

**Brevard County
Citizens**

**Board of County
Commissioners**

County Management

**Human Resources Office
Programs and Services**

**Personnel
Technical
Services**

**Recruitment/
Referral of
Applicants Drug
Testing**

**Process and
Orient New
Employees**

**Compile/Update
Archive/Retrieve
Personnel Records**

**Job Class/ Pay
Review and
Administration of
Pay and Class
Plan**

**Education
Assistance**

**Volunteer
Coordination and
Oversight**

**Employee
Relations**

**Collective
Bargaining Labor
Agreement
Administration**

**Processing/
Adjudication
Employee
Grievances/
Appeals**

**Conflict
Intervention/
Counseling**

Training

**Assure EEO
Opportunities are
Afforded to All**

**Rewards and
Recognition,
Excellence in
Action and
Employee
Innovation**

**Employee
Benefits**

**Insurance
Benefits
Administration**

**Health and
Wellness**

**Employee
Separations From
Employment**

**Risk
Management**

**Workers
Compensation**

**Auto Liability/
Physical Damage**

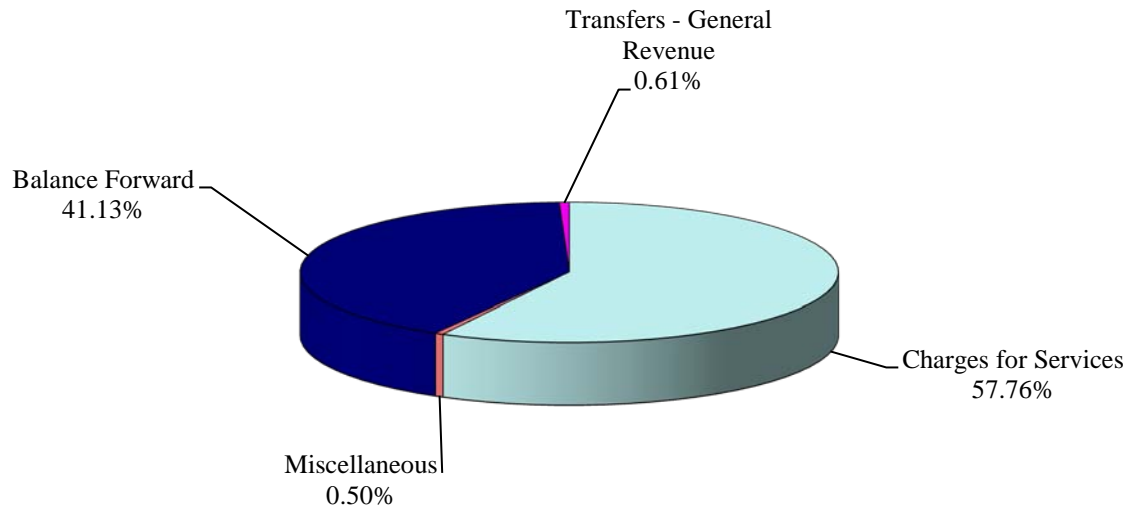
**General
Liability**

**Property
Insurance**

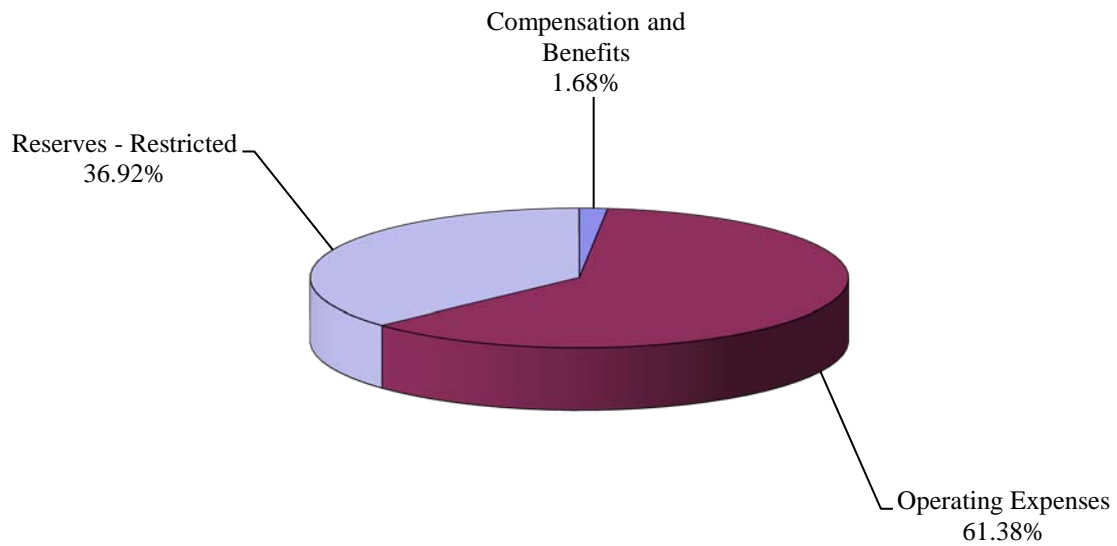
**Loss Control
Safety**

HUMAN RESOURCES OFFICE

OPERATING REVENUES (SOURCES) FY 2011-2012 TOTAL BUDGET \$99,307,924



OPERATING EXPENDITURES (USES) FY 2011-2012 TOTAL BUDGET \$99,307,924



Note: Total percentage may not equal 100% due to rounding.

HUMAN RESOURCES OFFICE: SUMMARY

MISSION STATEMENT:

The Office of Human Resources is committed to providing quality support services and benefits administration to employees of the Board of County Commissioners and other County Agencies.

PROGRAMS AND SERVICES:

Personnel Administration - Personnel Technical Services

Recruitment and referral of applications, Process and orient new employees, Compile / update / archive / retrieve personnel records, Job class / pay review and administration of pay and class plan, Match volunteers / interns to service needs

Personnel Administration - Employee Relations

Collective bargaining / labor agreement administration, Process / adjudicate employee grievances and appeals, Conflict intervention, Employee Development, Supervisory, Customer Service and Continuous Improvement Training, Assure equal employment opportunities are afforded to all

Insurance - Employee Benefits

Insurance benefits administration, Health & Wellness, Coordinate employee separations from employment

Insurance - Risk Management

Workers' Compensation, Auto Liability, Auto Physical Damage, General Liability Insurance, Property Insurance, Loss Control/Safety

TRENDS AND ISSUES:

The office provides personnel services to over 3,000 employees and manages benefits for over 4,200 employees which includes other charter officers.

Continuing to update and revise training and development efforts, with a strong emphasis on developing leaders, retaining top talent, succession planning, improving organizational productivity, and providing quality services. As budget resources continue to decrease and external training opportunities are minimized, internal training will continue to be recognized as a valuable employee benefit, and a means of minimizing and/or avoiding litigation costs and lawsuits.

The insurance markets are hardening as carriers look to increase revenues after several years of premium decline due to the weak economy. Property insurance increases of 5-10% are anticipated in response to catastrophic losses in Japan and the U.S.

Health care costs are projected to increase 6% for FY 2011-2012 as the result of increased medical claims and prescription costs. Providing quality insurance coverage at a reasonable cost continues to be a focus, however, further plan design changes may be needed to offset increases and anticipated revenue shortfalls.

MAJOR SERVICE LEVEL IMPACTS:

There are no major service level impacts for FY 2011-2012 for the Human Resources Office.

HUMAN RESOURCES OFFICE: DEPARTMENT SUMMARY

DEPARTMENT REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees, & Spec. Assess.	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$55,666,865	\$59,264,103	\$57,355,877	(\$1,908,226)	(3.22%)
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$1,669,632	\$500,500	\$500,500	\$0	0.00%
Statutory Reduction	\$0	(\$25)	(\$25)	\$0	0.00%
<i>Operating Revenues:</i>	\$57,336,497	\$59,764,578	\$57,856,352	(\$1,908,226)	(3.19%)
Balance Forward	\$47,290,343	\$42,211,385	\$40,847,750	(\$1,363,635)	(3.23%)
Transfers - General Revenue	\$713,319	\$603,288	\$603,822	\$534	0.09%
Transfers - Others	\$50,084	\$0	\$0	\$0	0.00%
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$48,053,746	\$42,814,673	\$41,451,572	(\$1,363,101)	(3.18%)
TOTAL REVENUES:	\$105,390,243	\$102,579,251	\$99,307,924	(\$3,271,327)	(3.19%)
EXPENDITURES:					
Compensation and Benefits	\$1,710,878	\$1,656,235	\$1,672,868	\$16,633	1.00%
Operating Expenses	\$59,465,234	\$61,337,503	\$60,952,199	(\$385,304)	(0.63%)
Capital Outlay	\$1,697	\$3,500	\$0	(\$3,500)	(100.00%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$61,177,810	\$62,997,238	\$62,625,067	(\$372,171)	(0.59%)
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$39,566,862	\$36,667,706	(\$2,899,156)	(7.33%)
Transfers	\$3,674,140	\$15,151	\$15,151	\$0	0.00%
<i>Non-Operating Expenditures:</i>	\$3,674,140	\$39,582,013	\$36,682,857	(\$2,899,156)	(7.32%)
TOTAL EXPENDITURES:	\$64,851,950	\$102,579,251	\$99,307,924	(\$3,271,327)	(3.19%)
PERSONNEL:					
Full-time Positions	23.00	23.00	23.00	0.00	0.00%
Part-time Positions	3.00	4.00	4.00	0.00	0.00%
Full-time Equivalent	24.75	25.50	25.50	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

PERSONNEL TECHNICAL SERVICES: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$461	\$0	\$0	\$0	0.00%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$0	\$500	\$500	\$0	0.00%
Statutory Reduction	\$0	(\$25)	(\$25)	\$0	0.00%
<i>Operating Revenues:</i>	\$461	\$475	\$475	\$0	0.00%
Balance Forward	\$0	\$0	\$0	\$0	0.00%
Transfers - General Revenue	\$511,772	\$439,653	\$440,755	\$1,102	0.25%
Transfers - Others	\$0	\$0	\$0	\$0	0.00%
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$511,772	\$439,653	\$440,755	\$1,102	0.25%
TOTAL REVENUES:	\$512,233	\$440,128	\$441,230	\$1,102	0.25%
EXPENDITURES:					
Compensation and Benefits	\$441,853	\$411,242	\$411,667	\$425	0.10%
Operating Expenses	\$37,355	\$28,886	\$29,563	\$677	2.34%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$479,208	\$440,128	\$441,230	\$1,102	0.25%
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Expenditures:</i>	\$0	\$0	\$0	\$0	0.00%
TOTAL EXPENDITURES:	\$479,208	\$440,128	\$441,230	\$1,102	0.25%
PERSONNEL:					
Full-time Positions	7.00	7.00	7.00	0.00	0.00%
Part-time Positions	1.00	1.00	1.00	0.00	0.00%
Full-time Equivalent	7.50	7.50	7.50	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

PERSONNEL TECHNICAL SERVICES: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues remain unchanged.

Non-Operating Revenues increase by .25% or \$1,102 due to an increase in the General Fund transfer.

EXPENDITURES:

Operating Expenditures increase .25% or \$1,102 due primarily to an increases of \$425 in compensation and benefits, an increase of \$177 in general liability insurance and an increase of \$1,000 in other current charges associated with anticipated increases in advertising expenses, partially offset with a decrease of (\$500) in professional services associated with drug testing.

PROGRAM CHANGES:

NONE REQUESTED

PERSONNEL TECHNICAL SERVICES: PERFORMANCE MEASURES

GOALS:					
Recruit applicants for employment and refer to departments in a timely manner; provide pre-employment drug testing for safety sensitive positions; process all new employees and provide orientation to County; compile, update, archive, and/or retrieve personnel records with timeliness and accuracy; perform job classification studies and pay reviews in a timely manner; and match volunteers and interns to service needs of Brevard County government agencies.					
FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:					
<ol style="list-style-type: none"> Continued IAFF Rank and File Negotiations. Prepared and submitted Florida Benchmarking Consortium data collection reports. Created public service vignettes highlighting Department/Volunteer programs. 					
FY 2011 - 2012 INITIATIVES:					
<ol style="list-style-type: none"> IAFF Supervisory Unit Negotiations. Continue to expand volunteer outreach opportunities through enhanced website and other social media. Development of Online Job Requisition System - Enhancement of current PAS System. 					
FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Workload Requirements	New employees processed to payroll	222	200	200
		Number of volunteers placed	64	70	70
	1.2 Increase Customer Satisfaction	Number of job requisitions processed	433	400	400
	1.3 Expand Community Outreach	Number of volunteers screened	103	160	160
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	Average processing time per record (minutes)	13.74	12.46	12.46
	2.2 Increase Efficiency	Value added to County services through volunteers	\$1,122,444	\$1,141,806	\$1,139,904
		Cost per employee processed	\$291	\$156	\$166
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
		% of employee evaluations completed on-time	100%	100%	100%
	3.2 Improve Workforce Development	Number of development plans created	19	24	24
		Number of training hours provided	948	800	800
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget Vs Operating Actual	87%	100%	100%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.

EMPLOYEE RELATIONS: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$0	\$0	\$0	\$0	0.00%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$0	\$0	\$0	\$0	0.00%
Statutory Reduction	\$0	\$0	\$0	\$0	0.00%
<i>Operating Revenues:</i>	\$0	\$0	\$0	\$0	0.00%
Balance Forward	\$0	\$0	\$0	\$0	0.00%
Transfers - General Revenue	\$201,547	\$163,635	\$163,067	(\$568)	(0.35%)
Transfers - Others	\$0	\$0	\$0	\$0	0.00%
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$201,547	\$163,635	\$163,067	(\$568)	(0.35%)
TOTAL REVENUES:	\$201,547	\$163,635	\$163,067	(\$568)	(0.35%)
EXPENDITURES:					
Compensation and Benefits	\$189,262	\$156,342	\$155,892	(\$450)	(0.29%)
Operating Expenses	\$9,464	\$7,293	\$7,175	(\$118)	(1.62%)
Capital Outlay	\$1,697	\$0	\$0	\$0	0.00%
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$200,423	\$163,635	\$163,067	(\$568)	(0.35%)
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Expenditures:</i>	\$0	\$0	\$0	\$0	0.00%
TOTAL EXPENDITURES:	\$200,423	\$163,635	\$163,067	(\$568)	(0.35%)
PERSONNEL:					
Full-time Positions	3.00	2.00	2.00	0.00	0.00%
Part-time Positions	0.00	0.00	0.00	0.00	0.00%
Full-time Equivalent	3.00	2.00	2.00	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

EMPLOYEE RELATIONS: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Non-Operating Revenues decrease .35% or (\$568) as a result of a reduction in the General Fund transfer.

EXPENDITURES:

Operating Expenditures decrease .35% or (\$568) due largely to a (\$450) decrease in compensation and benefits and a (\$118) decrease in operating expenses due primarily to a reduction in general liability insurance.

PROGRAM CHANGES:

NONE REQUESTED

EMPLOYEE RELATIONS: PERFORMANCE MEASURES

GOALS:					
Assure equal employment opportunities (EEO) are afforded to all; provide internal training opportunities such as the County's Employee Development Program, Executive Leadership Institutes (ELI), Continuous Improvement Training, Customer Service Training, Workplace Violence, Discriminatory Harassment, Aggression Management, and Government in the Sunshine; provide counseling on personnel issues; process/adjudicate all employee grievances and appeals; conduct periodic labor/management sessions between management and the bargaining unit to maximize a cooperative relationship.					
FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:					
<ol style="list-style-type: none"> 1. Conducted a bi-annual Employee Engagement Survey. 2. Enhanced ELI program for succession planning. 3. Enhanced utilization of Survey Monkey in support of departmental workplace improvement initiatives. 					
FY 2011 - 2012 INITIATIVES:					
<ol style="list-style-type: none"> 1. Develop on-line training. 2. Increase the number of participants, from outside agencies, in Executive Leadership Institute Training. 3. Update the Brevard County Equal Employment Opportunity plan. 					
FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Workload Requirements	Hours of training provided	10,302	10,000	10,000
		Hours of counseling provided	3,000	3,300	3,300
	1.2 Increase Customer Satisfaction	Employee Development Workshop Satisfaction Ratings	80%	90%	90%
	1.3 Expand Community Outreach	Number of participants from outside agencies	475	500	525
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	Percentage of employees who complete the mandatory training for newly hired employees	100%	100%	100%
	2.2 Increase Efficiency	Cost per employee trained	\$15	\$6	\$6
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
	3.2 Improve Workforce Development	% of employee evaluations completed on-time	100%	100%	100%
		Number of development plans created	19	24	24
		Number of training hours provided	948	800	800
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget Vs Operating Actual	90%	100%	100%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by departments, thus, no ratings are available for programs.

EMPLOYEE BENEFITS: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$46,612,576	\$50,065,031	\$48,680,466	(\$1,384,565)	(2.77%)
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$652,381	\$200,000	\$200,000	\$0	0.00%
Statutory Reduction	\$0	\$0	\$0	\$0	0.00%
<i>Operating Revenues:</i>	\$47,264,958	\$50,265,031	\$48,880,466	(\$1,384,565)	(2.75%)
Balance Forward	\$21,712,238	\$19,116,368	\$17,425,033	(\$1,691,335)	(8.85%)
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Others	\$47,166	\$0	\$0	\$0	0.00%
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$21,759,404	\$19,116,368	\$17,425,033	(\$1,691,335)	(8.85%)
TOTAL REVENUES:	\$69,024,361	\$69,381,399	\$66,305,499	(\$3,075,900)	(4.43%)
EXPENDITURES:					
Compensation and Benefits	\$464,019	\$480,222	\$504,353	\$24,131	5.02%
Operating Expenses	\$50,720,291	\$51,455,661	\$51,072,572	(\$383,089)	(0.74%)
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$51,184,310	\$51,935,883	\$51,576,925	(\$358,958)	(0.69%)
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$17,437,763	\$14,720,821	(\$2,716,942)	(15.58%)
Transfers	\$300,000	\$7,753	\$7,753	\$0	0.00%
<i>Non-Operating Expenditures:</i>	\$300,000	\$17,445,516	\$14,728,574	(\$2,716,942)	(15.57%)
TOTAL EXPENDITURES:	\$51,484,310	\$69,381,399	\$66,305,499	(\$3,075,900)	(4.43%)
PERSONNEL:					
Full-time Positions	4.00	4.00	4.00	0.00	0.00%
Part-time Positions	0.00	0.00	0.00	0.00	0.00%
Full-time Equivalent	4.00	4.00	4.00	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

EMPLOYEE BENEFITS: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues decrease 2.75% or (\$1,384,565) in Charges for Services as a result of a reduction in the Group Health Insurance premium payments.

Non-Operating Revenues decrease 8.85% or (\$1,691,335) in balance forward as funds are used to support daily operations.

EXPENDITURES:

Operating Expenditures decrease 0.69% or (\$358,958) due primarily to a (\$383,089) plan design change which will decrease claim expenses, partially offset by a \$24,131 increase in compensation and benefits as the result of as a result of the elimination of furlough days and a programmed pay adjustment, which had the combined effect of a wages increase partially offset by a benefits decrease attributable to the adjustment to FRS retirement rates.

Non-Operating Expenditures decrease 15.57% or (\$2,716,942) due to a decrease in the Restricted Reserves.

PROGRAM CHANGES:

NONE REQUESTED

EMPLOYEE BENEFITS: PERFORMANCE MEASURES

GOALS:					
Provide comprehensive group health insurance coverage at a reasonable cost, maximize employee satisfaction with the County's employee benefits program and provide professional evaluation and assistance on improving employee wellness.					
FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:					
<ol style="list-style-type: none"> Established a RFP for alternative retiree insurance programs. Completed a Group Health Insurance dependent audit. Established a RFP for Pharmacy Coverage. 					
FY 2011 - 2012 INITIATIVES:					
<ol style="list-style-type: none"> Expansion of Wellness Program to incorporate health ambassador/coaches as an integral part. Explore smoking premium surcharge. Customer Service Survey. 					
FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Workload Requirements	Percentage of employees/retirees enrolled	90%	89%	89%
		Number of enrollment seminars	27	27	27
	1.2 Increase Customer Satisfaction	Rate of employee satisfaction with overall quality of services provided	91%	100%	100%
		Rate of employee satisfaction with Wellness Program	94%	100%	100%
	1.3 Expand Community Outreach	Number of health fairs, blood drives, and other events held	162	166	166
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	% of customer inquiries responded to within 72 hours	100%	100%	100%
	2.2 Increase Efficiency	Health cost per member per month	\$486	\$453	\$453
		Health cost per employee per month	\$983	\$854	\$854
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
	3.2 Improve Workforce Development	% of employee evaluations completed on-time	100%	100%	100%
		Number of development plans created	19	24	24
		Number of training hours provided	948	800	800
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget Vs Actual Budget	99%	100%	100%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.

RISK MANAGEMENT: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$9,053,827	\$9,199,072	\$8,675,411	(\$523,661)	(5.69%)
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$1,017,251	\$300,000	\$300,000	\$0	0.00%
Statutory Reduction	\$0	\$0	\$0	\$0	0.00%
<i>Operating Revenues:</i>	\$10,071,079	\$9,499,072	\$8,975,411	(\$523,661)	(5.51%)
Balance Forward	\$25,578,105	\$23,095,017	\$23,422,717	\$327,700	1.42%
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Others	\$2,918	\$0	\$0	\$0	0.00%
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$25,581,023	\$23,095,017	\$23,422,717	\$327,700	1.42%
TOTAL REVENUES:	\$35,652,102	\$32,594,089	\$32,398,128	(\$195,961)	(0.60%)
EXPENDITURES:					
Compensation and Benefits	\$615,744	\$608,429	\$600,956	(\$7,473)	(1.23%)
Operating Expenses	\$8,698,124	\$9,845,663	\$9,842,889	(\$2,774)	(0.03%)
Capital Outlay	\$0	\$3,500	\$0	(\$3,500)	(100.00%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$9,313,868	\$10,457,592	\$10,443,845	(\$13,747)	(0.13%)
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$22,129,099	\$21,946,885	(\$182,214)	(0.82%)
Transfers	\$3,374,140	\$7,398	\$7,398	\$0	0.00%
<i>Non-Operating Expenditures:</i>	\$3,374,140	\$22,136,497	\$21,954,283	(\$182,214)	(0.82%)
TOTAL EXPENDITURES:	\$12,688,009	\$32,594,089	\$32,398,128	(\$195,961)	(0.60%)
PERSONNEL:					
Full-time Positions	9.00	10.00	10.00	0.00	0.00%
Part-time Positions	2.00	3.00	3.00	0.00	0.00%
Full-time Equivalent	10.25	12.00	12.00	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

RISK MANAGEMENT: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues decrease 5.51% or (\$523,661) in Charges for Services as payrolls decline and insurance requirements are reduced.

Non-Operating Revenues increase 1.42% or \$327,700 in balance forward.

EXPENDITURES:

Operating Expenditures decrease 0.13% or (\$13,747) due to a (\$7,473) reduction in compensation and benefits due primarily to changes in the Florida Retirement System, a (\$2,774) reduction in operating expenses and a (\$3,500) reduction in capital outlay.

Non-Operating Expenditures decrease 0.82% or (\$182,214) in reserves, which is established by an actuary.

PROGRAM CHANGES:

NONE REQUESTED

RISK MANAGEMENT: PERFORMANCE MEASURES

GOALS:					
To implement measures through Loss Control, Loss Prevention, and Insurance Programs to most effectively reduce the risk of exposures and related costs associated with the varied and unique functions of the County.					
FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:					
<ol style="list-style-type: none"> 1. Implemented on-line claim reporting system for all lines of property and casualty insurance. 2. Completed appraisals of all Utility Services real property assets (buildings and structures). 3. Developed statewide Risk Management performance measures to be utilized by the Florida Benchmarking Consortium. 					
FY 2011 - 2012 INITIATIVES:					
<ol style="list-style-type: none"> 1. Automate the billing of property insurance premiums to departments. 2. Continue appraisals of remaining municipal real property and assets (buildings and structures). 3. Florida Benchmarking Consortium data collection and reporting. 					
FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Workload Requirements	Number of active claims	723	849	798
		Number of new claims	879	714	798
	1.2 Expand Community Outreach	Number of employees attending Safety & Loss Control Training	488	486	484
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	Number of closed claims	753	765	761
	2.2 Increase Efficiency	Closing percentage	100%	107%	95%
		Administrative cost per claim	\$318	\$281	\$296
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
	3.2 Improve Workforce Development	% of employee evaluations completed on-time	100%	100%	100%
		Number of development plans created	19	24	24
		Number of training hours provided	948	800	800
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget Vs Operating Actual	90%	100%	100%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.