

**DEPARTMENT: FISCAL SERVICES**

**Department Mission Statement:**

*To provide an efficient cost-effective financial management system that facilitates sound financial planning and reporting while safeguarding the County's assets from loss; and to provide support services to other County departments.*

**Service Area: Accounting**

**Budget (2009):** \$1,791,650

**Staffing Level:** 13.5 FTE (13 FT, 1 PT)

**Goals**

- 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.
- To provide accurate and timely vendor and reimbursement payments.

**Objectives**

- To process at least 99.00% of A/P invoices without error.
- To process 100% of compliant mileage/travel reimbursements within 10 days of receipt.
- To distribute the CAFR within 180 days of the County's fiscal year end.
- To achieve at least an 84% customer satisfaction rating on the administrative survey

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outcomes</b>				
% of A/P checks issued without error	99.99%	99.00%/99.99%	99.00%/99.00%	99.00%
% of Compliant Mileage/Travel Reimbursements processed within 10 business days of receipt	99.00%	100.00%/99.00%	100.00%/100.00%	100.00%
CAFR distributed within 180 days of end of County's fiscal year	Yes	Yes / Yes	Yes / Yes	Yes
Average customer satisfaction rating on Administrative Survey	82.00	84.00/76.50	84.00/82.25	84.00

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Efficiencies</b>				
Invoices processed per employee (3 FTE)	19,046	20,333/ 22,620	22,667/ 22,850	25,000

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outputs</b>				
A/P invoices processed	57,137	61,000/ 67,861	68,000/ 68,547	75,000
Mileage/Travel Reimbursements processed	4,497	4,300/ 4,384	4,400/ 4,021	4,200
Non-Payroll checks issued	34,735	34,000/ 34,661	33,000/ 32,656	32,500
Non-Payroll EFT's issued	3,712	4,100/ 4,984	6,000/ 7,633	7,800

**Service Area: Budget**

**Staffing Level:** 3 FTE (3 FT, 0 PT)

**Goal**

- To prepare and maintain an operating and capital improvement budget that is responsive to the needs of the County

**Objectives**

- To prepare the operating budget, capital budget, and millage rates for adoption prior to December 31(new for 2007 previously October 1)
- To process 99% of budget amendments within 2 business days
- To maintain at least a 85% customer satisfaction rating on the administrative survey
- To maintain a budget to actual variance of <2% for General Fund revenues and expenses.

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outcomes</b>				
Prepare the operating budget, capital budget, and millage rates for adoption prior to December 31(new for 2007 previously October 1)	Yes	Yes / Yes	Yes / Yes	Yes
% of approved budget amendments processed within 2 business days	99.30%	99.00%/ 99.09%	>99.00%/ 99.81%	>99.00%
Average customer satisfaction rating on Administrative Survey	80.40	84.00/ 75.40	>85.00/ 82.50	>85.00
Percent variance in budget to actual revenues for the General Fund	0.50%	<2.00%/ 0.60%	<2.00%/ 0.00%	<2.00%
Percent variance in budget to actual expenses for the General Fund	0.30%	<2.00%/ 1.60%	<2.00%/ 0.00%	<2.00%

	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Indicators</b>				
<b>Efficiencies</b>				
Budget amendments processed per employee (3 FTE)	227	227/ 221	227/ 184	220

	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Indicators</b>				
<b>Outputs</b>				
Budget amendments processed	682	680/ 661	680/ 552	660

**Service Area: Payroll**

**Staffing Level:** 3.5 FTE (3 FT, 1 PT)

**Goal**

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

**Objectives**

- To issue 99.9% of payroll checks without error
- To increase the number of employees using a direct deposit to at least 87% of total personnel
- To achieve at least a 88% customer satisfaction rating on the administrative survey

	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Indicators</b>				
<b>Outcomes</b>				
% of payroll checks issued without error	99.90%	99.90%/99.93%	99.90%/99.98%	99.90%
% of personnel using direct deposit	85.00%	85.00%/86.00%	87.00%/86.02%	87.00%
Average customer satisfaction rating on Administrative Survey	80.75	88.00/84.50	88.00/85.75	88.00

	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Indicators</b>				
<b>Efficiencies</b>				
Payroll checks per employee (3.5 FTE)	15,233	15,429/15,111	15,233/16,631	15,428

	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Indicators</b>				
<b>Outputs</b>				
Payroll checks generated	53,317	54,000/52,890	53,317/58,210	54,000
Employees using direct deposit	1,688	1,800/1,707	1,800/1,714	1,800
Number of payroll checks with errors	53	54/33	53/105	54

**Service Area: Purchasing**

**Budget (2009):** \$511,713

**Staffing Level:** 6 FTE (6 FT, 0 PT)

**Service Area Mission Statement:**

*To provide cost competitive, quality goods and services to County departments, elected officials and the judiciary; to maintain the public trust by conducting procurement and disposal of goods through an open and fair process.*

**Goals**

- To ensure that there is vendor competition in order to obtain the best possible price and quality.
- To implement purchasing process improvements to increase efficiency through ongoing process review, standardization, and improved response in executing the Purchasing Mission.
- To provide quality, cost-effective procurement services to County departments.

**Objectives**

- To maintain the average responses received as compared to average solicitations sent out for sealed bids and RFP's to 37% or greater.
- To process 85% of purchase orders within 2 business days of receipt (discontinued in 2007 due to a change available data).
- To increase electronic purchase order distribution as a percent of total purchase orders issued by at least 10% annually to an ultimate goal of 95% per year by 2010.
- To maintain a customer satisfaction rating on the administrative survey of 88% or greater.

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outcomes</b>				
% of average responses received as compared to average solicitations sent out for sealed bids and RFP's.	27.65%	28.00%/ 41.00%	36.00%/ 36.00%	37.00%
% of purchase order originals which processing is initiated within 2 days of request	86.00%	NA	NA	NA
% of purchase orders and revisions distributed electronically	55.52%	66.00%/ 69.86%	75.00%/ 79.88%	85.04%
Average customer satisfaction rating on Administrative Survey	82.00%	84.00%/ 76.00%	80.00%/ 88.00%	88.00%

	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Indicators</b>				
<b>Efficiencies</b>				
Purchase order originals issued per buyer (4 FTE)	986	750/ 750	688/ 672	625

	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Indicators</b>				
<b>Outputs</b>				
Average solicitations sent out for sealed bids and RFP's	21.70	25.00/ 29.00	25.00/ 33.00	30.00
Average solicitation responses received	6.00	7.00/ 12.00	9.00/ 12.00	11.00
Purchase order originals processed	3,945	3,000/ 2,999	2,750/ 2,688	2,500
Purchase orders originals processed within 2 days of request	3,393	NA	NA	NA
Purchase orders and revisions distributed	4,785	3,629/ 3,450	3,200/ 2,933	2,700
Purchase orders and revisions distributed electronically	2,657	2,395/ 2,410	2,400/ 2,343	2,295

**Service Area: Central Services**

**Budget (2009):** \$836,680

**Staffing Level:** 8 FTE (8 FT, 0 PT)

**Service Area Mission Statement:**

*To support County departments in providing services to County citizens in the areas of mail, messenger, microfilm, printing and record storage services in a cost-effective manner.*

**Goal**

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

**Objectives**

- To maintain the number of County and non-County print jobs completed by the requested due date to at least 99.9% in 2009
- To process at least 350 microfilm frames per hour
- To reduce County postage costs by at least \$10,000 annually via the usage of a presort mail service
- To maintain an average interdepartmental messenger service satisfaction rating from County departments of at least 4.9
- To maintain an average customer satisfaction rating on the administrative survey of at least 87.5%

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outcomes</b>				
% of print jobs completed by requested due date	99.85%	99.80%/ 99.90%	99.90%/ 99.89%	99.90%
Microfilm frames processed per hour	343	315/ 354	343/ 367	350
Amount saved via presorting mail	\$12,724	\$11,000/ \$10,174	\$11,000/ \$8,360	\$10,000
Average customer satisfaction rating of messenger service (Division generated)	4.90	4.90/ 4.80	4.90/ 4.85	4.90
Average customer satisfaction rating on Administrative Survey	85.20%	88.00%/ 85.80%	85.00%/ 91.75%	87.50%

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Efficiencies</b>				
Total print jobs per employee (3 FTE)	953	997/ 912	900/ 912	900

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outputs</b>				
Number of county print jobs processed	2,492	2,650/ 2,020	2,000/ 2,466	2,400
Number of Non-County print jobs processed	367	340/ 715	700/ 271	300
Number of print jobs completed by requested due date	2,855	2,984/ 2,732	2,697/ 2,734	2,697
Number of microfilm frames processed	1,193,261	1,100,000/ 1,265,066	1,200,000/ 1,191,722	1,225,000
Number of microfilm hours	3,482	3,500/ 3,570	3,500/ 3,251	3,500

**Service Area: Fleet Services**

**Budget (2009):** \$528,874

**Staffing Level:** 4 FTE (4 FT, 0 PT)

**Service Area Mission Statement:**

*To manage and maintain County owned vehicles in a safe and cost-effective manner.*

**Goals**

- To provide a vehicle and equipment repair program for County-owned vehicles.
- To provide a preventive maintenance program on a scheduled basis consistent with manufacturer and professional standards.
- To maintain an adequate parts inventory to minimize the time vehicles are out of service.
- To maintain fleet cost data to support and enable effective decisions regarding purchase types and replacement intervals of County vehicles.

**Objectives**

- To ensure 100% of County vehicles are on a preventive maintenance schedule for inspections and service
- To complete scheduled inspections and service within 2 days of its regular scheduled interval 100% of the time
- To maintain an adequate parts inventory to ensure that 0 % of needed vehicles are out-of-service due to inadequate parts inventory
- To maintain a minimum inventory of 25% fuel capacity on site to ensure uninterrupted fueling services for all County vehicles
- To provide recommendations to County Departments for vehicle replacement so as to ensure 95% of vehicles are replaced according to County policy

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outcomes</b>				
% of vehicles in fleet on preventive maintenance schedule	100.00%	100.00%/100.00%	100.00%/100.00%	100.00%
% of preventive maintenance performed within 2 days	100.00%	100.00%/100.00%	100.00%/95.00%	100.00%
% of vehicles out-of-service due to inadequate parts inventory	0.00%	0.00%/0.00%	0.00%/0.00%	0.00%
% of time 25% of maximum fuel capacity on site	100.00%	100.00%/100.00%	100.00%/100.00%	100.00%
% of vehicles replaced within County replacement policy guidelines	77.33%	95.00%/77.33%	95.00%/74.65%	95.00%

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Efficiencies</b>				
Vehicles maintained per employee (3 FTE)	69.00	69.00/ 69.33	69.00/ 69.33	69.33

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outputs</b>				
Number of vehicles in fleet	207	207/ 208	208/ 208	208
Onsite fuel capacity in gallons	19,456	19,456/ 19,456	19,456/ 19,456	19,456
Number of vehicles out-of-service due to lack of parts	0	0/ 0	0/ 0	0
Vehicles at or exceeding County replacement policy guidelines	75	75/ 75	75/ 71	75
Vehicles replaced within policy guidelines	58	71/ 58	71/ 53	71
Gallons of gasoline used	284,631	290,000/ 285,733	290,000/ 284,248	290,000
Average miles per gallon	15.07	14.90/ 14.75	14.90/ 15.17	15.50
Average cost of fuel per gallon	1.87	1.90/ 1.98	2.35/ 2.67	2.50

**Service Area: Risk Management**

**Department Mission Statement:**

*To provide an efficient cost-effective financial management system that facilitates sound financial planning and reporting while safeguarding the County's assets from loss; and to provide support services to other County departments.*

**Budget (2009):** \$2,478,800

**Staffing Level:** 2 FTE (2 FT, 0 PT)

**Service Area Mission Statement:**

*To administer the risk management activities including the procurement of insurance, claim payments, safety and loss prevention in the best interest of the County.*

**Goals**

- To mitigate risk exposure.
- To reduce the frequency and severity of claims.
- To reduce lost workdays due to occupational illness or injury.

**Objectives**

- To maintain an average cost for Workers Comp indemnity claims of \$2,900 or less
- To maintain an average cost for Workers Comp medical claims of \$881 or less
- To limit lost workdays per Workers Comp indemnity claim to 30 or less
- To maintain an average cost of Auto Physical Damage claims of \$1,133 or less
- To maintain an average cost on General Liability claims of \$833 or less

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outcomes</b>				
Average cost of Workers Comp indemnity claim	\$2,836	\$2,500/ \$2,733	\$2,619/ \$3,505	\$2,900
Average cost of Workers Comp medical claim	\$929	\$949/ \$1,029	\$879/ \$1,347	\$881
Lost workdays per Workers Comp indemnity claim	30.37	30.00/ 27.26	29.00/ 56.72	30.00
Average cost of Auto Physical Damage claim	\$1,683	\$1,800/ \$1,089	\$1,133/ \$1,161	\$1,133
Average cost of General Liability claim	\$2,275	\$1,200/ \$247	\$833/ \$1,892	\$833

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Efficiencies</b>				
Claims process per employee (2 FTE)	129.50	130.50/ 148.50	135.00/ 143.50	136.50

<b>Indicators</b>	<b>2006 Actual</b>	<b>2007 Goal/ Actual</b>	<b>2008 Goal/ Actual</b>	<b>2009 Goal</b>
<b>Outputs</b>				
Workers Comp indemnity claims	16	18/ 26	21/ 25	20
Workers Comp medical claims	162	158/ 190	165/ 173	168
Workers Comp lost workdays	486	540/ 709	600/ 1,418	600
Auto Physical Damage claims	69	80/ 78	75/ 86	75
Number of General Liability claims	28	23/ 29	30/ 28	30
Total amount paid in Workers Comp indemnity claims	\$45,382	\$45,000/ \$71,049	\$55,000/ \$87,620	\$58,000
Total amount paid in Workers Comp medical claims	\$150,427	\$150,000/ \$195,571	\$145,000/ \$233,074	\$148,000
Total amount paid in Auto Physical Damage claims	\$116,114	\$144,000/ \$84,980	\$85,000/ \$99,882	\$85,000
Total amount paid in General Liability claims (Loss Fund)	\$63,709	\$27,600/ \$7,161	\$25,000/ \$52,964	\$25,000