior Staff Assistant are utilized in providing this service. The Fleet Program Manager provides approximately .10 of his time and the Senior Staff Assistant provides approximately .35 of her time.

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Fleet Program Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Fleet Program Manager/Senior Staff Assistant

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No.

10. Are there any potential increases beyond your current base cost?

Yes, fuel prices can increase at any time for a variety of reasons.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

None

a. What percentage of support do the revenues provide?

N/A

b. If fees are charged for this service, when were they last updated or reviewed?

October 2008.

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

Yes.

12. Are there other potential revenue sources available?

No.

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

County employees could drive their vehicles to local vendors to purchase fuel. The County could also have vendors deliver fuel to our generators and heavy equipment sites. This would increase the County's cost for fuel.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

In January of 2008 Fleet provided a monthly fuel usage report to all departments for review of fuel consumption. In January 2008 a list of fuel conserving ideas was compiled and distributed to all departments for implementation by vehicle and equipment operators.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Fuel storage units could be purchased and located at specific points around the county for better availability. Fleet is investigating the possibility of placing 600 gallon surplus military tanks at several locations within the county for enhanced fuel availability, especially relating to emergency management.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

If this program is not funded the county vehicle and equipment operators would have to obtain their fuel from local vendors at a commercial rate. The increase in fuel cost would range from 15% to 20%. Also, the County would be more likely to experience fuel shortages when national supplies are low.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-09	Functional Area:	Internal Support Service
Service Name:	Building Maintenance	Strategic Priority:	Efficient & Effective Government
Program Name:	Facilities Maintenance Program	Priority Score:	60
Division Name:	Fleet & Facilities Management	% of Program Budget:	79%
Department Name:	Administrative Services	Number of FTE:	19.91

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Maintain County buildings and building systems in a functional and aesthetically acceptable condition by providing proactive testing , required mechanical maintenance and visible inspection of equipment, utility systems, building structure and all building support systems. Coordinate and monitor all contracted maintenance, utilities and safety systems.

2. Is this service mandated by Federal or State law? Please cite reference.

State and local laws require that fire detection and suppression systems; boilers; and fuel tanks to be inspected and certified by licensed and certified technicians. The Facilities Maintenance Program facilitates and coordinates the activities of vendors who inspect and certify these systems.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

Provide a safe, comfortable and functional work space for County employees at the lowest possible cost to the taxpayer.

b. What indicators are used to determine if the purpose is being accomplished?

Disruptions to normal operations. Complaints from building occupants. Energy usage.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Fewer disruptions to normal operations. Few customer complaints. Reduced energy usage. Develop cost per square foot data and compare to industry standards.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

County employee's, elected officials, Constitutionals, citizens and taxpayers

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

County facilities are used by over 1,300 County employees and by the citizens of Seminole County.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes, County employees want a comfortable, safe and well functioning work space at all times. We are constantly striving for fewer disruptions to normal operations.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

24 hours per day, 7 days per week

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

19.91 FTE's - Manager (.20 FTE), Accounting Specialist (.68 FTE), Facilities Maintenance Technicians (4.0), Trades Workers (9.0 FTE's), Building Maintenance Supervisor (.60 FTE), Facilities Maintenance Program Manager (.50 FTE), Project Manager I (.40 FTE), Staff Assistant (.50 FTE), Contract Coordinator (.60 FTE), Inventory Clerk (1.0 FTE), Procurement Assistant (.80 FTE), Certified Trades Workers (1.63 FTE)

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Facilities Maintenance Program Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Facilities Maintenance Program Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

Yes. Vacant positions result in delayed response times to work order requests.

10. Are there any potential increases beyond your current base cost?

Yes. Cost increases for materials and fuel are always a possibility.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

None

a. What percentage of support do the revenues provide?

N/A

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

No.

13. Are there specific Grants opportunities being targeted to supplement this service?

None

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

Current outsource contracts include HVAC and landscaping services. Other maintenance services could be outsourced to various firms providing the necessary services. However, because County maintenance personnel have a full workload and maintenance service providers would command a higher labor rate County maintenance costs would increase. Also, response time and quality may be negatively impacted.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

A Pro-active maintenance program was implemented in FY 07/08. Pro-active maintenance makes it possible to replace building systems at the end of their useful life but before they fail thus avoiding the extra cost and down time resulting from unplanned replacements.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Additional pro-active maintenance activity will reduce overall maintenance costs over time. A work ticket inspection program will improve the quality of the maintenance program and reduce costs over time. The work ticket inspection program is planned for early 2009.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

The anticipated life of buildings and building systems would decrease and the life cycle costs would dramatically increase. The health, safety and comfort of employees and citizens would be compromised. Building operating and repair costs would increase.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-10	Functional Area:	Internal Support Service
Service Name:	Building Repair	Strategic Priority:	Efficient & Effective Government
Program Name:	Facilities Maintenance Program	Priority Score:	64
Division Name:	Fleet & Facilities Management	% of Program Budget:	21%
Department Name:	Administrative Services	Number of FTE:	13.49

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Scheduled and emergency repair and replacements to any damaged or malfunctioning equipment, utilities, structures and support equipment for all County maintained buildings and building systems countywide.

2. Is this service mandated by Federal or State law? Please cite reference.

No.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

Buildings and building systems are repaired and replaced in an effort to provide a safe, comfortable and functional work space for County employees at the lowest possible cost to the taxpayer.

b. What indicators are used to determine if the purpose is being accomplished?

Limited interruption to normal operations. Limited complaints from building occupants. Decrease in energy usage.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Reduce repair costs as a result of enhanced maintenance activities. Complete necessary repairs as quickly as possible with limited interruption to normal operations.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

County employees, elected officials, citizens and taxpayers

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

Annual work orders for repair total over 8,000.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes, County employees want a comfortable, safe and well functioning work space at all times. We are constantly striving for fewer disruptions to normal operations.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

24 hours a day 7 days per week

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

13.49 FTE's - Manager (.20 FTE), Accounting Specialist (.32 FTE), Building Maintenance Supervisor (.40 FTE), Contract Coordinator (.40 FTE), Procurement Assistant (.20 FTE), Certified Tradesworkers (10.37 FTE's), Project Manager I (.60 FTE), Staff Assistant (.50 FTE), Facilities Maintenance Program Manager (.50 FTE).

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Facilities Maintenance Program Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Facilities Maintenance Program Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

Yes. One. This vacant position results in delayed response times to work order requests.

10. Are there any potential increases beyond your current base cost?

Yes, there is always the potential for repair costs to exceed what is anticipated. The unanticipated failure of an expensive machine is always a possibility. Unexpected repair costs can result from storm damage or other natural or man made disasters.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

None

a. What percentage of support do the revenues provide?

N/A

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

No.

13. Are there specific Grants opportunities being targeted to supplement this service?

None

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

External agencies are routinely used for major repairs regarding HVAC, Landscaping, alarms and elevators. Other external agencies are considered on a case by case basis as needed.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

Failed equipment is replaced with equipment with the lowest possible life cycle cost that the budget will allow.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

In January of 2009 additional inspection of repair activities will be begin. The additional inspections will increase efficiency and reduce costs over time.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Buildings and building systems would fail. The health, safety and comfort of County employees would be compromised. Buildings would eventually become uninhabitable. Normal County operations would be interrupted.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-11	Functional Area:	Internal Support Service
Service Name:	Construction Management	Strategic Priority:	Efficient & Effective Government
Program Name:	Construction Management Program	Priority Score:	44
Division Name:	Fleet & Facilities Management	% of Program Budget:	100%
Department Name:	Administrative Services	Number of FTE:	5.40

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Provide construction management services for vertical construction and parks projects countywide. Construction management includes the following basic elements: construction related research, project scope development, project design and project management. The Construction Program is responsible for overseeing the design and construction of new buildings, renovations, remodels, and park construction projects countywide.

2. Is this service mandated by Federal or State law? Please cite reference.

No. Local and state law requires that most construction projects be designed and constructed by licensed professionals. Construction Program personnel identify, contract with, and manage the activities of these design and construction professionals.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

The purpose is to ensure that county vertical construction, renovation, and parks projects are designed and built to meet county requirements for the lowest possible cost of ownership.

b. What indicators are used to determine if the purpose is being accomplished?

The total cost of the project related to the budget and change order percentage compared to the original contract value are standard indicators in the construction industry.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

1. Complete all projects within established budget.
2. Maintain change order value for each project below 5% of original contract value.
3. Utilize owner direct purchase/sales tax recovery on larger projects to realize additional savings.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

The target audience is the client department such as Public Safety, Leisure Services, Library Services, or IT. By extension, the target audience would include the citizens and taxpayers that use and pay for the client department services.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

There are currently 23 projects in design or construction under the control of Construction Management. Ten for Public Safety with a budget of \$16,296,659, four for Leisure Services with a budget of \$9,642,188, two for IT Department with a budget of \$18,018, two for Library Services with a budget of \$870,769.00, two for Constitutionals (Sheriff and Judiciary) with a budget of \$34,730,306, and three for other BCC, such as countywide roofing, CSB re-roof, and Health Department with a budget of \$1,244,702

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes. The end user wants the project completed faster and the taxpayer wants the product cheaper.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Services are provided daily and over the duration of the project. Services are also provided to help determine project requirements and costs and for warranty issues after completion.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

There are 5.0 FTE's in Construction Management. Three project managers overseeing project design and construction. Accounting specialist overseeing budgets and funding. Construction Manager supervising program and providing project management for larger projects.

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Project Manager, Construction Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Construction Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

Yes, there is a vacant project manager position. Due to the vacant position, the existing (3) project managers have a greater workload. As a result, there may not be adequate personnel to manage additional projects.

10. Are there any potential increases beyond your current base cost?

Yes. Material prices and transportation costs may increase for many reasons. Labor costs will typically increase over time.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

One FTE is supported by the Fire Fund for Public Safety projects.

a. What percentage of support do the revenues provide?

The project manager supported by the fire fund comprises approximately 20% of the program FTE cost.

b. If fees are charged for this service, when were they last updated or reviewed?

Not applicable.

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

Not applicable.

12. Are there other potential revenue sources available?

No.

13. Are there specific Grants opportunities being targeted to supplement this service?

None.

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

No.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

The majority of projects are competitively bid allowing the market to determine the greatest value to the County. Change orders are kept to a minimum by careful reviews through design and construction phases. Communication and coordination with the end user department and other parties is ongoing throughout the project management process. Regular meetings are held during the design and construction of all projects to disseminate information and solicit opinions from all parties involved. The process must be continuous and evolve to improve efficiency. The budget for all projects is reviewed weekly with the Project Managers and Accounting Specialist to ensure the project stays on financial track. The end user, such as Animal Services and the Fire Department, are involved in plan reviews to ensure they understand what the end product will be and that their needs are met within the budget allowed.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Continued communication and coordination throughout the life of the project is essential to a successful completion. Education of the client department in the design and construction process will improve efficiency. Further involvement of the client department and other parties in design reviews at 30%, 60%, 90% and 100% plan completion is planned to increase efficiency and economy of the project through design and into construction. All parties will sign off on the plan reviews. Additional reviews of changes

and supporting documentation is being implemented to decrease changes and make necessary changes more economical. End user requested changes must be approved by the division or department head and the funding source identified.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

End user departments would be required to return to management of their own projects which historically has been inefficient and not economical. The end result would be an increased cost to the county immediately, a long term increase in maintenance cost and delays in project completion. Construction management would become the responsibility of the various departments with project requirements. The design and construction process would be managed by people with no particular construction management skills. As a result, completed projects may not meet county requirements and would likely result in a higher cost of ownership. The other option of contracting with private sector consultants to manage projects would be an immediate increase in project costs for the consultant services and a decrease in long term responsibility for the quality of the project.

Comments

The Construction Management Program was created in FY 07/08. The program currently manages a total of 23 projects worth \$62,802,642 with five full time employees. Construction Management had 19 total projects completed or in progress during FY07/08. The 11 completed projects have a contract value of \$5,583,486.88 with change orders at 5.22% of that value. The 8 projects in progress have a contract value of \$33,409,856.84 with change orders currently at 0.23% of that value. All projects are under the total established budget (design, construction, permitting, contingency, etc.) by 8.14%.

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-12	Functional Area:	Internal Support Svc
Service Name:	Management Oversight & Personnel/Financial/Fiscal Support	Strategic Priority:	Efficient & Effective Government
Program Name:	Support Services Administration Program	Priority Score:	25
Division Name:	Support Services	% of Program Budget:	100%
Department Name:	Administrative Services	Number of FTE:	2.00

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Oversight of Support Services programs. Includes, payroll processing, accounts payable, accounts receivable, expenditure tracking, JD Edwards input, Govmax input, and customer issue resolution.

2. Is this service mandated by Federal or State law? Please cite reference.

No

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

- 1) Broad oversight of all Support Services programs and staff.
- 2) To provide excellent customer service to internal and external customers
- 3) To continually improve information flow to the Director/Administrator
- 4) Continue to excel at organizing Director/ Administrators schedules, documents, records, and files

b. What indicators are used to determine if the purpose is being accomplished?

Within budget at year end, correct services provided to staff and citizens.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Develop accurate annual budget that at year end has a remaining balance of no more than 5% to 10% . Identify inefficiencies and possible cost reductions while maintaining current service levels.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

County staff and citizens

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

Daily

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

No

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Manager and Staff Assistant

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No

10. Are there any potential increases beyond your current base cost?

No

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

No

a. What percentage of support do the revenues provide?

N/A

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

No

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

No

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

Reviewed every service

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Continually adjust service delivery.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Lack of broad oversight of all Support Services programs.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-13	Functional Area:	Internal Support Svc
Service Name:	Records Management	Strategic Priority:	Efficient & Effective Government
Program Name:	Records Management Program	Priority Score:	57
Division Name:	Support Services	% of Program Budget:	100%
Department Name:	Administrative Services	Number of FTE:	.15

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Internal records management services are provided to all county departments and elected officials. Countywide Records Management duties include oversight of compliance with State Records procedures and retention schedules, oversees contractual agreement for document storage and disposition, and effectively explains and interprets statutorily required procedures, exemptions and updates.

2. Is this service mandated by Federal or State law? Please cite reference.

Yes, the State requires public entities to follow procedures listed in Chapter 119, F.S., encompassing materials made or received in connection with official business which are used to perpetuate, communicate, or formalize knowledge.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

To comply with the State requirements listed in Chapter 119, F.S., encompassing materials made or received in connection with official business which are used to perpetuate, communicate, or formalize knowledge.

b. What indicators are used to determine if the purpose is being accomplished?

Oversight by the designated Records Management Liaison Officer to confirm that records are accurately stored, easily retrieved and destroyed according to retention schedules.
Annual statement of Compliance to State

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Working with IT and BCC departments to migrate to electronic format to reduce storage costs. Coordinate small pickup volume to reduce transportation costs. Promote destruction based on State Retention Schedules using Destruction Eligibility lists.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

County BCC, Tax Collector, State Attorney's Office, Public Defender, Property Appraiser's Office, Sheriff, and anyone making public information inquiries.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

Records Management: all BCC depts., Tax Collector, Property Appraiser, Sheriff, State Attorney Office, Public Defender (spreadsheet attached)
Boxes stored at end of FY 07/08: 29,461 cartons
Destruction FY 07/08: 3,310.6 cu. Ft (2,758 cartons)

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Our customers are requesting migration to electronic format. This can be implemented with the purchase of security and record retention elements for On-Base program (offered by IT dept.) if departments can incorporate scanning duties and costs.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Records storage and destruction procedures occur on a continual basis.
Individual/group training is held monthly on demand, with one annual countywide session.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Contracts and Leasing Coordinator (the designated Records Management Liaison Officer)

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Contracts and Leasing Coordinator

b. Who is responsible (by title) for analyzing and enhancing the service?

Contracts and Leasing Coordinator

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

None

10. Are there any potential increases beyond your current base cost?

Costs are determined by the volume of cartons stored, the services requested by each department, and the volume destroyed each year. Additionally, the contract is renewed annually and we anticipate at least a 3% increase.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

No dedicated revenue source

a. What percentage of support do the revenues provide?

N/A

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

No

12. Are there other potential revenue sources available?

No

13. Are there specific Grants opportunities being targeted to supplement this service?

Not aware of any

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

A County staff person is required to be the Records Management Liaison Officer (RMLO).

Our current contract is with Iron Mountain Information Management Inc. County staff could attend local State sponsored training classes to understand compliance issues and Iron Mountain could provide training on database management and procedures.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

Continued coordination with IT on electronic format and retention requirements. Need continued collaboration with all departments to address migration to electronic records to reduce volume of record storage. On-going communication and training promote destruction to reduce storage costs.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Continued coordination on electronic format and retention requirements. Need continued collaboration with all departments to address migration to electronic records to reduce volume of record storage.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Impact: non-compliance to state records retention (FS Chapter 119), no oversight of storage, reduced destruction of hardcopies, increase in storage costs, no training of staff on records procedures, retrieval difficulties for public information requests

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-14	Functional Area:	Internal Support Svc
Service Name:	Workers Compensation	Strategic Priority:	Efficient & Effective Government
Program Name:	Workers Compensation Program	Priority Score:	86
Division Name:	Support Services	% of Program Budget:	100%
Department Name:	Administrative Services	Number of FTE:	1.45 (Toni 1.0, Jennifer .20 and Greg .25)

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

The State requires each employer to provide medical and indemnity to each and every employee injured in the workplace as required by law. During calendar year 2008 the County had 139 comp claims.

2. Is this service mandated by Federal or State law? Please cite reference.

Yes, per FS Chapter 440

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

Workers' Compensation Insurance covers an employer's obligation under Workers' Compensation laws, which makes an employer responsible for stated damages in the event of a work related injury or illness.

b. What indicators are used to determine if the purpose is being accomplished?

Compliance with applicable laws

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Reduce claims, reduce severity and comply with State laws. The total incurred claims for fiscal year 2008 is approximately \$853,550. The self-insured retention for comp is \$200,000 per claim and must be carefully monitored to minimize risk for the County

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

1755 Employees: BCC, SOE, Property Appraiser, Tax Collector, Clerk of Court

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

1755 Employees

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

No

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Risk Management Coordinator, Senior Staff Assistant and Risk Program Manager

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Risk Management Coordinator

b. Who is responsible (by title) for analyzing and enhancing the service?

Risk Program Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No

10. Are there any potential increases beyond your current base cost?

Excess insurance premiums are based prior years utilization and the market. Currently it is \$189,345.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

None

a. What percentage of support do the revenues provide?

None

b. If fees are charged for this service, when were they last updated or reviewed?

None

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

None

12. Are there other potential revenue sources available?

Public Safety is by far the largest user with approximately 80% of dollars spent. Further analysis is required to determine if expenditures exceed budgeted dollars.

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

Our Third Party Administrator, Johns Eastern Company, handles the responsibilities for these claims such as, scheduling follow up medical appointments, referrals, processing and governmental compliance of the claim handling process and producing checks on behalf of Seminole County Government.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

In previous years, a nurse was used for all claims. In September 2008, we eliminated the nurse oversight for medical only claims, as it did not prove to be cost efficient. This reduction is anticipated to save the County approximately \$4,500 annually from our claims cost.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

None

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Mandated.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-15	Functional Area:	Internal Support Svc
Service Name:	Liability Insurance	Strategic Priority:	Efficient & Effective Government
Program Name:	Risk Management Program	Priority Score:	40
Division Name:	Support Services	% of Program Budget:	57%
Department Name:	Administrative Services	Number of FTE:	1.00 (Greg .4 and Jennifer .6)

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Obtain liability excess insurance which is currently included in our package coverage with is \$900,000 for calendar year 2009 and evaluate risks as they occur. Provide triage if a notice of claim is received as our self insured retention is \$100,000 per claim.+

2. Is this service mandated by Federal or State law? Please cite reference.

No, we could choose to be self-funded. However, we are required to respond to complaints, notices of claims and law suits.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

To respond and handle claims in the best interest to Seminole County Government and to minimize cost to the citizens.

b. What indicators are used to determine if the purpose is being accomplished?

Reduction in claims processed and claims dollars spent.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

We will reduce claims and minimize severity by investigating all claims and by performing routine property inspections of all facilities.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

Any individual that visits Seminole County

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

The demand for this service is high as the number of claimants is unlimited due to the number of citizens and visitors to Seminole County. These types of claims rise and fall with the state of the economy and is, therefore, incalculable. In calendar year 2008, the County received, investigated and processed approximately 450 claims/incident reports of which approximately 75% are liability related. These numbers do not include claims/incident reports that are received and are "non-covered". These non-covered claims are still reviewed and/or investigated.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Departments have recently begun requesting input from Risk Management in program development and contractual obligations beyond what has been provided in the past.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Risk Program Manager and Senior Staff Assistant

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Risk Program Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Risk Program Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No

10. Are there any potential increases beyond your current base cost?

Excess insurance premiums are based prior years utilization and the market.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

None

a. What percentage of support do the revenues provide?

None

b. If fees are charged for this service, when were they last updated or reviewed?

None

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

None

12. Are there other potential revenue sources available?

No

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

We use Johns Eastern Company to provide follow-up claims investigation and response. However, county staff is now handling all non-litigated claims. This reduces the claims handling costs by approximately \$25,000 annually.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

County staff is now handling all non-litigated claims. This reduces the claims handling costs by approximately \$25,000

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

None

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Increased exposure that may be financially impossible for the County to meet.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-16	Functional Area:	Internal Support Svc
Service Name:	Property Insurance	Strategic Priority:	Efficient & Effective Government
Program Name:	Risk Management Program	Priority Score:	25
Division Name:	Support Services	% of Program Budget:	38%
Department Name:	Administrative Services	Number of FTE:	.15 (Greg)

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Obtain Property insurance and evaluate losses as they occur. Ensure all County property is properly valued and insured.

2. Is this service mandated by Federal or State law? Please cite reference.

No

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

Coverage for the County whose property is damaged or destroyed by a covered peril.

b. What indicators are used to determine if the purpose is being accomplished?

Year end costs

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Determine if all county property is properly valued by engaging the assistance of Broker and outside consultants, i.e. Real Estate appraisals.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

County assets.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

Over \$500,000,000 in County assets including buildings and contents. Of the approximately 450 claims/incident reports received during calendar year 2008, approximately 25% per property-related claims.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

No.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Risk Program Manager

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Risk Program Manager

b. Who is responsible (by title) for analyzing and enhancing the service?

Risk Program Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No

10. Are there any potential increases beyond your current base cost?

Cost of property insurance is dictated by natural disasters, and insured's loss history.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

None

a. What percentage of support do the revenues provide?

N/A

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

No

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

Yes, an external firm could be contracted with to handle the property renewal and claims review. It is anticipated that the cost would be much greater than the current expenditure in FTE.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

Lowered our self-insured retention from \$200,000 to \$100,000 for this calendar year as a result of an effective due diligence process.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Continue to inspect assets for hazards to minimize any losses.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

The County would need to self-insure all County assets, and set aside funds in the event of a loss.

Comments

SERVICE INVENTORY FORM

BUDGET STAFF TO COMPLETE THIS SECTION			
Service Number:	AS-17	Functional Area:	Internal Support Svc
Service Name:	Safety Inspections	Strategic Priority:	Efficient & Effective Government
Program Name:	Risk Management Program	Priority Score:	70
Division Name:	Support Services	% of Program Budget:	5%
Department Name:	Administrative Services	Number of FTE:	2.05 (1 Bill, 1 Mark and .05 Greg)

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

We provide Safety training countywide as an important means of preventing accidents and injuries. CDL classes and testing is also providing.

2. Is this service mandated by Federal or State law? Please cite reference.

Certain aspects of the county's safety program is required by OSHA, Occupational Safety & Health Act.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

Reduce liability, property and workers' compensation claims, and to provide a safe environment for the employees citizens and visitors of Seminole County. We provided classes at approximately 17 different locations with approximately 2,046 attendees.

b. What indicators are used to determine if the purpose is being accomplished?

Reduction of claims in both numbers and severity.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Reducing claims by providing more onsite visits and classes.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

All county employees, residents and visitors of Seminole County.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

1400+ County employees and all citizens and visitors to Seminole County.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

The requests from other department have increased their requests for assistance.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Safety Officer , Safety Inspector and Risk Program Manager.

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Safety Officer

b. Who is responsible (by title) for analyzing and enhancing the service?

Risk Program Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No

10. Are there any potential increases beyond your current base cost?

No

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

None

a. What percentage of support do the revenues provide?

N/A

b. If fees are charged for this service, when were they last updated or reviewed?

When we provide training and testing for other municipalities we charge accordingly. Fees were last updated October, 2008.

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

Yes

12. Are there other potential revenue sources available?

No

13. Are there specific Grants opportunities being targeted to supplement this service?

No

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

Yes; we anticipate that there are firms that can visit each site location and develop a report and plan of correction. As it relates to training, this can be outsourced and a firm can provide training on-site or employees can travel to off-site classroom. Another possibility is to have HR training staff certified by the State of Florida.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

We respond to all accidents/incidents when reported. The County maintains a fleet of 678 vehicles including private passenger cars, fire trucks, emergency cars, vans, light, medium and heavy trucks and rescue vehicles. Efficiencies were reaffirmed this year.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Maintain current program and staff.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Potential for an increase in accidents and increased insurance premiums.

Comments

Insurers take safety programs into account when rating workers' compensation and other business insurance policies. We continually receive favorable ratings from our insurance carriers at renewal time due to our proactive programs.

SERVICE INVENTORY FORM

BUDGET STAFF TO COMPLETE THIS SECTION			
Service Number:	AS-18	Functional Area:	Internal Support Svc
Service Name:	Insurance Benefits (Health/Dental/Life/Disability/FS A)	Strategic Priority:	Efficient & Effective Government
Program Name:	Insurance Benefits Program	Priority Score:	70
Division Name:	Support Services	% of Program Budget:	100%
Department Name:	Administrative Services	Number of FTE:	1.35 (Wendy ,1 Greg .15 and Jennifer .20)

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Administration of employee benefits program with approximate premiums of \$13,019,900 for health and \$1,196,280 for ancillary coverages (Dental, Life, LTD, Cancer) annually. Enroll new hires, administer life style changes, process terminations, retirements. Coordinate payroll deductions & open enrollment. Liaison between employees and Insurance companies. Assist with Family Medical Leave Act, disability & Life appl. Work with manager during renewal & budget process.

2. Is this service mandated by Federal or State law? Please cite reference.

No. However, Seminole County has elected to use Title 26-Section 125 of the Internal Revenue Service Code which allows both the employee and employer to reduce FICA on benefits and flexible spending account contributions.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

To provide county employees with a competitive benefits package, help guard against financial crisis due to failing health and to retain good employees.

b. What indicators are used to determine if the purpose is being accomplished?

Staff retention, rates as compared to similar entities, financial viability and customer satisfaction.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Provide excellent service to our customers. Actively audit quarterly claims payment report from health insurance carrier to identify cost saving initiatives based on claims submitted and paid.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

BOCC and Supervisor of Elections, active employees, retirees and cobra participants.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

1,400 enrollees

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Customers are continuously requesting clarification on their benefits and coverages.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Benefits Coordinator, Senior Staff Assistant and Risk Program Manager.

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Benefits Coordinator

b. Who is responsible (by title) for analyzing and enhancing the service?

Risk Program Manager

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No

10. Are there any potential increases beyond your current base cost?

The cost of employee health benefits may increase with the annual renewal as well as utilization.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

NA

a. What percentage of support do the revenues provide?

NA

b. If fees are charged for this service, when were they last updated or reviewed?

NA

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

NA

12. Are there other potential revenue sources available?

NA

13. Are there specific Grants opportunities being targeted to supplement this service?

NA

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

Yes; however, it would require a firm that is thoroughly knowledgeable of our benefits and county procedures and be readily available and on-site.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

Streamlined the enrollment process.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

On line enrollment.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Loss of insurance coverage for employees, dependents, and retirees.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-19	Functional Area:	Internal Support Svc
Service Name:	Printing Services	Strategic Priority:	Efficient & Effective Government
Program Name:	Printing Services Program	Priority Score:	21
Division Name:	Support Services	% of Program Budget:	100%
Department Name:	Administrative Services	Number of FTE:	3.00

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Large scale production of a wide variety of documents, submitted countywide. Management and maintenance of the copiers and multifunctional devices countywide.

2. Is this service mandated by Federal or State law? Please cite reference.

No.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

To meet internal customer's printing needs at cost effective levels; putting an emphasis on speed and quality service.

b. What indicators are used to determine if the purpose is being accomplished?

Cost of services well below equal services on vendors' state contracts.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

1. Use technology and coordination to achieve optimum cost-effectiveness on all types of County-Wide printing.
2. Maintain excellent customer service.
3. Deliver high quality document production.
4. Continue to track actual County-Wide usage and true printing costs, striving to collect the most accurate information possible.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

All departments and elected officials in the County use these services.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

The Printing Services Program produces over 8,000,000 impressions annually. Central Print Center has over 400 customers and self-service copiers and multifunctional devices serve customers throughout the County.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes. Requests are for multifunctional copiers that can print, scan, fax and copy.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Daily and always deadline oriented. Printing is an on-demand service and the demand never rests.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Senior Print Technician

Print Technicians

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Senior Print Technician

b. Who is responsible (by title) for analyzing and enhancing the service?

Print and Mail Supervisor

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No.

10. Are there any potential increases beyond your current base cost?

No, although paper costs are subject to inflationary pressures.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

None.

a. What percentage of support do the revenues provide?

None.

b. If fees are charged for this service, when were they last updated or reviewed?

Production print fees were last update in December, 2007 and are currently under review for modification.

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

No.

13. Are there specific Grants opportunities being targeted to supplement this service?

No.

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

Profit-driven commercial printing enterprises can provide these service with a cost increase impact of at least 35% and a 200% increase in turnaround time. Another alternative would be to move this area under IT and consolidate. There would no anticipated savings in personnel costs and no economic impact.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

We have developed a web-based job submission system for production printing. Countywide, customers can now send jobs electronically and receive an electronic proof of the job for sign-off. Similarly, an electronic job ticket is created with an internal charge-back cost so the process of record keeping has been enhanced. These efficiencies were built throughout calendar 2008 and placed in service October 1, 2008. Since then we have signed over 400 users to the electronic web submission services.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

There is a real efficiency and cost savings to be realized by replacing many of our out-of-date fleet of self-service copiers. Replacement copiers, called multi-functional devices (MFD's) are planned. With this update, the new MFD's can replace old copiers, networked printers, scanners and fax machines. The elimination of all these machines will save money on leases of redundant devices and also on consumables, such as toner.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Customers would not be able to produce the documentation needed to run the business of the County, forcing them to seek comparable external, profit-driven printing services. Customers would realize at least, a 200% increase in turnaround time to complete their jobs and a minimum cost increase of at least 35%. Staff would either need to travel to place/pickup orders or pay for delivery. 33% of our fleet of copiers is out of date and in need of modernization which will lead to cost savings. Keeping the fleet the same will continue to waste resources unnecessarily.

Comments

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-20	Functional Area:	Internal Support Svc
Service Name:	Mailing Services	Strategic Priority:	Efficient & Effective Government
Program Name:	Mailing Services Program	Priority Score:	21
Division Name:	Support Services	% of Program Budget:	100%
Department Name:	Administrative Services	Number of FTE:	3.00

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Provide mailing and delivery services for the entire County. Provide interoffice pickup and delivery of large flats and small packages to locations served by Mailing Services. Provide daily preparation of County Water & Sewer bills. Provide centralized location for sending courier-based (UPS/FedEx) expedited or traceable parcels. Deliver jobs completed by Printing Services.

2. Is this service mandated by Federal or State law? Please cite reference.

No.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

Mail is a fundamental form of transacting business and communications. We provide this service as a time and money saving service that keeps pace with the business and communications needs of the County. Preparing and mailing Water & Sewer bills for Environmental Services keeps in-house, vital information in the County database.

b. What indicators are used to determine if the purpose is being accomplished?

100% disposition of every piece of mail coming in or out of the mail center; met daily.

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

1. Provide efficient processing of mail
2. At the lowest cost
3. With excellent customer service.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

County employees and elected officials. Water & Sewer bills are prepared and sent at 41,000 citizen/customers per month.

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

The Mail Services Center handles over 1.2 million pieces annually: 330,000 pieces of mail; 24,000 parcels/interoffice flats; and 852,000 Water & Sewer bills.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

No.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

Demand is met daily, covering incoming, outgoing and interoffice mail for the entire County. Mail runs are conducted twice daily. Water & Sewer bills are prepared daily.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Senior Mail Technician
Mail Technicians

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Senior Mail Technician

b. Who is responsible (by title) for analyzing and enhancing the service?

Print/Mail Supervisor

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No.

10. Are there any potential increases beyond your current base cost?

None foreseen, however, the US Postal Service could raise the postage rates increasing our base cost.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

N/A

a. What percentage of support do the revenues provide?

N/A

b. If fees are charged for this service, when were they last updated or reviewed?

N/A

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

N/A

12. Are there other potential revenue sources available?

N/A

13. Are there specific Grants opportunities being targeted to supplement this service?

N/A

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)

Messenger services exist at a high cost. Leisure Services and Library Services use couriers. Water & Sewer bills prepared outside the County would greatly increase the cost of the service as well as create a data security problem for the County's AS400 mainframe system.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

Kept up-to-date with technology by 1) Maintaining an escrow account replenished through wire transfer and accessed electronically. 2) Escrow is then tied to mailing meters which meter the mail and report funds used by individual charge-back account.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Continue to evaluate methods, processes and technologies in order to refine and streamline delivery with the most efficient mailing services possible at the lowest cost possible.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Seminole County would receive daily, a very large amount of unsorted mail still requiring delivery to its proper destinations countywide. Certain mailings are statutorily required for the Constitutional Officers. Departments would pay their own shipping costs and/or deliver their own packages. Water & Sewer bills would have to find alternative resources.

Comments

The US Postal service will not deliver mail to all County facilities, nor will they sort County mail by Department or Division. This program has two mail vans that spend a large amount of the time parked. Meanwhile, Library Services has a courier service; Leisure Services uses a courier, and Tourism and Economic Development may have a need. A cost saving measure would be to restructure current mail schedule(s) and allow internal resources to assume some courier duties for locations served by contracted couriers. Economic impact would depend on the degree of services assumed internally and deleted from the contracted courier's scope. The purpose and goal would be to use internal resources to lessen the cost of external resources.

SERVICE INVENTORY FORM

		BUDGET STAFF TO COMPLETE THIS SECTION	
Service Number:	AS-21	Functional Area:	Internal Support Svc
Service Name:	Property Management	Strategic Priority:	Efficient & Effective Government
Program Name:	Property Management Program	Priority Score:	54
Division Name:	Support Services	% of Program Budget:	100%
Department Name:	Administrative Services	Number of FTE:	1.85

Service Description & Goals

1. Please describe the service you provide. A service is the completed end product, not a task performed in service delivery. Include whether service is provided countywide or in unincorporated areas only.

Land Acquisition/Surplus, Leasing, and Contract Oversight
 Provide for the accurate accountability and management of all 1,219 County owned properties. Creates and maintains two (2) GIS Database layers for use countywide; 1) GIS layer of all 1,219 County owned properties and 2) a GIS layer of 370 County owned structures. Coordinates and monitors Countywide contracts: Land Acquisition Consultant Services (RFP), Demolition Contract Services (RFP), Mowing and Maintenance Contract Services (RFP), and the Closing & Title Search Services Contract (RFP). Provides accurate and timely answers to County staff, citizens and the general public on all property related inquiries.

Leasing:

Negotiates and monitors leases for county/elected official office space and county-owned properties.

Contracts:

Negotiates and monitors outsourced property related services via contract, including security, janitorial service, janitorial paper supplies, moving service, waste services, concessions, exterior window washing.

2. Is this service mandated by Federal or State law? Please cite reference.

Per Florida Statute Chapters 125 and 129 the County is required to fund the operational budgets of the constitutional officers and oversee compliance with the governing procedures for property disposition. County has outsourced many services via contract which need to be monitored.

3. Purpose & Goals:

a. What is the purpose of this service (benefit to customers)?

To provide the oversight for the accountability and management of all 1,219 County owned properties, enabling timely and accurate responses to County Staff, citizens and the general public. All property management associated contracts are being coordinated and monitored to ensure contract compliance. Support Services provides sufficient space through our leases and essential services through the terms of the individual contracts. Contracted services provide basic needs to the staff: ex: security and janitorial services.

b. What indicators are used to determine if the purpose is being accomplished?

Space studies conducted on staffing needs.

Meetings are held with management from individual departments to review requests for changes to space requirements and/or service

Monthly site inspections

c. What are the FY08/09 goals for this service? Identify 1-3 primary goals.

Review of currently leased space to analyze possible reductions

Maintain an improved janitorial service level.

Maintain excellent customer satisfaction for both internal and external customers.

Service Level Information

4. Identify the target audience for this service. If it is citizens, identify the number and type of recipients (residents, children, seniors, handicapped, low-income, etc) benefiting from service.

Property Management services are provided on a daily basis to County management, staff, citizens and the general public in responding to property and contractual services questions and inquiries. GIS layers are maintained by Support Services and are used Countywide.

Contracted services keep facilities clean and secure.

Leases:

Offices for County employees and Satellite offices for Health Dept, Tax Collector, Clerk of Court, Supervisor of Elections, and Probation

County Leases: As landlord 19 sites, As tenant 17 sites (includes: 6 elected officials/health sites/fire stations)

Staffing at Leased locations: County staffing: Probation Wilshire: 7.5 staff, Reflections Community Services staff: 26 county staff, 4 volunteers, 3 Workforce Central Florida staff

Reflections Env. Srv: 59 County, 16 CH2MHill staff, Reflections Public Works staff: 88 staff, Reflections Tanks: 7 staff, Reflections County Attorney: 8 staff

Elected Officials' staffing: Supervisor of Elections: 16, Clerk Wilshire: 5 staff, Tax Collector Wilshire: 16 Clerk Oak Groves: 5, Tax Collector Oak Groves: 11, Sausalito Health Dept.: 30 staff

Countywide County Contracts for BCC and elected officials:

Janitorial 9 sites, provided 3 times per week at most sites, libraries 6 days, parks daily, Security 10 sites

Waste Services: Dumpsters: 46 sites, Recycling: 28 locations, Compactor: 1 location

Exterior Window Cleaning 13 sites, Moving Services, Vending and Concessions: 48 locations (includes Parks, Health Dept. and Sheriff office locations)

Contracts and Leases: County BCC and Elected Officials staff

#s of Citizens served annually: Clerk Wilshire: 55,000 citizens annually, Supervisor of Elections: 264,558 registered voters

Tax Collector Wilshire: 65,000 citizens annually, Clerk Oak Groves: 40,000, Tax Collector Oak Groves: 4,500

Sausalito Health Dept.: Services: 32,000 citizens and onsite, 27,000 offsite annually, Probation Wilshire: 2,455 clients annually

Reflections Tanks: 300 site inspections & 150 site cleanups annually, Reflections Public Works: 19,000 – 18,000 clients/citizens annually

Four (4) Parks w/Vending & Concessions: 1,048,166 citizens

Community Services: 9,100 (6,800 emergency assistance/2,000 Veterans/ 300 SHIP, etc.)

5. What is the demand for this service? Please provide quantitative usage data if possible (i.e. # of customers).

Land Management – 1,219 GIS Layer of County owned properties.

Warranty Deeds and associated documentation is being maintained on all 1,219 County properties in order assist County management and staff accurate ownership documentation on County owned properties for answering citizen inquires. Leasing daily, Contracts daily or weekly, based on contract and scope ex: most facilities are cleaned 3x per week See figures in Question #4 for demand of contracted services and leases

Daily monitoring

Surplus of County Property

This year Twelve (12) properties have been declared surplus; Four (4) declared surplus for Affordable Housing, Two (8) Public Works surplus properties.

Contract Management

Demolition Contract:

Support Services has been tasked with coordinating and monitoring the demolition of all County owned structure purchased during a major right of way project and structures acquired for the expansion of the Five Points Complex. Quantities vary on each right of way project.

Mowing Contract:

Currently there are approximately 40 properties being coordinated and monitored for mowing as right of way properties and non-right of way properties. The number of properties being mowed varies as properties are acquired as right of way. Once a right of way project is turned over to the road contractor, the responsibility of mowing the property becomes part of the road contractor's responsibilities.

Land Acquisition Contract:

Support Services has been tasked with coordinating and monitoring the County's Land Acquisition Consultant in all County acquisition activities of \$100,000 or over, with the only exception being the County Attorney's Office retained the responsibility of Major Project Right of Way Acquisitions. Currently working with the Land Acquisition Consultant on the acquisition activities on ten (10) properties for future County activities. Any acquisition under \$100,000 stayed with each County Department and their assigned County Attorney.

Closing & Title Insurance Contract:

Coordinates Closing and Title Insurance to ensure closings are performed on all acquired and surplus County properties in a timely manner.

Coordinate & Obtain Survey/Appraisal/Environmental Site Assessments:

Coordinate and obtain Surveys, Appraisals and Environmental Site Assessments on all properties being acquired by various County Departments for negotiation purposes by the County Land Acquisition Consultant.

6. Are customers requesting an increased level of service that is not currently being provided? (Formerly Question 20)

Yes, Several County Departments have requested additional property/space which is currently under review. More space available due to reorganization requires increases in cleaning services. Also, Animal Services has requested additional cleaning since they are open to the public on six days with animal traffic.

7. What is the frequency of services provided? Daily, Monthly, every 5 years, etc?

GIS maps are prepared on a daily basis for assisting with the answering of inquiries from County Management, Staff and County Citizens, to include preparation of GIS maps for Staffs briefings and working papers. Coordination and Monitoring of contractual services is performed on daily basis. The GIS Layer of Seminole County owned properties is updated on a monthly basis and the County owned structure GIS Layer is updated on an as needed basis. Daily oversight for leases and contracted services. Renewals and renegotiations based on individual contracted items.

8. Identify what positions (by title) are utilized in providing this service? (attach FTE allocation)

Project Coordinator 1

Contracts and Leasing Coordinator

a. Who is the service Owner/Manager (by title) responsible for the daily delivery of quality service?

Project Coordinator 1 & Contracts and Leasing Coordinator

Contracts and Leasing Coordinator

b. Who is responsible (by title) for analyzing and enhancing the service?

Project Coordinator 1 & Contracts and Leasing Coordinator

Contracts and Leasing Coordinator

9. Are there any vacancies associated with this service? If any of the vacant positions are not being filled, how does this impact your operational plan?

No

10. Are there any potential increases beyond your current base cost?

Not for Land acquisition at this time

Yes, many of our leases and contracts have specific percentage of increase built into the terms.

Revenues Sources

11. Identify fees or other revenue sources currently supporting this service.

No dedicated revenue source. FY 2006/07 revenue from vending and concession commissions \$38,347 and from leases \$49,243. Leases are paid out of other department funds: ex: Tourism, Economic Development, Tanks at Reflections, 47% of Community Assistance, a portion of Health Dept. lease in Casselberry

a. What percentage of support do the revenues provide?

(We do not include these payments in the Admin Services Budget) 100% Tourism, 100% Economic Development, 100% Tanks at Reflections, 47% of Community Assistance, a portion (\$17,000) of Health Dept. lease in Casselberry

b. If fees are charged for this service, when were they last updated or reviewed?

NA

c. If services are provided to municipalities, are they being charged by Seminole County and at a rate that is adequate for the service being rendered?

NA

12. Are there other potential revenue sources available?

No

13. Are there specific Grants opportunities being targeted to supplement this service?

Not at this time

Alternative Providers

14. Are there internal/external agencies that can provide this service, if so please list potential service providers, the net impact on the County's budget and the impact on citizens/customers. If your division currently contracts with other private, public or non-profit organizations to provide public services, please identify agency and services provided? (Formerly Questions 13, 14 & 15)
No.

Efficiency Factors

15. What have you done to improve service efficiency? When were these efficiencies implemented?

Support Services strives to improve upon the communications with all Departments in respect to all aspects of the Property Management program on a daily basis. Increased the frequency in which the County Owned Properties GIS Layer is created from quarterly to monthly which was implemented in December 2008.

Better communication with departments and elected officials on changing needs in levels of service. Lowered customer service requests by 75% from initiation of contract in 2006 through on-going liaison with vendor's management team and county staff. In July 2008 established new procedure to handle requests and process complaints, coordinating requests through Facilities online work orders to streamline resolution of requests.

16. What can be done to improve service efficiency? What new efficiencies do you have planned?

Draft an updated Land Acquisition, Surplus and Lease Procedures for countywide use, explaining and describing step by step activities involved in each area, i.e., Acquisitions, Surplus and Leasing. In all future acquisitions an interview will be established with the requesting County Department representatives and the Acquisition Committee members to ensure all details required in the acquisitions are established and understood prior to any property searches.

Establish timeline to confer with departments and elected officials staff on changing needs in levels of service. Schedule reviews of insurance documents and site needs with Risk Management and Facilities staff.

17. If this service is not funded in FY 2009/10, please quantify the impact on the Program's outcome/results.

Documentation and accountability on County owned properties would falter, making research activities requirements much greater, which in turn would cause delays in responses to County Management, staff, citizens and the general public. The overall Property Management functions would become decentralized.

Lack of contract and lease oversight. No auditing of billing or compliance, lack of internal customer service, non-performance, overcharging, etc.

Comments

In 1997, the County Manager tasked Support Services to establish and maintain a program to fully account for all County owned properties. This responsibility included a hardcopy filing system for each County owned property along with a database for tracking all County owned properties. Support Services has improved upon this by improving upon the hardcopy filing system by which each hardcopy file has a GIS Map displaying each property's location, a Seminole County Property Appraiser's printout, ownership documentation, and any correspondence related to the property. A new database has been created with the GIS System identifying Departmental ownership, Comments on the Property's usage, Official Record Book and Page and any special conditions for the property. The GIS Database can readily be down loaded to an Excel Spreadsheet for individual County Departmental usage outside the GIS System.

The Board of County Commissioners in January 2007 approved the County Manager's re-organization where Support Services was tasked with the County Land Acquisition responsibilities for any future lands with a value over \$100,000. The only exception to the County Manager's re-organization was that the County Attorney's Office would retain the responsibilities for Major Right of Way Project land acquisitions and any County Eminent Domain type acquisitions.