



Office of Business and Financial Services

Department Budget Presentation



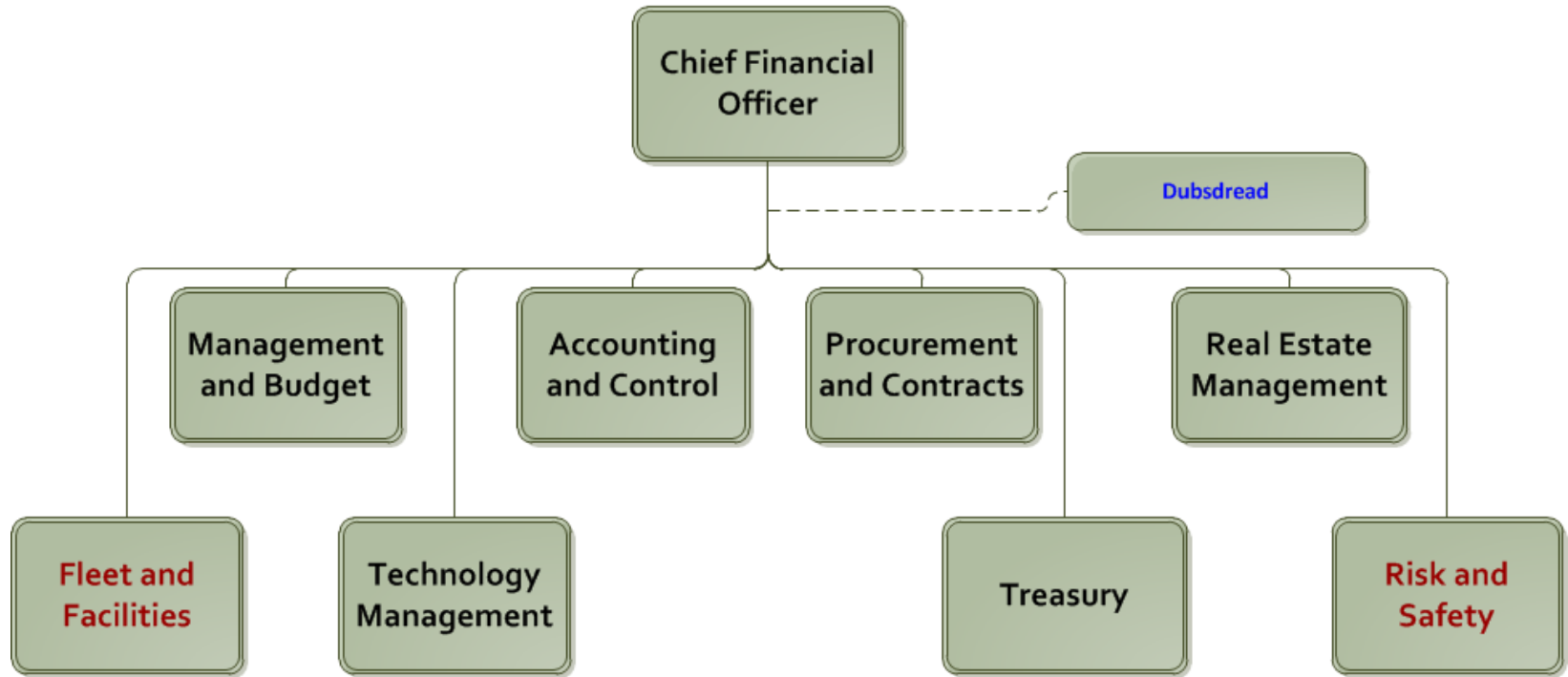
Office of Business and Financial Services

Overview



Office of Business and Financial Services

Overview



Fund for Budgetary Purposes
General Fund
Internal Service Fund
Enterprise Fund

Office of Business and Financial Services

Position History

	FY01/02	FY03/04	FY09/10	FY13/14	Change from FY01/02	
					Count	Percent
Chief Financial Officer	5	5	4	4	-1	-20%
Accounting and Control	31	26	28	25	-6	-19%
Fleet and Facilities	170	106	90	84	-86	-51%
Management and Budget	8	7	6	6	-2	-25%
Procurement and Contracts	28	25	21	21	-7	-25%
Real Estate	4	4	4	4	0	0%
Risk and Safety	13	7	14	10	-3	-23%
Technology Management	77	70	72	67	-10	-13%
Treasury	6	7	6	6	0	0%
Total	342	257	245	227	-115	-34%

Office of Business and Financial Services

Funding Sources

	FY2014 Approved Budget		
	Appropriation	Income, Fees, and Reimbursements	Budget Net of Revenue
General Fund			
Operating	20,747,759	(13,275,000)	7,472,759
Debt/Mandated Payments	15,959,580	-	15,959,580
Total General Fund	36,707,339	(13,275,000)	23,432,339
Internal Service Funds	47,032,798	(47,032,798)	-
Enterprise Funds	1,724,863	(1,724,863)	-
Department Total	85,465,000	(62,032,661)	23,432,339

Office of Business and Financial Services

Notable Recognitions

- Government Finance Officers Association
 - Distinguished Budget Presentation Award
 - Certificate of Achievement for Excellence in Financial Reporting
- Florida Association of Public Procurement Officers
 - Award of Excellence in Public Procurement
- 100 Best Fleets of North America and Governing Magazine
 - Ranking of 46th Best Fleet
- Government Fleet Magazine
 - Leading Fleet Award – Ranking of 23rd

Office of Business and Financial Services

Notable Recognitions

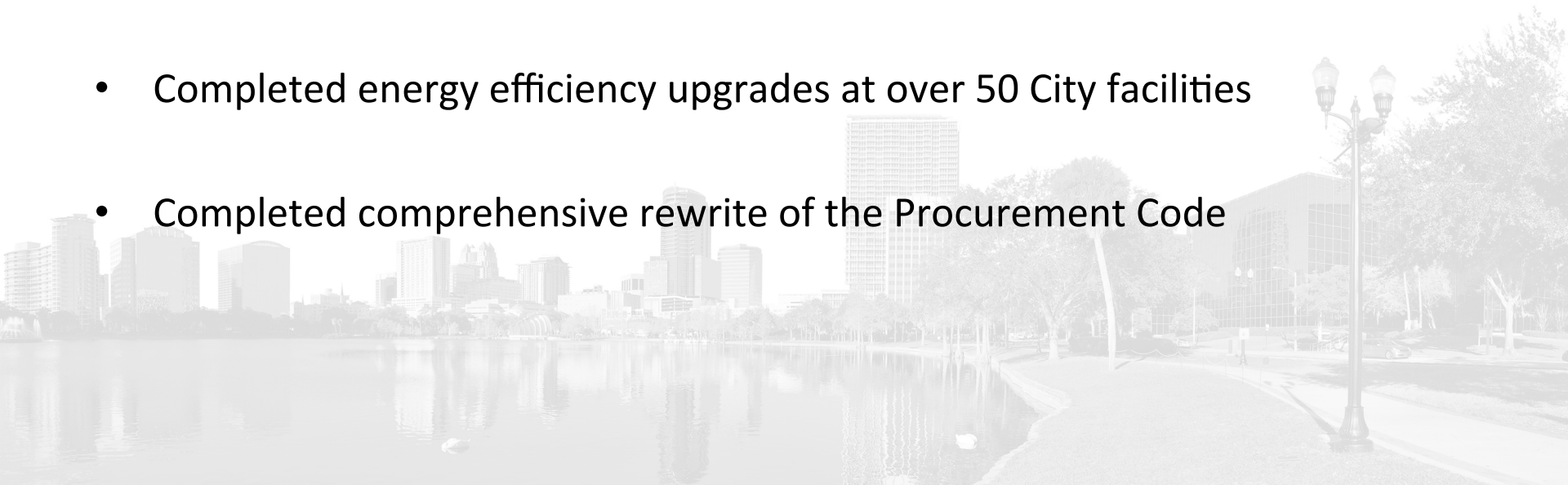
- Money Management Letter
 - Small Public Pension Plan of the Year
- Computerworld's Premier 100 IT Leaders
 - Rosa Akhtarkhavari
- CREW Community Impact Award
 - Laurie Botts



Office of Business and Financial Services

Recent Accomplishments

- Implemented Cloud-based system solutions to improve access and reduce infrastructure costs
- Implemented periodic internal financial and compliance reviews of state and federal grants
- Upgraded point of sale and cash receipt system
- Completed energy efficiency upgrades at over 50 City facilities
- Completed comprehensive rewrite of the Procurement Code



Office of Business and Financial Services

Recent Accomplishments

- Implemented a contract management system to provide a central repository for all Procurement contracts to improve efficiency and transparency
- Maintained an occupancy rate of 96.4% for all City-owned property available for rent
- Acquired property for the expansion of Lake Eola Park, and residential lots in Parramore in order to increase home ownership
- Refinanced existing City loans to lock in favorable borrowing costs at historically low interest rates; active debt management saves the General Fund \$350k annually and the entire City \$3.5M

Office of Business and Financial Services

Recent Accomplishments

- Implemented a “Green Fleet” purchasing policy, increased insurance recoveries, and expanded warranty repair work to generate additional revenue for the Fleet Fund
- Expanded the use of the DriveCam program in order to improve driver safety and reduce claim costs
- Developed cost-effective in-house safety training programs
- Dubsdread maintained its #1 public course rating by *Orlando Magazine*, *Orlando Sentinel*, and *Orlando Weekly* readers, and the facility ended the year with a positive cash flow

Office of Business and Financial Services

Programs and Services



Office of Business and Financial Services

Accounting and Control

Program Description

Accounting and Control is responsible for the receipt and disbursement of all City funds, payroll processing, financial reporting and grants oversight and monitoring, all of which are performed in accordance with government mandates. Accounting prepares and publishes annual financial reports for the City that includes its financial operations, grants, pension, other postretirement benefits and debt disclosures.

Funding and Positions

	<u>FY03/04</u>	<u>FY13/14</u>	<u>Change</u>	<u>%</u>
Budget	\$1,746,344	\$1,867,489	\$121,145	7%
Positions	26	25	(1)	-4%

Performance Measures

	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>
Employee Payments Issued	111,424	116,120	118,000
Checks Processed	17,953	16,336	15,000
Purchasing Card Rebate	\$126,115	\$127,682	\$129,034

Office of Business and Financial Services

Fleet and Facilities

Program Description

Facilities Management maintains the City's building asset inventory supporting uses that include public safety, governmental operations, public use facilities, various leased properties for City and public use, and the wastewater infrastructure.

Fleet Management assists the City's various departments in selecting the proper/equipment for specific applications, and maintains and repairs over 2,000 vehicles to achieve their maximum economical service life and lowest lifetime maintenance costs.

Funding and Positions

	<u>FY03/04</u>	<u>FY13/14</u>	<u>Change</u>	<u>%</u>
Budget	\$25,584,461	\$30,429,388	\$4,844,927	19%
Positions	106	84	(22)	-21%

Performance Measures

	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>
Vehicles Maintained	2,194	2,181	2,200
Contracted Vehicle Maintenance	37.86%	39.40%	39.00%
Preventative Maintenance Tasks / Facilities	3,172	3,543	3,600

Office of Business and Financial Services

Management and Budget

Program Description

Management and Budget prepares a balanced annual budget/fiscal plan within the constraints of anticipated revenues and provides oversight and training in the development and implementation of the annual budget. The Division also coordinates, organizes and prepares a five-year Capital Improvement Program and provides oversight and training in the development and implementation of that Program.

Management and Budget also prepares a monthly budget to actual report.

Funding and Positions

	<u>FY03/04</u>	<u>FY13/14</u>	<u>Change</u>	<u>%</u>
Budget	\$465,901	\$538,536	\$72,635	16%
Positions	7	6	(1)	-14%

Performance Measures

	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>
Composite GFOA Budget Score (Max =4)	3.05	3.22	3.25

Office of Business and Financial Services

Procurement and Contracts

Program Description

The Procurement & Contracts Management Division is dedicated to customer service and the timely acquisition of equipment, materials and services required by the City. Utilizing sound business processes, the Division manages in excess of 600 active contracts valued at approximately \$98.5 million. Procurement strives to support environmentally preferable purchasing, procure goods and services at the best value and maximize competitive procurements and contracts with professionalism, integrity, fairness, and community inclusion. The Division is responsible for the accountability/control, transfer, and disposal of the City's capital assets through the Asset Management Program and the operation of City Stores in support of City-wide departments.

Funding and Positions

	<u>FY03/04</u>	<u>FY13/14</u>	<u>Change</u>	<u>%</u>
Budget	\$1,657,223	\$1,732,506	\$75,283	4.5%
Positions	25	21	(4)	-16%

Performance Measures

	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>
Number of Procurements Processed	2,172	2,829	2,800
Original Price of Vehicles Recovered in Sale	10%	20%	16%
City Stores Inventory Turnover	100%	98%	100%

Office of Business and Financial Services

Real Estate

Program Description

The Real Estate Management Division strives to acquire real property at the best possible price and terms; to identify and sell surplus property in order to reduce maintenance costs and return properties to the tax roll; to market and lease City-owned property to generate revenue; and to manage City-owned property in order to control costs of ownership.

Funding and Positions

	<u>FY03/04</u>	<u>FY13/14</u>	<u>Change</u>	<u>%</u>
Budget	\$2,004,572	\$2,884,969	\$880,397	44%
Positions	4	4	-	0%

Performance Measures

	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>
Settlements Prior to Final Condemnation Hearing	90%	100%	85%
Occupancy Rate of City Rental Property	89%	96%	96%

Office of Business and Financial Services

Risk and Safety

Program Description

The Risk Management Division of the Office of Business and Financial Services is responsible for the protection of the City's assets from the risks of accident or fortuitous loss using a combination of loss prevention, self-insurance, and insurance to achieve the most effective protection at the most efficient cost.

The Risk Management Division also administers the City's Workers' Compensation, General Liability, Automobile Liability and Property Claims as well as the City-wide safety programs.

Funding and Positions

	<u>FY03/04</u>	<u>FY13/14</u>	<u>Change</u>	<u>%</u>
Budget	\$883,918	\$871,910	-\$12,008	-1%
Positions	7	10*	3	43%

*Of 10 positions authorized, only 7 are available to be filled

Performance Measures

	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>
Workers Compensation Claims	\$2,311,056	\$3,408,972	\$2,400,000
General Liability Claims	\$2,668,189	\$2,343,226	\$1,800,000
Auto Liability Claims	\$1,002,650	\$1,297,482	\$1,100,000

Office of Business and Financial Services

Technology Management

Program Description

Technology Management Division leads strategic planning of information/communications technology by aligning city-wide IT planning, policies, procedures, and personnel with the strategic direction of the CIO.

Functional areas consist of design and architecture, infrastructure, systems and applications, systems security, systems integration and development, geographic information systems and IT project and Portfolio management.

Funding and Positions

	<u>FY03/04</u>	<u>FY13/14</u>	<u>Change</u>	<u>%</u>
Budget	\$8,988,770	\$11,652,332	\$2,663,562	30%
Positions	70	67	(3)	-4%

Performance Measures

	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>
Critical System Uptime Relative to Service Hours	99.12%	99%	99%
Public Safety Network Connectivity Uptime	99.93%	99%	99%
Call Center Cases Resolved in 3 Days or Less	94.31%	93%	93%

Office of Business and Financial Services

Treasury

Program Description

The Treasury Management function includes: Investment Management, Debt Management, Capital Investment, Pension Administration, and Investor Relations. Investment Management administers and invests available operating funds to meet or exceed benchmark rates of return on the City's investment portfolios while maintaining safety of principal. Debt Management manages a diversified debt portfolio to efficiently address the City's funding needs. Capital Investment works with City departments to develop workable financing plans for acquisition and construction of capital projects. Pension Administration monitors and coordinates the activities for the City's three Defined Benefit Plans (Police, Firefighters' and General Employees'), one Defined Contribution Plan (401a), two voluntary Deferred Compensation Plans (457) and two Retiree Health Savings Plans. Investor Relations maintains a strong working relationship with bond rating agencies, bond insurance companies, municipal bond analysts and municipal bond investors.

Funding and Positions

	<u>FY03/04</u>	<u>FY13/14</u>	<u>Change</u>	<u>%</u>
Budget	\$631,308	\$608,113	-\$23,195	-4%
Positions	7	6	(1)	-14%

Performance Measures

	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>
Active Portfolio Investment Return Over Lehman Aggregate	.19%	.15%	.50%
Net Rate of Return on Liquidity Portfolio Over 6 Month Treasury Bill Index	-0.03%	.05%	.10%
Net Rate of Return on the Aggregate Portfolio over the Weighted Average Return of the SBA	.60%	.50%	.50%

Office of Business and Financial Services

Dubsdread Golf Course

Program Description

Dubsdread Golf Course, located in the College Park neighborhood, has been Orlando's historic golf course since 1924 and is the former site of the Orlando Open. It features the oldest public layout in the area. The course was completely rebuilt in 2008 so today's golfers are treated to the same beautiful scenery of the original course, and some of the best conditions including narrow fairways and heavily bunkered greens.

A full restaurant and bar, pro shop, and lit practice facilities complete the ultimate golfing experience.

Funding and Positions

	<u>FY03/04</u>	<u>FY13/14*</u>	<u>Change</u>	<u>%</u>
Budget	\$1,228,175	\$1,724,863	\$496,688	40%
Positions	-	-	-	0%

* Only \$370k is General Fund; of that amount \$210k is operating contingency and \$160k is for repair / renovation

Performance Measures

	<u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>
Rounds Played	56,143	58,533	59,000

Office of Business and Financial Services

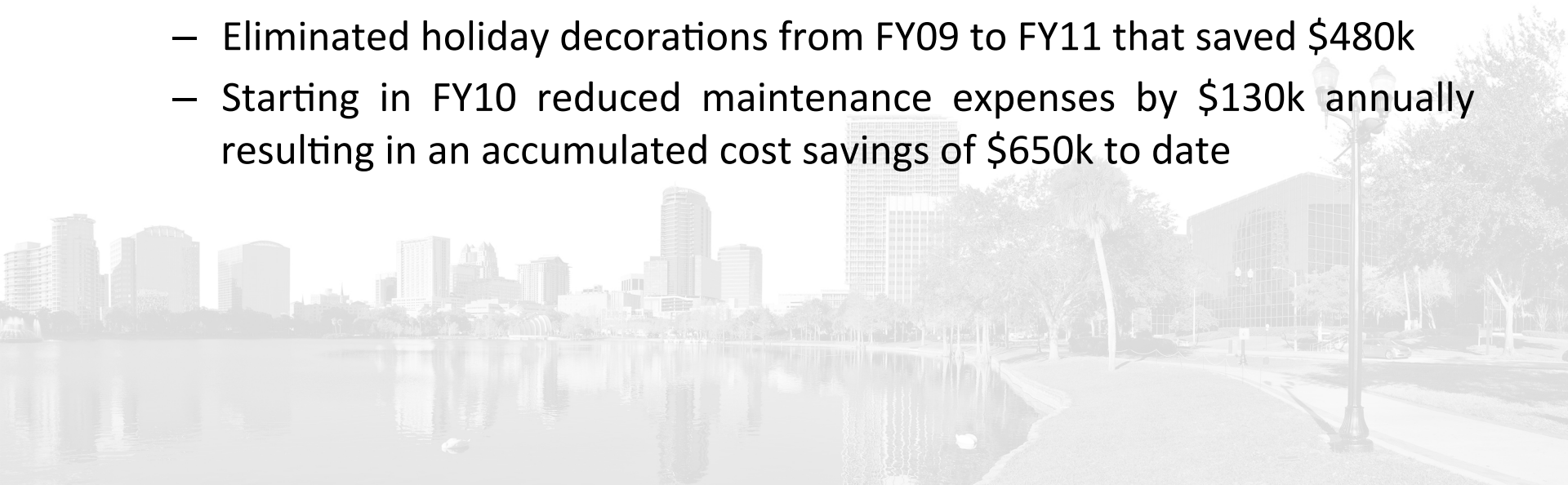
Cost Savings Implemented



Office of Business and Financial Services

Cost Savings Implemented

- Positions
 - 34% reduction in position count since FY01/02 (115 positions eliminated)
- Facilities Management
 - Outsourced construction projects and reduced activity by 40%
 - Eliminated holiday decorations from FY09 to FY11 that saved \$480k
 - Starting in FY10 reduced maintenance expenses by \$130k annually resulting in an accumulated cost savings of \$650k to date



Office of Business and Financial Services

Cost Savings Implemented

- Technology Management
 - Starting in FY10 reduced maintenance contracts by \$520K annually resulting in an accumulated cost savings of \$2.6M to date
 - Implemented trainee program to develop in-house talent and increase opportunity for diversity
- Risk and Safety
 - Through more effective claims management annual premiums charged to operating departments have been reduced by \$3M (\$9M total to date)
 - Outsourced processing of all worker's compensation claims saving over \$100K annually

Office of Business and Financial Services

Cost Savings Implemented

- Fleet Replacement
 - Starting in FY11 reduced vehicle replacement funding by \$2.8M annually resulting in an accumulated cost savings of \$11.2M to date

