

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	
	FY11 Actual \$	FY12 Actual \$	FY13 Original \$	FY14 Approved \$
Personal Services	434,577	427,488	424,539	500,648
Operating Expenses	46,195	59,257	55,888	53,576
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	480,772	486,745	480,427	554,224

HISTORICAL STAFFING SUMMARY:

Category	FY11	FY12	FY13	FY14
Full-time	8	8	7	8
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	8	8	7	8

MAJOR ACCOMPLISHMENTS LAST YEAR:

- Offered Prohibited Harassment refresher training to 750 employees via computer based training and provided over 2300 hours of training to over 900 employees.
- Revised HR Policy Manual and updated procedures for organizational compliance with federal and state employment laws: Employment Eligibility Verification (I-9), Family Medical Leave Act and Military Leave of Absence.
- Increased participation of the Recognition Program (PRIDE/HERO Awards) by 150%.
- Integrated Risk Management into a division of Human Resources.

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:

Performance Measures		Actual FY11/12	Estimated FY12/13	Adopted FY13/14
Input	Total number of FTE's in Government (FY)	740	743	748
	Total FTE's for Human Resources Department (FY)	8	7	8
	Total employee compensation (salary) (FY)	\$28,272,966	\$27,025,545	\$28,929,632
	Number of requisitions during period (FY)	109	145	145
Output	Number of Disciplinary Action (FY)	42	32	32
	Total number of employee drug tests (FY)	479	477	477
	Number of employees receiving tuition reimbursement (FY)	7	6	6
Efficiency	Total employee turnover rate (FY)	9.12%	8.82%	8.82%
	Compensation (salary) cost per FTE (FY)	\$38,207	\$36,374	\$38,676
	Number of qualified applicants per requisition (FY)	142	105	105
	HR FTE Ratio (FY)	93:1	106:1	94:1
	Average number of days to fill a position (FY)	52	61	55
Effectiveness	Number of employees who left prior to one year of service (FY)	8	15	8
	Percentage of trainees rating the programs as satisfactory or above (FY)	99.9%	99.9%	99.9%
	Number of promotions (FY)	44	36	36

**BOARD OF COUNTY COMMISSIONERS
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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	
	FY11 Actual \$	FY12 Actual \$	FY13 Original \$	FY14 Approved \$
Personal Services	403,795	327,924	327,123	389,006
Operating Expenses	26,091	21,266	20,566	18,540
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	429,886	349,190	347,689	407,546

HISTORICAL STAFFING SUMMARY:

Category	FY11	FY12	FY13	FY 14
Full-time	6	5	5	6
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	6	5	5	6

MAJOR ACCOMPLISHMENTS LAST YEAR:

- Participated in one “How to do Business with Okaloosa County” Workshop in Panama City, FL.
- Currently working on two projects for Eglin AFB which will result in payments into the General Fund of \$11,500.00
- Managed 596 contracts and 170 leases with on-line access to County staff and the public.
- Managed 56 formal bids for goods and services.
- Inventoried 6,506 fixed assets for all departments with a value of \$62,366,663.05.
- Held a Purchasing Card refresher class for all cardholders.
- Held training classes for all Distribution Site Workers (PODs)
- Completed a full year with the “e-payable” charge card system – replacing some check payments with charge card payments. Combined with the Purchasing Card we spent \$3,478,206.30 as an organization, which gave us a rebate of \$38,260.27 that was deposited into the General Fund.
- Made major revisions to the Purchasing Manuals.

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.
9. Respond promptly to all Auditing requirements.

PERFORMANCE MEASURES:

Performance Measures	Actual FY11/12	Estimated FY12/13	Adopted FY13/14
# of Requisitions received	1,950	2,700	2,000
# of Purchase Orders issued	1,935	2,700	2,000
\$ Amount of Purchase Orders Issued	\$14,886,098	\$22,000,000	\$18,000,000
# of Bids Issued	56	60	60
Purchasing Card Volume	\$3,478,206	\$4,000,000	\$4,000,000
Purchasing Card Rebate	\$38,260.27	\$50,000	\$50,000
Vendor Survey Satisfaction % (Bid Surveys)	100%	100%	100%
# of Employees Trained (P-Card, Logistics POD, Purchasing Workshops)	250	120	150
# of Vendors Trained (Trade Show Presentations, Small Business Seminars, How to do Business)	100	250	150
Completed Annual Inventory of all Fixed Assets	100%	100%	100%

**BOARD OF COUNTY COMMISSIONERS
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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:

Category	Expenditures		Budget	
	FY11 Actual \$	FY12 Actual \$	FY13 Original \$	FY14 Approved \$
Personal Services	110,603	129,945	129,409	143,065
Operating Expenses	34,688	9,647	9,855	8,651
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	145,291	139,592	139,264	151,716

HISTORICAL STAFFING SUMMARY:

Category	FY11	FY12	FY13	FY14
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:

- 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.
- Continued to increased number of ready to-rate claims filed with the Dept of Veterans Affairs on behalf of area veterans and other claimants.
- Continued to coordinate with the Okaloosa County Inmate Population Manager, 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.
- Continued to update our outreach program for area Homebound VA beneficiaries with enhanced training and workshops with Assisted Living Facilities, Health and Rehabilitation Facilities (Nursing Homes) and Home Health Care Agencies Staff.
- Scheduled and coordinated transportation for 200 veterans to the VA Joint Ambulatory Care Center in Pensacola. Enhanced scheduling procedures for this program previously implemented continue 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 FY11/12	Estimated FY 12/13	Adopted FY 13/14
Input	Number of Full-Time Positions	3	3	3
	Personnel Services	151,780	129,409	
	Operating Expenditures	9,859	9,600	
Output	Number of Client Contacts (in-offices, phones, email)	8346	8,450	8,450
	Number of outreach contacts including shut-ins, assisted care facilities, incarcerated, homeless veterans & veteran briefings	135	160	250
	Number of Veterans in Okaloosa County*	31,890	32,208	32,468
Efficiency	Percentage of claims filed within one office contact with veterans and/or dependents	95%	95%	96%
	Percentage of claims filed with outreach visits	4 %	4.5%	3.5%
	Percentage of claims filed via other means (mail, fax, computer)	.1%	.5%	.5%
Effectiveness	Client award for approved claims	\$8,200,280	\$9,200,000	\$ 9,200,000
	Days for outreach	57	65	70

***NOTE:** The Veterans' population data was extracted from the Dept of Veterans Affairs Veteran Population Model (VetPop2011) which is the latest official Veteran population projection from the VA. VetPop2011 is an actuarial projection model developed by the Office of the Actuary (OACT) for Veteran population projections from FY 2011 to FY 2040 (2010 Census data as part of the calculations). These figures *do not* include widows/widowers & other VA dependents (children and parents). Figures from the Florida Dept of Veterans Affairs indicate Veteran population at 34,101.

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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

Category	Expenditures		Budget	
	FY11 Actual \$	FY12 Actual \$	FY13 Original \$	FY14 Approved \$
Personal Services	213,154	180,571	194,903	195,335
Operating Expenses	11,354	8,917	15,763	13,333
Capital Outlay	0	0	0	5,770
Interfund Transfer	0	0	0	1,433,000
Reserves	0	0	1,036,669	1,081,014
Total	224,508	189,488	1,247,335	2,728,452

SELF INSURANCE

Category	Expenditures		Budget	
	FY11 Actual \$	FY12 Actual \$	FY13 Original \$	FY14 Approved \$
Personal Services	1,272,062	1,309,532	1,280,000	1,250,000
Operating Expenses	11,711,632	12,120,468	12,400,433	12,100,243
Capital Outlay	0	0	0	0
Reserves	0	0	0	0
Total	12,983,694	13,430,000	13,680,433	13,350,243

HISTORICAL STAFFING SUMMARY:

Category	FY11	FY12	FY13	FY14
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:

- Bid the dental, life and disability programs resulting in a 22% savings to the County.
- Obtained a health insurance refund of \$1.7 million through the ProShare program.
- Conducted the annual Employee Health Fair where 207 employees participated.

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 FY11/12	Estimated FY12/13	Adopted FY 13/14
Input/Output	Workers Compensation			
	Number of Medical Only Claims	39	40	40
	Number of lost time claims	19	8	8
	Number of lost time days	1,796	1,050	1,000
	Auto Claims			
	Number of no fault auto claims (e.g. parked vehicle)	2	0	0
	Number of at fault auto claims	7	20	15
	Liability/E&O Claims			
	Number of liability/E&O claims	11	55	40
	Property Claims			
	Number of property claims	0	0	0
	Health & Wellness			
	Number of employee requests for assistance	2,451	2,478	2,500
	Number of employees participated in Health Fair	229	207	230
Number of employees participated in Benefits Fair	275	280	300	
Efficiency/Effectiveness	Workers Compensation			
	Number of worker days lost to injury per full time employee	1.99	1.22	1.11
	Number of worker days lost to injury per workers' comp	42.57	20.19	19.23
	Number of workers' comp claims per 100 FTE's	6.42	5.75	5.75
	Number of workers' comp claims per 100,000 hours worked	3.09	3.07	2.76
	Percentage of lost time cases returned to work in 7 days	53	25	25
	Percentage of lost time cases returned to work in 21 days	74	50	50
	Percentage of lost time cases returned to work greater than 21 days	26	50	50
	Auto Claims			
	Number of at fault auto claims per total vehicles	.017	.033	.025
	Number of at fault auto claims per 100,000 miles driven	0.19	.417	.313
	Property Claims			
	Property loss per \$100 property value	0	0	0
	Premiums per \$100 property value at risk	.42	.40	.42
Health & Wellness				
Percentage of employees participated in Health Fair	24	23	25	
Percentage of employees participated in Benefits Fair	29	30	33	