Human Resources

BOARD OF COUNTY COMMISSIONERS
OKALOOSA COUNTY, FLORIDA

SERVICE AREA: GENERAL GOVERNMENT

DEPARTMENT/PROGRAM: HUMAN RESOURCES

PROGRAM DESCRIPTION: In support of County departments, the Human Resources Department provides technical and consultation services in the areas of: legal and regulatory compliance; policy development; recruitment; selection; employment; orientation; separation; employee relations; discipline and grievances; employee recognition; performance management; job classification; compensation; employee communications; training and development; attendance and leave management; Human Resources information systems; and records.

REVENUE: Human Resources is funded within the General Fund. Supporting revenue of the General Fund are ad valorem taxes, communications service tax, local business tax, permits and fees, state shared revenue, charges for services, judgments and fines, miscellaneous revenue and transfers from other funds.

EXPENDITURES:

Category	Expenditures		Budget	
	FY10 **Actual $**	**FY11** **Actual $**	**FY12** **Original $**	**FY13** **Approved $**
Personal Services	461,432	434,577	504,215	424,539
Operating Expenses	53,192	46,195	55,232	55,888
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	514,624	480,772	559,447	480,427

HISTORICAL STAFFING SUMMARY:

Category	FY10	FY11	FY12	FY13
Full-time	8	8	8	7
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	8	8	8	7

MAJOR ACCOMPLISHMENTS LAST YEAR:

➢ Developed and offered a Voluntary Separation Incentive Program in accordance with recently revised Florida Statute 215.425 - Extra compensation claims prohibited; bonuses; severance pay.
➢ Completed a needs assessment survey for all positions classified as "Lead" within the county and provided over 2000 hours of training to over 700 employees.
➢ Assisted with the transfer of 6 new Airport Communications Specialists from the Okaloosa County Sheriff's Office as well as the hiring of Police Officers for the newly established Airport Police Department.

- Established a Continuity of Operations Plan for the Human Resources Department.
- Implemented an electronic fingerprint system as required by Florida and FBI.

PROGRAM GOAL: As an internal support service, Human Resources develops and administers programs, policies and procedures that enhance organizational effectiveness; ensures quality recruitment, retention, training, and development of employees; and provides practical and effective solutions to workplace challenges.

KEY OBJECTIVES:

1. Establish staffing strategies and initiatives that meet organizational objectives by attracting and retaining a well-qualified, high-performance, diverse workforce.
2. Provide technical and advisory assistance to managers within the organization regarding staffing, compensation, discipline and employee relations issues.
3. Establish and maintain a systematic, cost-effective program of development for managers, supervisors and employees.
4. Maintain organizational compliance with employment laws and county policies.
5. Administration of Human Resource functions.

PERFORMANCE MEASURES:

<table>
<thead>
<tr><th colspan="2">Performance Measures</th><th>Actual FY10/11</th><th>Estimated FY11/12</th><th>Adopted FY12/13</th></tr>
</thead>
<tbody>
<tr><td rowspan="4">Input</td><td>Total number of FTE's in Government (FY)</td><td>756</td><td>741</td><td>739</td></tr>
<tr><td>Total FTE's for Human Resources Department (FY)</td><td>8</td><td>8</td><td>8</td></tr>
<tr><td>Total employee compensation (salary) (FY)</td><td>$32,179,347</td><td>$31,666,589</td><td>$31,581,089</td></tr>
<tr><td>Number of requisitions during period (FY)</td><td>90</td><td>88</td><td>88</td></tr>
<tr><td rowspan="3">Output</td><td>Number of Disciplinary Action (FY)</td><td>35</td><td>39</td><td>39</td></tr>
<tr><td>Total number of employee drug tests (FY)</td><td>496</td><td>432</td><td>432</td></tr>
<tr><td>Number of employees receiving tuition reimbursement (FY)</td><td>5</td><td>4</td><td>4</td></tr>
<tr><td rowspan="5">Efficiency</td><td>Total employee turnover rate (FY)</td><td>9.8</td><td>11.2</td><td>9.8</td></tr>
<tr><td>Compensation (salary) cost per FTE (FY)</td><td>$42,565.27</td><td>$38,723.29</td><td>$38,415.37</td></tr>
<tr><td>Number of qualified applicants per requisition (FY)</td><td>24</td><td>31</td><td>31</td></tr>
<tr><td>HR FTE Ratio (FY)</td><td>95:1</td><td>93:1</td><td>93:1</td></tr>
<tr><td>Average number of days to fill a position (FY)</td><td>60</td><td>49</td><td>48</td></tr>
<tr><td rowspan="3">Effectiveness</td><td>Number of employees who left prior to one year of service (FY)</td><td>9</td><td>11</td><td>9</td></tr>
<tr><td>Percentage of trainees rating the programs as satisfactory or above (FY)</td><td>99.9%</td><td>99.9%</td><td>99.9%</td></tr>
<tr><td>Number of promotions (FY)</td><td>35</td><td>44</td><td>44</td></tr>
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BOARD OF COUNTY COMMISSIONERS
OKALOOSA COUNTY, FLORIDA

SERVICE AREA: GENERAL GOVERNMENT

DEPARTMENT/PROGRAM: PURCHASING DEPARTMENT

PROGRAM DESCRIPTION: The Purchasing Department acquires goods and services in a timely and efficient manner and at the best prices available, ensures inventory control for all County property and manages all County Contracts & Leases.

REVENUE: Purchasing is funded within the General Fund. Supporting revenue of the General Fund are ad valorem taxes, communications service tax, local business tax, permits and fees, state shared revenue, charges for services, judgments and fines, miscellaneous revenue and transfers from other funds.

EXPENDITURES:

Category	Expenditures		Budget	
	FY10 Actual $	**FY11 Actual $**	**FY12 Original $**	**FY13 Approved $**
Personal Services	410,914	403,795	326,133	327,123
Operating Expenses	36,686	26,091	21,980	20,566
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	447,600	429,886	348,113	347,689

HISTORICAL STAFFING SUMMARY:

Category	FY10	FY11	FY12	FY13
Full-time	7	6	5	5
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	7	6	5	5

MAJOR ACCOMPLISHMENTS LAST YEAR:

➢ Participated in 1 "How to do Business with Okaloosa County" Workshops in Pensacola, FL.
➢ Completed or currently working on five projects for Eglin AFB which will result in payments into the General Fund of $3,479.
➢ Managed 590 contracts and 172 leases with on-line access to County staff and the public.
➢ Managed 48 formal bids for goods and services.
➢ Inventoried 6,898 fixed assets for all departments with a value of $64,486,401.04.

➢ Implemented "e-payable" charge card system – replacing check payment with charge card payment. When in place for a full year, this should result in an annual rebate check of $50,000 - $60,000. In March 2012, $32,000 was deposited into the General Fund for a partial years rebate.

PROGRAM GOAL: To provide a centralized source of procurement for the departments of Okaloosa County in a cost effective method, to coordinate annual inventory of Fixed Assets as required by State Statutes and to assist all departments with Contracts & Leases.

KEY OBJECTIVES:

1. Ensure all purchasing functions comply with County, State and Federal requirements.
2. Ensure that all activities are handled in an ethically correct manner.
3. Provide support to all County departments, Finance, County Administrative Staff, Commissioners and Taxpayers.
4. Maintain open records for review by the citizens of Okaloosa County.
5. Process all requests for goods and services in a timely manner and ensure best pricing is obtained.
6. Coordinate in an efficient manner all contract and lease negotiations.
7. Schedule and facilitate annual inventory of all County property valued at over $1,000.
8. Promote professional development of staff through certification in the field of procurement.

PERFORMANCE MEASURES:

Performance Measures	Actual FY10/11	Estimated FY11/12	Adopted FY12/13
# of Requisitions Processed w/in 10 days of receipt	95%	95%	95%
# of Purchase Orders issued	2,475	3,100	2,700
$ Amount of Purchase Orders Issued	$13,866,755	$22,500,000	$22,000,000
# of Bids Issued	48	55	60
Purchasing Card Volume	$2,727,182	$4,000,000	$4,000,000
Purchasing Card Rebate	$32,769	$32,000	$50,000
Vendor Survey Satisfaction % (Bid Surveys)	100%	100%	100%
# of Employees Trained (CC, Logistics POD, Purchasing Workshops)	120	130	120
# of Vendors Trained (Trade Show Presentations, Small Business Seminars, How to do Business)	236	250	250
Completed Annual Inventory of all Fixed Assets	100%	100%	100%

SERVICE AREA: ECONOMIC ENVIRONMENT

DEPARTMENT/PROGRAM: VETERANS SERVICES

PROGRAM DESCRIPTION: To advise, assist and council veterans and their dependents in obtaining maximum benefits from the Department of Veterans Affairs which they are entitled as a result of their military service.

REVENUE: Veterans Services is funded within the General Fund. Supporting revenue of the General Fund are ad valorem taxes, communications service tax, local business tax, permits and fees, state shared revenue, charges for services, judgments and fines, miscellaneous revenue and transfers from other funds.

EXPENDITURES:

	Expenditures		Budget	
Category	FY10 Actual $	FY11 Actual $	FY12 Original $	FY13 Approved $
Personal Services	210,304	110,603	152,255	129,409
Operating Expenses	31,480	34,688	9,859	9,855
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	241,784	145,291	162,114	139,264

HISTORICAL STAFFING SUMMARY:

Category	FY10	FY11	FY11	FY12
Full-time	4	3	3	3
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	4	3	3	3

MAJOR ACCOMPLISHMENTS LAST YEAR:

1. Continued to assess and update office procedures to ensure services offered are maximizing the use of available personnel, technical resources, and reduced postage costs by consolidating all outgoing mail.
2. Continued to increased number of ready to-rate claims filed with the Dept of Veterans Affairs on behalf of area veterans and other claimants.
3. Expanded coordination with the Okaloosa County Inmate Population Manager to include Okaloosa County Vet Court's Coordinator and the VA's Justice Outreach Coordinator to provide appropriate assistance to eligible incarcerated veterans for Veteran's Court and other VA specific programs.

4. Expanded and revamped outreach program for area Homebound VA beneficiaries training and workshops with Assisted Living Facilities, Health and Rehabilitation Facilities (Nursing Homes) and Home Health Care Agencies Staff.
5. Scheduled and coordinated transportation for 191 veterans to the VA Joint Ambulatory Care Center in Pensacola. Enhanced scheduling procedures for this program were implemented to reduce unnecessary van trips due to "no-shows" who made requests for transportation.

PROGRAM GOAL: The Okaloosa County Veterans Affairs Department is to assist all former, present and future members of the United States Armed Forces and their dependents in preparing claims for and securing compensation, pension m educational and other benefits or privileges to which they may be entitled under Federal and State Laws or Regulations by reason of their military service. The offices coordinate and disseminate information on federal, state, county and private veterans' programs and benefits.

KEY OBJECTIVES:

1. To effectively and efficiently respond to all client requests
2. Serve all veterans/dependents including shut-ins, assisted care facilities, incarcerated & homeless veterans
3. To maintain an acceptable dollar return from claims submitted for Federal and State benefits
4. Maintain Client support

PERFORMANCE MEASURES:

	Performance Measures	Actual FY10/11	Estimated FY11/12	Adopted FY12/13
Input	Number of Full-Time Positions	3	3	3
	Personnel Services	$157,499	$152,255	$154,282
	Operating Expenditures	$11,322	$9,859	$9,855
Output	Number of Client Contacts (in-offices, phones, email)	8,221	8,300	8,400
	Number of outreach contacts including shut-ins, assisted care facilities, incarcerated & homeless veterans	93	90	87
	Number of Veterans in Okaloosa County	34,107	33,533	32,997
Efficiency	Percentage of claims filed within one office contact with veterans and/or dependents	92%	91%	90%
	Percentage of claims filed with outreach visits	8.5%	8.0%	8.5%
	Percentage of claims filed via other means (mail, fax, computer)	1.0%	1.0%	1.5%
Effectiveness	Client award for approved claims	$6,002,643	$6,000,000	$6,000,000
	Days for outreach	53	50	47

NOTE: The Veterans' population data was extracted from the Dept of Veterans Affairs Veteran Population Model (VetPop2007) which estimates the Veteran population and its characteristics from FY2000 through 2006, and forecasts the population for FY2007 through 2036. The figures *do not* include widows/widowers & other VA dependents.

SERVICE AREA: GENERAL GOVERNMENT

DEPARTMENT/PROGRAM: RISK MANAGEMENT / SELF – INSURANCE FUND

PROGRAM DESCRIPTION: The Risk Management Department is responsible for the safety of employees, and the conservation of the physical and financial assets of the Board of County Commissioners, the Clerk of Court, the Tax Collector, the Property Appraiser, and the Supervisor of Elections. Our major activities include administration of the Self-Insurance Fund; including general liability, workers' compensation, auto and property insurance, the Employee Benefit Program, Contract Review, Public Records Requests and Claim Management. In addition, we act as Coordinator of the Americans with Disabilities Act (ADA) for the County.

REVENUE: Risk Management is an internal service fund. Supporting revenue are charges for services to County user departments and Constitutional Officers participating in the program.

EXPENDITURES:

RISK MANAGEMENT ADMINISTRATION

	Expenditures		Budget	
Category	**FY10** **Actual $**	**FY11** **Actual $**	**FY12** **Original $**	**FY13** **Approved $**
Personal Services	214,301	213,154	206,541	194,903
Operating Expenses	13,032	11,354	14,127	15,763
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	227,333	224,508	220,668	210,666

SELF INSURANCE

	Expenditures		Budget	
Category	**FY10** **Actual $**	**FY11** **Actual $**	**FY12** **Original $**	**FY13** **Approved $**
Personal Services	960,610	1,272,062	1,250,000	1,280,000
Operating Expenses	12,287,373	11,711,632	12,125,553	12,400,433
Capital Outlay	0	0	0	0
Reserves	0	0	1,406,466	1,036,669
Total	13,247,983	12,983,694	14,782,019	14,717,102

HISTORICAL STAFFING SUMMARY:

Category	FY10	FY11	FY12	FY13
Full-time	3	3	3	3
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	3	3	3	3

MAJOR ACCOMPLISHMENTS LAST YEAR:

➢ Introduced a voluntary employee vision insurance program to County employees.
➢ Obtained a health insurance refund of $1,132,761.00 through the Proshare program.
➢ Conducted the annual Employee Health Fair where 229 employees participated.
➢ Participated in the Universal RX program & received $3,975 in cost sharing.

PROGRAM GOAL: To provide professional support in the areas of employee health, wellness and safety while protecting County assets through aggressive Workers' Compensation, property, auto and general liability claims management.

KEY OBJECTIVES:

1. Plan, organize and coordinate a comprehensive insurance management, accident prevention, and County wide loss control program.
2. Act as advisor and consultant to County Management, BCC, Constitutional Officers, directors, managers and supervisors on loss control, insurance, self-insurance, and contract & claims administration.
3. Administer the review and processing of all workers' compensation, property, auto, and liability claims.
4. Coordinate employee health and wellness functions including employee benefit and employee health fairs.
5. Responsible for the County Safety Committee and acts as the County Americans with Disabilities Act (ADA) Coordinator

PERFORMANCE MEASURES:

Performance Measures	Actual FY10/11	Estimated FY11/12	Adopted FY12/13
Workers Compensation			
Number of Medical Only Claims	35	30	30
Number of lost time claims	21	14	14
Number of lost time days	1,125	1873	1686
Auto Claims			
Number of no fault auto claims (e.g. parked vehicle)	6	2	2
Number of at fault auto claims	1	0	0
Liability/E&O Claims			
Number of liability/E&O claims	16	11	11
Property Claims			
Number of property claims	0	0	0
Health & Wellness			
Number of employee requests for assistance	1968	2451	2451
Number of employees participated in Health Fair	245	229	283
Number of employees participated in Benefits Fair	280	275	330
Workers Compensation			
Number of worker days lost to injury per full time employee	1.19	1.99	1.79
Number of worker days lost to injury per workers' comp	20.09	42.57	38
Number of workers' comp claims per 100 FTE's	5.94	4.67	5
Number of workers' comp claims per 100,000 hours worked	3.01	3.92	3
Percentage of lost time cases returned to work in 7 days	19	25	25
Percentage of lost time cases returned to work in 21 days	29	63	65
Percentage of lost time cases returned to work greater than 21 days	71	37	35
Auto Claims			
Number of at fault auto claims per total vehicles	.002	0	0
Number of at fault auto claims per 100,000 miles driven	.02	0	0
Property Claims			
Property loss per $100 property value	0	0	0
Premiums per $100 property value at risk	.52	.42	.42
Health & Wellness			
Percentage of employees participated in Health Fair	26	24	30
Percentage of employees participated in Benefits Fair	30	29	35

The first group of rows (from Workers Compensation through Health & Wellness number measures) is labeled **Input/Output**; the second group (from Workers Compensation efficiency measures onward) is labeled **Efficiency/Effectiveness**.