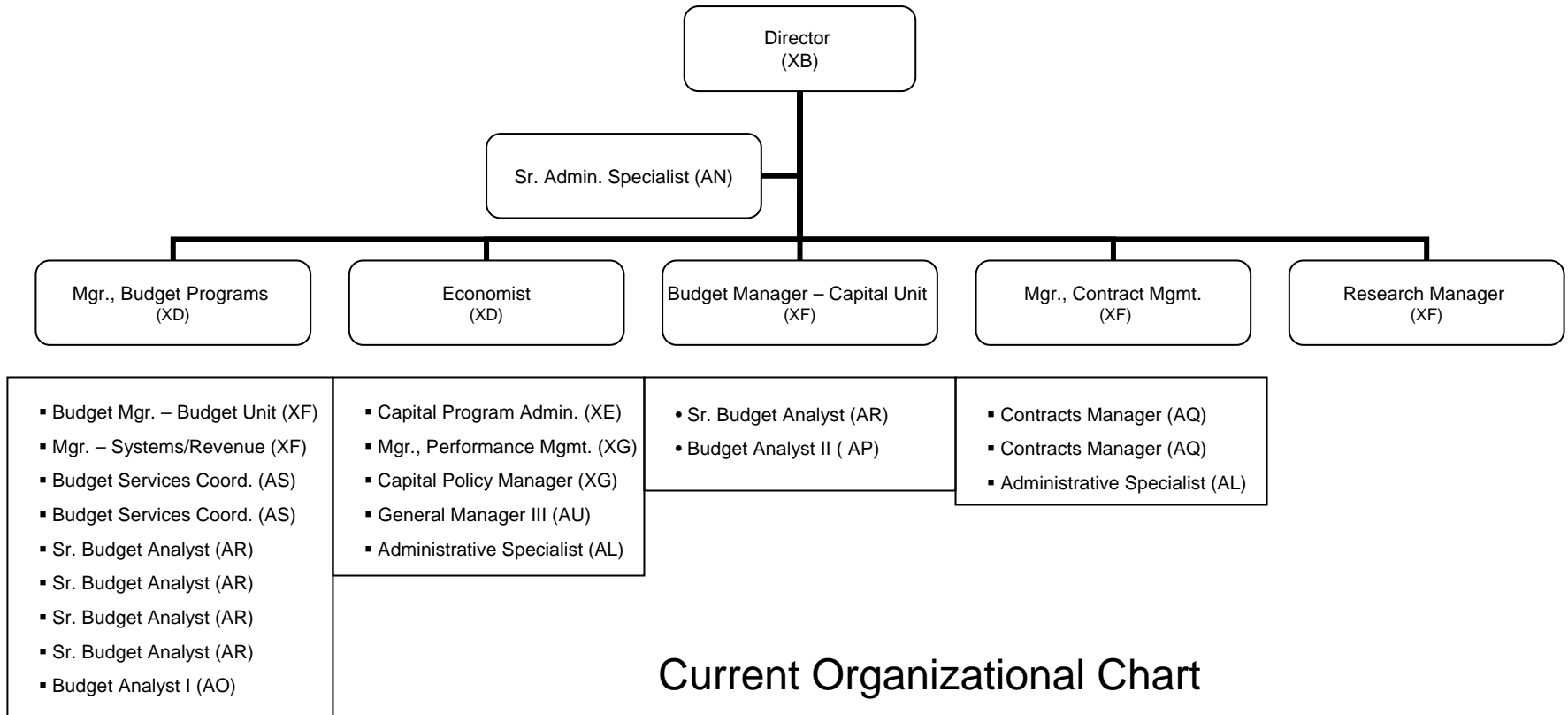


Management and Budget Department



Current Organizational Chart

With Modifications

Administrative Specialist position deleted.

**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**

Recommended

Team:	Management Services	SERVICE LEVEL: MINIMUM SVC LEVEL	PRIORITY:	
Department:	MANAGEMENT & BUDGET DEPARTMENT		Funding Source Priority #:	1
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	1
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	MBE01011		CIP Number:	NA

DECISION UNIT TITLE: TRIM Compliance

MATRIX OF SERVICE: Operating Budget Services & Capital Budget Services

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	596,658	605,377	U8245	Director	1.00	1.00
Operating Expenses	27,550	27,550	U8247	Budget Manager -Capital Team	1.00	1.00
			A0966	Senior Budget Analyst	2.00	2.00
Grants and Aid	-	-	A0116	Administrative Specialist	1.00	1.00
Capital Outlay	-	-			0.00	0.00
					0.00	0.00
TOTAL:	\$ 624,208	\$ 632,927	TOTAL:	Total from page 2:	5.00	5.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION	FY 09	FY 10	FY 11
WORKLOAD: Agenda items reviewed	2,405	266	280
Effectiveness: Approval of compliance with Truth-In-Millage by Florida DOR	Approval	Approval	Approval
Outcome: General Obligation Bond ratings (Moody's, S&P, Fitch Ratings)	Aa1, AAA, AA+	Aa2, AA+, AA	Aa2, AA+, AA

IMPACT ON FY 10:

At the Minimum Service Level, the Department would focus on meeting the requirements of Chapters 129 and 200 of Florida Statutes. With this level of staffing, the budget would revert to an annual budget, delivered to the Board by July 15th. The number of subfunds would be reduced to simplify the structure of the budget. Some audit findings would likely result due to the simplified structure, but the most critical subfunds would obviously be retained. Agenda items would be reviewed on an "as needed" basis, without any specified turnaround time. (Agenda items including budget amendments are presumed to grow 5.1% annually, the rate of change from FY 05 to FY 06.) The primary focus would be on reviewing budget amendments, not the fiscal impact statement of agenda items not requiring a budget amendment -- resulting in a 88.9% reduction in agenda items reviewed. Most BOCC financial policies would remain in place. Since several key services cited in recent credit rating upgrades would be eliminated, as referenced below, there could be negative impacts on the County's ratings.

In order to manage the balancing of the budget, elimination of some existing sub-funds would be initiated -- with some risk of subsequent auditor comments. At this staffing level, consideration could be given to merging the reduced budget function into another organization, with potential savings in the cost of two classifications: Director and Administrative Specialist.

What is not included at this funding level: There would be no multi-year forecasts, no monthly financial reporting, no oversight of special dependent districts, no competitive application process for non-profit agencies -- and reduction in the number of contracts for which monthly invoices could be processed, no oversight of capital projects or the Project Information Management System. This level could likely result in a credit rating downgrade since several activities listed as unavailable at this level have been noted as justification of credit rating upgrades.

IMPACT ON FY 11 (If Different):

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REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**

Recommended

Team:	Management Services	SERVICE LEVEL:	PRIORITY:	
Department:	MANAGEMENT & BUDGET DEPARTMENT		CONTINUATION	Funding Source Priority #:
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	2
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	MBE01011		CIP Number:	NA

DECISION UNIT TITLE: Budget Assistance - reduced level

MATRIX OF SERVICE: Operating Budget Services & Capital Budget Services

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	482,946	490,003	U8250	Budget Manager - Operating Unit	1.00	1.00
Operating Expenses	11,790	11,790	U8250	Manager, Systems and Revenue	1.00	1.00
			A0968	Budget Services Coordinator	1.00	1.00
Grants and Aid	-	-	A0966	Senior Budget Analyst	2.00	2.00
Capital Outlay	-	-			0.00	0.00
					0.00	0.00
TOTAL:	\$ 494,736	\$ 501,793	TOTAL:	Total from page 2:	5.00	5.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION	FY 09	FY 10	FY 11
WORKLOAD: Agenda items reviewed	2,405	2,528	2,657
Effectiveness: Percent of agenda items reviewed within 1 business day objective	>95%	<25%	<25%

IMPACT ON FY 10:

Funding at this level primarily facilitates the review of all agenda items currently forwarded to Management and Budget by the agenda item workflow system and to facilitate a double review (analyst and manager) of each item's fiscal impact-- although not without significant constraints on how quickly the review will occur. As a result, some items would need to be deferred to a later agenda to accommodate their review by budget staff and there would very likely be a higher percentage of agenda items added onto the agenda at agenda review.

At this funding level, there are adequate staff to manage the significant number of subfunds utilized in the budget process and to provide some analysis of policy issues on a reactive basis. At this level, there is the ability to separate out and better manage key components of the budget function: departmental support related to the operating budget, capital budgeting and the capital improvement program, revenue analysis and the use of a cost allocation plan for allocation of indirect costs, and coordination of the use of the County's budget system. Assistance to departments on capital budgets and operating budgets is largely reactive, due to a heavy assignment load for analysts.

What is not included at this funding level:

There would be no multi-year forecasts, no monthly financial reporting, no oversight of special dependent districts, no competitive application process for non-profit agencies -- and reduction in the number of contracts for which monthly invoices could be processed, and no oversight of the Project Information Management System. This level could likely result in a credit rating downgrade since several activities listed as unavailable at this level have been noted as justification of credit rating upgrades.

IMPACT ON FY 11 (If Different):

REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

With Modifications

**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**

Recommended

Contracts Manager transferred to HSS

Team:	Management Services	SERVICE LEVEL: CONTINUATION	PRIORITY:	
Department:	MANAGEMENT & BUDGET DEPARTMENT		Funding Source Priority #:	3
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	3
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	MBE01011		CIP Number:	NA

DECISION UNIT TITLE: Contracts Management - reduced level

MATRIX OF SERVICE: Outside Agency Contract Management

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	161,440	163,799	A0744	Contracts Manager	1.00	1.00
Operating Expenses	2,466	2,466	A0116	Administrative Specialist	1.00	1.00
Grants and Aid	-	-			0.00	0.00
Capital Outlay	-	-			0.00	0.00
TOTAL:	\$ 163,906	\$ 166,265	TOTAL:	Total from page 2:	2.00	2.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION		FY 09	FY 10	FY 11
WORKLOAD:	Contracts managed	56	56	56
Efficiency:	Direct cost per contract managed	\$6,249.00	\$2,926.89	\$2,969.02
Effectiveness:	Percent of contracts monitored for contract compliance	100%	21.4%	21.4%

IMPACT ON FY 10:

Facilitates capacity to make payments to outside agencies funded by the Board of County Commissioners. Monitoring of contracts at this funding level is reactive only -- i.e., there would be insufficient time to conduct monitoring of all agencies. A target of one monitoring visit per month would be used. Even at that level, assistance would be required from other budget staff to back up the contracts function.

There is no capacity to carry out a Request for Applications (RFA) process for either general revenue or Community Development Block Grant public service funds so allocation of funds would be based on some combination of historical funding commitments and Board-initiated new contracts. There is no presumed change in the number of contracts managed. Due to the workload associated with processing payments for the large number of organizations historically funded, there is a likely need at this funding level to convert some contracts to quarterly payments from the current practice of monthly payments.

Audit findings would be likely, due to the limited capacity to monitor only the most obvious irregularities. In essence, the County would rely on the threat of an audit to achieve compliance since the screening of organizations currently provided through the RFA process would not be conducted and proactive monitoring would not exist.

What is not included at this funding level:
There would be no multi-year forecasts, no monthly financial reporting, no oversight of special dependent districts, no oversight of the Project Information Management System. This level could likely result in a credit rating downgrade since several activities listed as unavailable at this level have been noted as justification of credit rating upgrades.

IMPACT ON FY 11 (If Different):

REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**



Team:	Management Services	SERVICE LEVEL: CONTINUATION	PRIORITY:	
Department:	MANAGEMENT & BUDGET DEPARTMENT		Funding Source Priority #:	4
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	4
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	MBE01011		CIP Number:	NA

DECISION UNIT TITLE: Management Services - reduced level

MATRIX OF SERVICE: Multi-Year Financial Planning/Economic Analysis & Operating Budget Services

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	274,472	278,483	U8084	Economist	1.00	1.00
Operating Expenses	2,466	2,466	U8253	Research Manager	1.00	1.00
Grants and Aid	-	-			0.00	0.00
Capital Outlay	-	-			0.00	0.00
TOTAL:	\$ 276,938	\$ 280,949	TOTAL:	Total from page 2:	2.00	2.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION		FY 09	FY 10	FY 11
WORKLOAD:	Special dependent districts assisted	46	46	46
	Proforma produced (per BOCC Policy 03.02.02.16)	Complete	Complete	Complete

IMPACT ON FY 10:

Provides specialized research capabilities related to economic analysis, special districts and special assessments, fiscal impact analysis, and forecasting. Provides direct assistance to volunteer trustees serving on special dependent districts to assist the districts in complying with statutory requirements. Activities include counseling communities interested in forming districts, providing budget training to trustees, and facilitating Board of County Commissioners' approval of assessments and budgets. Develops the 5-year "Pro Formas" required by Board policy and reflected in best budget practices--and key to the external evaluation of the County's financial management by credit agencies and other independent reviews.

With the addition of two management level positions not assigned to departmental support, there is increased capacity to respond to ad hoc referrals from the Board and the public -- reducing the turnaround time for these inquiries and freeing up the Director to be available to fill the role as Assistant County Administrator over the Management Services Team (Fleet, ITS, Procurement Services, Human Resources, and Consumer Protection and Professional Responsibility)

Additional impacts include the ability to provide fiscal impact assistance in collective bargaining agreements -- a typically extensive process requiring the ability to model impacts of alternative pay and benefit structures.

Not included at this funding level is oversight of the County's Project Information Management System (PIMS), general management consulting services, and hearing officer services.

IMPACT ON FY 11 (If Different):

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REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**

Recommended

Team:	Management Services	SERVICE LEVEL: CONTINUATION	PRIORITY:	
Department:	MANAGEMENT & BUDGET DEPARTMENT		Funding Source Priority #:	5
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	5
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	MBE01011		CIP Number:	NA

DECISION UNIT TITLE: Budget Assistance - near current level

MATRIX OF SERVICE: Operating Budget Services & Capital Budget Services

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	394,608	400,374	U8323	Manager, Budget Programs	1.00	1.00
Operating Expenses	6,432	6,432	A0978	Budget Analyst II	1.00	1.00
			A0966	Sr. Budget Analyst	1.00	1.00
Grants and Aid	-	-	A0968	Budget Services Coordinator	1.00	1.00
Capital Outlay	-	-			0.00	0.00
					0.00	0.00
TOTAL:	\$ 401,040	\$ 406,806	TOTAL:	Total from page 2:	4.00	4.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION	FY 09	FY 10	FY 11
WORKLOAD: Agenda items reviewed	2,405	2,528	2,657
Outcome: General Obligation Bond ratings (Moody's, S&P, Fitch Ratings)	Aa1,AAA,AA+	Aa1,AAA,AA+	Aa1,AAA,AA+
Effectiveness: Achieve GFOA Distinguished Budget Presentaion Award	Proficient	Proficient	Proficient

IMPACT ON FY 10:

At this funding level, budget assistance to departments is near current levels. Agenda items requiring budget review are reviewed quickly. Most significantly, with this level of departmental support, the County can maintain a biennial budget process, prepare monthly financial reports, and provide proactive assistance to client departments. These bolster the activities that have been referenced in credit rating upgrades -- particularly the monthly monitoring reports.

The prepared budget documentation meets recommended practices: reflecting information that meets the varying needs of stakeholders: elected officials, County residents and businesses, the financial community--including investors and rating agencies, and researchers. Validation is achieved through receipt of the Government Finance Officers Association's Distinguished Budget Presentation Award(an additional effectiveness measure) reflecting peer review against published criteria. The biennial budget is reviewed on even-numbered fiscal years. The County last received review and approval in FY 08 will submit in FY 10 for recognition.

Operating expenses associated with this funding level reflect a high training standard for professionals and managers, and a more substantial printing budget associated with a comprehensive budget document.

What is not included at this level: Revenue analysis would be restricted. The Manager of Systems and Revenue must carry a department workload which would reduce the time available to forecast revenues, research proposed new legislation, identify opportunities to enhance existing revenues, identify problem areas, etc.

IMPACT ON FY 11 (If Different):

REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**

Recommended

Team:	Management Services	SERVICE LEVEL: CONTINUATION	PRIORITY:	
Department:	MANAGEMENT & BUDGET DEPARTMENT		Funding Source Priority #:	6
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	6
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	MBE01011		CIP Number:	NA

DECISION UNIT TITLE: Performance Management

MATRIX OF SERVICE: Management Analysis/Performance Management

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	90,953	92,282	U8353	Mgr., Performance Management	1.00	1.00
Operating Expenses	1,108	1,108			0.00	0.00
Grants and Aid	-	-			0.00	0.00
Capital Outlay	-	-			0.00	0.00
TOTAL:	\$ 92,061	\$ 93,390	TOTAL:	Total from page 2:	1.00	1.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION	FY 09	FY 10	FY 11
WORKLOAD: Organizations trained in performance measures	54	54	54
Efficiency: Unit cost per department trained in performance measures (direct cost)	\$1,544.35	\$1,704.83	\$1,729.44
Effectiveness: Receive GFOA rating of proficient on performance measurement criterion	Proficient	Proficient	Proficient

IMPACT ON FY 10:

This funding level facilitates two aspects of performance management: First, continuing training of departments in performance measurement and the associated tracking and validation of such measures. Performance measurement will become more critical with the implementation of strategies under the County's Strategic Plan. In addition, evaluation of performance is a key factor assessed in the Government Performance Project. Second, coordinating response by County Administrator departments to financial, performance, and compliance audits to ensure that adequate response occurs--reducing the number of items that require followups by auditors.

At this level, the County continues participation in a Florida Benchmarking Consortium consisting of cities and counties.

IMPACT ON FY 11 (If Different):

REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**

Recommended

Team:	Management Services	SERVICE LEVEL: CONTINUATION	PRIORITY:	
Department:	MANAGEMENT & BUDGET DEPARTMENT		Funding Source Priority #:	7
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	7
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	MBE01011		CIP Number:	NA

DECISION UNIT TITLE: Capital Program Administration - reduced level

MATRIX OF SERVICE: Capital Program Administration

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	118,290	120,018	U8211	Capital Policy Manager	1.00	1.00
Operating Expenses	858	858			0.00	0.00
Grants and Aid	-	-			0.00	0.00
Capital Outlay	-	-			0.00	0.00
TOTAL:	\$ 119,148	\$ 120,876	TOTAL:	Total from page 2:	1.00	1.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION		FY 09	FY 10	FY 11
WORKLOAD:	Active capital projects in PIMS	533	548	564
	WORKLOAD: CIP projects processed in Oracle for CIP documents	345	355	366
	WORKLOAD: Number of financial reconciliations - FAMIS to Oracle	52	52	52

IMPACT ON FY 10:

Provides limited assistance to departments in project tracking using the County's Project Information Management System (PIMS). At this reduced level, administration is focused on setting up reporting mechanisms for departments to use in self-monitoring of projects. All data entry would be conducted by departments and most monitoring would also be conducted by departments within the established frameworks. A limited number of summary reports would be available to County Administration on a quarterly and annual basis. This level does include the processing of CIP projects for CIP documents as well as financial reconciliations between the County's financial system, FAMIS, and the financial system integrated in the PIMS, Oracle.

This position also provides two additional services: First, the coordination of disaster recovery funding -- coordinating with Emergency Management in seeking reimbursement of eligible County expenditures by FEMA and the State of Florida or through jurisdictions provided mutual aide by County departments. Second, serving as the Department's lead position in the development and implementation of a replacement financial system that is expected to be acquired during FY 10.

This level does include the processing of CIP projects for CIP documents as well as financial reconciliations between the County's financial system, FAMIS, and the financial system integrated within PIMS (Oracle).

In addition, this service level provides financial oversight for County Administration of the documentation developed to meet FEMA requirements in the event Hillsborough County is determined to be eligible for disaster assistance.

IMPACT ON FY 11 (If Different):

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REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

Taken as an Efficiency

FY 10/FY 11 DECISION UNIT

NOT RECOMMENDED

DESCRIPTION AND COST

Mgr, Contracts Mamg position deleted. Contracts Manager position transferred to HSS.

Team:	Management Services	SERVICE LEVEL: CONTINUATION	PRIORITY:	
Department:	MANAGEMENT & BUDGET DEPARTMENT		Funding Source Priority #:	8
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	8
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	MBE01011		CIP Number:	NA

DECISION UNIT TITLE: Contracts Management - current level

MATRIX OF SERVICE: Outside Agency Contract Management

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	197,619	200,507	U8155	Mgr., Contracts Management	1.00	1.00
Operating Expenses	1,966	1,966	A0744	Contracts Manager	1.00	1.00
Grants and Aid	-	-			0.00	0.00
Capital Outlay	-	-			0.00	0.00
TOTAL:	\$ 199,585	\$ 202,473	TOTAL:	Total from page 2:	2.00	2.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION	FY 09	FY 10	FY 11
WORKLOAD: Contracts managed and payments processed	61 and 539	61 and 539	61 and 539
Effectiveness: Percent of contract payments processed within 15 days	99.8%	>96.0%	>96.0%
Effectiveness: Percent of contracts with annual on-site monitoring	100%	100%	100%

IMPACT ON FY 10:

At the current level of contract management, the County is able to manage Request for Application (RFA) processes for allocation of general revenue and Community Development Block Grant public service funds. The current level also facilitates monitoring of all contracts for compliance, minimizing the potential for significant audit findings when these contracts are audited -- either internally by the Clerk's Office, or externally by state or federal agencies.

At this staffing level, a minimum of 96.0% of an estimated 539 payments processed will be reviewed for programmatic and fiscal accuracy and approved within 15 days of receipt. (Historically, at least 98% have met this standard.) Included in this turnaround time are corrections that may be required before an agency's documentation can be processed for payment. C

IMPACT ON FY 11 (If Different):

REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

Recommended

With Modifications

Recommended

Taken as an Efficiency

NOT RECOMMENDED

Taken as an Efficiency

NOT RECOMMENDED

Recommended

Recommended

Recommended

Recommended

Taken as an Efficiency

Recommended