



Budget and Fiscal Services

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Purchasing

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Risk Management

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Business Plan

Fiscal Year 2017-2018 & Fiscal Year 2018-2019



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Executive Summary:

We are pleased to present the Fiscal Year 2017-2018 and Fiscal Year 2018-2019 Business Plan for the Alachua County Budget and Fiscal Services Department. This plan reflects our continuing mission to facilitate the optimal use of County government resources through budgeting, purchasing and contract administration, risk management and employee benefits services, and performance management. Countywide fiscal services was recently added under the leadership of the Budget and Fiscal Services Department and will be fully incorporated into this Business Plan over the next couple of years.

Budget and Fiscal Services' Business Plan has been developed to direct our allocation of departmental resources, guide future operational decisions, and assist the County Manager to identify opportunities to better serve our customers and citizens, while facilitating optimal use of County government resources by identifying and examining what is working and not working throughout our various services and processes.

This plan speaks to a number of factors influencing operational and budgetary decisions over the next two to three budget cycles. In addition to our many successful services, top departmental priorities are identified as:

- Budget process and reporting overhaul which will optimize use of the new budget software and ensure consistency with best practices for budget reporting and transparency
- New World/Tyler Technologies system administration will transition to the County under Budget and Fiscal Services to increase system integration and utilization
- Employee Health and Wellness Center will be able to be evaluated on a cost for service basis as compared to Florida Blue provider network

In the end, the business plan (as well as the adopted budget), is an organizational expression of community priorities. The Budget and Fiscal Services staff are committed to the County's mission of providing responsive service to citizens and responsible stewardship of County resources.

Respectfully,

A handwritten signature in black ink, appearing to read "Tommy Crosby".

Tommy Crosby, CPA

Assistant County Manager, Budget and Fiscal Services



Business Description & Vision

Mission

Budget and Fiscal Services facilitates the optimal use of County government resources through budgeting, performance management, procurement and contract administration, risk management and employee benefit services, and countywide fiscal services support.

Vision

Ensure quality customer service, transparency, and fiscal accountability for all stakeholders.

Goals and Objectives

1. Ensure fiscal stewardship through policy development and financial management.
 - Develop an accurate, realistic, and sustainable County budget
 - Accurately forecast future budgets
 - Provide exceptional customer service
 - Responsive transaction processing
 - Coordinate citizen education and outreach activities
 - Conduct management analysis
 - Coordinate and conduct operational department outreach
 - Evaluate customer satisfaction
 - Promote fiscal transparency
 - Publish accurate and reliable budget information
 - Align budget and performance management
 - Ensure policy, procedure, forms, and documents are accurate and up-to-date
 - Generate updated policy, procedure, forms, and documents to comply with changes in law, best practices, and management direction
 - Effectively control the County's risk exposure and cost of risk
 - Evaluate and recommend loss control and risk management activities
 - Actively manage existing workers' compensation claims



- Manage the Employee Health Insurance Program to provide cost-effective coverage for Alachua County, its employees, retirees, and dependents
 - Evaluate the health program funding mechanisms and alternatives for reducing the cost to Alachua County
 - Provide Fiscal Services support for daily operations of the departments
 - Accurately, efficiently, and timely:
 - Record payroll transactions
 - Process invoices
 - Record receipts and accounts receivable
 - Provided fiscal support through analysis of data and report preparation
 - Compliance and audit support for grants
 - Provide liaison support and services to Human Resources, Equal Opportunity, Purchasing, Risk Management, and Budget
 - Provide Fiscal Services support for operational initiatives of the departments
2. Provide for a qualified and engaged workforce through policy initiatives such as competitive compensation and benefits.
- Support County-wide initiatives related to a qualified and engaged workforce
 - Provide fiscal analysis of policy initiatives
 - Research, develop, and implement policies based upon Board direction to support a Living Wage in Alachua County
 - Evaluate fiscal impact and means to implement increased County employee base wage rate
 - Monitor and manage the bid solicitation process to ensure County contractors/vendors meet the requirements of the established local government minimum wage
 - Encourage employee development and retention of institutional knowledge within the department
 - Provide staff development opportunities
 - Recruit and identify best qualified candidates for each professional vacancy
 - Encourage idea sharing and project accountability



- Manage and coordinate activities of the healthcare clinic for use by County employees and their dependents
 - Manage the employee healthcare clinic contract
 - Integrate wellness programs into employee healthcare clinic activities
 - Ensure employee/workplace safety
 - Develop a proactive employee safety program
3. Review, update, and fund a technology plan to meet the needs of the County and citizens.
- Oversee department specific functions of the new Enterprise Resource Planning (ERP) New World business systems and support related functions
 - Coordinate function-specific procedures to ensure best practices are managed through the new ERP system
4. Support efforts to provide for a diverse array of job and partnership opportunities with the County.
- Ensure fair and equitable treatment for a diverse group of persons/vendors doing business with the County
 - Increase vendor participation in bid processes
 - Evaluate local government minimum wage and small business enterprise requirements as a component of the bid and contract process
 - Provide continuous training, outreach, and education to vendors



Office of Management and Budget History

The budgeting function was established by Florida Statutes (FSS Chapter 129) in 1915. Chapter 129 states:

129.01 Budget system established.—*A budget system for the control of the finances of the boards of county commissioners of the several counties of the state is established as follows:*

(1) A budget shall be prepared, approved, adopted, and executed as prescribed in this chapter for each fiscal year. At a minimum, the budget must show for each fund, as required by law and sound financial practices, budgeted revenues and expenditures by organizational unit which are at least at the level of detail required for the annual financial report under s. [218.32\(1\)](#).

(2) The budget must conform to the following general directions and requirements:

(a) The budget must be prepared, summarized, and approved by the board of county commissioners of each county.

(b) The budget must be balanced.....

This statutory requirement forms the basis for the Office of Management and Budget and hasn't changed much over the past century.

Dating back to the 1970s, the budget functions were performed within the Administrative Services Department. As documented in the FY 78-79 budget, the department was responsible for "coordination of budgetary preparation for all departments except the Elected Officials, budgetary control, and budgetary advisement".

Alachua County Ordinance 86-2 created the Office of Management and Budget to support the County Manager in the requirement to "prepare and submit to the Board for its consideration and adoption an annual operating budget, a capital budget, and a capital program" as stated in Ordinance 86-2, Article III, Section 7.d.

In the 1990s, the Office of Management and Budget continued to report to the Administrative Services Department and consisted of ten staff, six performing budget services, two performing contracts/grants coordination activities, one Director, and one support staff position.



In 1998, the Office of Management and Budget was moved directly under the leadership of the County Manager where it has remained ever since. The FY98 adopted budget total was \$168,896,581.

During a staffing re-organization in 2007, the performance management function and staff were added to the Office of Management and Budget. In February 2013, the contracts and grants functions and staff were moved to the Purchasing Division to better align the bid, purchasing, and contract management functions. These re-organizations left the Office of Management and Budget with nine total staff who managed the County's \$370,612,276 budget (FY15 adopted).

In an effort to bring the County's fiscal activities under one umbrella, in 2014 the County Manager moved the Purchasing and Risk Management divisions under the Office of Management and Budget, and in 2015, the County Manager elevated the Office to departmental status.

In 2015, the decision was made to change the name of the Department to "Budget and Fiscal Services". The budgeting division within this newly named department will remain the "Office of Management and Budget".

Fiscal Services History

Historically, Fiscal Services has been provided by decentralized staff throughout operational departments. As a continuation of the effort to move fiscal activities under one umbrella which started in 2014, effective October 2016, the Fiscal Services Support employees for all departments, except Fire Rescue, have been moved under the Department of Budget and Fiscal Services. This effort was undertaken to ensure consistent work practices and service levels are provided to all departments.

Purchasing - History

Purchasing Ordinance 86-8 was adopted by the Board of County Commissioners on March 11, 1986, and is known as the "Alachua County Purchasing Code". The code established a purchasing division, provided for the appointment of the Purchasing Manager, and the authority of the Purchasing Manager to serve as the central purchasing officer of Alachua County. This ordinance was the basis for our current purchasing code and has been revised



and expanded over the years to include additional responsibilities for the Purchasing Manager, as well as the entire Purchasing Division.

While the Alachua County Code established a Central Purchasing Officer for the County, procurement and contract responsibilities were divided between the Purchasing Manager and the Grants/Contract Administrator. These positions reported through different administrative lines of authority. In February 2013, the Grants/Contract Administrator and support staff positions were re-assigned and now report to the Purchasing Manager. The consolidation of the Purchasing and Contract functions has allowed for a “one-stop” point of contact for all elements of the procurement process, resulting in a more efficient and effective workflow.

The Purchasing Division is responsible for the purchasing of goods and services, management of contracts, and overseeing both the procurement card and rental car programs. The Purchasing Division preserves the integrity of the acquisition process, manages the business relationship between the end user and the vendor, provides service to our customers, and acquires the best values for Alachua County.

In December 2014, the Purchasing Division was re-assigned from the Administrative Services Department to report to the Assistant County Manager for Budget and Fiscal Services in the department now called Budget and Fiscal Services.

Risk Management – History

Risk Management is empowered by several ordinances to develop, implement, direct, and monitor risk management and managed care programs. The department also provides cost-effective health care options for employees and retirees, aggressive safety and loss control programs, case management and utilization reviews, claims administration, contract compliance, and more.

On November 4, 1986, by emergency ordinance 86-23, the risk management function was created. This action was prompted by the hard insurance market and nation-wide crisis in the insurance industry, creating a situation where insurance protection was either not available for public entities and local governments, or was priced at exorbitant rates. Public entities and local government were considered tough and undefined risks. The result was a self-insurance program responsible for managing risk related to property and casualty.



On October 1, 1996, the Sheriff's Office withdrew from the self-insurance program, including workers' compensation and liability coverage.

In 1997, the Risk Management Division was created under the Administrative Services Department consisting of four positions: Risk Manager, Senior Staff Assistant, Safety and Loss Control Specialist, and Employee Benefits Specialist. Later on, the Senior Staff Assistant was reclassified to Risk Management Generalist, the Safety and Loss Control Specialist to a Claims Adjuster, and the Employee Benefits Specialist position to an Employee Benefits Coordinator. A Wellness Coordinator position was transferred from the Health Department in 2006.

On July 11, 2006, the Board of County Commissioners amended Ordinance 86-23 to create the self-insured employee health insurance program. In-house administration of employee health care coverage for County employees, County retirees, employees and retirees of participating government entities (constitutional offices), and a health care supplement for County retirees and retirees of participating government entities was created.

In October 2014, the Risk Management Division was reassigned from the Administrative Services Department to report to the Assistant County Manager for Budget and Fiscal Services in the department now called Budget and Fiscal Services.

Key Principals

Budget and Fiscal Services is headed by Assistant County Manager, Tommy Crosby. Mr. Crosby leads five functional business units supporting the County Manager, Assistant County Managers, County Commissioners, Constitutional Officers, and all Departments.

The following key employees oversee the budget, performance, purchasing, and risk management business units, as well as countywide fiscal services:

- Diane Smith, Budget Manager
- Donna Bradbrook, Strategic Performance Manager
- Larry Sapp, Purchasing Manager
- John Carnell, Risk Manager
- Ken Fair, Senior Administrative Support Manager



Customer Service, Market Outlook and Statutory Requirements

Our Customers:

The Department of Budget and Fiscal Services serves many internal and external customer groups through services such as the annual budget development process, including the County's operating and capital budgets; management analysis, research, and reporting; monitoring budgetary uses for compliance on how County, state, and federal funds are used; purchasing activities and contracts administration; risk management and employee benefit services; performance management activities; and community outreach activities.

Internal customers include the County policy makers such as the County Manager, Deputy and Assistant County Managers, and the Board of County Commissioners. The Office of Management and Budget supports customers by annually preparing a balanced budget that meets the community needs and priorities identified by these elected officials. The Office of Management and Budget provides customers with expert and timely information pertaining to the County's resources to help guide decision-making and policy direction.

Board of County Commissioners departmental staff are other important customers. The Office of Management and Budget serves these customers by assisting them to develop their proposed budgets and assisting with revenue and expenditure projections. The Office of Management and Budget also supports these customers by providing guidance on annual performance measurement, management, and reporting, as well as process improvement techniques, capital plans, and grant applications. Additionally, staff coordinate the County's citizen academy on an annual basis and provide guidance, direction, and coordination for the more than 30 different presenters from County Departments including constitutional officers, judicial offices, and Special Taxing Districts within the County.

The Purchasing Division serves these customers in the procurement and contracts process by procuring, renting, leasing, or otherwise acquiring materials, supplies, services, construction, or equipment. Purchasing also provides support by reviewing and processing all grant and contract related documents, and administering the purchasing card and rental car programs.



Risk Management serves all employees and constitutional officers with services such as health plan management, wellness programs, workers' compensation, safety training, and other voluntary benefit offerings.

Fiscal Services serves all employees at the department level providing fiscal information, processing the accounts receivable transmittal, inputting/processing accounts payables, entering of payroll, assisting with timesheet entry, inputting employee action forms, purchasing requisition entry, assisting employees with travel and forms, tracking, analysis, and adjustment of budgets, preparing grant applications and grant reporting, liaison for internal departments, and preparation of financial reports.

External customers include members of the public, municipalities, businesses, non-profits, community redevelopment agencies, consultants, contractors and vendors, constitutional offices and the Library District, as well as employees' dependents and retirees.

Ultimately, Budget and Fiscal Services serves all County residents and visitors. By working with our internal and external customers to provide services, Budget and Fiscal Services helps to promote responsible stewardship of County resources.

Market Outlook Analysis:

The outlook for services offered under Budget and Fiscal Services can vary widely based upon many factors including, but not limited to, changes to existing laws, statutes, and ordinances referenced in the "Regulatory Statutes and Requirements" section of the Business Plan. Additionally, new unfunded mandates and state regulatory requirements could be implemented during any legislative session.

Management and Budget:

Property tax collections are a main source of revenue for Alachua County government. As property values increase or decline, so do the revenues utilized by the County to pay for services such as Law Enforcement, Fire Rescue, Veteran's Services, Animal Services, Environmental Protection, and many other valuable services. After many years of declining values as a result of the housing boom and economic recession nationwide, property values have stabilized and are on the rise. We project an estimated increase in General Fund



property values around 8% in FY 2018 and 7% for the next couple of years. In FY 2019 the Gainesville Renewable Energy Center (GREC) will be removed from the tax rolls due to the City of Gainesville purchasing GREC, which will negatively impact the property values by an estimated \$2,800,000. In addition, there is a referendum on the November 2018 ballot for an additional home exemption of \$25,000, which if passed, could further reduce the tax rolls by as much as \$3,000,000 in FY 2020.

Purchasing:

Key focus points that could shape and drive procurement strategies in FY 2018 and future years are the potential increase in the Consumer Price Index and adjustments to the Alachua County Government Minimum Wage.

According to the Bureau of Labor Statistics, the Consumer Price Index has increased an average of 1.6% annually for the last ten years. In addition, the Board of County Commissioners adopted an ordinance creating Article III of the Alachua County Purchasing Code, establishing an Alachua County Government Minimum Wage. The Alachua County Government Minimum Wage will require certain contractors and subcontractors providing select services to Alachua County to pay their employees an identified minimum wage. The County Commission's objective is to increase this wage by \$0.50 cents an hour annually, until the local government required minimum wage reaches the desired \$15.00 per hour wage rate. Absent a corresponding increase in budget to offset these potential increases of cost in contracted goods and services, the County's purchasing power may decline. As such, the County will need to evaluate the cost versus benefit of certain services, which have traditionally been outsourced being brought back in-house in the future.

Additionally, the trend toward greater use of cooperative purchasing by state and local government agencies continues to increase and could result in a more competitive market in the near future. Making purchases cooperatively saves time and money and allows agencies to take advantage of volume pricing without dealing with issues such as storage or inventory. There is concern that the use of these contracts will limit the number of local bids and negatively impact local small businesses, however, cooperative purchasing continues to grow because it meets the primary needs of government agencies.



Risk Management:

Future trends in risk management can be influenced by both internal and external factors. Listed below are some of the factors that we are actively monitoring:

- 1) Workers' compensation costs are directly impacted by the value of total covered payroll. An upward adjustment to workers' compensation excess premiums resulted due to salary adjustments in FY18. Additionally, we anticipate the potential for increased workers' compensation payroll claims resulting from the County's increase to a \$13.00 per hour minimum wage for County employees, salary adjustments through the budget process and as approved by policy, and any adjustment resulting from the compensation study implementation. Another potential impact to workers' compensation costs is due to recent court precedent, which has removed the cap on plaintiff's attorney's fees. The industry predicts an increase to Workers Compensation expenses of 18.5% over the next 2 years as well as a 14-15% increase in the cost of Excess Workers' Compensation Insurance Premiums.
- 2) We can expect the general cost of medical coverage to rise every year based upon a standard medical inflationary rate, as has been the case historically. Additionally, the continual development of new technologies, new prescriptions, and new procedures can significantly impact the cost of health insurance. Currently, the standard medical inflationary rate for FY 2017 has been trending around 8.2% with an unknown potential for increases due to medical breakthroughs.
- 3) Property coverage costs will trend directly with increase in property values and estimated replacement costs. All of the weather events in the United States in 2017 (Hurricanes, Fires, and Floods) will impact property rates upward by an estimated 20-25% into FY19.
- 4) Additionally, there is an unknown potential for future risk related to tort claims and claims based upon federal action. These legal actions have the potential for unanticipated high dollar claims and settlements.



Regulatory Statutes and Requirements

Program Name	Statute Level	Authority and Brief Description
Budget Management	State	Florida Statutes 129 - County Annual Budget: specifies statutory requirements for the County's annual budget
Truth in Millage (TRIM) Compliance	State	Florida Statutes 200 - Determination of Millage: specifies statutory requirements for establishing taxing units, millage and assessments, and public notification requirements
FEMA Reimbursement Submission Coordination	Federal, State	FEMA - Robert T Stafford Disaster Relief and Emergency Assistance Act, Public Law 100-707: Guidelines for submission of requests for financial reimbursement and physical assistance.
Risk Management - Commercially-Insured and Self Insured Property and Casualty programs	State, Local	Florida Statute 440 & 768, Local - Self-insurance Ordinance 86-23, Section 28.02: Outlines requirements for property and liability claims and workers' compensation claims
Risk Management - Self Funded Health Insurance Programs	State, Local	Florida State Dept. of Insurance, Local - Self Insurance Ordinance 86-23 Sec. 28.02. Federal - Public Law 111-148, Patient Protection and Affordable Care Act: requirements and guidelines for the coordination and management of a self-funded health insurance program and legal requirements for plan administration
Risk Management - Safety and Loss Control Program	Federal, Local	Federal -OSHA, Local -Self Insurance ordinance 86-23: requirements to provide occupational safety and health standards as applicable for the worksite and employees



Program Name	Statute Level	Authority and Brief Description
Purchasing Function	State, Local	Alachua County Code, Title 2, Chapter 22: purchasing code sets minimum standards for bid and purchasing activities. Building construction Architectural & Engineering (A&E) is subject to FSS 287.055 known as the Consultants Competitive Negotiation Act (CCNA)
Contracts/Grants/Records	State, Local	Alachua County Code; Florida Statute 218 related to contract payment; Florida Statute 119 - Public Records: provides guidelines for execution of contracts, contractual terms and language, and minimum standards for records retention
Debt Service Management	State	Florida Statutes and Generally Accepted Accounting Principles (GAAP) require separate accounting and budgeting practices for debt service related transactions.
Special Expense - Mandated	State, Local	Florida Statutes require payment of inmate medical costs, Truth in Millage (TRIM) notice mailing costs, Value Adjustment Board and Unemployment Compensation reimbursement
Tax Collector Fees	State	Florida Statute 192.091 - Taxation: General Provisions: Florida Statutes set fee calculations for services provided by the Tax Collector's Office



Program Name	Statute Level	Authority and Brief Description
Fiscal Services - Florida Prompt Payment Act	State	Florida Statute 218.70 - To provide for prompt payments by local governmental entities and their institutions and agencies. To provide for interest payments on late payments made by local governmental entities and their institutions and agencies. To provide for a dispute resolution process for payment of obligations.
Fiscal Services - Uniform Chart of Accounts	State	Florida Statute 215.89 - Requires the Chief Financial Officer (CFO) to recommend uniform charts of accounts for reporting of financial information of state agencies, local governments, educational entities, and entities of higher education.



Service Processes and Core Services

Management & Budget:

Annual Budget Processes –

- Input solicitation – Board departments, constitutional offices, and judicial offices
- Budget meetings – Schedule and coordinate departmental and Board of County Commissioner budget meetings
- Prepare and reconcile revenue and expense projections
- Prepare tentative budget
- Record and reconcile adjustment and enhancements during the budget preparation process
- TRIM compliance
- Prepare adopted budget and related resolutions
- Publish required budgetary document
- Prepare Government Finance Officers Association (GFOA) submission
- Compile and coordinate carry-forward, mid-year, Comprehensive Capital Improvement Program, Fee Schedule, and financial procedures to support the annual budget processes

Management, Performance, Research, and Reporting –

- Monitor and analyze fiscal and operational activity
- Monitor and analyze legislative activities that impact current and future budgets
- Research and report on topics as requested by the Board and Leadership
- Compile, review, analyze, and report on performance narratives, goals and objectives, measure targets, and actuals
- Coordinate alignment activities with Board's Strategic Guide
- Coordinate, review, and report on Statutory Requirements through the Level of Service Matrix
- Coordinate and oversee activities of the external operational performance audit firm with the evaluation of identified programs and the implementation of recommendations for process improvement and risk reduction

Outreach Activities

- Coordinate the Alachua County Citizens Academy program annually
- Publish accurate budget information on the County's website



Purchasing:

Procurement Services

- Administer the Purchasing Code
- Administer the Purchasing policies and procedures
- Administer purchasing card program
- Administer rental car program
- Enforce and monitor the small business activity in the competitive bidding process and informal solicitation process.

Informal solicitations

- Review and coordinate specifications
- Obtain phone quotes or written quotes
- Ensure compliance with specifications
- Award the purchase order/contract

Formal Solicitations

- Coordinate Scope of Service with departments
- Assembles bid and source list
- Establishes bid dates
- Advertise bid
- Conduct pre-bid conference
- Publically receive bids
- Evaluate bid for responsiveness
- Coordinate bid recommendation with department
- Complete Finance Report and agenda item for Board approval
- Process approved purchase order or contract

Contracts and Grant Document Processing

- Review and comment on Requests for Proposals and bid documents prior to the solicitation
- Assist Departments with contract negotiations
- Contract pre-review to determine consistent and accurate contract language
- Contract/grant document review, distribution after approval, and retention
- Contract coordination with the County Attorney's Office for legal sufficiency
- Contract amendment, notice to proceed, and close-out process
- Complete encumbrance
- Countywide fiscal services oversees the preparation and submission of required fiscal and programmatic grant reporting documents



Outreach Activities

- Participate annually in the University of Florida Small Business Conference and Trade Show
- Complete training annually "An Introduction to County Purchasing" and "Contracts 101 – An Introduction to Contracts"
- Complete County-wide employee year-end training session
- Complete vendor training annually "How to do Business with Alachua County"
- Complete individual training at the user department level

Purchasing Card Program Administration

- Acts as a liaison between the bank and the cardholders
- Review cardholder applications and submit to the bank
- Provide training and training materials before releasing cards to individuals
- Ensure lost or stolen cards are closed by the bank
- Assist the Department's liaisons with erroneous declines, unresolved supplier disputes, lost or stolen cards, and fraudulent charges
- Receive and distribute bank statements and monthly reports and analyze exception reports

Risk Management:

Negotiating and Obtaining Insurance –

- Insurance quotes and renewals
- Insurance policy research and review

Workers' Compensation Claims Management –

- Workers' compensation claims processing and reporting
- Workers' compensation claim settlement authorizations

Property, General Liability, and Auto Liability Claims Management-

- Claims processing
- Liability claims reconciliation
- Incident response and investigation
- Incident review and recommendations
- Property, equipment, and auto inventory schedules

Safety and Loss Control Classes and Training

Risk Assessment and Analysis

- Facility inspections
- Road and worksite observations
- Trend analysis of Workers Compensation injuries



Employee Benefits Administration

- New hire orientation and insurance enrollment
- Open enrollment
- Coverage, claims, and assistance
- Health Insurance Portability and Accountability Act (HIPAA) compliance
- Employee terminations, Consolidated Omnibus Budget Reconciliation Act (COBRA), Retirements
- Life insurance and death claims

Employee Benefits Management

- Employee Health and Wellness Center administration
- Monitor migration, retention, and quality of healthcare services
- Develop, implement, and monitor case management, utilization, and claims management

Administrative Services

- Insurance budget preparation and cost of risk allocation
- Monitor self-insurance funding, claims, losses, and expenditures
- Actuarial reviews
- Insurance premium invoice processing and reconciliation
- Contract agreement review

Health and Wellness Programs

- Creation and implementation of wellness programs and initiatives
- Hold annual employee health fair

Retirement Services

- Retirement enrollment processing (FRS)
- Retirement training and seminar coordination
- Pre-retirement coordination
- Deferred Compensation (457 Plan) Administration



Service Volumes

Service Volumes	
Management & Budget	
Total FY18 County Budget	\$398,215,818
Active funds monitored annually	> 150
Budget transfers reviewed and processed per year	> 300
Historical GovMax budget databases managed	10
Budget meetings prepared for and coordinated per year	20
Quarterly reports compiled for presentation to the Board	4
Alachua County Citizens Academy Program participants (Spring 2018)	44
Performance measures monitored	>150
Purchasing	
Purchasing card transactions monitored annually	Approx. 5,000
Purchasing card dollar volume annually	\$1.6 Million
Number of contracts processed annually	Approx. 400
Number of purchase orders processed annually	Approx. 1,800
Number of bids processed on an annual basis	Approx. 80
Risk Management	
Safety and loss claims investigated annually	Approx. 100
Number of employees receiving flu shots on location	172
New workers' compensation claims	100
Total number of employees on health insurance	2136
Employee health fair participation	62
Total number of employees on dental insurance	1830
New retirees in 2017	45
Board employees entering DROP	16

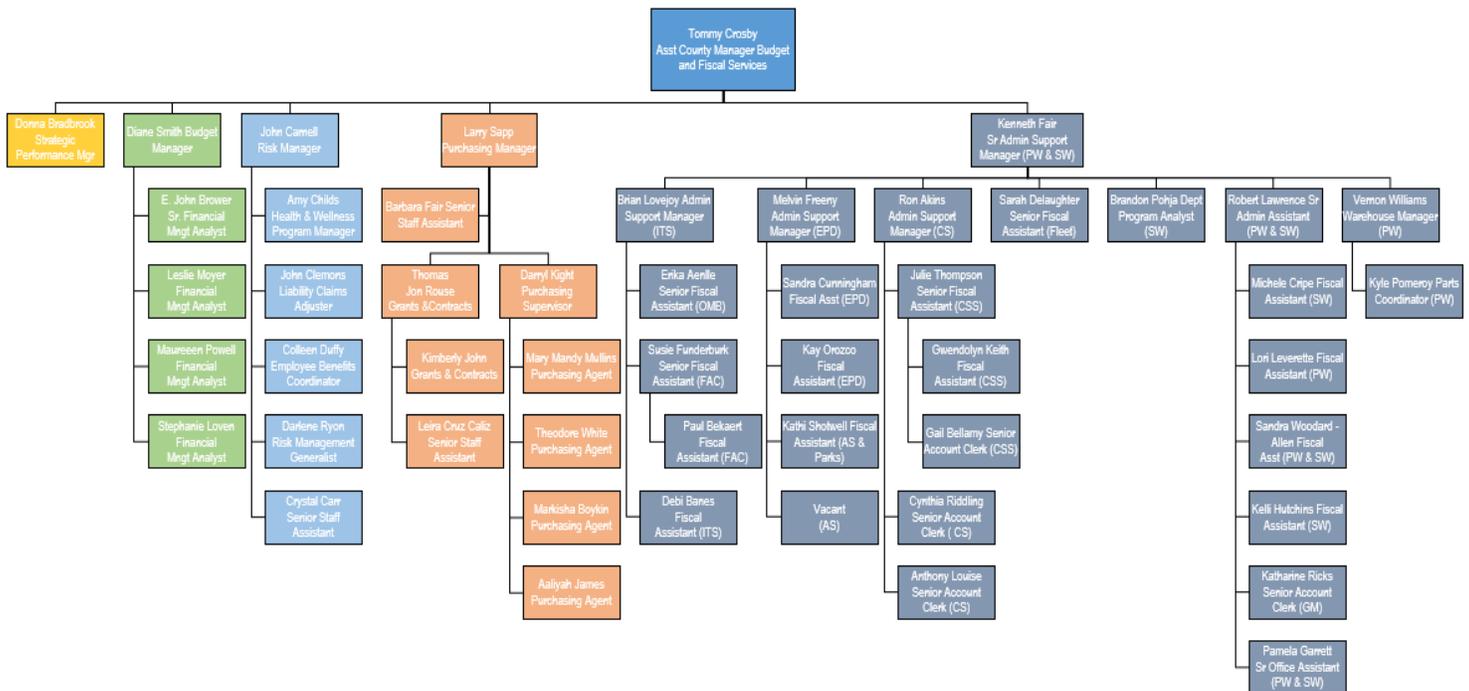


Organization & Management

Department Structure:

Budget and Fiscal Services is run by Assistant County Manager Tommy Crosby. Reporting directly to the Assistant County Manager is Budget, Purchasing, Risk Management, and Performance as well as County-wide fiscal services staff and functions. Each of these programs directly supports the department’s mission to facilitate the optimal use of County government resources, and the County’s mission to provide responsive service to citizens and responsible stewardship of County resources for current and future generations.

Budget and Fiscal Services Organization Chart





Thomas R. Crosby

Employment:

Alachua County Budget & Fiscal Services Department
Assistant County Manager – 2015 - Present
Director – 2014 – 2015

Manatee County School Board
Finance Director – 2013 – 2014

Marion County School Board
Director of Support Services – 2013
Executive Director of Support Services – 2006 - 2013

Education:

Master of Education – National Louis University – 2013
Bachelor of Business Administration, Major in Accounting
University of North Florida 1989

Certifications:

Certified Public Accountant – 1992
Certified Public Manager - 2016



Diane M. Smith

Employment:

Alachua County Office of Management & Budget
Budget Manager – 2016 - Present
Senior Financial Management Analyst – 2013 – 2016

Alachua County Environmental Protection Department
Administrative Support Manager – 2008 – 2013

Education:

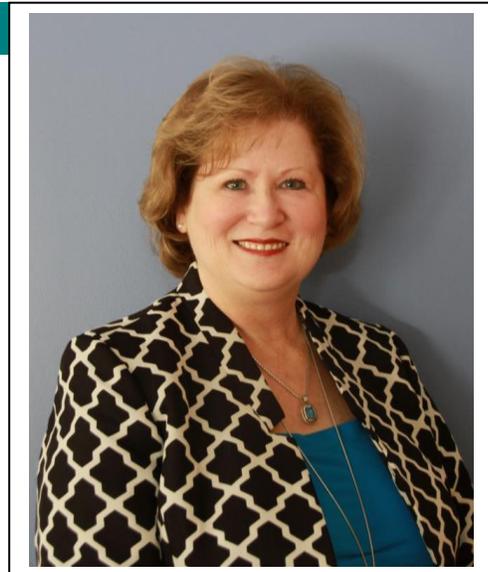
Master of Arts, Management – Webster University - 2002

Certifications:

Certified Government Financial Officer
Senior Professional in Human Resources

Accomplishments:

Completed the Florida Government Financial Officer's Leadership Program





Donna Bradbrook

Employment:

Alachua County, Budget & Fiscal Services
Strategic Performance Manager – 2007 – Present

Palm Beach County Clerk & Comptroller's Office
Mgr. Employee Services & Systems – 2001 – 2007

Education:

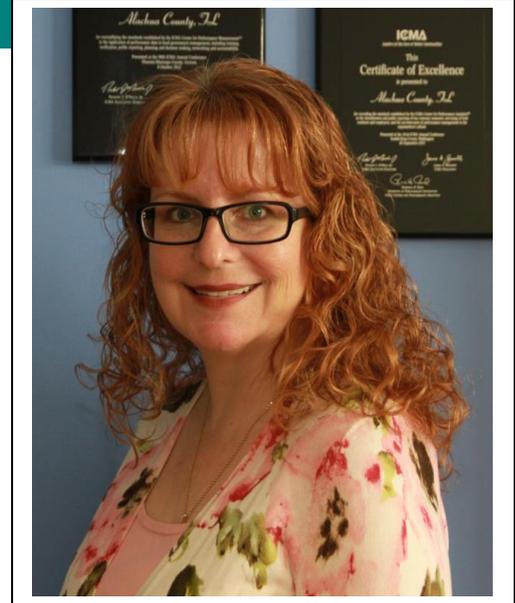
Master of Business Administration –
Florida Atlantic University -1995

Certifications:

Senior Professional in Human Resources

Accomplishments:

ICMA Center for Performance Analytics – Certificate of Excellence - 2017
Citizens Academy and Advanced Citizens Academy Program coordinator 2013 – Present



Larry M. Sapp

Employment:

Alachua County
Purchasing Manager – 1995 – Present

Education:

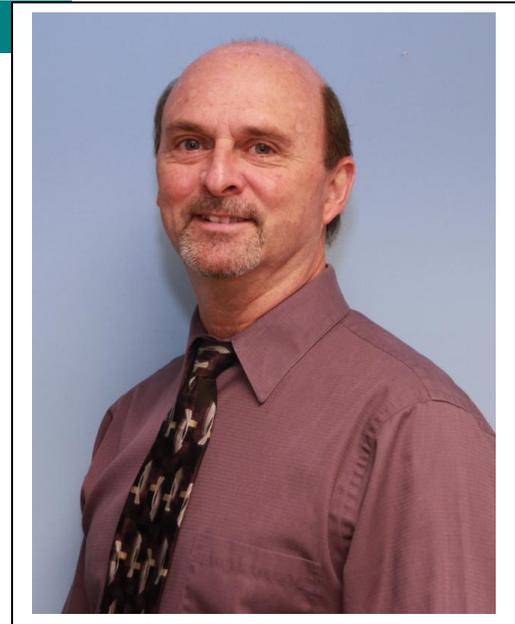
Santa Fe College

Certifications:

Certified Professional Public Buyer (CPPB)
Universal Public Purchasing Council
Certified Public Manager, Florida State University - 2006

Accomplishments:

Recipient of National Procurement Institute's (NPI)
Achievement of Excellence in Procurement (AEP) award
for five consecutive years, 2010-2014.





John Carnell

Employment:

Alachua County
Risk Manager – 2016 – Present

City of Montgomery, AL
Risk Manager – 2003 – 2016
Safety & Training Supervisor – 1995 - 2003

Education:

Post Graduate Degree, Education Dev. Specialist
Troy State University, 1999
Master of Science in Human Resources
Troy State University, 1997

Accomplishments:

Assisted Auburn University & Professional Personnel
Administrators of Alabama to develop curriculum to
certify Risk Managers in the State of Alabama – 2016





Financial Management, Performance Measures, and Benchmarks

Budget Summary and Current/Future Projects

Budget and Fiscal Services Five Year Trend Analysis

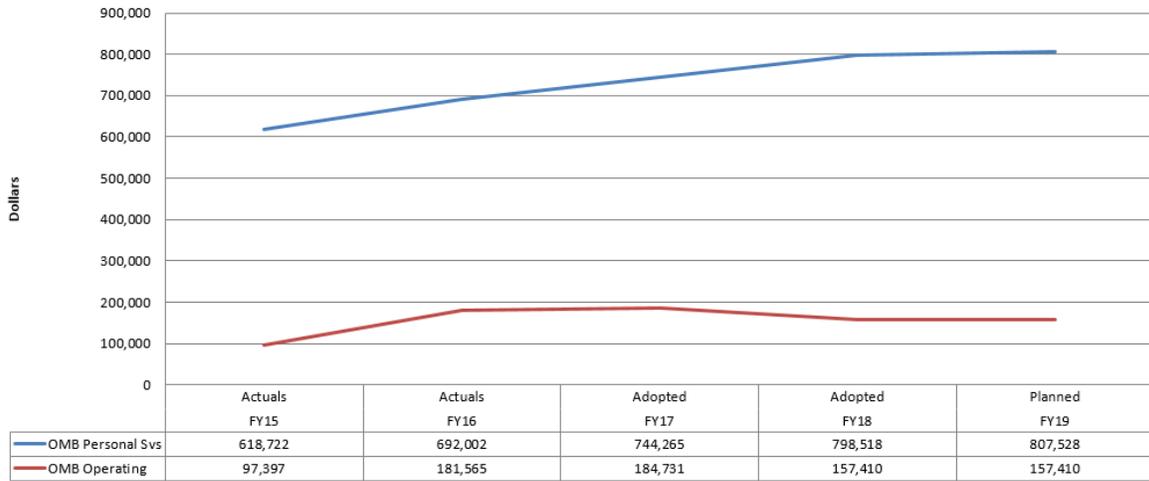
		FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted	FY19 Planned	% Chg
OMB	FTE's	9	9	8.85	8.85	8.85	
	Personal Svs	618,722	692,002	744,265	798,518	807,528	30.52%
	Operating	97,397	181,565	184,731	157,410	157,410	61.62%
	Capital	0	0	0	0	0	
		716,119	873,567	928,996	955,928	964,938	34.75%
Purchasing	FTE's	9	9	9	10	10	
	Personal Svs	543,884	524,823	574,280	667,710	673,378	23.81%
	Operating	25,404	27,903	41,536	40,157	42,857	68.70%
	Capital	-	2,739	-	5,300	-	
		569,288	555,465	615,816	713,167	716,235	25.81%
Risk Mgmt	FTE's	5	5	5.15	6.15	6.15	
	Personal Svs	343,394	353,600	425,453	512,920	520,513	51.58%
	Operating	3,111,317	3,936,480	3,294,136	3,542,471	3,535,676	13.64%
	Capital	-	-	-	13,733	-	
	Health Ins.	24,095,537	23,249,700	26,147,087	30,088,719	32,116,000	33.29%
	27,550,248	27,539,780	29,866,676	34,157,843	36,172,189	31.30%	

Notes:

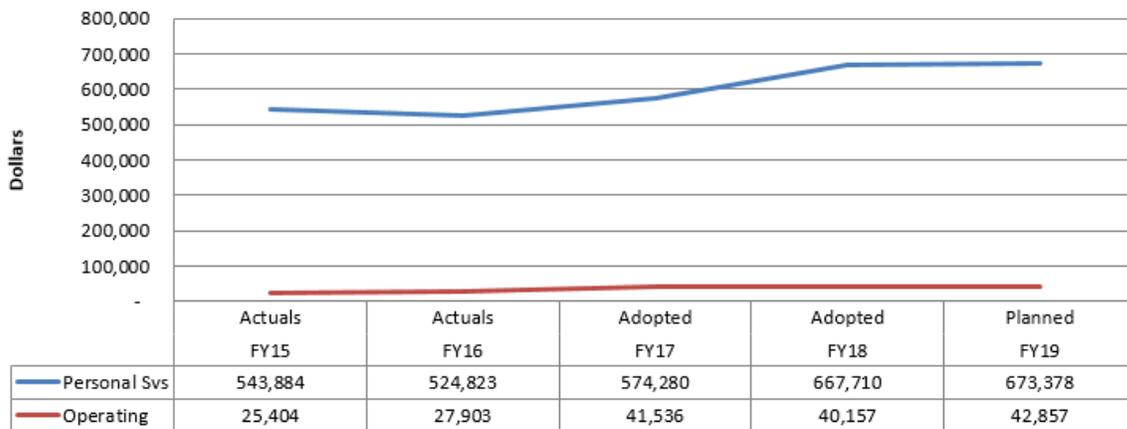
- OMB increased Professional Services in FY16 for Indirect Cost Study and Fee Study.
- OMB eliminated 1 FTE in FY16 but transferred in 1 higher paid FTE in a reorganization.
- OMB reorganized in FY17 and elevated several positions.
- Purchasing added 1 FTE in FY18 for Grants/Contracts Administration.
- Risk 's FY17-FY18 Adopted Budgets include Reserves.
- Risk added 1 FTE in FY18 for a Sr. Staff Assistant.



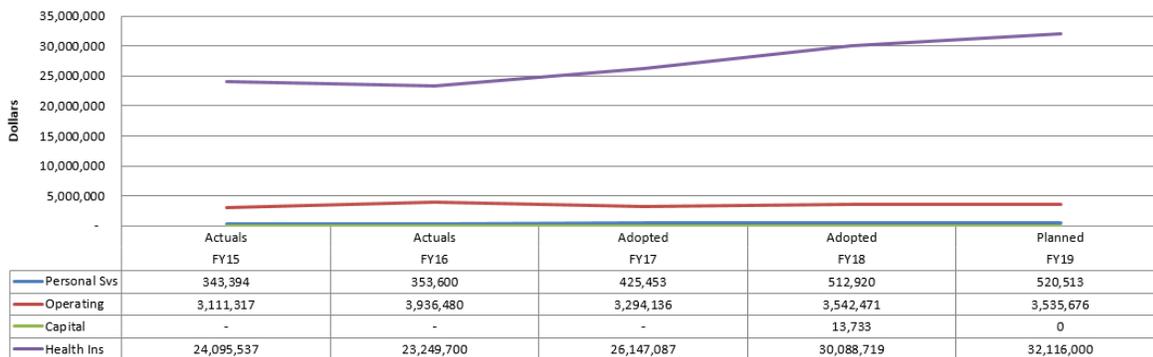
OMB Five Year Trend Analysis



Purchasing Five Year Trend Analysis



Risk Management Five Year Trend Analysis





FY 18 Mid-Year Performance Measures:

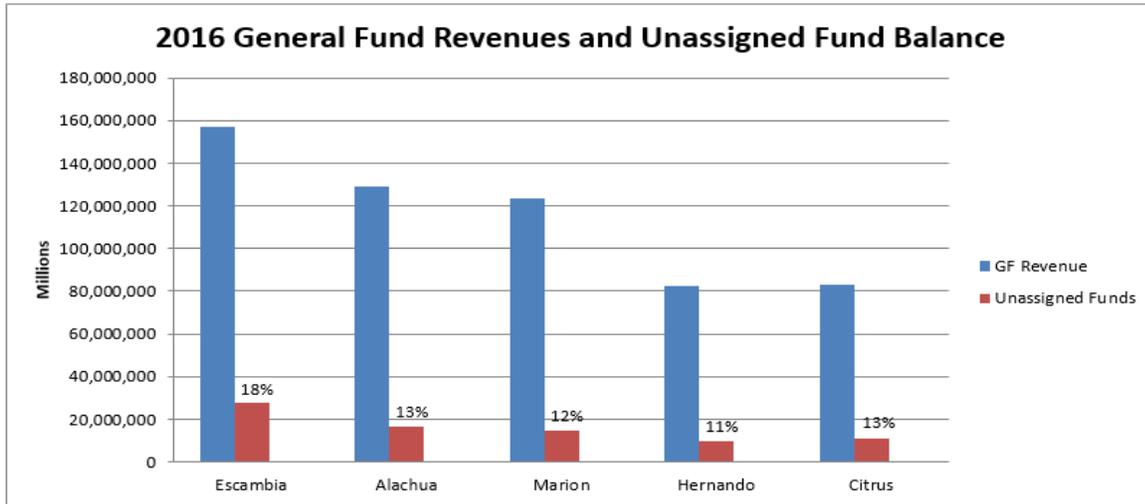
Budget and Fiscal Services Department Measures Summary

Board Level Focus Area						
Objective						
Measure Name	Status	Target	Mid-Year or Quarterly Actual	Last Update	Comments	
GOVERNANCE						
Ensure fiscal stewardship through policy development and financial management						
Dollar volume of P-card transactions - Cumulative year-to-date total (Purchasing)	On Track	Staying above \$1,500,000.00	\$904,920.00	3/31/2018		
Number educated on performance management & strategic planning - Cumulative year-to-date total (Performance)	Off Track	Staying above 120	43	3/31/2018		
Number of community outreach & educational activities - Cumulative year-to-date total (Management & Budget)	On Track	Staying above 9	4	3/31/2018		
Number of P-card transactions - Cumulative year-to-date total (Purchasing)	On Track	Maintaining between 5,000 and 6,000	3,354	3/31/2018		
Percent of requisitions processed within target time frame (Purchasing)	On Track	Staying above 80%	94.0%	3/31/2018		
Percent of vendor awards without valid protests (Purchasing)	On Track	Maintaining between 95% and 100%	100.0%	3/31/2018		
Percent unallocated fund balance (Management & Budget)	On Track	Maintaining between 10% and 20%	16.6%	9/30/2017	Measure is within range.	
Percent variance of projected revenue estimates to actual revenue received (Management & Budget)	On Track	Maintaining between -5% and 5%	0.2%	9/30/2017	Revenue projections were very accurate.	
Provide for a qualified and engaged workforce through policy initiatives, such as competitive compensation and benefits						
Percent change in total healthcare costs (Risk Management)	On Track	Staying below 10%	1.0%	3/31/2018		
Percent Worker's Compensation lost time cases per 1,000 FTE (Risk Management)	On Track	Maintaining between 0% and 0.15%	0.0%	3/31/2018		



Benchmark Charts:

Management and Budget:



The significance of this chart shows that Alachua County is within an acceptable range for percent of unassigned funds when compared to general fund collections. This ratio is an indicator of fund stability.

Purchasing:

Agency	FY17			FY16		
	# of POs	Bids	Staff (FT)	# of POs	Bids	Staff (FT)
Alachua County	2299	72	9	2745 *	64	9
City of Gainesville	756	39	7	847	33	4
Marion County	1075	90	8	1011	123	8
Escambia County	1545	90	7	x	x	x
Hernando County	1104	149	7	x	x	x

The significance of this chart demonstrates that the Alachua County Purchasing Division is within an acceptable range when comparing centralized purchasing workload activities and the number of staff to other comparable government agencies.



Risk Management:

Category	Alachua	Marion	Martin	Okaloosa
WC – Medical Only Claims	65	226	48	41
WC – Loss Time Claims	23	29	17	27
Presumption Claim – Heart and Lung	5	4	3	2
Gen Liability	0	64	43	70
Auto Liability	7	55	20	57
WC- Medical Claims Only Costs	\$82,493	\$144,985	\$88,665	\$\$32,679
WC – Lost Time Claims Costs	\$225,521	\$3,125,589	\$464,810	\$1,136,553
Presumption – Heart and Lung Claims Costs	\$330,553	\$788,470	\$79,015	\$126,506
Gen Liability Claims Costs	\$149,818	\$213,170	\$266,653	\$146,609
Auto Liability Claims Costs	*\$1,042,806	\$785,969	\$76,114	\$152,332

All claims and costs are from FY16. Comparative Counties were chosen based on annual total budget and annual total payroll.



Strategic Planning

Strategic planning within Budget and Fiscal Services included multiple meetings with key personnel over the past 18 months. We gathered historical data and evaluated future trends. Information was compiled and developed including departmental history, mission, vision, goals and objectives, market outlook, statutory requirements, services provided and related service volumes, organizational chart, budget trends, performance measures, benchmarks, and success and pitfall identification.

Our plan was developed with a focus on obtaining maximum improvement or efficiencies while keeping costs at a minimum by using cost avoidance techniques and utilizing internal resources and staff. Where cost may be associated with an improvement opportunity, strong management controls will be put in place with service level expectations clearly identified (e.g., Employee Health and Wellness Center).

Through this process, and as detailed on the following pages, we identified current and future projects to be implemented within the next one to two fiscal years, and should reach maturity within two to three years after implementation.

Budget and Fiscal Services will continue to monitor potential state legislative actions that could positively or negatively impact our array of services. We will also actively monitor economic indicators that can impact trend assumptions for property tax and sales tax collections, the Consumer Price Index impact on County-wide purchasing power, and the health insurance inflationary, medical, and prescription cost trends as those that will impact the County budget and our employees.

Diversity

We will continue our commitment to customer service and continuous improvement while also encouraging staff development and diversity. Our current departmental workforce is comprised of 52 approved positions, 50 filled, of which 33 are female and/or minority (66%). We actively encourage inclusive hiring and retention activities by focusing on job-related abilities, knowledge, and skills. Where we conduct panel interviews, we require diversity on the panel to ensure our applicants feel comfortable and welcomed during the interview process while also reducing the possibility of unconscious bias in the selection process. Additionally, we comply with all guidance provide by the County's Equal



Opportunity and Human Resources Divisions with regard to targeted position and veteran's preference requirements as well as the Diversity and Inclusion Plan.

With the ongoing evaluation of compensation and benefits, we are hoping that once employees are hired and sufficiently trained in our operations and practices, specifically within our Management and Budget division, that they stay for a longer term than has been realized historically. Internal and external pay equity and internal promotional opportunities among our Budget Analysts and Financial Management Analysts would improve overall retention for these specific positions.

Current/Future Projects

Budget and Fiscal Services is currently implementing, or planning on implementing in the next two fiscal years, some exciting projects that are anticipated to serve our stakeholders by:

- Improving efficiency and effectiveness
- Increasing transparency and customer service
- Reducing expenditures

Those projects include, but are not limited to:

- 1) Evaluating and implementing new budget software (FY 17-18), including graphics and data integration software
- 2) Contracting with an operational performance audit firm to complete program specific evaluations and recommend a strategic plan for departmental implementation, Budget and Fiscal Services will oversee the study and the implementation of feasible recommendations (FY 17-18)
- 3) Adopting an ordinance that will update all sections of the Alachua County Purchasing Code to incorporate best management practices, including updating all Bid and RFP (Request for Proposal) template documents (FY 17-18 & FY 18-19)
- 4) Implementing a High Deductible Health Care Plan (HDHP) (FY 18-19) - This plan will be offered as an option alongside the current PPO plan. Participation will be voluntary and there is an initial expected migration rate of 5% to the HDHP.
- 5) Offering enhanced employee benefits including Short Term Disability, Long Term Disability, Critical Illness coverage, Accident, and Legal Shield (FY 18-19) These coverages will be voluntary and 100% paid by employee premiums.



Successes

Annual Budget Document Presentation Award: The County has once again received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Adopted FY 15-16 Budget Document. The GFOA identifies best practices and evaluation criteria to promote compilation and publication of formal budget documents that are of the highest quality. This is the 24th year in which the Alachua County Office of Management and Budget has received this prestigious award.

Certificate of Excellence for the County's Performance Management Program: The County received the highest designation by the International City/County Management Association Center for Performance Analytics. The Certificate of Excellence recognizes local governments that have an outstanding performance management program focusing on continuous improvement, transparency, and community engagement. The County utilizes performance measurement, benchmarking, goal setting, and reporting to ensure we continue in a positive direction while providing quality services, transparency, and accountability to all of Alachua County's citizens. This is the third consecutive year Alachua County has received the Certificate of Excellence.

Implementation of AchieveIT Performance Management Software: The County implemented the AchieveIT performance management system in FY 16-17 with great success. All departmental performance measures were evaluated, historical data was imported into the new system to reflect trend and historical analysis, and enhanced reporting capabilities were incorporated into the budget reporting process. End users were provided training on an annual basis and report much easier data entry – which is supported by a 98% data entry completion rate on a quarterly basis.

New World system replaces HTE System: The Purchasing Division was successful in the implementation of the County's new financial and purchasing system, New World, which replaced the mainframe HTE System. Purchasing also trained all impacted employees on the new software which allows better tracking, approval, and processing of purchasing related transactions as well as electronic, paperless purchase orders, and it eliminates the need to mail documents to vendors.



Risk Management transitions to paperless records storage: The Risk Management Division implemented paperless records storage for Workers Compensation, Employee Benefits Contracts, and other benefits information.

Opportunities for Positive Change (Pitfalls)

Budget Process & Reporting Overhaul: The Office of Management and Budget is working to convert the entire budget process onto the new budgeting software platform, New World systems. In addition to the software conversion, staff are fully evaluating all content within the published Tentative Budget document and Annual Adopted Budget document to ensure consistency with best practices published by the Government Finance Officers Association (GFOA) while also ensuring budgetary transparency. This process is a delicate balancing act to ensure comprehensive information is available while also ensuring the complete document is clear, concise, and understandable.

New World Administration: The Budget and Fiscal Services Department plans to transition the administration function of the new ERP system, New World/Tyler Technologies from the Clerk of the Circuit Court – Finance and Accounting to the County. This administration function will oversee system components, upgrades, new feature implementation, and training for functions such as Budgeting, Purchasing, Human Resources, and Finance and Accounting. This activity will be coordinated by a System Administrator position which will be reclassified from an existing vacant position. The consolidation of this function will enhance system uptake, integration, and use and will be accomplished without an increase in FTEs.

Alachua County Employee Health and Wellness Center: Alachua County implemented an Employee Health and Wellness Center in 2016 and after much success, recently expanded the hours of the Alachua County Employee Health and Wellness Center in April of 2017. The expansion of hours resulted in more employees, retirees and their families being able to utilize the clinic. Risk Management is now working on a project that will allow us to compare costs of visits to the Employee Health and Wellness Center to what those identical visits would cost through Florida Blue providers. Once this comparative data is complete, it will allow the County to fully evaluate the cost savings potential of the Employee Health and Wellness Center. Alachua County would be the first public organization to develop this level of cost vs benefit detail.