

Fiscal Services

County Administration Building
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Mission

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.

Overview

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 and Purchasing divisions.

Significant Accomplishments

During 2016 Fiscal Services focused on implementing a new financial system and training County employees on using the system efficiently. We believe the system provides many improvements in regard to financial information and budgeting.

Fiscal Services implemented a new payroll software system that went live in 2018. The system is expected to provide many improvements in regard to payroll.

The Fixed Assets area of Fiscal Services has utilized MiFi to enhance speed when conducting fixed asset inventories and they continue to look for ways to improve efficiencies.

During 2017 Kent County received the GFOA Award for Excellence in Reporting for the County's Comprehensive Annual Financial Report for the sixteenth consecutive year. This is the twenty-sixth time in the last twenty-seven years Kent County has received this prestigious award.

Developed a structurally balanced budget which was adopted by the Board of Commissioners and Administrators office for the seventh consecutive year.

Purchasing:

The Kent County Purchasing Division procures goods and services for all County departments and is a recognized leader in public procurement in Michigan. The 2017 Purchasing Division accomplishments include modifications and testing of a unique and innovative procurement software system for County and local agency users, participating in development of the County financial software systems, creating business opportunities by issuing over 260 solicitations, and negotiating numerous contracts for County departments.

The Purchasing Division is a member of the Michigan Public Purchasing Officers Association (MPPOA), a non-profit professional organization that provides quality support services to public procurement professionals of Michigan. The MPPOA bestowed the Kent County Purchasing Division the 2017 Agency of the Year award. This award recognizes

Strategic Goals

- Develop a budget that provides a spending plan for efficient use of County resources. (Stable Revenues, Efficient Use of Resources, Citizen Participation)
- Continue to provide support services to County departments. (Efficient Use of Resources, Proactive and Innovative Government, High Quality of Life)
- Reduce cost of Kent County Government operations. (Efficient Use of Resources)
- Work with County departments to acquire grants, contributions and other sources of revenue. (Stable Revenues)
- Develop and Design Loss Prevention Initiatives. (Safe Community, Proactive and Innovative Government, High Quality of Life)
- Continue to push the envelope with technology to foster the efficient use of resources. (Efficient Use of Resources, Citizen Participation, Proactive and Innovative Government)

an entity for work or innovations in public purchasing, involvement within the community, and contributions to MPPOA and the purchasing profession. The intent of this award is to recognize a group having completed a unique or special project or which has demonstrated outstanding service to the procurement profession. In addition to the MPPOA, the Purchasing Division is a member of the West Michigan Public Purchasing Alliance (WMPPA). The WMPPA promotes the development of a strong and diverse vendor network in Western Michigan, streamlines the procurement process, builds business alliances, and provides a communication platform for vendors wanting to learn how to do business with public agencies.

The Purchasing Division regularly assists local Kent County agencies and surrounding counties in procurement collaboration initiatives including reverse auctions, bids, and request for proposals. Examples include sponsoring bids for Kent County Fire Commission member departments,

Significant Accomplishments Cont'd

Community Development CDBG grants for local agencies, and multiple other collaborative bids for a wide range of goods or services resulting in significant savings for the local agencies.

Purchasing staff regularly attends and participates in County Finance Committee and Public Works Board meetings and serves as the County liaison to the Kent County Fire Commission. On a regular basis, Purchasing staff visits each County department at their location with goals to promote improvement of customer service and better understanding of their business and procurement requirements.

Fleet Services:

The Fleet Services Division professionally manages over 250 County fleet vehicles and specialized equipment at the Fleet Services Facility located at the Sheriff Department. Fleet Services maintains and repairs most of the County vehicles and oversees the fueling systems. Fleet Services and the Purchasing Division oversee vehicle liquidation to maximize auction proceeds.

Fleet Services increased capacity in 2017 through technology advancements and process improvements to accommodate 41 additional vehicles along with other equipment that has been added to the Fleet inventory over the past five years. Fleet Services is doing this with two less full time equivalent positions (one versus two fulltime radio service technicians and one fulltime Fleet Manger position). Technology and process improvements include developing a real time vehicle monitoring system, modifications to shop workflow and parts storage to gain efficiencies, adding technology at the mechanic workstations to increase accuracy, and upgrading the fuel and fleet management software systems. Additional accomplishments include Fleet Services providing technical expertise and assistance with installation of an in-car camera system for the Sheriff Department patrol vehicles.

Fleet Services, with assistance from others, managed installation of two 10,000-gallon underground fuel tanks and decommissioning of the existing tanks. The new tanks are registered, fully insured, and operational with minimum disruption during installation. The new tanks reduce contamination risks for the County. Fleet Supervisor Eric Rubritius and Purchasing Supervisor Joni Laming maintain stringent Michigan Underground Storage Tank System class A and B operator certifications.

Eric Rubritius advises the Fire Commission on fire truck repairs and acquisitions, including drafting bid specifications, resulting in cost savings. In addition, Fleet Services and Purchasing Supervisor met individually with most County departments to analyze department vehicle requirements to ensure the most cost-effective vehicle purchase decisions are made. During these meetings they also recommend vehicle replacement schedules.

Central Services:

The Central Services Division (Printing) assisted the Administrator's Office with the rollout of Kent County's participation in Public Service Recognition Week. Staff worked with the Communications team to create and print large banners to be displayed throughout County Facilities. In addition to print orders increasing 5% from the previous year, staff also printed the Fiscal Services 2018 Budget documents, the C.A.F.R., the Financial Overview and several other financial reports. Some of the other significant projects included creating and printing CIC posters and promotional documents for the Brown Bag Luncheon Series, printing training materials for the Human Resources "Introducing Cultural Intelligence in Kent County" initiative, and creating and printing the Purchasing Division documents for MPPOA and WMPPA.

Central Services continued to utilize mailroom equipment to do folding/stuffing of mid to low volume mailings for additional projects within the County that were previously subcontracted to vendors.

Risk Management:

Risk Management has worked to improve efficiency of injury care invoice payments to the County's occupational healthcare provider, Med-1. Their invoices are now faxed directly to the County's Workers' Compensation Third Party Administrator (TPA). The Risk Manager receives supporting documentation for invoices electronically for reviewing and approving TPA payments. The prior method was Med-1 mailed invoices to the Risk Manager for processing and faxing them to the TPA for payment. This new change improves the turnaround time in payments as well as drastically reduces the amount of paper Risk Management receives from Med-1.

Risk Management is focusing on implementing safety and loss prevention programs throughout all County departments. Loss preventions and inspections are a priority for Risk Management as these can reduce cost of premiums along with potential losses.

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

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 payments.
- To increase the number of Electronic Funds Transfer (EFT) payments made to vendors.

Objectives

- To process at least 99.00% of A/P invoices without error.
- To distribute the CAFR within 180 days of the County's fiscal year-end.
- To earn accreditation for GFOA Excellence in Financial Reporting Award.
- To increase the number of vendors paid with electronic funds transfer payments.

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outcomes				
% of A/P payments issued without error	98.79%	99.00%/ 98.91%	99.00%/ 99.27%	99.00%
CAFR distributed within 180 days of end of County's fiscal year	Yes	Yes / Yes	Yes / Yes	Yes
Consecutive number of years earned accreditation for GFOA Certificate of Achievement for Excellence in Financial Reporting	15th	16th/ 16th	17th / 17th	18th

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Efficiencies				
Invoices processed per employee (2 FTE)	31,224	31,250/ 30,289	30,500/ 28,701	30,000

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outputs				
A/P invoices processed	62,448	62,500/ 60,578	61,000/ 57,402	60,000
Accounts payable checks issued	22,458	20,500/ 20,482	20,500/ 18,877	20,000
Accounts payable EFT's issued	16,479	15,500/ 15,982	15,500/ 16,035	17,000

Service Area: Risk Management

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 \$5,928 or less.
- To maintain an average cost for Workers Comp medical claims of \$1,558 or less.
- To limit lost workdays per Workers Comp indemnity claim to 60 or less.
- To maintain an average cost of Auto Physical Damage claims of \$1,642 or less.
- To maintain an average cost on General Liability claims of \$8,551 or less.

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outcomes				
Average cost of Workers Comp indemnity claim	\$9,619	\$8,000/ \$5,784	\$7,375/ \$2,860	\$5,928
Average cost of Workers Comp medical claim	\$1,807	\$1,947/ \$2,044	\$2,165/ \$865	\$1,558
Lost workdays per Workers Comp indemnity claim	89.71	80.00/ 65.83	80.00/ 28.94	60.00
Average cost of Auto Physical Damage claim	\$1,577	\$1,467/ \$1,512	\$1,543/ \$1,866	\$1,642
Average cost of General Liability claim	\$22,208	\$1,438/ \$1,440	\$1,344/ \$2,404	\$8,551

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Efficiencies				
Claims process per employee (1 FTE)	239.00	218.00/ 235.00	229.00/ 231.00	235.00

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outputs				
Workers Comp indemnity claims	14	15/ 18	16/ 16	16
Workers Comp medical claims	105	95/ 107	103/ 113	108
Workers Comp lost workdays	1,256	1,200/ 1,185	1,275/ 463	968
Auto Physical Damage claims	107	92/ 98	94/ 87	97
Number of General Liability claims	13	16/ 12	16/ 15	13
Total amount paid in Workers Comp indemnity claims	\$134,671	\$120,000/ \$104,120	\$118,000/ \$45,762	\$94,851
Total amount paid in Workers Comp medical claims	\$189,784	\$185,000/ \$218,723	\$223,000/ \$97,696	\$168,734
Total amount paid in Auto Physical Damage claims	\$168,749	\$135,000/ \$148,809	\$145,000/ \$162,373	\$159,777
Total amount paid in General Liability claims (Loss Fund)	\$288,705	\$23,000/ \$17,278	\$21,500/ \$36,066	\$114,016

Service Area: Budget

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 and capital budget rates for adoption prior to December 31.
- To process 99% of budget amendments within 2 business days.
- To maintain a budget to actual variance of <2% for General Fund revenues.
- To maintain a budget to actual variance of <2% for General Fund expenses.

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outcomes				
Prepare the operating budget and capital budget for adoption prior to December 31	Yes	Yes / Yes	Yes / Yes	Yes
% of approved budget amendments processed within 2 business days	99.87%	>99.00%/ 99.46%	>99.00%/ 99.49%	>99.00%
Percent variance in budget to actual revenues for the General Fund	-1.48%	<2.00%/ 1.81%	<2.00%/ -1.77%	<2.00%
Percent variance in budget to actual expenses for the General Fund	1.80%	<2.00%/ 2.08%	<2.00%/ -1.06%	<2.00%

Service Area: Payroll

Goal

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

Objectives

- To issue 99.9% of payroll payments without error.
- To increase the number of employees using direct deposit to 100% of total personnel.

	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Indicators				
Outcomes				
% of payroll payments issued without error	99.98%	99.90%/99.95%	99.90%/99.91%	99.00%
% of personnel using direct deposit	95.69%	100.00%/97.42%	100.00%/95.57%	100.00%

	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Indicators				
Efficiencies				
Payroll payments per employee (2.7 FTE)	16,182	15,583/15,198	15,198/17,394	17,394

	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Indicators				
Outputs				
Payroll payments generated	48,547	46,748/45,595	45,595/46,963	46,963
Employees using direct deposit	1,664	1,739/1,626	1,666/1,646	1,646
Number of payroll payments with errors	14	12/25	25/43	43

Service Area: Fleet Services

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

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outcomes				
% 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	95.00%	95.00%/ 95.00%	95.00%/ 95.00%	95.00%
% 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%

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Efficiencies				
Vehicles and equipment maintained per employee (3 FTE 2014, 2015, 2016 & 4 FTE 2017)	79.67	79.67/ 79.67	60.00/ 68.00	72.00

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outputs				
Number of vehicles and equipment maintained by fleet	239	239/ 239	241/ 273	288
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	31	40/ 34	40/ 47	40
Vehicles replaced within policy guidelines	42	31/ 38	40/ 30	40
Gallons of gasoline used	225,503	250,000/ 216,163	250,000/ 301,476	300,000
Average miles per gallon	19.20	20.00/ 19.31	20.00/ 19.22	20.00
Average cost of fuel per gallon	1.73	2.30/ 1.82	2.30/ 2.07	2.40

Service Area: Central Services

Service Area Mission Statement:

To support County departments in providing services 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 98.0%.
- To process at least 305 microfilm frames per hour.
- To reduce County postage costs by at least \$2,200 annually via the usage of a presort mail service.
- To obtain an average interdepartmental messenger service satisfaction rating from County departments of at least 4.8 out of 5.0.

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outcomes				
% of print jobs completed by requested due date	97.78%	98.00%/ 98.13%	98.00%/ 98.03%	98.00%
Microfilm frames processed per hour	290	289/ 252	252/ 305	305
Amount saved via presorting mail	\$5,819	\$5,800/ \$5,391	\$5,300/ \$2,219	\$2,200
Average customer satisfaction rating of messenger service (Division generated)	4.80	4.80/ 4.75	4.80/ 4.64	4.80

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Efficiencies				
Total print jobs per employee (2 FTE)	1,149	1,142/ 1,068	1,065/ 1,121	1,121
Microfilm frames processed per hour	290	289/ 252	252/ 305	305

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outputs				
Number of county print jobs processed	1,929	1,925/ 1,855	1,850/ 1,970	1,970
Number of Non-County print jobs processed	370	360/ 281	280/ 272	272
Number of print jobs completed by requested due date	2,248	2,239/ 2,096	2,107/ 2,198	2,198
Number of microfilm frames processed	955,244	950,000/ 717,463	717,000/ 932,794	932,794
Number of microfilm hours	3,291	3,288/ 2,846	2,845/ 3,053	3,053

Service Area: Purchasing

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 electronic purchase order distribution as a percent of total purchase orders issued to 90% per year.
- To achieve a percent of surplus redeployed between County departments of at least 5% when compared to surplus sold at auction.

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outcomes				
Percentage of purchase orders and revisions distributed electronically	94.00%	90.00%/ 77.00%	90.00%/ 86.00%	90.00%
Percentage of surplus redeployed between County departments compared to surplus sold at auction	3.00%	5.00%/ 3.00%	5.00%/ 0.00%	5.00%

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Efficiencies				
Purchase order originals and revisions issued per buyer (4 FTE)	820	688/ 1,003	688/ 716	700
Solicitation opportunities published per buyer (4 FTE)	72	50/ 66	50/ 68	50

Indicators	2015 Actual	2016 Expected/ Actual	2017 Expected/ Actual	2018 Expected/ Actual
Outputs				
Purchase order originals processed	2,450	2,400/ 2,377	2,400/ 2,749	2,400
Purchase orders and revisions distributed	3,282	2,750/ 4,013	2,750/ 2,864	2,750
Purchase orders and revisions distributed electronically	3,090	2,475/ 3,069	2,475/ 2,463	2,450
Solicitations distributed	289	250/ 262	250/ 270	250
Surplus sold at auction excluding vehicle	\$153,267	\$50,000/ \$164,815	\$50,000/ \$117,433	\$50,000
Surplus redeployed excluding vehicles	\$4,412	\$2,500/ \$5,670	\$2,500/ \$0	\$0