

Administrative Services

Department Purpose: The Department of Administrative Services manages most of the internal services functions required by the county. The department consists of three divisions that are responsible for providing: procurement and contracting services; facility and real property management; risk management; and fleet services for all departments under the Board of County Commissioners (BCC), select appointing authorities, and select constitutional officers as needed or required. More specifically, Administrative Services partners with internal customers to provide services pertaining to legal and ethical procurement, centralized real property services, centralized facilities administration, fleet asset and fuel, operations and maintenance, and the mitigation of financial loss through a centralized risk management and safety program. The department is also responsible for the county's Self-Insured General Liability and Worker's Compensation Programs, operation of the Young-Rainey STAR Center, and working in conjunction with the Economic Development Department to support the Small Business Enterprise (SBE) Program.

For additional information, please visit: <http://www.pinellascounty.org/adminservices/default.htm>

Performance Summary:

- Administrative Services was expecting an ICMA fellow to aid in the development of a strategic plan; however, that program has been cancelled. Administrative Services will require a review and development of its strategic plan and KPIs.
- Administrative Services performance measures are historical measures from the former departments Risk Management, Real Estate Management, and Purchasing. It also inherited the measures affiliated with the OMB accounts payable team after that team transitioned to Administrative Services.
- Some historical measures have been retired since the reorganization, and additional work is needed to refine and develop key performance indicators (KPIs). Facilities and Real Property will require a complete rebuilding of its KPIs, and Purchasing and Risk Management, and Fleet also offer several opportunities to develop measures that indicate their overall efficiency, effectiveness, and outcomes.

COVID-19 Performance Impact:

- Administrative Services is responsible for the OSHA training of field staff workplan initiative. The training of staff was paused due to COVID-19, however, the initiative was ahead of schedule and is expected to meet its target of 80% by the start of FY21. COVID-19 has also temporarily halted CPR/AED training.
- The Purchasing and Risk Management Division has been actively supporting the COVID-19 response by providing sourcing and acquisition services. Facilities and Real Property has helped ensure customers' needs are fulfilled through acquisition of germ barriers and enhanced cleaning, as well as preparing departments and agencies for return to work sites. The response to COVID-19 has shifted focus from the workplans of Purchasing and Risk Management and Facilities and Real Property and has caused delays in the acquisition of some goods and services.
- The Purchasing and Risk Management Division has supported COVID-19 response by providing guidance and hands on assistance with field employees for departments like Public Works and Utilities. This action has taken away from their safety audits and typical training activities.

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Opportunities for Efficiencies:

- One Decision Package for Tele Handler Forklift
 - The Forklift will be used by all trained team members. In addition to Detention, it will also be used by other Facility Operations sections, as needed. The piece of equipment replaces an existing piece of equipment and is used to access the sides and rooftops of multistory buildings, where ladders do not reach or are not applicable for the intended activity.
 - FY21 cost will be approximately \$124,000 from the General Fund. The current equipment is 22 years old and not a part of the vehicle replacement plan (VRP); the new equipment would be put in VRP and has an estimated useful life of 20 years.
- Department Management Reviews
 - Fleet Management Services – this management review was facilitated to evaluate the potential for operational efficiencies, develop meaningful performance metrics, compare our Fleet Management functions with peer agencies and evaluate the current seventeen fuel sites for efficiency and potential to consolidate fuel sites and associated savings from an operational and capital replacement perspective based upon demand and geographical overlap. The study should be complete by the end of June 2020
 - Purchasing – This management review was facilitated to review “choke points” in the purchasing and contracting process in an effort to create efficiencies and potentially expedite the contracting process. The study should yield meaningful performance metrics to gauge the effectiveness of the purchasing process and compare to peers statewide. The entire contracting process will be evaluated via process mapping to determine where there are concerns either from processes directly controlled or not directly controlled by the Purchasing Division. Such processes to be reviewed are contract review workflows, legal oversight, planning process prior to requirements entering the contracting process and inclusion of Purchasing staff in all planning processes, agenda workflow, SBE requirements, assorted terms and conditions and other direct and indirect processes which effect contracting efficiency. This study should be complete by August 31, 2020
 - Facilities – this management review will be facilitated to review facility operations and the potential for efficiencies and the development of meaningful performance metrics. This study will review all facets of facility operations including but not limited to: maintenance/replacement schedules, organizational structure, customer perceptions, potential for operational savings and efficiency of operational methods. This study is about to kick off and should be complete by the end of FY2020
- Facilities and Real Property: Save Our Stuff (SOS – Surplus) Implementation-In Progress
 - This provides County departments, agencies, appointing authorities, and constitutional officers the ability to view items that have been sent to surplus via a SharePoint site. The intent is threefold, including: reuse of existing County-owned property, where applicable; reduction in the purchase of new items if surplus items will serve the need; and an efficient way to view available surplus remotely. This is currently in progress with expected completion in January 2021.

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- Facilities and Real Property: Establish service level agreement (SLA) with the Pinellas County Sheriff's Office (PCSO) for project escorts
 - This provides a service level agreement (SLA) with the PCSO for project escorts, when required, for secure areas (Jail, courthouse, Public Safety Campus). The SLA could establish criteria for escorts, including the number needed, where they are needed, and the per deputy cost. The intended efficiency to be gained by the SLA is reduced escort costs for projects. This effort could be undertaken in October 2020, with an estimated end date of April 2021. (We have spent \$2.7M in the last three years on project escorts)
- Facilities and Real Property: Decommission and demolish the Industrial Waste Neutralization Plant
 - This seeks to decommission and demolish the Industrial Waste Neutralization Plant at the STAR Center. Subject to approval by Pinellas County Utilities, the plant may no longer be needed for the current operations on the site. The potential efficiencies include decreasing the STAR Center annual operations and maintenance cost, cost avoidance of capital outlay refurbishment, and repurposing of land for future development consideration. The decommissioning and demolition could be completed by September 2022.
- Purchasing and Risk Management: Third-party administration for the Claims section of Risk Management
 - This is anticipated to reduce the potential for conflict of interest, potentially reduce operating costs, and provide greater bench strength pertaining to the overall workers compensation claims process.
- Purchasing and Risk Management: Realign Two (2) Risk Management Safety Specialists
 - Realigning these positions into Public Works and Utilities to further enforce safe working practices where they are needed most. The pandemic reinforced the need to realign these positions. Anticipated realignment to occur by October 1, 2020.
- Purchasing and Risk Management: New e-procurement software-In Progress
 - This software will convert disparate manual front-end procurement processes that will ultimately reduce the bid process cycle-time. This software including electronic release and receipt of bids, automation of maintenance pertaining to competitive templates and automation of the construction contractor pre-qualification process. Full implementation anticipated by August 2020.

Potential Threats:

- Potential premium increases for insurance policies of highly protected property.
- Increased tariffs on imported equipment, parts and accessories will impact Fleet Management and customer department budgets as suppliers exhaust lower cost inventories.

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Budget Summary:

The FY20 Estimate and FY21 Budget Request includes COVID-19 related impacts.

Administrative Services General Fund:

Pinellas County

Standard Revenues - Rollup

Fund: F0001 General Fund

Program : 1901; 1902; 1903

| | FY17 Actuals | FY18 Actuals | FY19 Actuals | FY20 Budget | FY20 Estimate | FY21 Total Request |
|----------------------------|-------------------------|-------------------------|-------------------------|------------------------|--------------------------|-------------------------------|
| Intergovernmental Revenue | 0 | 0 | 0 | 0 | 100,000 | 0 |
| Charges for Services | 171,072 | 177,191 | 201,077 | 176,540 | 174,980 | 183,660 |
| Rents, Surplus and Refunds | 435,880 | 455,159 | 594,737 | 664,850 | 627,800 | 635,260 |
| Report Total | \$606,952 | \$632,350 | \$795,814 | \$841,390 | \$902,780 | \$818,920 |

Pinellas County

Standard Expenditures by Fund, Center and Program - Rollup

Department: Administrative Services

Fund : General Fund

| | FY17 Actuals | FY18 Actuals | FY19 Actuals | FY20 Budget | FY20 Estimate | FY21 Total Request |
|--------------------|-------------------------|-------------------------|-------------------------|------------------------|--------------------------|-------------------------------|
| Personal Services | 10,443,538 | 10,787,879 | 11,324,049 | 12,716,550 | 12,122,535 | 13,440,610 |
| Operating Expenses | 20,651,775 | 21,952,416 | 24,426,755 | 25,827,790 | 24,318,150 | 25,920,310 |
| Capital Outlay | 116,359 | 961,482 | 363,594 | 463,610 | 498,420 | 720,060 |
| Total | \$31,211,672 | \$33,701,777 | \$36,114,398 | \$39,007,950 | \$36,939,105 | \$40,080,980 |

Revenue (General Fund):

- Revenues are minimal and only make up 2.0% of Facilities and Real Property and Purchasing expenditures for FY21.
 - Charges for Services Revenue is comprised primarily of Water Chiller fees and User Fees associated with Petition to Vacate and Release of Property Interest.
 - Rent revenue is comprised primarily of revenue from leasing County owned buildings and land.
- No Changes to User Fees.

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COVID-19 Impact on Revenue (General Fund):

- None

Expenditures (General Fund):

- Total Expense increase of 2.8% or \$1,073,030 as follows:
 - Personal Services 5.7% or \$724,060
 - Procure to Pay Services formed which realigned 4 Net FTE from OMB (1 FTE went to OMB and 5 FTE came from OMB) and 1 FTE from Risk Management (another 5 FTE realigned within the department from Real Property to Purchasing)
 - Minor changes due to allocating the Director, Manager, and Administrative Assistant for the Department based on time spent on each function (increased General Fund by 0.8 FTE due to portions coming from Risk Financing Fund)
 - Operating Expense 0.4% or \$92,520 due to an increase in utilities.
 - Capital Outlay 55.3% or \$256,450
 - Increases to Building Expense for the following projects that are on the Facilities Maintenance Repair Schedule
 - 315 Court Street Café Area
 - 7421 114th Ave N Emergency Generator Upgrade
 - Public Safety Campus (PSC) Parking Garage
 - EMS, PCR, and Animal Services Security System Upgrades
 - Mosquito Control Gutters
 - Pinellas County Justice Center Windows
 - Detention-Service Platform for Chiller Cooling Tower and Office Modifications based on the Sheriff operation security and process optimization request

COVID-19 Impact on Expenditures (General Fund):

- FY20 Estimated Operating Expenses increased due to COVID-19 related building and Personal Protective Equipment (PPE) costs by \$975,430, but were offset slightly by a decrease in travel and training related expenses of \$19,380 for a net increase of \$956,050
- FY20 Estimated Capital Outlay increased by \$42,090 due to an emergency need for a cooler ramp for the Medical Examiner
- FY21 Operating Expenses decreased by \$46,960 due to anticipated delays and cancellations of travel and training
- FY21 Capital Outlay decreased by \$105,720 due to anticipated delays and resource shifts in various facilities projects

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STAR Center Fund:

Pinellas County
Standard Revenues - Rollup
Fund: 1018 STAR Center Fund
Program : Total Program

| | FY17 Actuals | FY18 Actuals | FY19 Actuals | FY20 Budget | FY20 Estimate | FY21 Total Request |
|-----------------------------|-------------------------|-------------------------|-------------------------|------------------------|--------------------------|-------------------------------|
| Interest Earnings | 19,304 | 36,206 | 115,698 | 68,400 | 83,035 | 78,650 |
| Rents, Surplus and Refunds | 4,016,010 | 4,121,879 | 4,176,506 | 4,466,810 | 4,295,910 | 4,308,150 |
| Other Miscellaneous Revenue | 2,210,238 | 2,350,655 | 2,321,127 | 2,718,760 | 2,419,100 | 2,484,330 |
| Beginning Fund Balance | 1,947,202 | 2,838,262 | 3,255,528 | 3,117,660 | 3,621,599 | 3,464,090 |
| Report Total | \$8,192,753 | \$9,347,002 | \$9,868,859 | \$10,371,630 | \$10,419,644 | \$10,335,220 |

Pinellas County
Standard Expenditures by Fund, Center and Program - Rollup
Fund : 1018 STAR Center Fund
Program : Total Program

| | FY17 Actuals | FY18 Actuals | FY19 Actuals | FY20 Budget | FY20 Estimate | FY21 Total Request |
|--------------------|-------------------------|-------------------------|-------------------------|------------------------|--------------------------|-------------------------------|
| Personal Services | 1,112,626 | 965,447 | 767,627 | 1,236,200 | 1,033,235 | 1,284,590 |
| Operating Expenses | 3,879,597 | 4,430,909 | 4,718,249 | 5,068,720 | 4,630,310 | 4,622,840 |
| Capital Outlay | 362,268 | 695,115 | 761,383 | 1,263,300 | 1,292,010 | 1,751,320 |
| Reserves | 0 | 0 | 0 | 2,803,410 | 0 | 2,676,470 |
| Total | \$5,354,491 | \$6,091,471 | \$6,247,259 | \$10,371,630 | \$6,955,555 | \$10,335,220 |

Revenue (STAR Center Fund):

- 100% of operating expenditures are supported by dedicated revenue or revenue generated by the division for FY21
 - Rental Revenue is comprised of revenue from leasing various STAR Center facilities
 - Raytheon accounts for 76.3% of this revenue
 - Miscellaneous revenue is comprised of utility reimbursements associated with the leases
- Revenue decreased from the FY20 Budget by 5.3% or \$382,840 based on historical actuals
- Beginning Fund Balance increased by 11.1% or \$346,430 due to adjusting FY20 estimates down based on historical trends and current year expenditures
- Net decrease to resources is 0.4% or \$36,410

COVID-19 Impact on Revenue (STAR Center Fund):

- None

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Expenditures (STAR Center Fund):

- Expenses are 100% supported by dedicated sources or revenues generated within the fund
 - Overall Personal Services, Operating, and Capital Expenses increased by 1.2% or \$90,530 which is primarily due to ongoing capital improvement projects at the STAR Center
 - Reserves decreased by 4.5% or \$126,940. The budgeted reserve is \$2,676,470 and is dedicated to future capital projects.

COVID-19 Impact on Expenditures (STAR Center Fund):

- FY20 Estimated Operating Expenses decreased \$2,650 due to delays and cancellations of travel and training
- FY21 Operating Expenses decreased by \$3,150 due to anticipated delays and cancellations of travel and training

Fleet Management Fund:

Standard Revenues - Rollup Fund: 5002 Fleet Management Fund Program : Total Program

| | FY17 Actuals | FY18 Actuals | FY19 Actuals | FY20 Budget | FY20 Estimate | FY21 Total Request |
|-----------------------------|-------------------------|-------------------------|-------------------------|------------------------|--------------------------|-------------------------------|
| Charges for Services | 12,603,029 | 14,105,574 | 15,167,353 | 16,107,520 | 16,107,520 | 16,136,500 |
| Interest Earnings | 66,752 | 137,116 | 479,803 | 342,290 | 359,405 | 332,500 |
| Rents, Surplus and Refunds | 791,754 | 473,604 | 617,085 | 220,400 | 221,960 | 190,950 |
| Other Miscellaneous Revenue | 358,428 | 400,353 | 282,306 | 369,340 | 369,340 | 264,820 |
| Beginning Fund Balance | 20,830,195 | 23,410,961 | 24,981,673 | 11,259,560 | 15,199,395 | 16,199,180 |
| Report Total | \$34,650,159 | \$38,527,608 | \$41,528,221 | \$28,299,110 | \$32,257,620 | \$33,123,950 |

Pinellas County Standard Expenditures by Fund, Center and Program - Rollup Fund : 5002 Fleet Management Fund Program : Total Program

| | FY17 Actuals | FY18 Actuals | FY19 Actuals | FY20 Budget | FY20 Estimate | FY21 Total Request |
|--------------------|-------------------------|-------------------------|-------------------------|------------------------|--------------------------|-------------------------------|
| Personal Services | 2,182,379 | 2,034,012 | 2,109,322 | 2,624,770 | 2,466,050 | 2,815,350 |
| Operating Expenses | 6,680,383 | 7,638,050 | 7,866,377 | 8,005,550 | 7,989,821 | 8,196,130 |
| Capital Outlay | 3,178,347 | 3,434,300 | 2,652,971 | 5,502,570 | 5,602,570 | 5,737,410 |
| Reserves | 0 | 0 | 0 | 12,166,220 | 0 | 16,375,060 |
| Total | \$12,041,109 | \$13,106,361 | \$12,628,670 | \$28,299,110 | \$16,058,441 | \$33,123,950 |

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Revenue (Fleet Management Fund):

- 100% of operating expenditures are supported by dedicated revenue or revenue generated by the division for FY21 and are generated from the funds that use Fleet services
- Revenue decreased from the FY20 budget by 0.7% or \$114,780
 - Fuel Revenues and Repair and Parts Revenues are directly correlated to actual expenditures from prior years
 - Replacement Revenues are determined by equipment replacement schedules
 - Other revenues (interest, surplus, and miscellaneous) are based on prior year trends
- Beginning Fund Balance increased by 43.9% or \$4,939,620
 - This is primarily due to equipment on the replacement schedule not meeting usage requirements and thus not being purchased in FY20
 - Funds paid into the replacement revenues for equipment replacements stay within Fleet Services and will be used at the point the equipment is replaced
 - Fleet works closely with departments that have underutilization issues to ensure that they find better ways to use or redeploy the equipment and the usage is reevaluated annually
- Net increase to resources is 17.0% or \$4,824,840

COVID-19 Impact on Revenue (Fleet Management Fund):

- None
- Fuel usage and expenses were analyzed for both revenue and expense impacts, however there is expected to be no net impact due to the new “single user per vehicle” model being used
 - Fuel Costs per gallon is down considerably, however usage is up and the expectation and trend show that the costs will balance out

Expenditures (Fleet Management Fund):

- Expenses are 100% supported by dedicated sources or revenues generated within the fund
 - Overall Personal Services, Operating, and Capital Expenses increased by 4.3% or \$688,560 primarily due to vehicle and equipment eligible to be replaced in FY21 (this is all vehicles that are eligible based on useful life)
 - Reserves increased by 34.6% or \$4,208,840 primarily due to vehicle and equipment purchases being pushed forward due to not meeting usage requirements in FY20

COVID-19 Impact on Expenditures (Fleet Management Fund):

- FY20 Estimated Operating Expenses decreased \$11,300 due to delays and cancellations of travel and training
- FY21 Operating Expenses decreased by \$13,400 due to anticipated delays and cancellations of travel and training
- Fuel usage and expenses were analyzed for both revenue and expense impacts, however there is expected to be no net impact due to the new “single user per vehicle” model being used
 - Fuel Costs per gallon is down considerably, however usage is up and the expectation and trend show that the costs will balance out

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Risk Financing Fund:

Pinellas County
Standard Revenues - Rollup
Fund: 5005 Risk Financing Fund
Program : Total Program

| | FY17 Actuals | FY18 Actuals | FY19 Actuals | FY20 Budget | FY20 Estimate | FY21 Total Request |
|-----------------------------|-------------------------|-------------------------|-------------------------|------------------------|--------------------------|-----------------------------------|
| Charges for Services | 14,802,236 | 15,863,797 | 18,412,136 | 19,236,830 | 19,227,750 | 18,991,350 |
| Interest Earnings | 240,923 | 362,288 | 1,034,566 | 285,000 | 650,000 | 617,500 |
| Other Miscellaneous Revenue | 252,509 | 427,991 | 410,019 | 95,000 | 350,000 | 332,500 |
| Beginning Fund Balance | 11,089,365 | 5,682,889 | 1,536,665 | 29,780,350 | 31,518,466 | 30,882,150 |
| Report Total | \$26,385,032 | \$22,336,966 | \$21,393,385 | \$49,397,180 | \$51,746,216 | \$50,823,500 |

Pinellas County
Standard Expenditures by Fund, Center and Program - Rollup
Fund : 5005 Risk Financing Fund
Program : Total Program

| | FY17 Actuals | FY18 Actuals | FY19 Actuals | FY20 Budget | FY20 Estimate | FY21 Total Request |
|--------------------|-------------------------|-------------------------|-------------------------|------------------------|--------------------------|-----------------------------------|
| Personal Services | 7,029,267 | 6,995,644 | 6,300,293 | 8,156,840 | 8,055,480 | 7,893,980 |
| Operating Expenses | 8,900,684 | 9,899,120 | 11,162,918 | 12,477,360 | 12,808,585 | 13,168,580 |
| Capital Outlay | 27,583 | 10,603 | 16,304 | 8,400 | 0 | 0 |
| Reserves | 0 | 0 | 0 | 28,754,580 | 0 | 29,760,940 |
| Total | \$15,957,534 | \$16,905,368 | \$17,479,515 | \$49,397,180 | \$20,864,065 | \$50,823,500 |

Revenue (Risk Financing Fund):

- 100% of operating expenditures are supported by dedicated revenue or revenue generated by the division for FY21
- Revenue increased from the FY20 budget by 1.7% or \$324,520
 - Charges for Services revenues are based on the Risk cost allocation plan and are charged to other funds that use the services
 - Other Revenues (Interest and Miscellaneous) are based on prior year trends

COVID-19 Impact on Revenue (Risk Financing Fund):

- None

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Expenditures (Risk Financing Fund):

- Expenses are 100% supported by dedicated sources or revenues generated within the fund
 - Overall Personal Services, Operating, and Capital Expenses are up by 2.0% or \$419,960 primarily due to increased insurance premiums
 - Reserves increased by 3.5% or \$1,006,360

COVID-19 Impact on Expenditures (Risk Financing Fund):

- FY20 Estimated Operating Expenses decreased \$9,400 due to delays and cancellations of travel and training
- FY21 Operating Expenses decreased by \$9,420 due to anticipated delays and cancellations of travel and training

Staffing Summary:

| Program | Fund | FY17 | FY18 | FY19 | FY20 | FY21 |
|---|-----------------------|---------------|---------------|---------------|---------------|---------------|
| Purchasing | General Fund | 18.00 | 19.00 | 22.00 | 22.00 | 32.00 |
| Real Property | General Fund | 23.50 | 23.50 | 26.50 | 27.50 | 19.80 |
| Facility Operations and Maintenance | General Fund | 54.20 | 55.90 | 55.90 | 55.25 | 55.75 |
| Jail Section Operations and Maintenance | General Fund | 33.80 | 34.10 | 35.10 | 33.75 | 34.25 |
| STAR Center Operations and Maintenance | STAR Center Fund | 15.00 | 15.00 | 12.00 | 15.00 | 13.00 |
| Fuel Management | Fleet Management Fund | 3.60 | 3.40 | 3.40 | 3.54 | 3.54 |
| Fleet Asset Management | Fleet Management Fund | 25.90 | 23.10 | 23.10 | 23.96 | 25.16 |
| Risk Management | Risk Financing Fund | 18.00 | 18.00 | 19.00 | 19.00 | 16.50 |
| Grand Total | | 192.00 | 192.00 | 197.00 | 200.00 | 200.00 |