

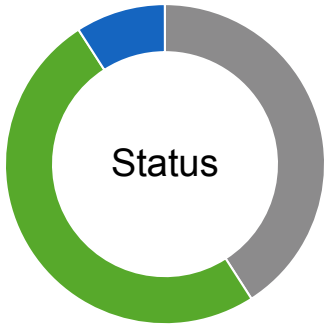


# **Fiscal Services Performance Measures**

Oct 27, 2020

<b>1</b> Department	<b>9</b> Department Goal	<b>22</b> Objective
------------------------	-----------------------------	------------------------

## Overall Summary




	%
● Status Pending	40.91
● On Track	50.0
● Completed	9.09

## Department 10

### Fiscal Services

Fiscal Services is responsible for all accounting, budgeting, and payroll activities. The department processes payroll for County employees, all accounts payable, and some invoicing and accounts receivable for County departments. Fiscal Services is also responsible for securing an annual financial audit. The department's budget division manages the development and maintenance of the County's annual budget and Capital Improvement Program along with preparing an annual financial overview of the County. Fiscal Services also provides oversight to the Central Services, Fleet Services, Risk Management (see Other Functional Area, page D-122), Kent County Fire Commission and Purchasing divisions.



	%	#
Status Pending	40.91	9
On Track	50.0	11
Completed	9.09	2

Department Goal: 9

Objective: 22

### Department Goal 10.1

**Accounting:** To coordinate the County's annual audit processes and ensure that a comprehensive annual financial report (CAFR) is available for distribution within State mandated time frame.



	%	#
Completed	100.0	1

Objective: 1

#### Objective 10.1.1

*Update provided by Sherah Richard on Oct 19, 2020 00:52:02*

The CAFR was distributed within 180 days of the County's Fiscal year-end. This was a tremendous feat in a combined effort with Fiscal Services and outside auditing staff. There were many challenges and complexities to overcome in order to complete the work remotely in the face of COVID19-related shutdowns.

Ongoing - Ongoing


Completed

To distribute the CAFR within 180 days of the County's fiscal year-end.

Cloned as Objective 1.1.3 (Kent County Strategic Plan)

### Department Goal 10.2

**Accounting:** To provide accurate and timely vendor payments.



	%	#
Completed	100.0	1

Objective: 1

#### Objective 10.2.1

*Update provided by Sherah Richard on Oct 19, 2020 00:54:28*

Status updated to "Completed"

Ongoing - Ongoing

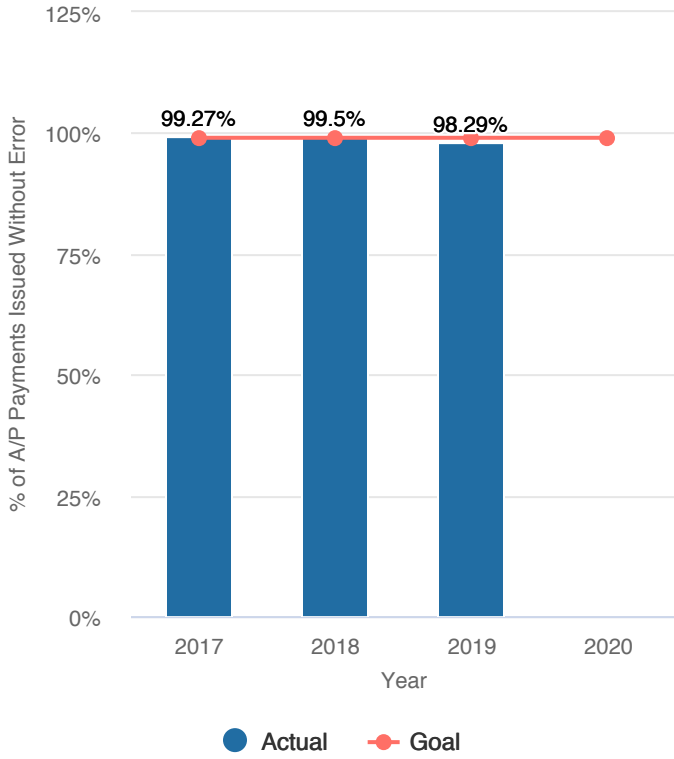
Completed

To process at least 99.00% of A/P invoices without error.

### Accounting - % of A/P Payments Issued Without Error

Objective 10.2.1 To process at least 99.00% of A/P invoices without error.

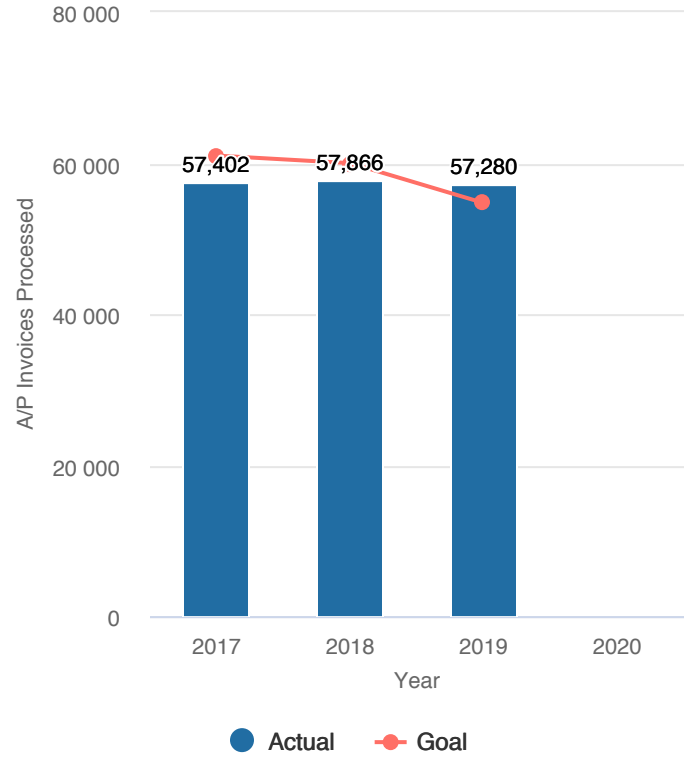
#### % of A/P Payments Issued Without Error



### Accounting - A/P Invoices Processed

Objective 10.2.1 To process at least 99.00% of A/P invoices without error.

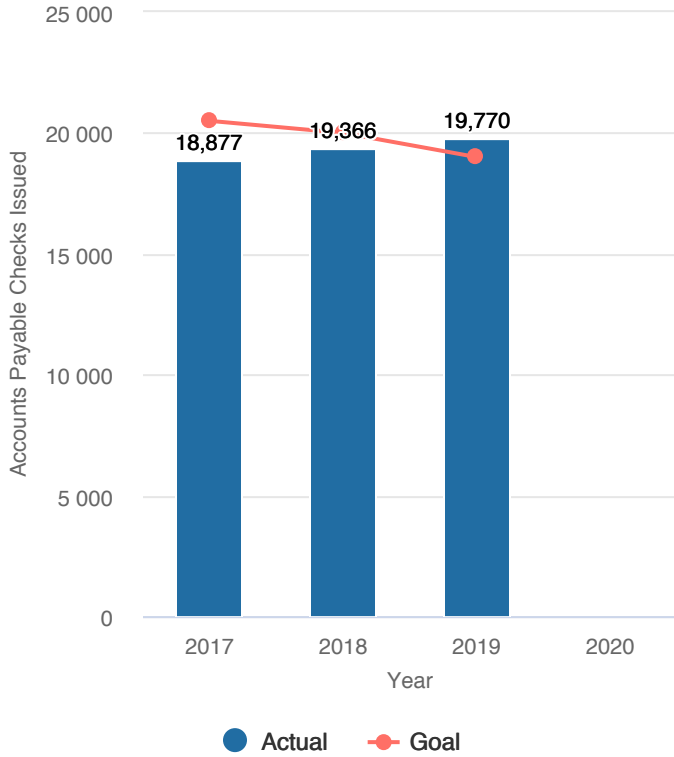
#### A/P Invoices Processed



### Accounting - Accounts Payable Checks Issued

Objective 10.2.1 To process at least 99.00% of A/P invoices without error.

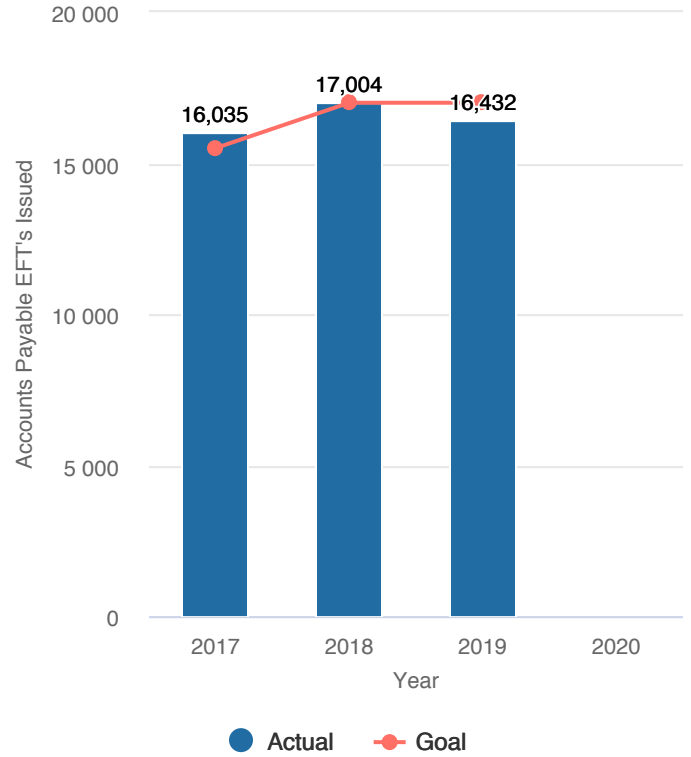
#### Accounts Payable Checks Issued



### Accounting - Accounts Payable EFT's Issued

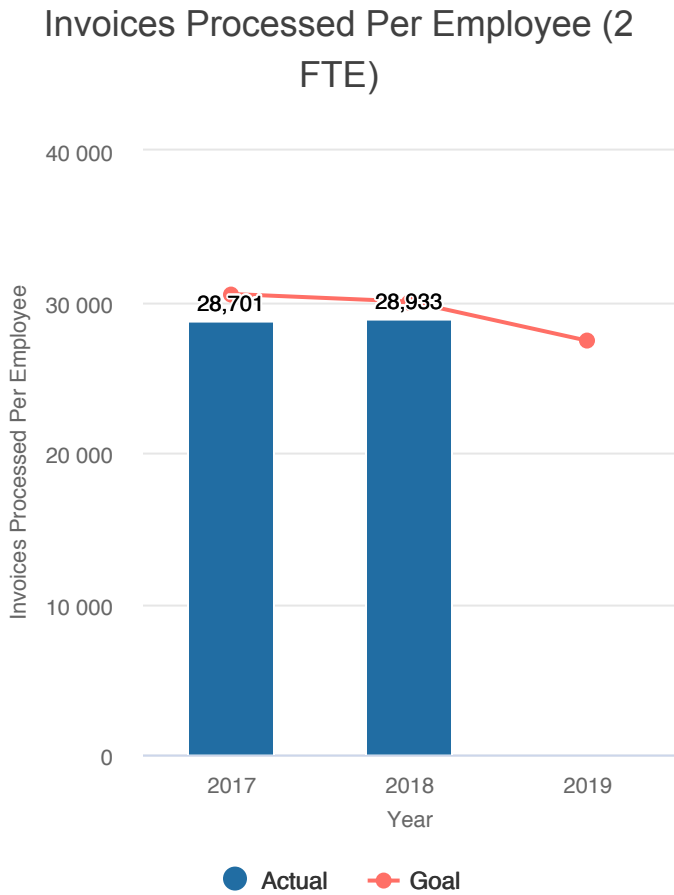
Objective 10.2.1 To process at least 99.00% of A/P invoices without error.

#### Accounts Payable EFT's Issued



## Accounting - Invoices Processed Per Employee (2 FTE)

Objective 10.2.1 To process at least 99.00% of A/P invoices without error.



## Department Goal 10.3

**Budget:** To prepare and maintain an operating and capital improvement budget that is responsive to the needs of the County.

Objective: 6

	%	#
Status Pending	50.0	3
On Track	50.0	3

### Objective 10.3.1

Ongoing - Ongoing

Status Pending

To maintain a budget to actual variance of <2% for General Fund revenues.

### Objective 10.3.2

Ongoing - Ongoing

Status Pending

To prepare the operating budget and capital budget rates for adoption prior to December 31.

### Objective 10.3.3

Ongoing - Ongoing

Status Pending

To process 99% of budget amendments within 2 business days.

### Objective 10.3.4

*Update provided by MaryBeth Vantill on Feb 10, 2020 17:10:22*

Jan 01, 2020 - Dec 31, 2020

On Track

**County Incentive Program** – Annually, by December 1st Kent County must complete established criteria by the State Treasury Department to continue to qualify for the County Incentive Revenue Sharing Program.

For fiscal year (FY) 2020, the Legislature continued the County Incentive Program (CIP). Each eligible county must meet all of the program requirements in order to receive the full CIP payments.

County payments are based on a county's Revenue Sharing Reserve Fund (RSRF) balance and the FY 2020 appropriation act. Eligible counties may receive a prorated share of the amount appropriated for distribution.

Cloned as Objective 1.2.1 (Kent County Strategic Plan)

### Objective 10.3.5

*Update provided by MaryBeth Vantill on Feb 10, 2020 17:10:41*

Ongoing - Ongoing

On Track

**Membership in the MI Governmental Finance Officers Association (MGFOA) (MI only) and the Government Finance Officers Association (GFOA)** (this is a national association). Through membership, the County monitors potential changes proposed by the Governmental Accounting Standards Board (GASB) and could potentially provide feedback on the proposals. The Associations also work closely with State and Federal governments for quality standards, monitoring potential legislation, ethical conduct, etc. While I am not sure these agencies directly impact advocacy, there certainly provide guidance when proposals are put forth.

Cloned as Objective 1.2.2 (Kent County Strategic Plan)

**Objective 10.3.6**

Update provided by MaryBeth Vantill on Feb 10, 2020 17:10:50

Ongoing - Ongoing

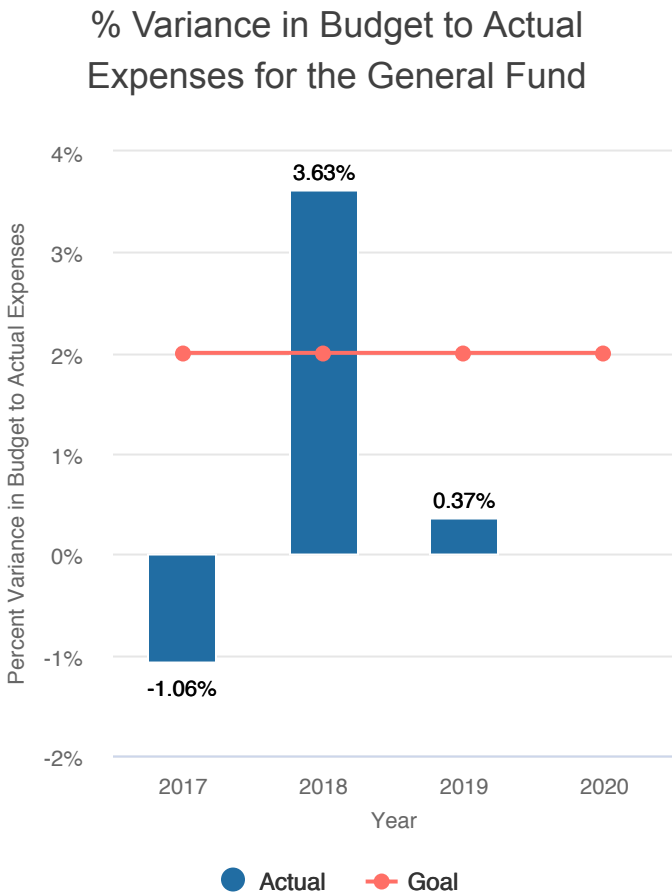
On Track

**Public Act 202** – This Act requires annual reporting on Pension and OPEB assets and liabilities by every government agency in the State that has a pension and/or OPEB plan (retiree health care). By complying with the Act, the State determines if Kent County is “underfunded” according to the guidelines in the statute. To date, the County has exceeded all the minimum qualifications and no further action is needed. I think the strong financial position of the Kent County Pension Plan, and steady progress towards OPEB funding could be referenced as an example to follow for other government agencies.

Cloned as Objective 1.2.3 (Kent County Strategic Plan)

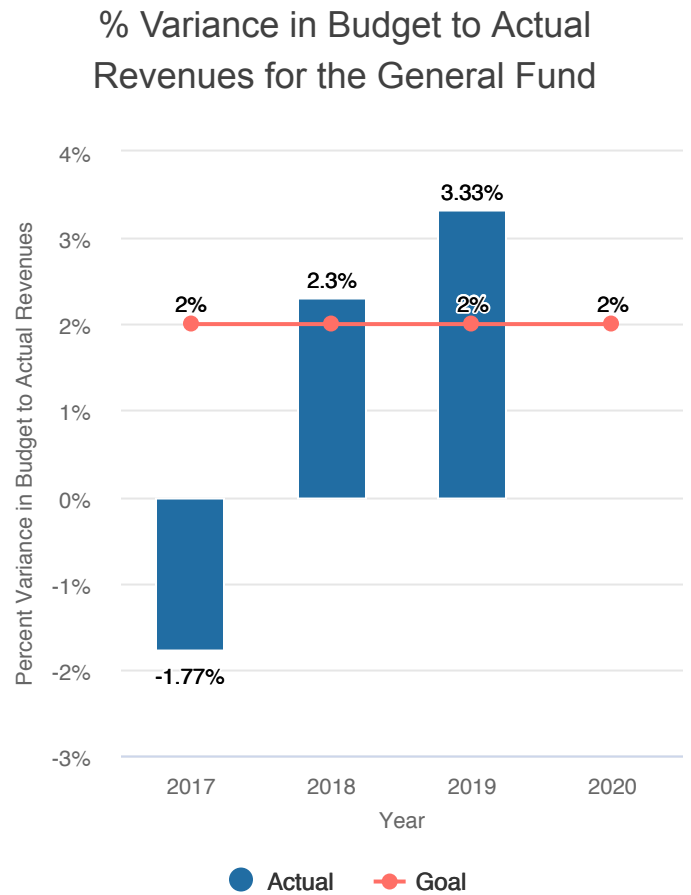
**Budget - Percent Variance in Budget to Actual Expenses for the General Fund**

Objective 10.3.1 To maintain a budget to actual variance of <math>\leq 2\%</math> for General Fund revenues.



**Budget - Percent Variance in Budget to Actual Revenues for the General Fund**

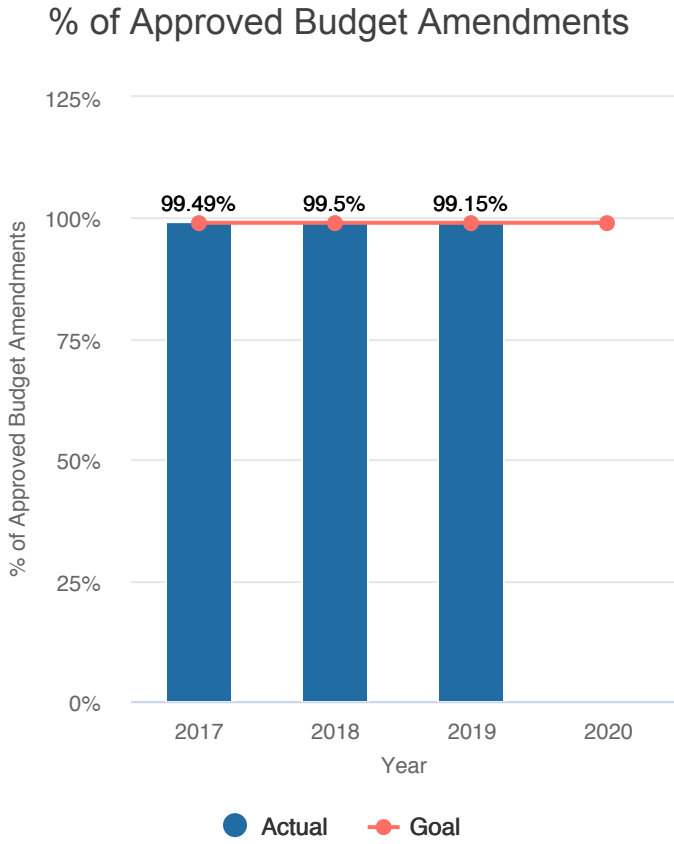
Objective 10.3.1 To maintain a budget to actual variance of <math>\leq 2\%</math> for General Fund revenues.





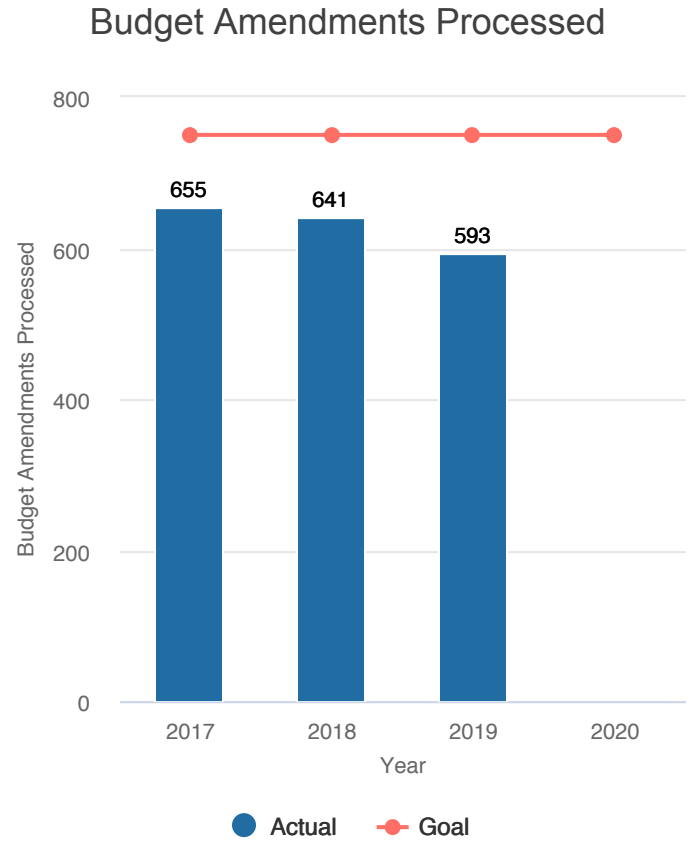
### Budget - % of Approved Budget Amendments

Objective 10.3.3 To process 99% of budget amendments within 2 business days.



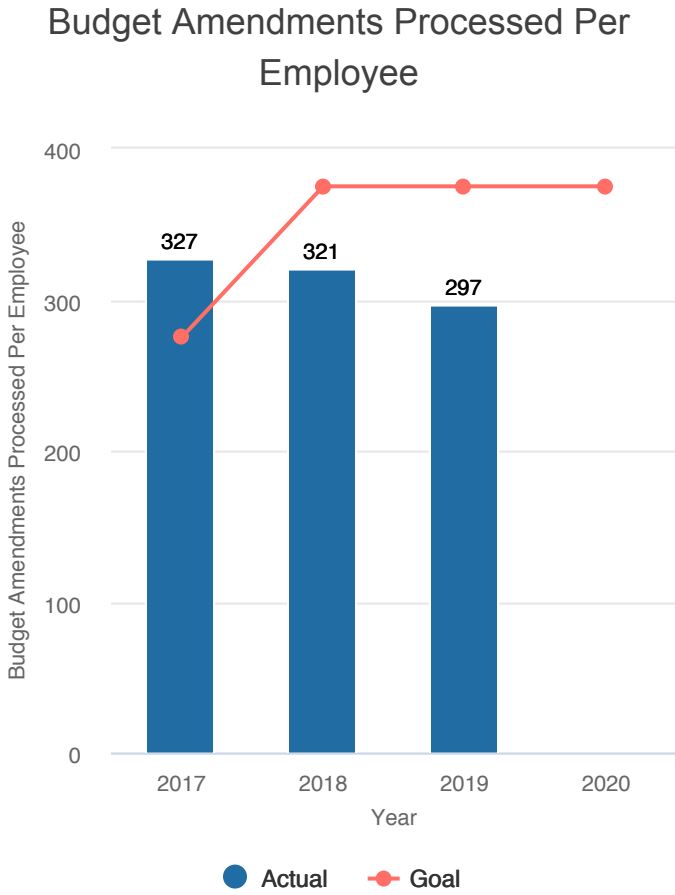
### Budget - Budget Amendments Processed

Objective 10.3.3 To process 99% of budget amendments within 2 business days.



**Budget - Budget Amendments Processed Per Employee**

Objective 10.3.3 To process 99% of budget amendments within 2 business days.



**Department Goal 10.4**

**Central Services:** To provide cost-effective document management services in support of County departments in a timely manner.



	%	#
● On Track	100.0	4

Objective: 4

**Objective 10.4.1**

Update provided by PJ Bevelacqua on Oct 16, 2020 19:24:31

98.91

Ongoing - Ongoing On Track

To maintain the number of County and non-County print jobs completed by the requested due date to at least 98.0%.

**Objective 10.4.2**

*Update provided by PJ Bevelacqua on Oct 20, 2020 20:07:43*

Ongoing - Ongoing

On Track

To obtain an average interdepartmental messenger service satisfaction rating from County departments of at least 4.8 out of 5.0.

**Objective 10.4.3**

*Update provided by PJ Bevelacqua on Oct 20, 2020 20:08:19*

Ongoing - Ongoing

On Track

To process at least 266 microfilm frames per hour.

**Objective 10.4.4**

*Update provided by PJ Bevelacqua on Oct 20, 2020 20:08:31*

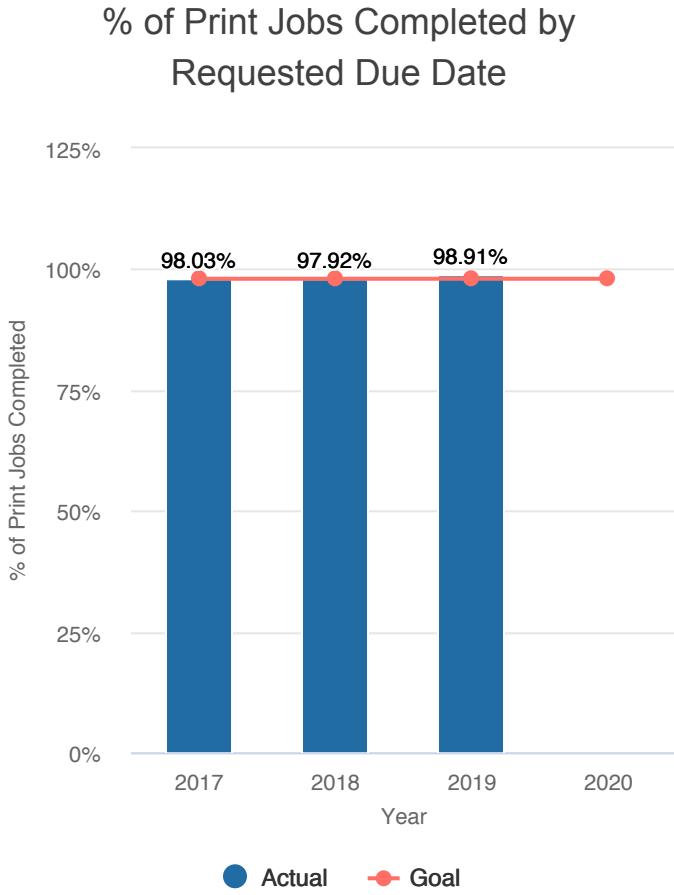
Ongoing - Ongoing

On Track

To reduce County postage costs by at least \$4,200 annually via the usage of a presort mail service.

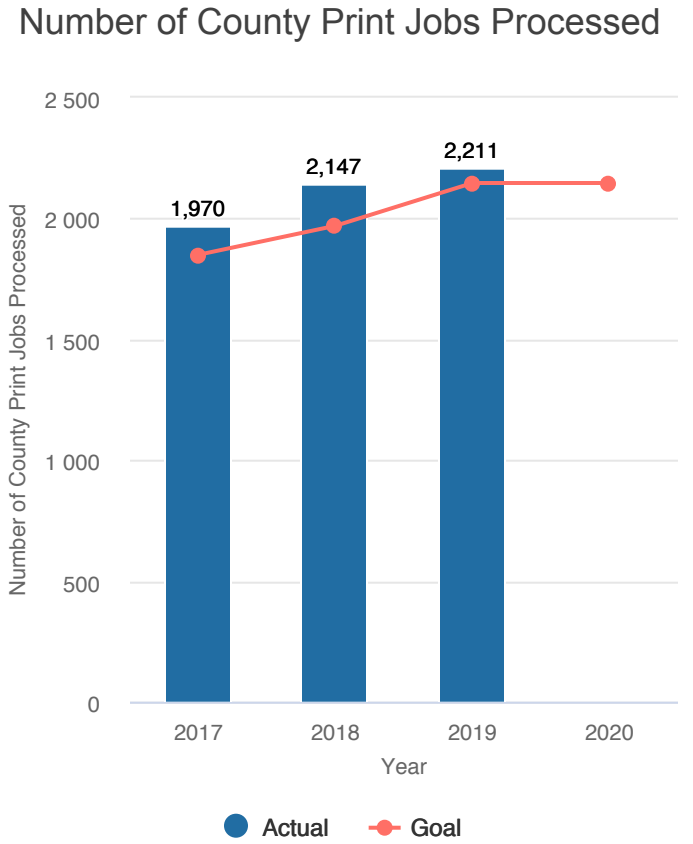
### Central Services - % of Print Jobs Completed by Requested Due Date

Objective 10.4.1 To maintain the number of County and non-County print jobs completed by the requested due date to...



### Central Services - Number of County Print Jobs Processed

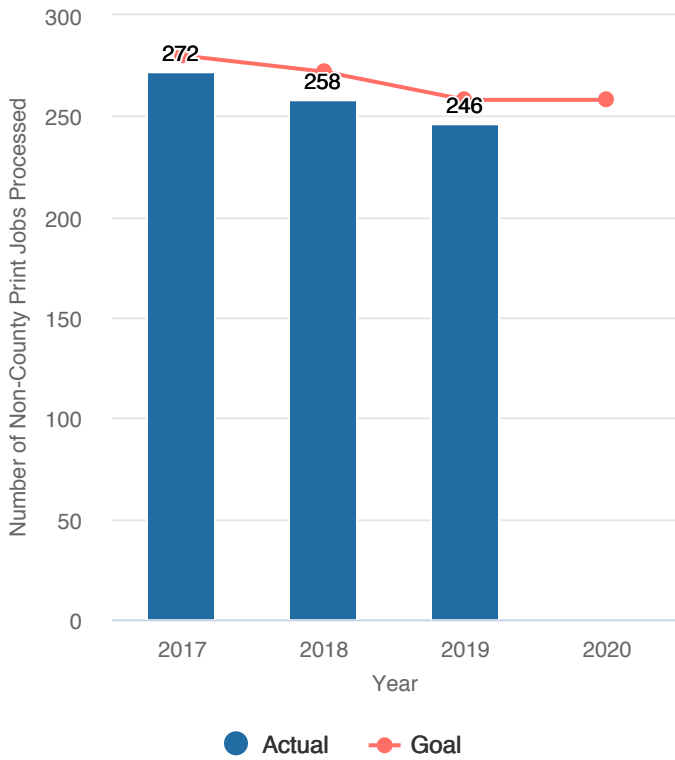
Objective 10.4.1 To maintain the number of County and non-County print jobs completed by the requested due date to...



**Central Services - Number of Non-County Print Jobs Processed**

Objective 10.4.1 To maintain the number of County and non-County print jobs completed by the requested due date to...

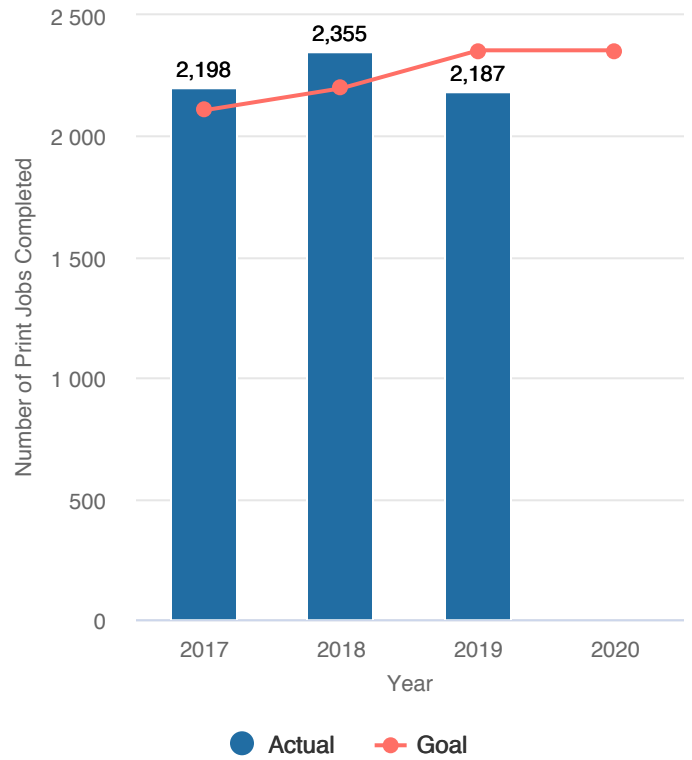
Number of Non-County Print Jobs Processed



**Central Services - Number of Print Jobs Completed by Requested Due Date**

Objective 10.4.1 To maintain the number of County and non-County print jobs completed by the requested due date to...

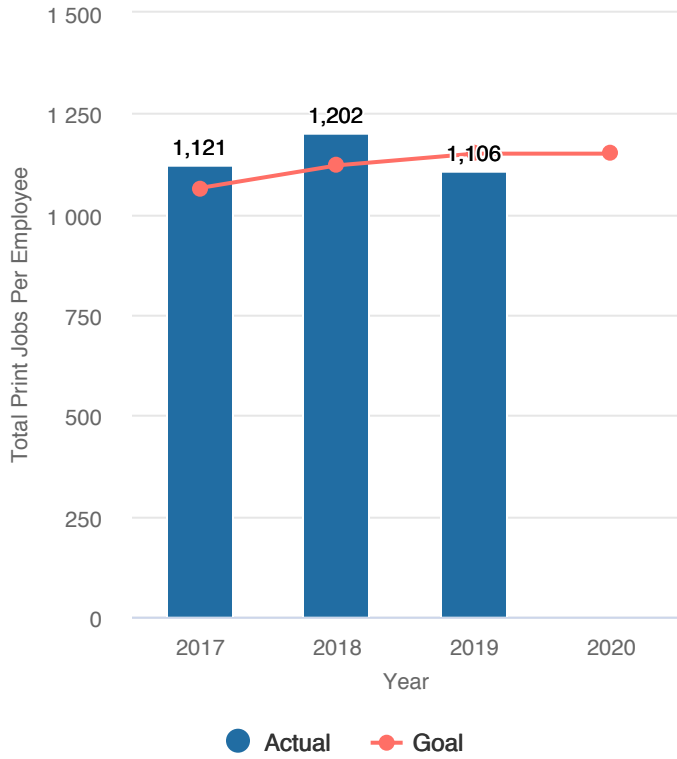
Number of Print Jobs Completed by Requested Due Date



### Central Services - Total Print Jobs Per Employee (2 FTE)

Objective 10.4.1 To maintain the number of County and non-County print jobs completed by the requested due date to...

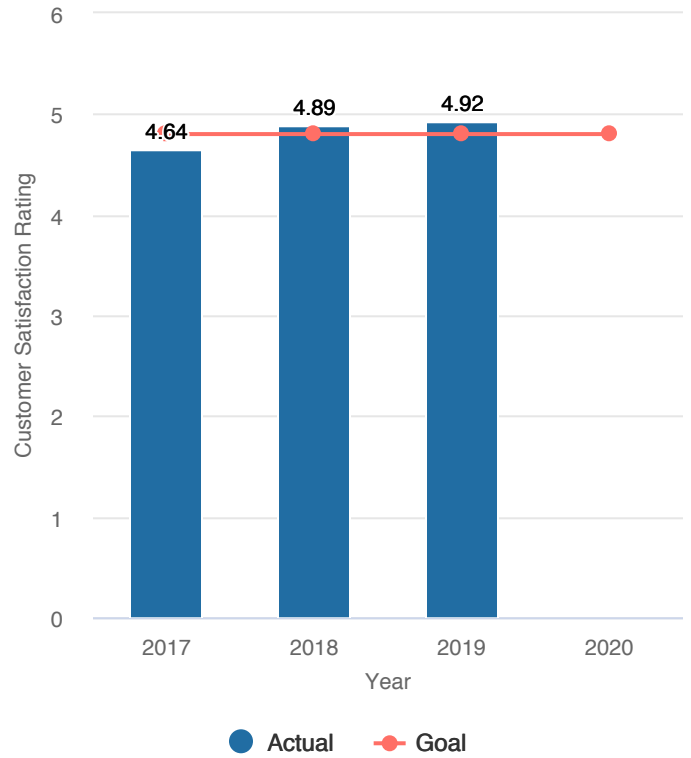
#### Total Print Jobs Per Employee (2 FTE)



### Central Services - Average Customer Satisfaction Rating of Messenger Service (Division Generated)

Objective 10.4.2 To obtain an average interdepartmental messenger service satisfaction rating from County departme...

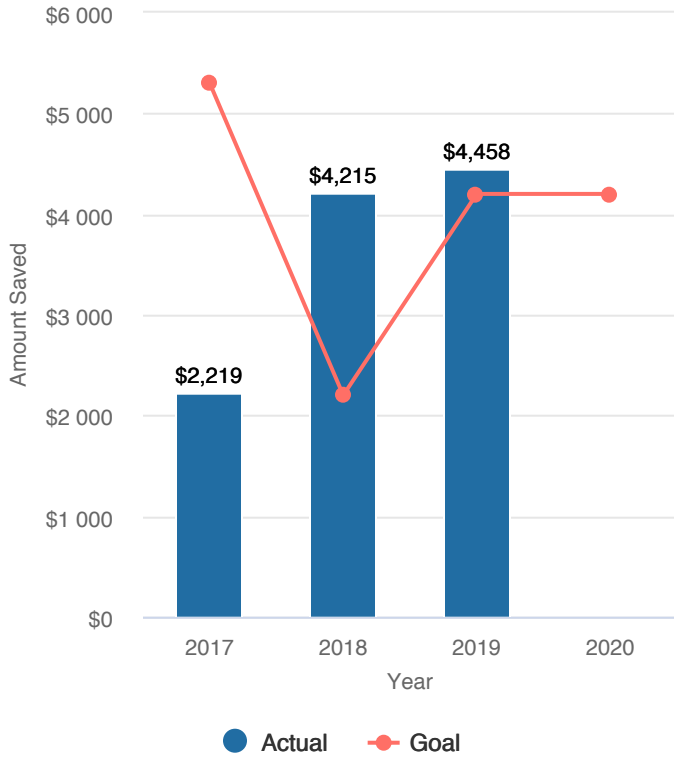
#### Average Customer Satisfaction Rating of Messenger Service (Division Generated)



### Central Services - Amount Saved Via Presorting Mail

Objective 10.4.4 To reduce County postage costs by at least \$4,200 annually via the usage of a presort mail service.

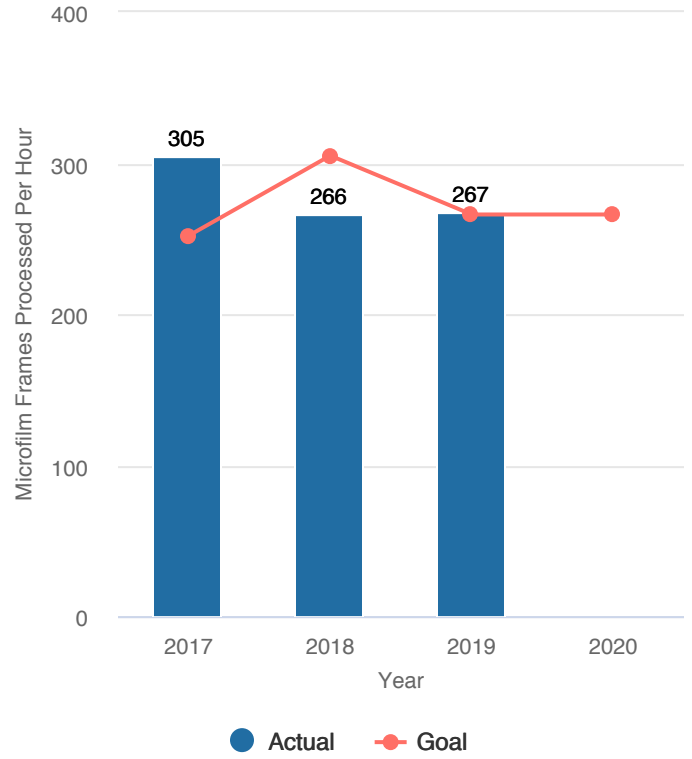
#### Amount Saved via Presorting Mail



### Central Services - Microfilm Frames Processed Per Hour

Objective 10.4.3 To process at least 266 microfilm frames per hour.

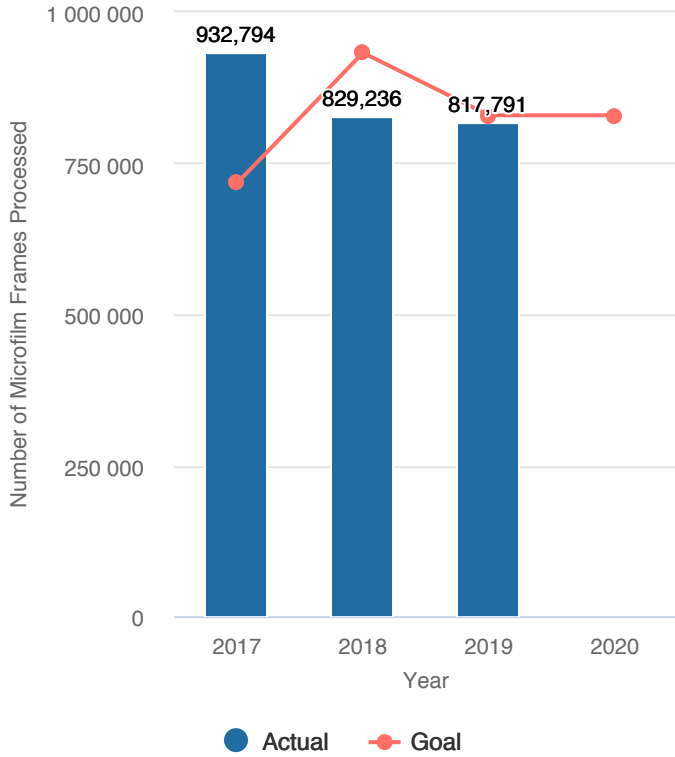
#### Microfilm Frames Processed Per Hour



**Central Services - Number of Microfilm Frames Processed**

Objective 10.4.3 To process at least 266 microfilm frames per hour.

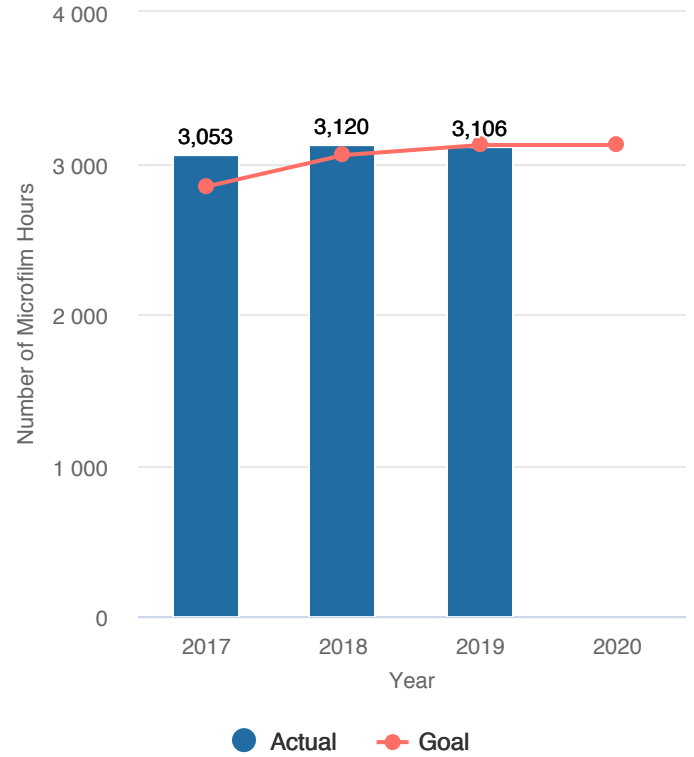
Number of Microfilm Frames Processed



**Central Services - Number of Microfilm Hours**

Objective 10.4.3 To process at least 266 microfilm frames per hour.

Number of Microfilm Hours



**4.84**

Objective 10.4.2 To obtain an average interdepartmental messenger service satisfaction rating from County departme...

**Department Goal 10.5**

**Fleet Services:** To provide a preventive maintenance program on a scheduled basis consistent with manufacturer and professional standards.



Objective: 2

**Objective 10.5.1**

Update provided by Calvin Brinks on Oct 12, 2020 19:15:30

Ongoing - Ongoing On Track

To ensure 100% of County vehicles are on a preventive maintenance schedule for inspections and service.



**Objective 10.5.2**

Update provided by Calvin Brinks on Oct 12, 2020 19:14:43

Ongoing - Ongoing

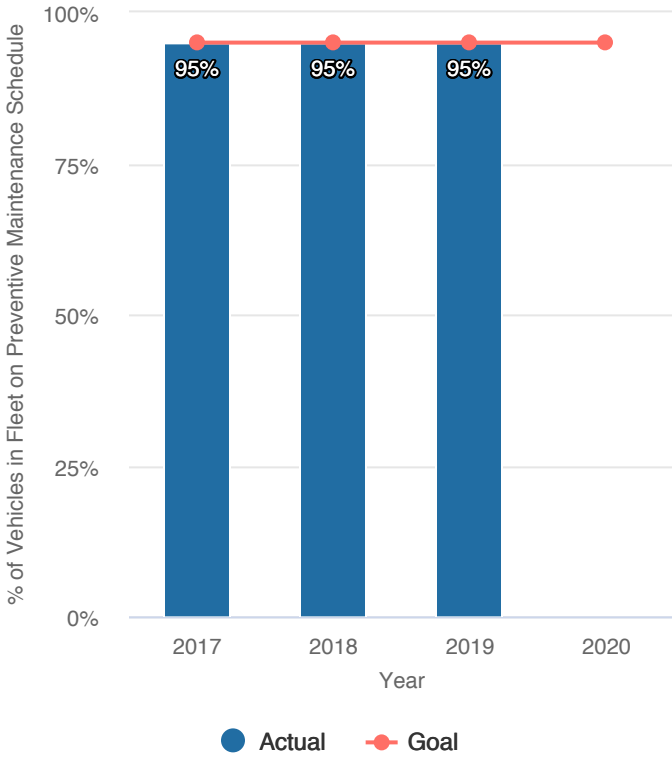
On Track

To ensure preventive maintenance is performed on at least 95% of County vehicles within two days.

**Fleet - % of Vehicles in Fleet on Preventive Maintenance Schedule**

Objective 10.5.1 To ensure 100% of County vehicles are on a preventive maintenance schedule for inspections and se...

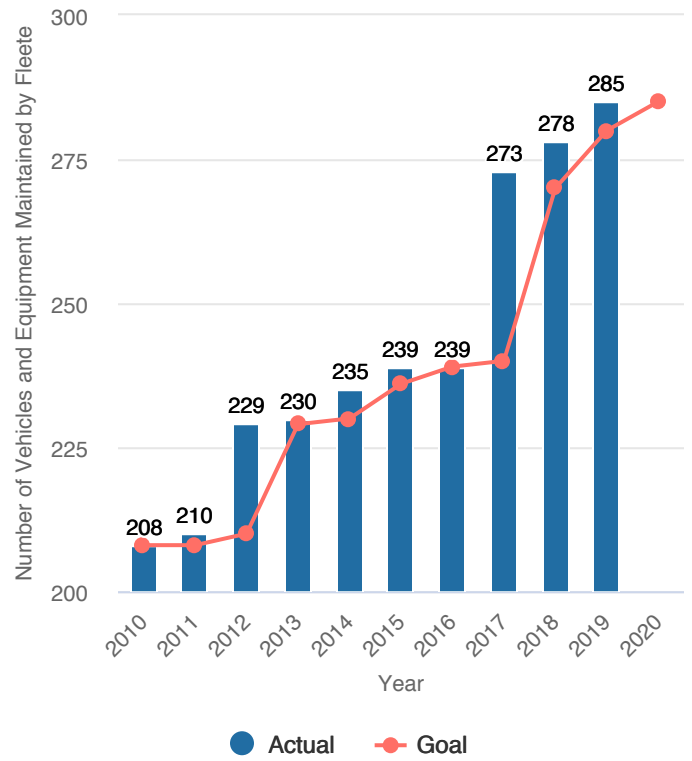
% of Vehicles in Fleet on Preventive Maintenance Schedule



**Fleet - Vehicles and equipment maintained by Fleet**

Objective 10.5.1 To ensure 100% of County vehicles are on a preventive maintenance schedule for inspections and se...

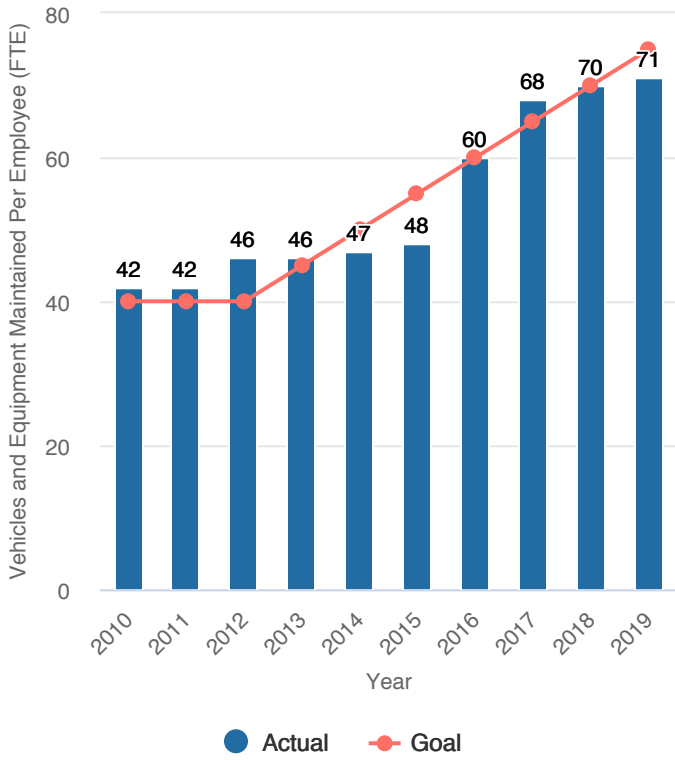
Number of Vehicles and Equipment Maintained by Fleet



**Fleet - Vehicles and equipment maintained per employee (FTE)**

Objective 10.5.1 To ensure 100% of County vehicles are on a preventive maintenance schedule for inspections and se...

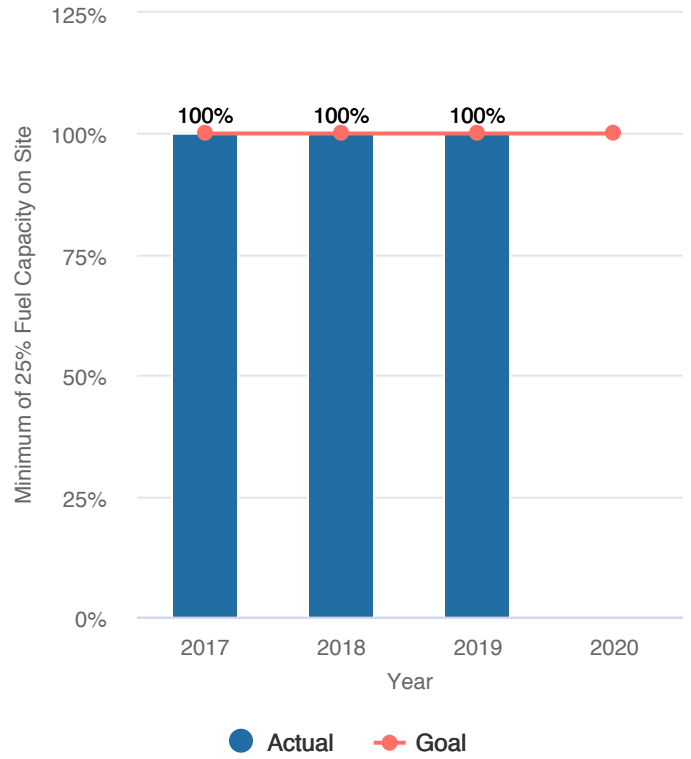
Vehicles and Equipment Maintained Per Employee (FTE)



**Fleet - Minimum of 25% Fuel Capacity on Site**

Objective 10.5.2 To ensure preventive maintenance is performed on at least 95% of County vehicles within two days.

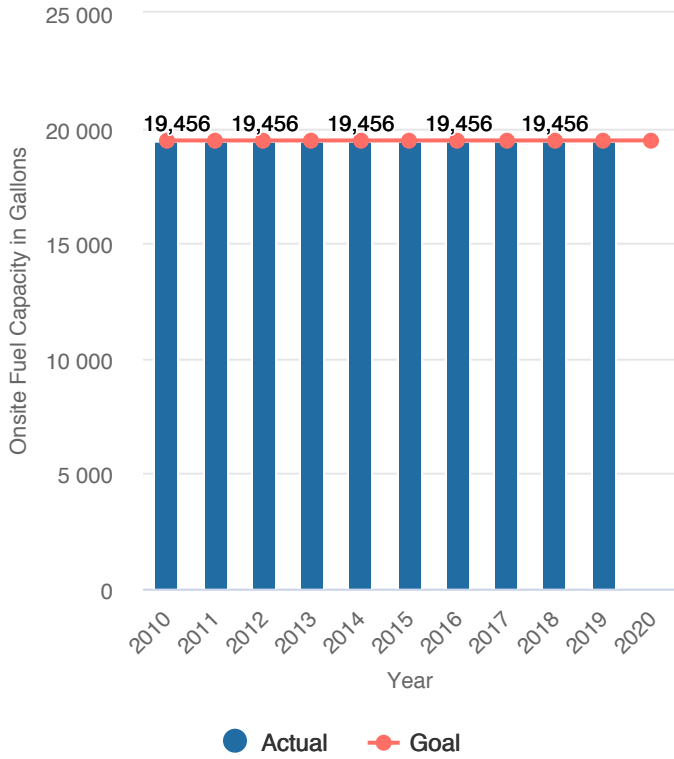
Minimum of 25% Fuel Capacity on Site



## Fleet - Onsite Fuel Capacity in Gallons

Objective 10.5.2 To ensure preventive maintenance is performed on at least 95% of County vehicles within two days.

### Onsite Fuel Capacity in Gallons



## Department Goal 10.6

**Payroll:** To provide accurate payroll information while meeting all federal, state and local reporting deadlines.



	%	#
Status Pending	100.0	2

Objective: 2

### Objective 10.6.1

Ongoing - Ongoing

Status Pending

To increase the number of employees using direct deposit to 100% of total personnel.

### Objective 10.6.2

Ongoing - Ongoing

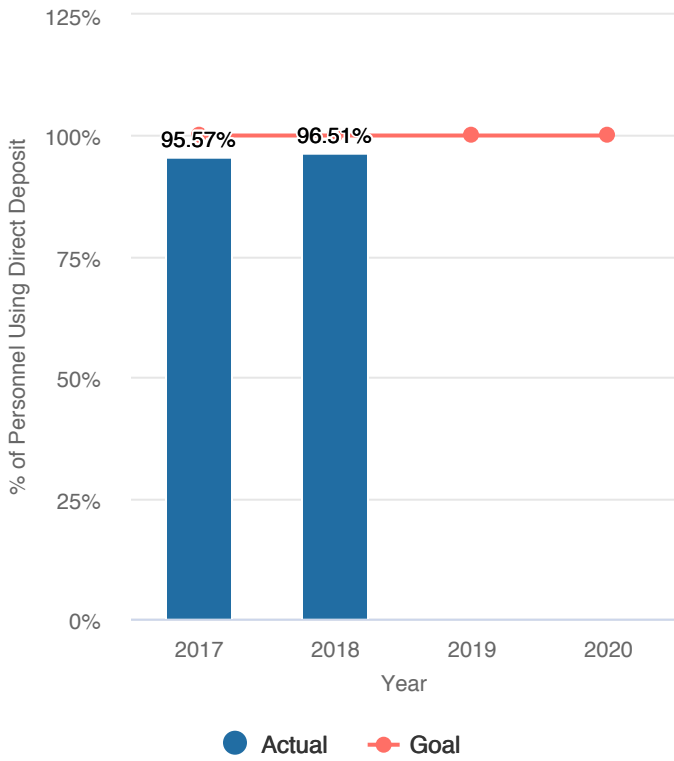
Status Pending

To issue 99.9% of payroll payments without error.

### Payroll - % of Personnel Using Direct Deposit

Objective 10.6.1 To increase the number of employees using direct deposit to 100% of total personnel.

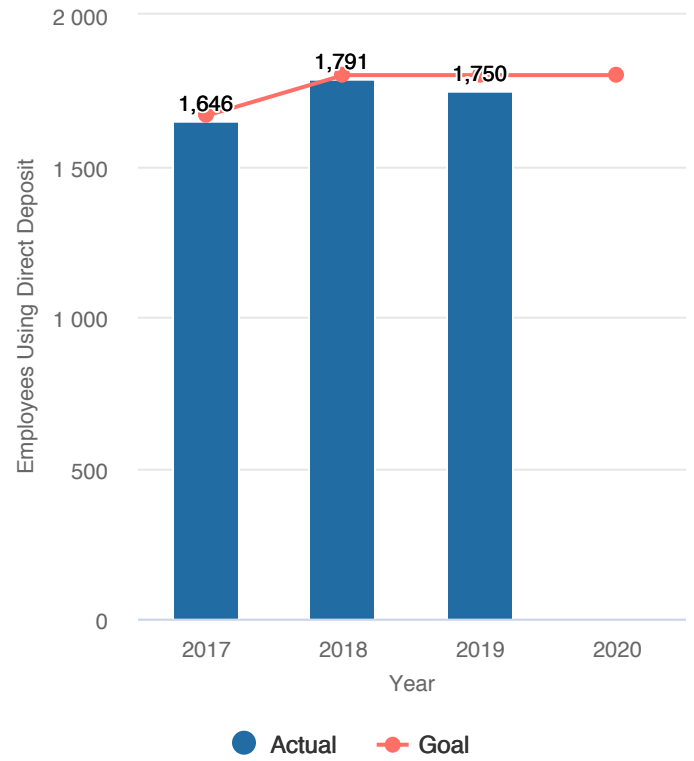
#### % of Personnel Using Direct Deposit



### Payroll - Employees Using Direct Deposit

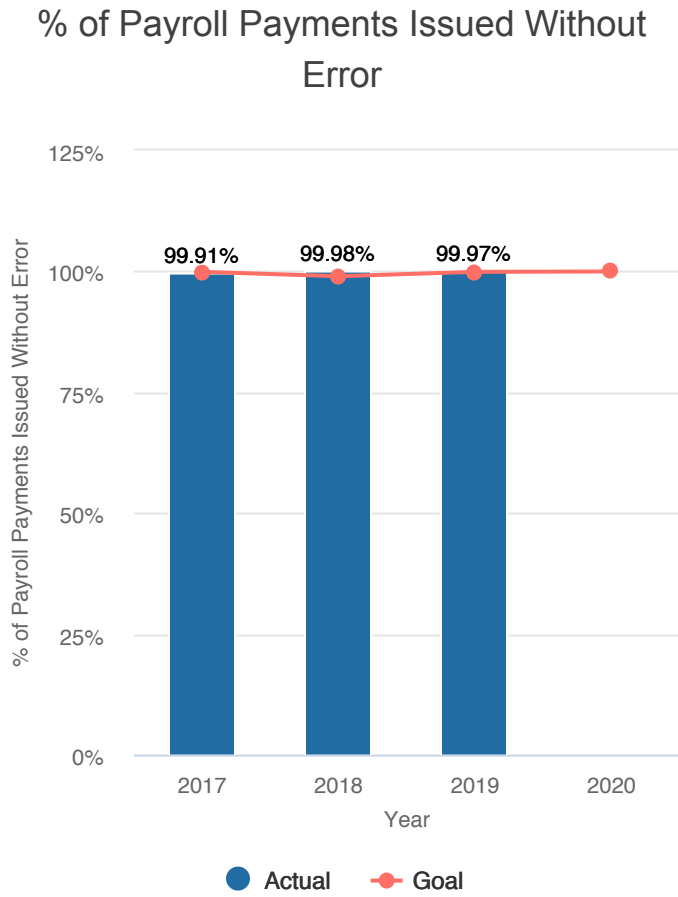
Objective 10.6.1 To increase the number of employees using direct deposit to 100% of total personnel.

#### Employees Using Direct Deposit



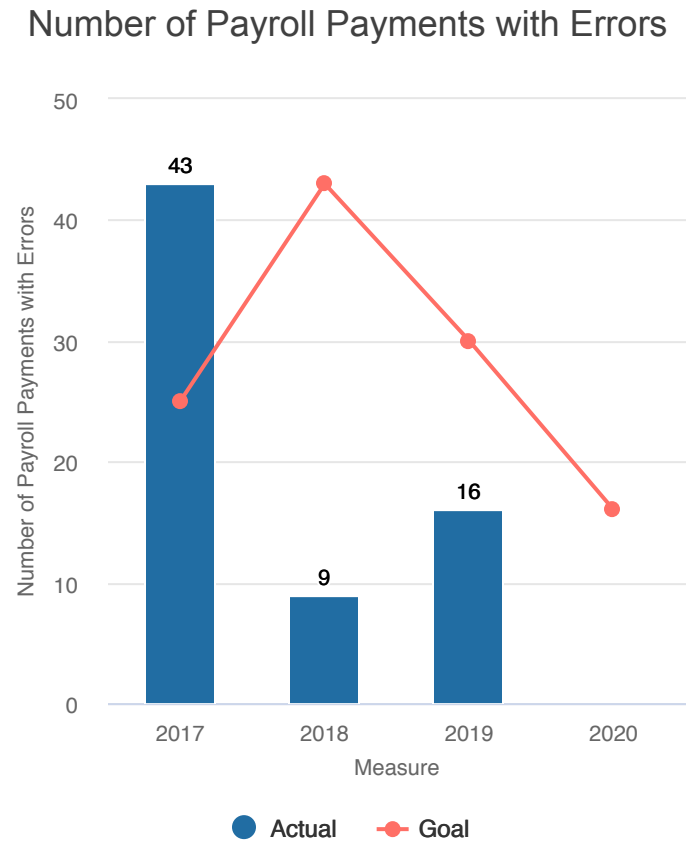
### Payroll - % of Payroll Payments Issued Without Error

Objective 10.6.2 To issue 99.9% of payroll payments without error.



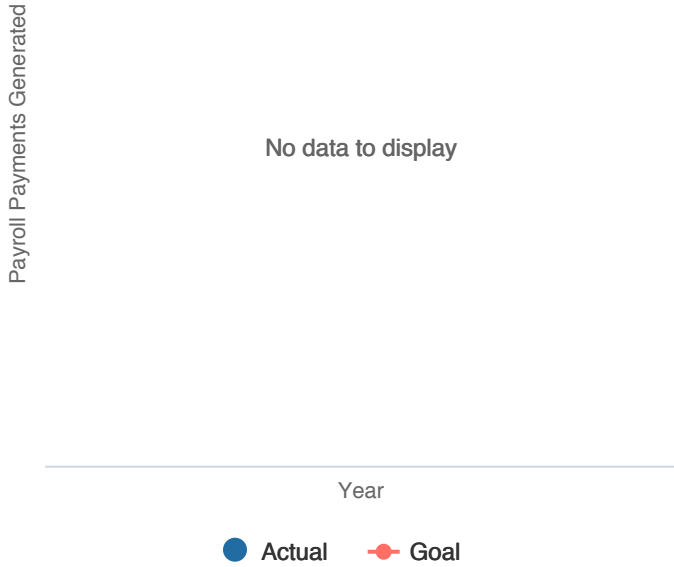
### Payroll - Number of Payroll Payments with Errors

Objective 10.6.2 To issue 99.9% of payroll payments without error.



### Payroll - Payroll Payments Generated

Objective 10.6.2 To issue 99.9% of payroll payments without error.



### Payroll Payments Per Employee (2.7 FTE)

Objective 10.6.2 To issue 99.9% of payroll payments without error.

### Payroll Payments Per Employee (2.7 FTE)



### Department Goal 10.7

**Purchasing:** To implement purchasing process improvements to increase efficiency through ongoing process review, standardization, and improvement response in executing the Purchasing Mission.



Objective: 1

#### Objective 10.7.1

Update provided by Calvin Brinks on Oct 12, 2020 19:14:23

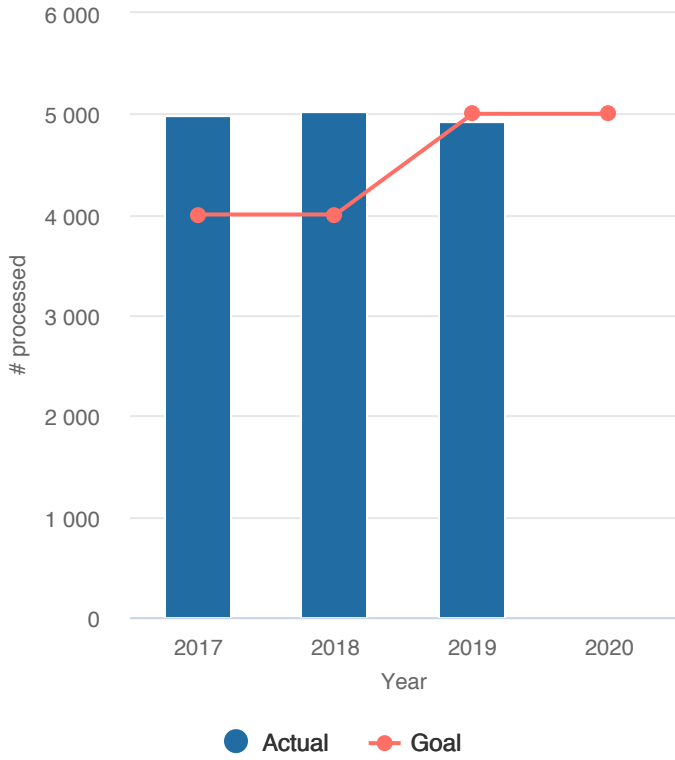
Ongoing - Ongoing On Track

To encourage participation in County business opportunities.

**Purchasing - Total number of purchase orders revisions and credit card transactions (all types)**

Objective 10.7.1 To encourage participation in County business opportunities.

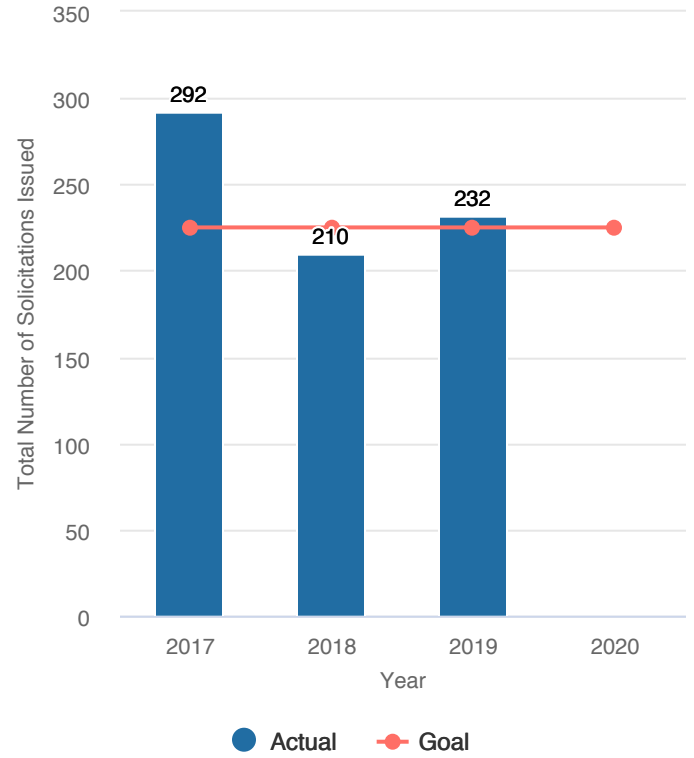
Total number of purchase orders, revisions and credit card transactions published (all types)



**Purchasing - Total number of solicitations issued (all types)**

Objective 10.7.1 To encourage participation in County business opportunities.

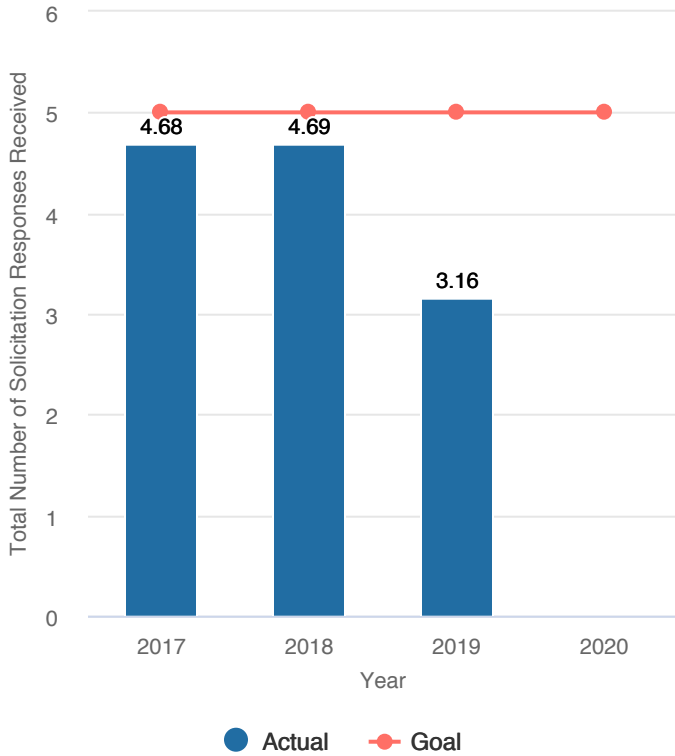
Total number of solicitations issued (all types)



**Purchasing - Average number of responses received per solicitation**

Objective 10.7.1 To encourage participation in County business opportunities.

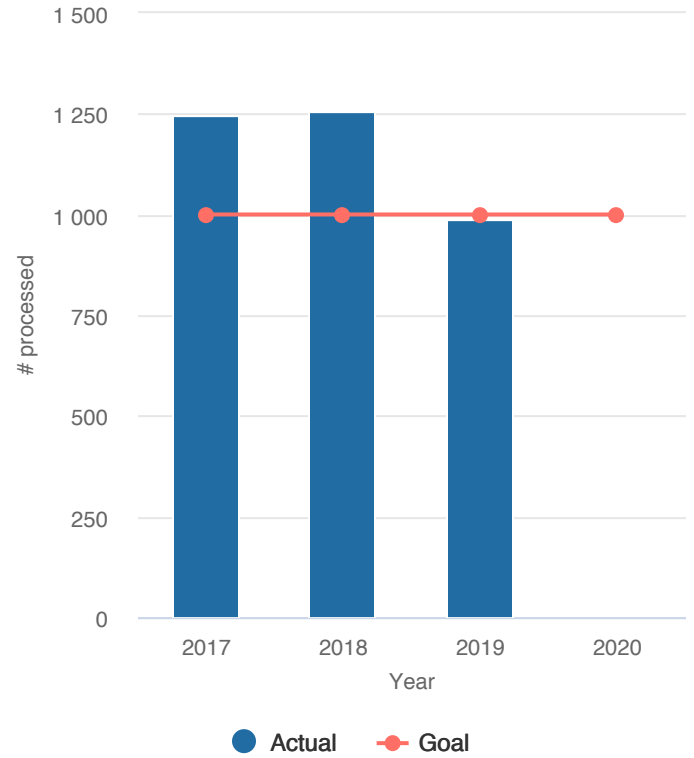
Average number of responses received per solicitation (Bid, RFP, RFQ, RFI)



**Purchasing - Average number of purchase orders, revisions and credit card transaction per buyer**

Objective 10.7.1 To encourage participation in County business opportunities.

Average number of purchase orders, revisions and credit card transaction per buyer (4 FTE 2017, 5 2019-2020)

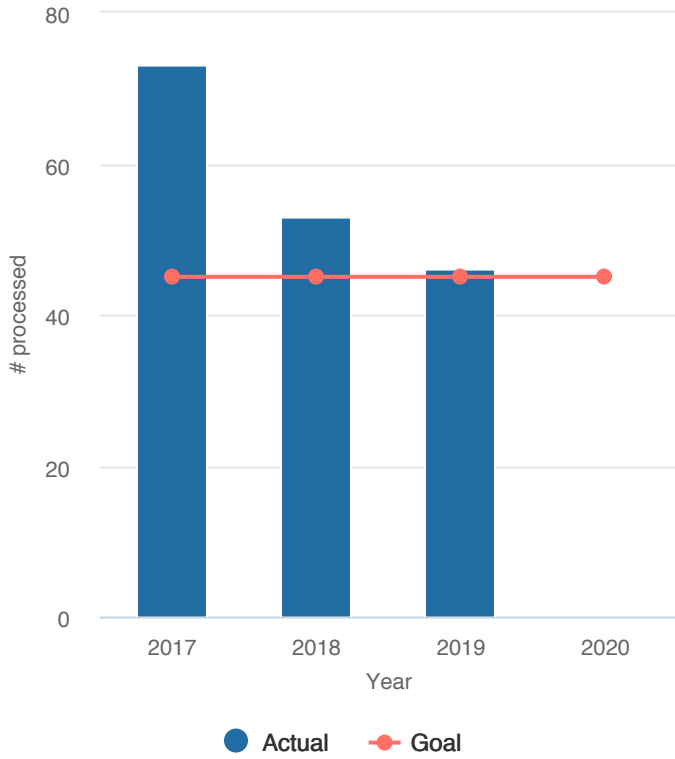




**Purchasing - Average solicitations published per buyer**

Objective 10.7.1 To encourage participation in County business opportunities.

Average solicitations published per buyer  
(4 FTE 2017, 5 2019-2020)



**Department Goal 10.8**

**Risk Management:** To reduce lost workdays due to occupational illness or injury.



	%	#
● On Track	100.0	1

Objective: 1

**Objective 10.8.1**

Update provided by Stephanie Lee on Oct 13, 2020 14:50:26

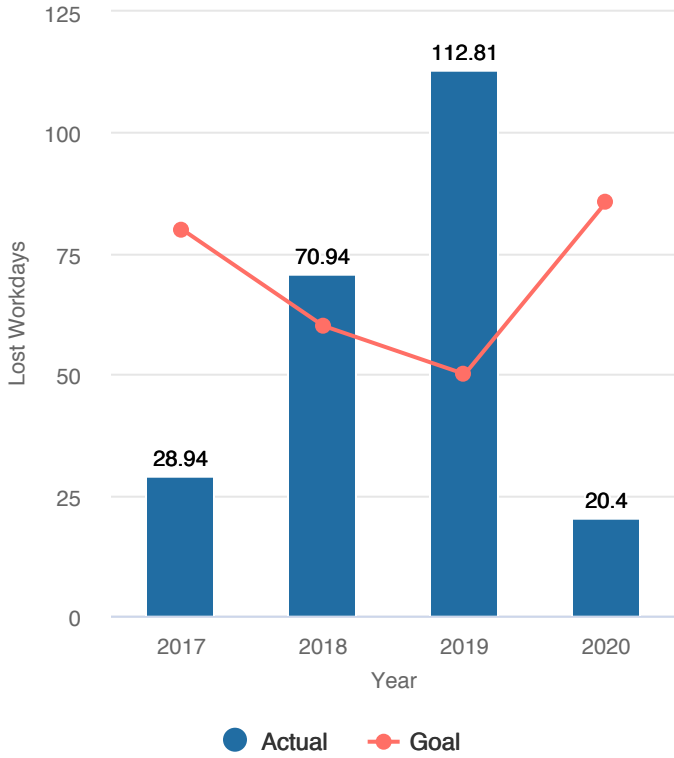
Ongoing - Ongoing On Track

To limit lost workdays per Workers Comp indemnity claim.

### Risk Management - Lost Workdays Per Workers Comp Indemnity Claim

Objective 10.8.1 To limit lost workdays per Workers Comp indemnity claim.

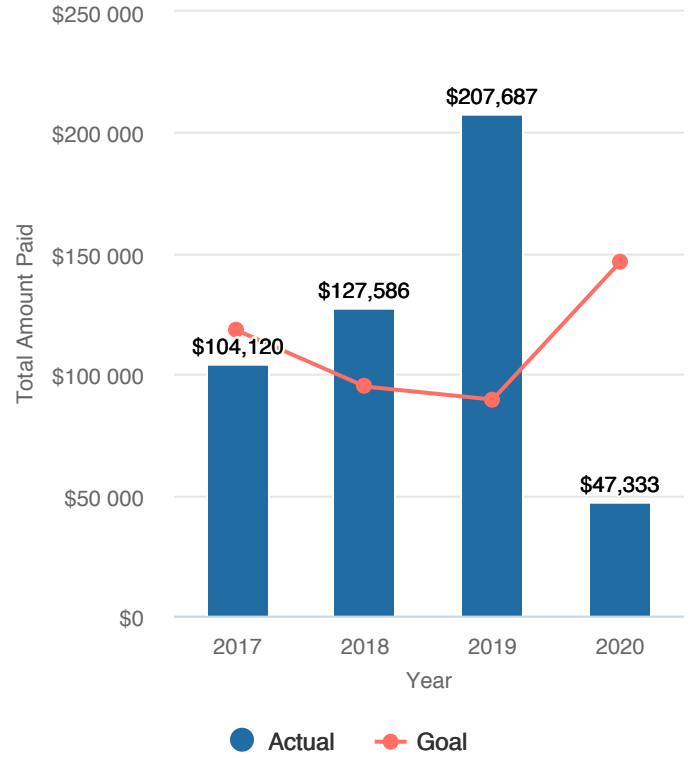
#### Lost Workdays Per Workers Comp Indemnity Claim



### Risk Management - Total Amount Paid in Workers Comp Indemnity Claims

Objective 10.8.1 To limit lost workdays per Workers Comp indemnity claim.

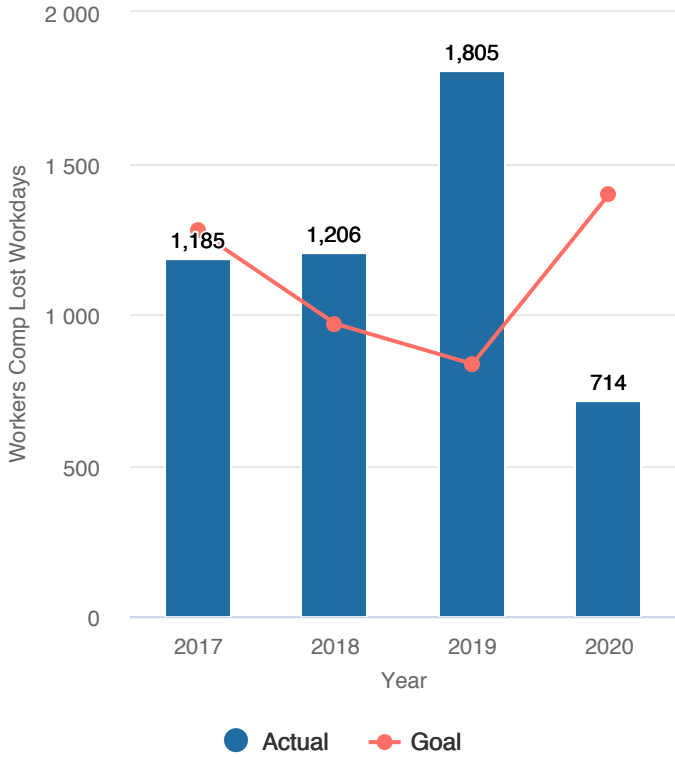
#### Total Amount Paid in Workers Comp Indemnity Claims



## Risk Management - Workers Comp Lost Workdays

Objective 10.8.1 To limit lost workdays per Workers Comp indemnity claim.

### Workers Comp Lost Workdays



## Department Goal 10.9

**Risk Management:** To reduce the frequency and severity of claims.

Objective: 4

	%	#
Status Pending	100.0	4

### Objective 10.9.1

Ongoing - Ongoing

Status Pending

To report average cost for Workers Comp indemnity claims.

### Objective 10.9.2

Ongoing - Ongoing

Status Pending

To report an average cost for Workers Comp medical claims.

**Objective 10.9.3**

Ongoing - Ongoing

Status Pending

To report average costs of Auto Physical Damage claims.

**Objective 10.9.4**

Ongoing - Ongoing

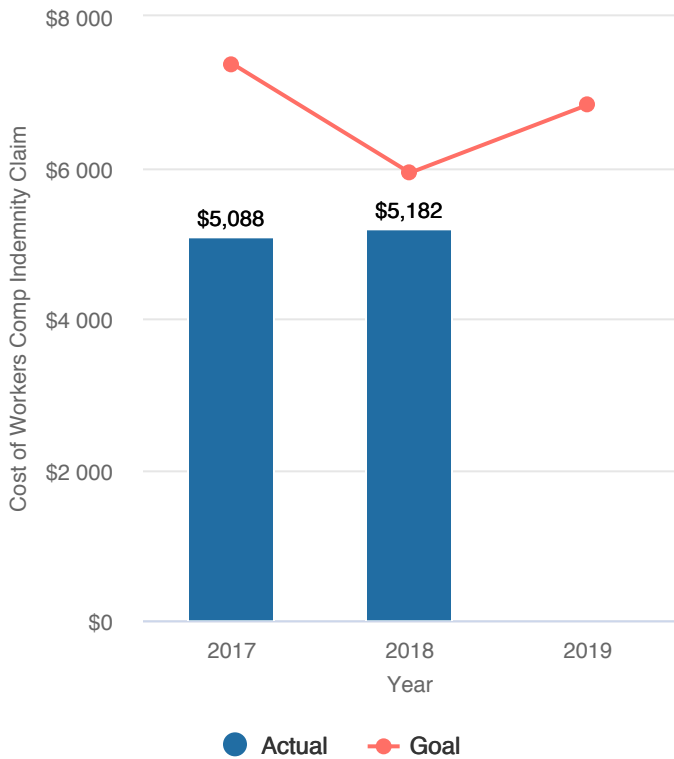
Status Pending

To report average cost on General Liability claims.

**Risk Management - Average Cost of Workers Comp Indemnity Claim**

Objective 10.9.1 To report average cost for Workers Comp indemnity claims.

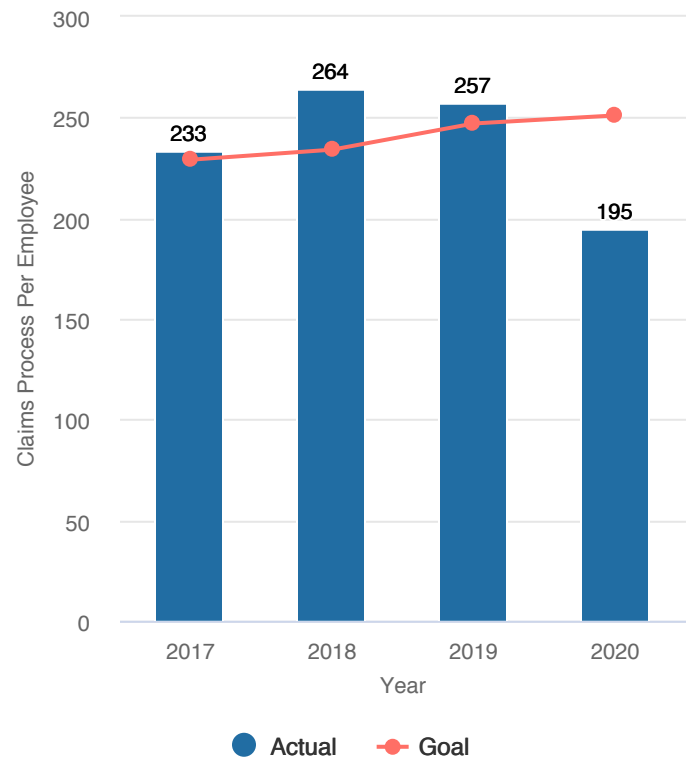
Average Cost of Workers Comp Indemnity Claim



**Risk Management - Claims Process Per Employee (1 FTE)**

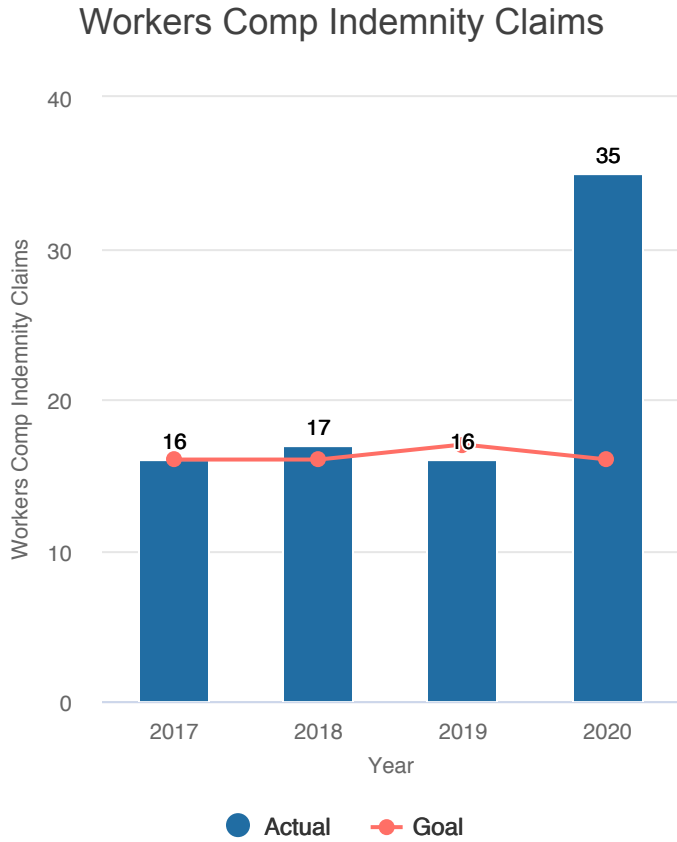
Objective 10.9.1 To report average cost for Workers Comp indemnity claims.

Claims Process Per Employee (1 FTE)



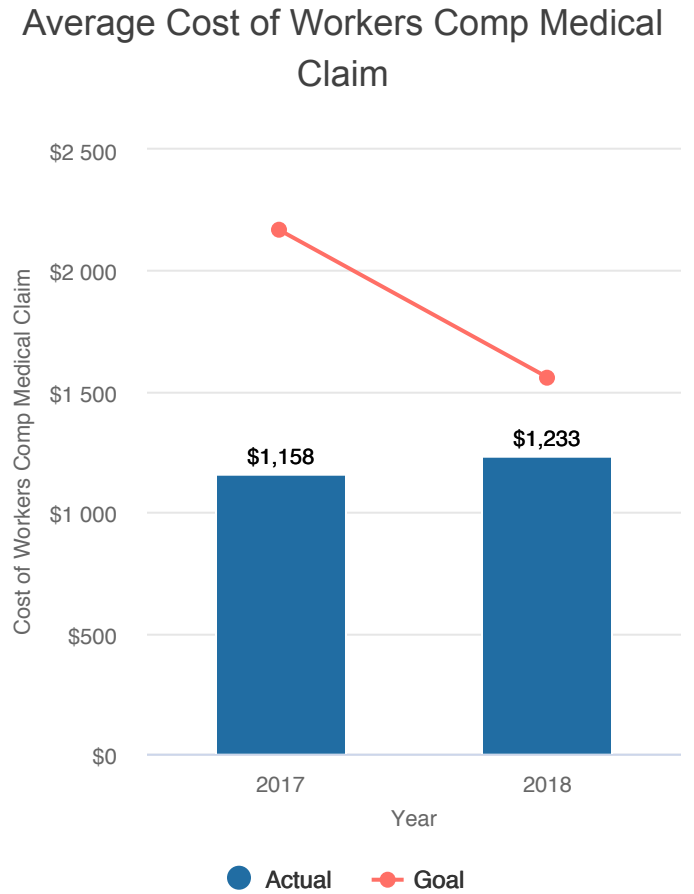
### Risk Management - Workers Comp Indemnity Claims

Objective 10.9.1 To report average cost for Workers Comp indemnity claims.



### Risk Management - Average Cost of Workers Comp Medical Claim

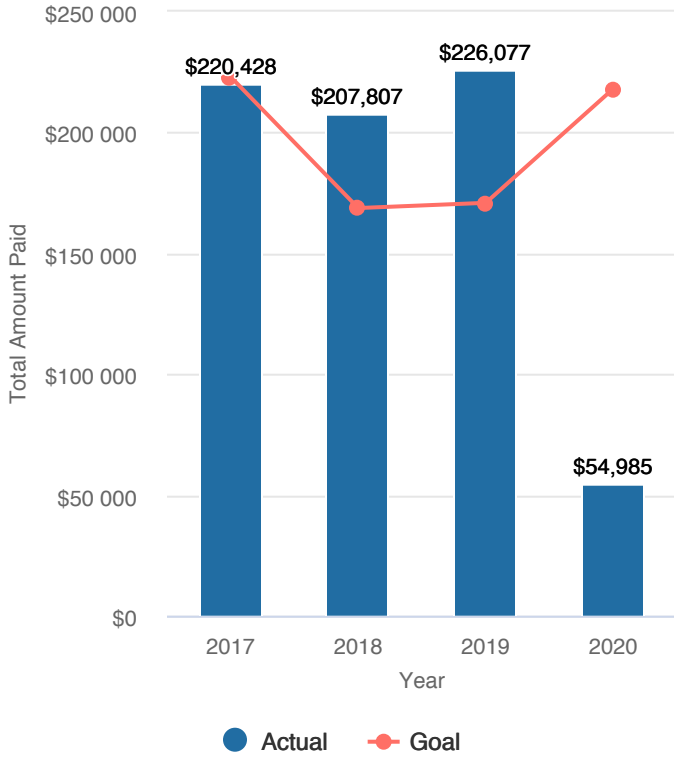
Objective 10.9.2 To report an average cost for Workers Comp medical claims.



### Risk Management - Total Amount Paid in Workers Comp Medical Claims

Objective 10.9.2 To report an average cost for Workers Comp medical claims.

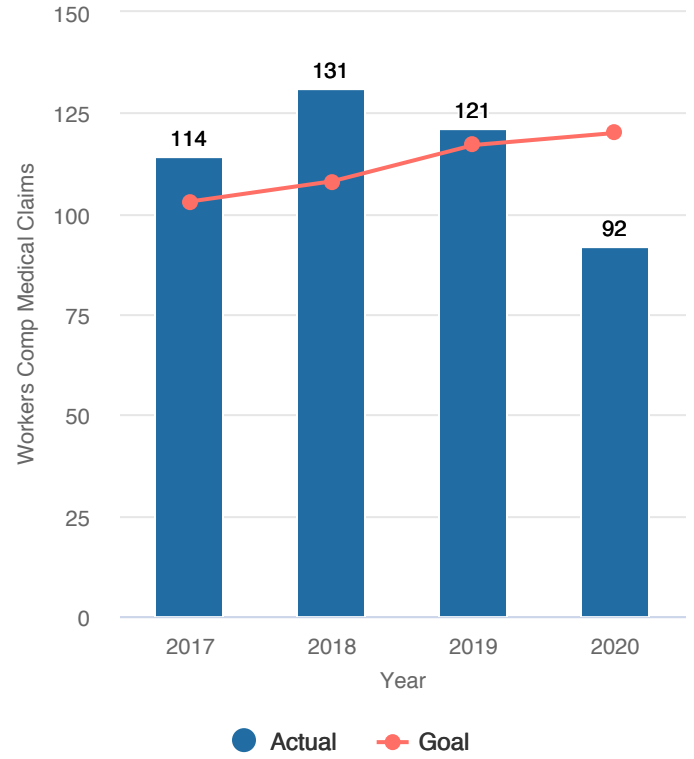
#### Total Amount Paid in Workers Comp Medical Claims



### Risk Management - Workers Comp Medical Claims

Objective 10.9.2 To report an average cost for Workers Comp medical claims.

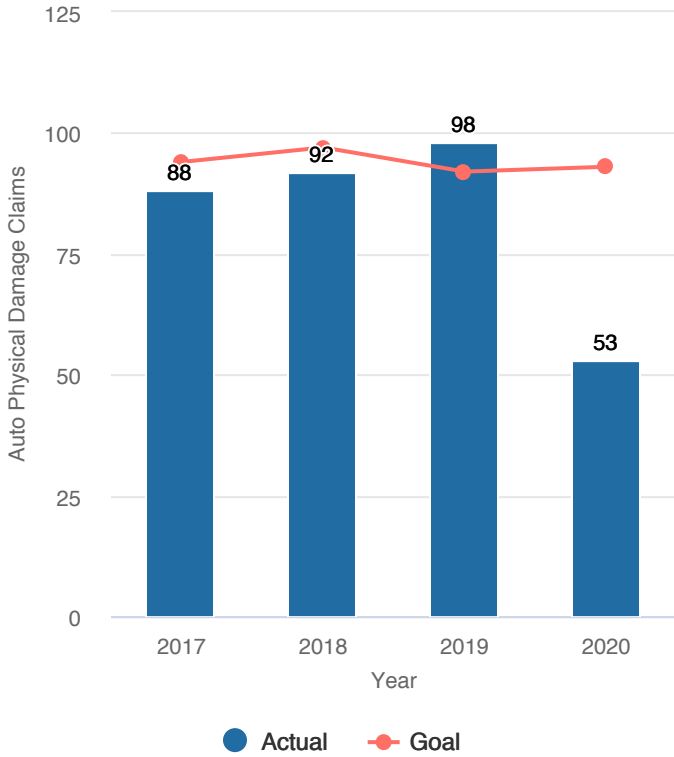
#### Workers Comp Medical Claims



### Risk Management - Auto Physical Damage Claims

Objective 10.9.3 To report average costs of Auto Physical Damage claims.

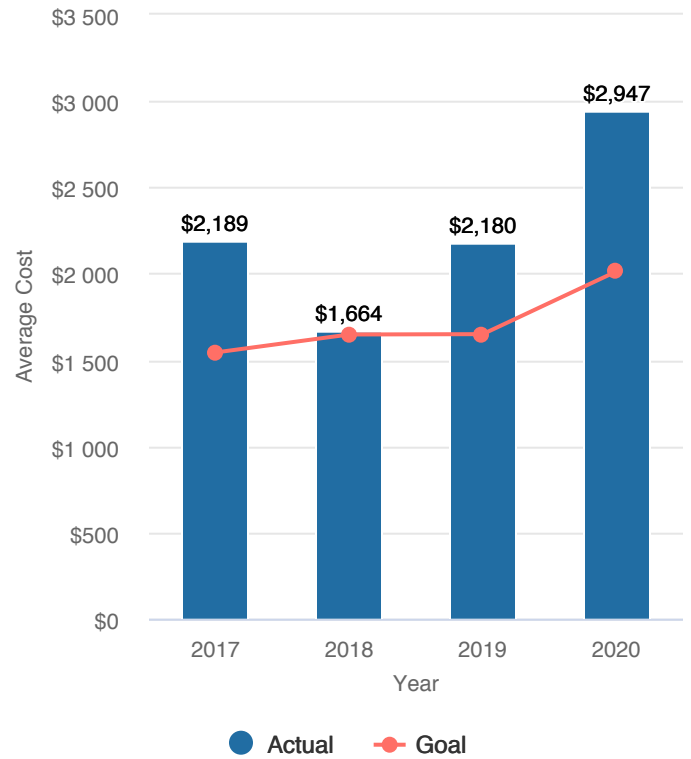
#### Auto Physical Damage Claims



### Risk Management - Average Cost of Auto Physical Damage Claim

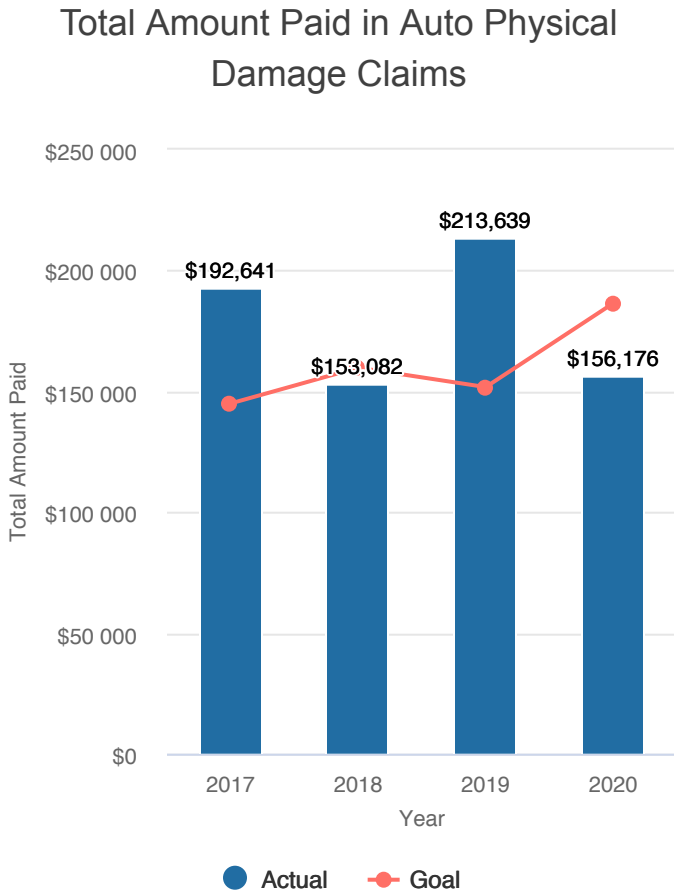
Objective 10.9.3 To report average costs of Auto Physical Damage claims.

#### Average Cost of Auto Physical Damage Claim



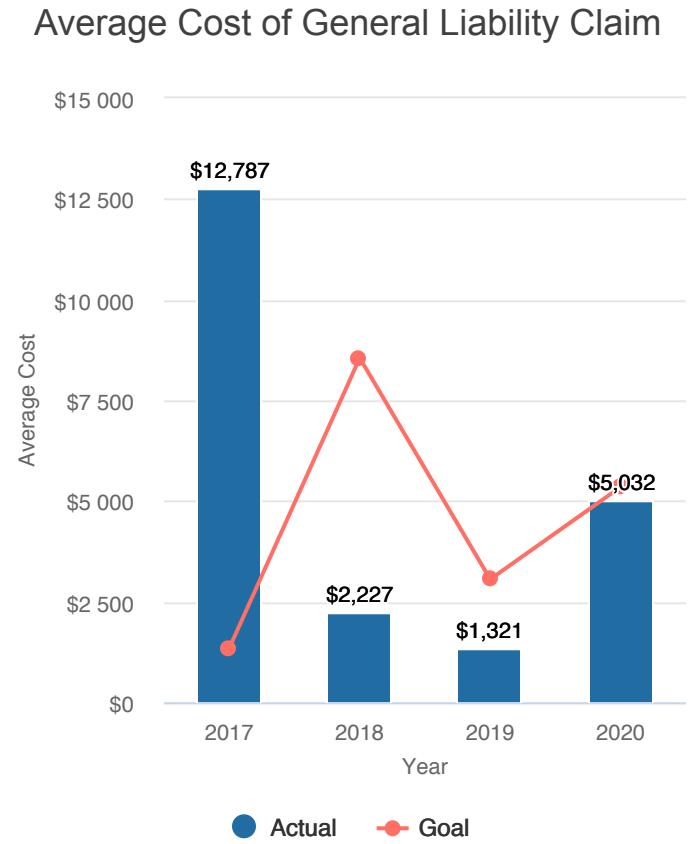
### Risk Management - Total Amount Paid in Auto Physical Damage Claims

Objective 10.9.3 To report average costs of Auto Physical Damage claims.



### Risk Management - Average Cost of General Liability Claim

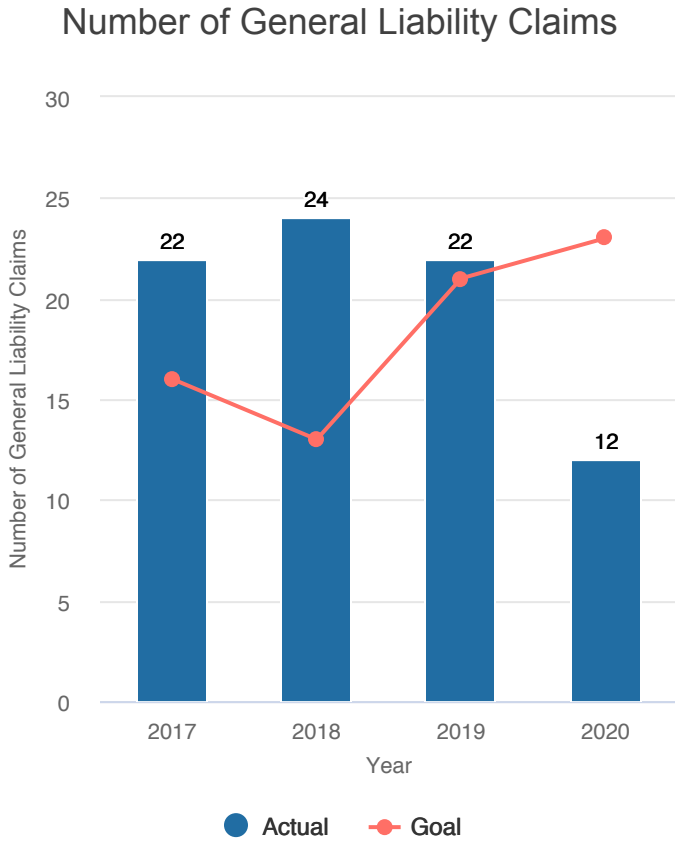
Objective 10.9.4 To report average cost on General Liability claims.





### Risk Management - Number of General Liability Claims

Objective 10.9.4 To report average cost on General Liability claims.



### Risk Management - Total Amount Paid in General Liability Claims (Loss Fund)

Objective 10.9.4 To report average cost on General Liability claims.

