



# 12 Month Transition Plan Summary Status Report August 2010

For detailed information, see the attached status reports for individual organizations.

Organization	Transition Plan Component	Status
Affordable Housing Department	<p><i>Section 8 Division:</i> Transfer the Section 8 Division from the department formerly known as Health and Social Services Department to the Affordable Housing Department (AHD) and also consolidate its fiscal, administrative and inspections functions within the AHD.</p> <p>Review possible collaboration on Section 8 with the Tampa Housing Authority.</p>	<p>The consolidation and merger of the Fiscal Sections is complete. The Administrative functions are in the process of being finalized and staff is coordinating with the Human Resources Department. The Inspection function is in the process of being transitioned to AHD. The overall consolidation of the AHD and Section 8 is moving forward. The Director is conducting meetings with each staff member of Section 8.</p> <p>AHD is continuing its meetings with the Tampa Housing Authority (THA) to discuss additional cost savings and efficiencies through collaboration on the Section 8 Program. AHD and THA have agreed to conduct PEER Reviews of each agency/department. From the reviews, both AHD and THA will be able to identify opportunities for collaboration. AHD will continue to meet with THA over the next twelve months.</p>
Aging Services	<p><i>In-Home Services:</i> Out-source in-home services except for those clients in grant-funded Nursing Home Diversion Program.</p>	<p>Transitioned all County funded clients receiving in-home services to outside vendors with the exception of 14 clients.</p> <p>Eliminated all County funded in-home services worker positions (personal care aides and adult services aides).</p>
	<p><i>Senior Centers – Model Day Care:</i> Implement a sliding-free co-pay schedule for existing and future clients with incomes exceeding 125% Federal Poverty Guidelines.</p>	<p>Hillsborough County Board County Commissioners approved the sliding fee schedule on May 5, 2010. Division notified existing clients of the new policy by mail and via Social Workers week of May 10, 2010.</p> <p>Division implemented a marketing strategy to inform public of available private pay slots.</p> <p>Division also received approval to provide services under the Nursing Home Diversion Program as an additional source of revenue.</p> <p>Division also eliminated four staff positions through the use of interns and volunteers and three Center Manager Positions through consolidation of management functions.</p>

Organization	Transition Plan Component	Status
	<p><i>Case Management:</i> Streamline management and administrative support functions; relocate staff to County-owned facilities to eliminate rent and utility costs.</p>	<p>Maximizing the use of technology by Case Managers to ensure most efficient use of time. Receiving Case Management Training from West Central Florida Area Agency on Aging. Redistributing existing caseloads for parity and specialization.</p>
	<p><i>Nutrition Program:</i> Contract out the hot home delivered meals service to Meals on Wheels of Tampa.</p> <p>Modify procedure for congregate and home delivered meal services to and reduce positions, supply expenses and mileage costs.</p>	<p>Executed an agreement with Meals on Wheels to take over hot home delivered meal routes.</p>
<p>Health and Social Services, Aging Services and Children's Services Department</p>	<p>Consolidate Aging Services, Children's Services, Head Start, and Health and Social Services to optimize services and outcomes provided to the clients served by these three areas. Initially the emphasis will be on the consolidation of management support functions. However, there will also be an evolution of services and structure so that these areas operate in a more coordinated fashion to increase the self-sufficiency of families and households.</p>	<p>The Administrative Order for the reorganization of Family and Aging Services became effective June 22, 2010.</p> <p>The organization for the consolidation of the Family and Aging Services management support functions is that there will be a Family and Aging Services Administrative Services Division led by a manager reporting to the Department Director. Each of the four major divisions (Aging Services, Children's Services, Head Start, and Health and Social Services) will have an Administrative Services Coordinator reporting to the Division Director, Veterans' Affairs and Sunshine Line will also utilize the Health and Social Services Coordinator. The Administrative Services Coordinators will have no staff reporting to them. These coordinators will work with the Manager of Administrative Services to "purchase" for the management support its divisions.</p> <p>The strategic planning of the services for each division will continue. The planning has begun with planning groups being implemented in Children's Services and Aging Services. The Hillsborough County Health Care Plan (HCHCP) Study Committee continues its work in planning the transition of the HCHCP to respond to Health Care Reform. In addition, there has been an initial meeting with the School District to evaluate Head Start opportunities.</p> <p>Head Start organizational decisions could be on separate timeframe from the rest of Children's Service.</p>

Organization	Transition Plan Component	Status
Animal Services	<p><i>Core Public Safety, Communications and Field Operations, 24/7 Capabilities:</i> Explore out-sourcing animal control and sheltering functions.</p>	<p>On April 27, 2010, department staff sent e-mails were sent to the Humane Society of the United States (HSUS); the American Society for the Prevention of Cruelty to Animals (ASPCA); the Hillsborough County Animal Advisory Committee (AAC); and the Florida Animal Control Association (FACA) seeking information on where outsourcing of animal control organization functions has be successfully implemented.</p> <p>The department held two special meetings to discuss this Option.</p> <p>Department staff discussed this option via phone conversations or email exchanges with senior management in several organizations that have considered or been involved in outsourcing of services.</p> <ul style="list-style-type: none"> <li>• King County Washington's recent unsuccessful efforts to transfer the county's animal control function to local humane organizations has provided information as to the challenges of finding organizations or agencies that have the capability, capacity, and the will to take over traditional local government animal control functions.</li> <li>• The Humane Society of Tampa Bay Board does not want to take on any of the department's mission.</li> </ul>
	<p>Review options to generate additional revenues.</p>	<p>Since August, 2009 the Animal Advisory Subcommittee on Pet Registration Compliance has met to develop options for increasing the compliance rates of pet registration. The Subcommittee continues to meet and develop feasible options that are being implemented and/or pursued, for example:</p> <ul style="list-style-type: none"> <li>• On-line pet registrations;</li> <li>• Patrol Dog Park, educate pet owners;</li> <li>• Improve promotion of benefits of pet registration;</li> <li>• Work with HOA and other appropriate associations to promote pet registrations;</li> <li>• Explore 3-year registrations; and</li> <li>• Improve pet registration renewal efforts.</li> </ul>
	<p>Use revised fees and identified cost reductions to fund program to maintain core public safety mission.</p>	<p>The department implemented increased Pet Registration fees on October 1, 2009 and June 1, 2010. Revenues received to date indicate we are currently on track to meet end-of-year projections for FY10.</p>

Organization	Transition Plan Component	Status
<p>Inspection Services Provided by the Code Enforcement Department, Planning and Growth Management Department's Building Services Division, Fire Marshal's Office, Affordable Housing Department, Solid Waste Department and 911 Administration</p>	<p>Improve coordination and consolidation among inspection services including streamlining support services, reducing administrative costs and staff and cross-training field staff.</p>	<p>A meeting was held with the County stakeholders: Code Enforcement, PGM (Building Services), Fire Rescue (Fire Marshal's Office), 911 Administration and the Public Utilities Department (Water Resources &amp; Solid Waste) to discuss their inspectional operations and review State and local regulations that these areas are required to uphold. An additional meeting will be held with the Affordable Housing department and Children's Services division to ascertain the same information.</p> <p>As it relates to the field reporting responsibilities of these departments a Smartphone presentation was conducted for this group to review an application currently being utilized by the Cities of Avondale &amp; Phoenix, Az and the Arizona Department of Transportation which could possibly provide the County with various enhancements to how we report &amp; process violations and assignments on a daily bases. A follow up meeting will be scheduled within the next week to discuss a developing a pilot project to test this application.</p>
<p>Communications – Public Information Officers</p>	<p>Centralize Public Information Officers (PIO) and re-distribute assignments; increase efficiencies through implementation of inter-department service agreements; standardize County information materials and increase use of social media.</p>	<ul style="list-style-type: none"> <li>• The Administrative Order (A.O.) for centralizing these efforts under Communications was approved July 12<sup>th</sup>. It was modified to exclude the Senior Librarian position. As requested by the Public Works Department, the Community Relations team will remain with the department until the end of the hurricane season, in case there is activation this year.</li> <li>• A template for the Memo of Understanding (MOU) is under review. This MOU will outline service levels and other conditions for those PIOs coming to Communications but still servicing their department(s).</li> <li>• Workspace has been located for all employees to join the rest of the Communications staff on the 16th floor. Cubicles, desks, phone and data lines are already in place. We will work with ITS to help move the employees' existing work onto Communications' server.</li> <li>• The County's Communications Plan is undergoing a much-needed overhaul and will be brought to the Board of County Commissioners for approval in September. This document provides the framework for all County public information and communications materials and programs.</li> </ul>
<p>County Attorney's Office</p>	<p>Explore enhanced revenues; participate in the Sterling Award process and achieve savings through staff attrition and review of work processes.</p>	<p>Currently participating in Sterling Awards process.</p>

Organization	Transition Plan Component	Status
Consolidated Public Safety functions across the county	Consolidate of 911/emergency management services across the county. The goals are greater interoperability among neighboring public safety agencies; faster response times and long term cost savings.	<p>A meeting was conducted with the Public Safety Answering Points (PSAP) Users Group to update the members on the project and to advise them on the intention of the County to move forward. Agency heads were invited to participate in a meeting to discuss the feasibility of taking part in a countywide study to analyze and evaluate our 9-1-1 systems in order to make recommendations for improvement of service delivery, resource sharing and interoperability.</p> <p>At the August 4, 2010 BOCC Regular Meeting the Board approved for the Chairman to send a letter to the leaders of the other eight (PSAP) to invite them to the meeting. In addition the Board approved having Commissioner Sharpe lead this initiative. The letter has been drafted and awaits the signature of the Chairman. The meeting of the Agency Heads will be scheduled in September.</p>
Parks, Recreation and Conservation Department	<i>After School Program</i> (was not included in original Transition Plan):	
	<i>Adult Athletics:</i> Use recently approved fees to fully fund the program from user fees.	This transition is complete. New fees that were established in September 2009 have generated enough new revenue to create a self sustaining program.
	<i>Bakas Therapeutic Program:</i> Develop long term funding solutions to offset the estimated \$498,000 needed in FY 12 to fund the program. Identify possible community partners to provide services.	Met with Executive Director of Quantum Leap and toured their facility. This was a preliminary meeting to discuss our transition plan and their program and potential partnerships Meeting held with program staff. Information presented and discussed.
	<i>Blaze Sports Program:</i> Develop long term funding solutions to offset the estimated \$54,000 needed in FY 12 to fund the program. Identify possible community partners to provide services.	Meeting held with program staff to discuss options for this program Focusing on combining Blaze Sports with all Athletic Programs as new fees established in Sept 2009 have exceeded original estimates. Some of the new fees may offset a portion of the cost for the Blaze Program
	<i>Early Childhood Learning Coalition Grants:</i>	
Public Works Department	<i>Mosquito Control:</i> An analysis of current County costs for Mosquito Control.	A preliminary analysis has been completed by the Department and is being evaluated by the Management and Budget Department. No new development to report.
	An analysis of the trends in recent costs and the variables causing the trends.	This analysis is still in progress. With the complete August status report, the department submitted a table with information on the cost of chemicals as it is reflected in the County Chemical Blanket Purchase Order.

Organization	Transition Plan Component	Status
	A review of surrounding jurisdictions' approach to mosquito control procedures.	A research questionnaire was submitted to 58 organized mosquito control operations in the State of Florida (questionnaire attached to Report #1). In this report we are submitting tables 3.1 and 3.2 compiling information collected from other Tampa Bay Area mosquito control operations, and the counties of Duval/City of Jacksonville, Citrus and Miami-Dade. As the information indicates, Hillsborough County Mosquito Control entire operation is well within range of the numbers gathered from State Reports and from direct phone calls to the agencies.
Real Estate Department	<i>Building Maintenance and Repair:</i> Maintenance and repair program for over 315 County-owned buildings.	Effort is continuing to identify and describe in detail the Maintenance and Repair (M&R) services being provided under the existing in-house organizational structure and all contracted services used to supplement that effort. This will be the basis of the RFP for cost comparisons. A list of existing buildings serviced by the M&R Program is being compiled by size, type, location and occupants. Analysis continues to compile details on the levels of outsourcing efforts other Florida Counties have undertaken.
	<i>Geographic Information Services (GIS) and Survey and Mapping:</i> Compare County personnel and operating costs to equivalent consultant rates; and evaluate potential impacts of outsourcing.	<p>Along with the submission of the proposed FY11 budget, Administrative Orders were issued that renamed the division to the Geomatics Division and the transfer of the Asset Management Team from the Public Works Department. The name change is more reflective of the broad based role of geospatial data management.</p> <p>During the first 60 days of the analysis, the Asset Management team has been integrated with the daily operations of the Division.</p> <p>Objectives completed this phase of the plan:</p> <ul style="list-style-type: none"> <li>• Establish specific milestone objectives for the study period beginning June 14, 2010 through March 10, 2011. – COMPLETE</li> <li>• Met with Bob Griffin of the Performance Improvement Team to discuss our plan analysis.</li> <li>• Define and describe services provided. – COMPLETE</li> <li>• Report on efficiencies implemented to date. – COMPLETE</li> <li>• Perform cost analysis of the FY10 &amp; FY11 budgets to establish base line hourly rates for comparable consultant classifications. – COMPLETE</li> <li>• Document relative standards, statutory regulations, local codes and ordinances. – COMPLETE</li> <li>• Compile historical project performance metrics. - COMPLETE</li> </ul>

Organization	Transition Plan Component	Status
	<i>Surplus Warehouse:</i> Managing 17,000 centralized surplus property warehouse.	We continue to evaluate how other cities and counties, both in and out of Florida, manage their surplus tangible property disposal. We contacted major non-profits to solicit their interest in operating the County's surplus warehouse; only Goodwill Industries and PRIDE of Florida have shown an interest to date. An advertisement is being developed for publication to determine the level of interest for any type organization (for profit or non-profit) to undertake the operation of the County's Surplus Warehouse and its associated recycling and disposal programs.
Water Resource Services and Solid Waste Department	<i>Consolidation: Comprehensive plan for merging services</i>	<p>The Administrative Order for the consolidation of the Water Resource Services and the Solid Waste Departments became effective June 21, 2010.</p> <p>Significant transition actions accomplished to date include: (1) the consolidation of fiscal and budget personnel and functions (including the development of rates and fees); (2) the consolidation of all personnel support staff and functions; (3) the identification of all Solid Waste Management processes, and the listing of all tasks associated with Solid Waste Management's personnel; (4) the identification of all Solid Waste Management assets (real-estate, facilities, vehicles, equipment); and (5) the alignment of all administrative process flows and procedures. To date there are approximately 30 transition actions in various stages of completion.</p>

**HILLSBOROUGH COUNTY  
PROGRAM TRANSITION PLAN  
June 10, 2010 – April 30, 2011**

**PROGRAM NAME:** Affordable Housing Department

**DEPARTMENT(S):** Affordable Housing Department and Section 8

**RESPONSIBLE DIRECTOR(S):** Valmarie H. Turner

**PROGRAM DESCRIPTION:** *Brief description of clients served, services provided, and providers*  
Hillsborough County Affordable Housing Department (AHD), a U. S. Department of Housing and Urban Development (HUD) Grantee, is responsible for the administration and oversight of federal and state grants and collectively administers approximately \$33 million in federal and state funding. These funds are administered in an effort to develop effective affordable housing and community development strategies for the low and moderate income citizens of Hillsborough County.

**CURRENT FUNDING SOURCES AND ANY PROGRAM-SPECIFIC REVENUES:**

- Home Investment Partnership Program (HOME - 24 CFR Part 92)
- Community Development Block Grant (CDBG - 24 CFR Part 570)
- Emergency Shelter Grant (ESG – 24 CFR Part 576)
- State Housing Initiatives Partnership (SHIP - 420.9071 - 420.9079 Florida Statutes and 67-37 Florida Administrative Code)
- Florida Homebuyer Opportunity Program (FLHOP – Section 47. Specific Appropriation 1570 of the 2009-201 General Appropriations Act, And 420.907 – 420.9079 Florida Statutes)
- Neighborhood Stabilization Program (NSP) - Created and signed into law on July 30, 2008, as a part of the Housing and Economic Recovery Act of 2008 (HERA), to address the foreclosure crisis.
- Community Development Block Grant – Recovery (CDBG – R) – Created and signed into law in February 2009, as part of the American Recovery and Reinvestment Act (ARRA is also referred to as stimulus funding) of 2009.
- Homelessness Prevention Rapid Re-Housing (HPRP) - Created and signed into law in February 2009, as part of the American Recovery and Reinvestment Act (ARRA is also referred to as stimulus funding) of 2009.

**DESIRED OUTCOME OF TRANSITION PLAN:** *Describe opportunities to contract out services, transfer to or partner with other governmental and/or non-profit providers, and/or to modify County provision of service. Describe measurable outcomes in terms of new and future clients served, level of service, cost savings, efficiencies, and revenue enhancement.*

The Affordable Housing Department (AHD) is consolidating with the Section 8 Division that is currently under the Health and Social Services Department. Section 8 is a federally funded affordable housing program of the US Department of Housing & Urban Development (HUD) designed to provide safe, decent and sanitary housing for low income citizens. Through this program, families and individuals who meet the income eligibility requirements may receive financial assistance to rent privately owned dwellings.

The consolidation creates process improvements as both AHD and Section 8 have similar missions and mandates and will be able to merge functions such as fiscal, administrative and inspection services. AHD anticipates savings through the consolidation and increase grant revenue of \$850,000 for FY11. The consolidation and merger of the Fiscal Section is complete. The Administrative Functions are in the process of being finalized and staff is coordinating with the Human Resources Department. The Inspection Services Function is in the process of being transitioned to AHD. The overall consolidation of

the AHD and Section 8 is moving forward. The Director is conducting meetings with each staff member of Section 8.

AHD is continuing its meetings with the Tampa Housing Authority (THA) to discuss additional cost savings and efficiencies through collaboration on the Section 8 Program. AHD and THA have agreed to conduct PEER Reviews of each agency/department. From the reviews, both AHD and THA will be able to identify opportunities for collaboration. AHD will continue to meet with THA over the next twelve (12) months.

DESCRIBE THE TRANSITION PLAN:

Who will lead the transition evaluation process? Valmarie H. Turner, Director, AHD  
Give details of the evaluation process: The transition plan will be discussed in detail with the Affordable Housing Advisory Board (AHAB) in August 2010. The Affordable Housing Advisory Board (AHAB) advises and makes recommendations to the Board of County Commissioners and Affordable Housing Officer on issues affecting affordable housing development. In addition, the AHAB assists the County in developing new programs and policies in order to foster the development and preservation of attainable housing for those County residents who desire to live in safe, decent and affordable housing. The membership of the AHAB is appointed by the Hillsborough County Board of County Commissioners and is comprised of twenty (20) members.

Describe the nature of any policies, procedures, ordinances, resolutions or applicable law that may restrict or limit the transition; how they may be addressed and what authorization may be required: Both AHD and Section 8 are governed by federal rules and regulations. These regulations will have to be adhered to. Additionally, all documents – policies, procedures, ordinances, resolutions, applicable laws – will be submitted to the Assistant County Attorney that is assigned to both AHD and Section 8.

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Describe stakeholders and the nature of their participation in the evaluation and transition process: The US Department of Housing and Urban Development (HUD) funds the programs of AHD and Section 8. The Affordable Housing Advisory Board (AHAB) is appointed by the Board of County Commissioners that advise the Department on affordable housing trends and practices. Florida Housing Finance Corporation (FHFC) is the State Agency responsible for the administration of the State Housing Initiatives Partnership Program. AHD works collaboratively with both the City of Plant City and City of Temple Terrace. Nonprofits, Real Estate Professionals, and Lenders work with the client based programs.

Describe the specific milestones, i.e., dates and deliverables, of the evaluation process and measurable results that will be reported in monthly updates: \_\_\_\_\_

AHD currently prepares a monthly status report for the BOCC on the Neighborhood Stabilization Program (NSP) to ensure transparency and accountability. AHD will create a similar monthly report detailing the consolidation/transition progress. The report will consist of the following:

- Fiscal and Administrative process improvements
- Program Status
- Federal Reporting Status
- Process Improvements/Productivity Savings with Tampa Housing Authority updates - September 2010, December 2010, March 2011 and June 2011.

Describe the process of soliciting and evaluating proposals (if applicable) to provide the services: .

Due to the specific and unique experience needed for the Section 8 Program, contract for services will be sole sourced and/or through limited Request for Proposals.

If there are alternatives that will be examined, describe how their relative strengths and weaknesses will be evaluated:   N/A  

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Signatures (*as applicable*):

Responsible Director: \_\_\_\_\_ Date: \_\_\_\_\_

Responsible Director: \_\_\_\_\_ Date: \_\_\_\_\_

Responsible Director: \_\_\_\_\_ Date: \_\_\_\_\_

Asst. County Admin.: \_\_\_\_\_ Date: \_\_\_\_\_

Asst. County Admin.: \_\_\_\_\_ Date: \_\_\_\_\_

County Administrator: \_\_\_\_\_ Date: \_\_\_\_\_

BOCC Approval Date: \_\_\_\_\_

**TRANSITION PLANS STATUS**  
**FAMILY AND AGING SERVICES**

Hillsborough County  
 Program Transition Plan Update  
 July 2010

PROGRAM NAME: Consolidation of Services DEPARTMENT: Family & Aging Services RESPONSIBLE DIRECTOR: Dave Rogoff
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**Desired Outcome of Transition Plan:**

- Consolidate Aging Services, Children’s Services, Head Start, and Health and Social Services to result in the optimization of services and outcomes provided to the clients served by these three areas. Initially the emphasis will be on the consolidation of management support functions. However, there will also be an evolution of services and structure so that these areas operate in a more coordinated fashion to increase the self-sufficiency of families and households.

**Action steps already taken:**

- The Administrative Order for the reorganization of Family and Aging Services was effective on June 22, 2010, and utilized the structure illustrated in Exhibit A.
- The organization for the consolidation of the Family and Aging Services management support functions is that there will be a Family and Aging Services Administrative Services Division led by a manager reporting to the Department Director. Each of the four major divisions (Aging Services, Children’s Services, Head Start, and Health and Social Services) will have an Administrative Services Coordinator reporting to the Division Director, Veterans’ Affairs and Sunshine Line will also utilize the Health and Social Services Coordinator. The Administrative Services Coordinators will have no staff reporting to them. These coordinators will work with the Manager of Administrative Services to “purchase” for the management support its divisions. This is illustrated in Exhibit B.
- The strategic planning of the services for each division will continue. The planning has begun with planning groups being implemented in Children’s Services and Aging Services. The Hillsborough County Health Care Plan (HCHCP) Study Committee continues its work in planning the transition of the HCHCP to respond to Health Care Reform. In addition, there has been an initial meeting with the School District to evaluate Head Start opportunities.
- Head Start organizational decisions could be on separate timeframe from the rest of Children's Service.

**Action Steps to be taken:**

- The results of the planning efforts will provide the direction for changes for FY11 and beyond.
- During the rest of calendar year 2010, opportunities for working with other organizations including municipalities, other government entities, and not-for-profits, will be addressed.

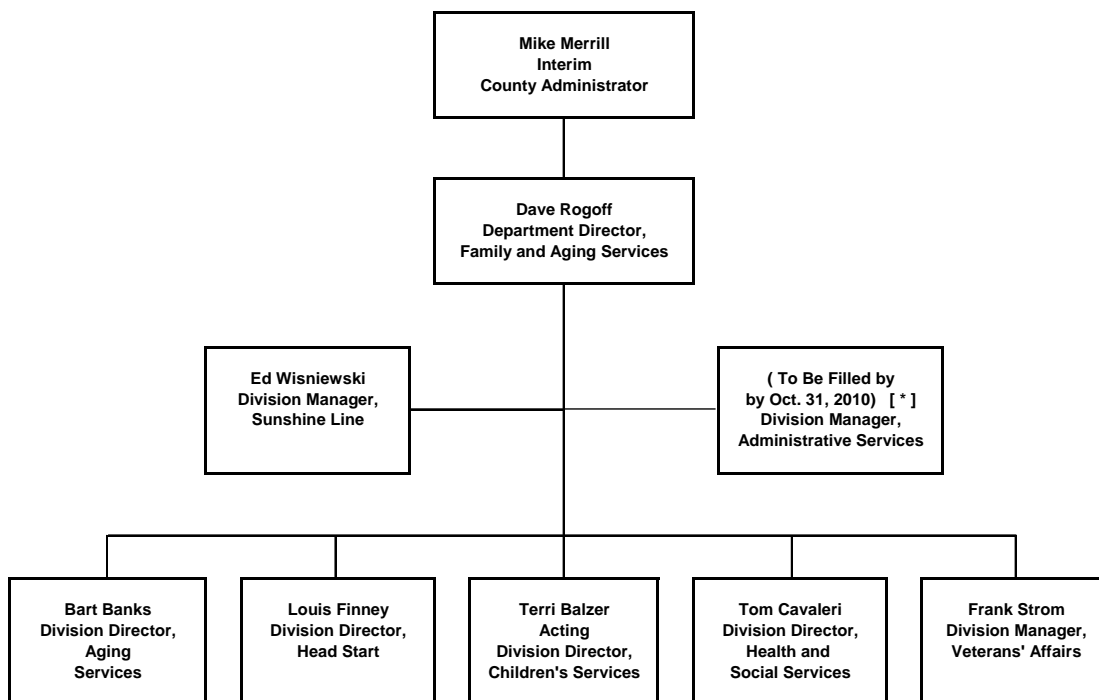
- There will be a determination of the short term organization of Children’s Services.
- The positions of the Administrative Services Manager and the division Administrative Services Coordinators will be filled at the latest by the end of October 2010. It could be completed earlier if the positions are approved.
- When these Administrative Services positions are filled, they will be given a 2-month period to recommend to the Department Director what would be the positions needed to fulfill the mission. The process used by this group is illustrated in Exhibit C as Phases 2 through 4 (Phase 1 has been completed). It will include specific budget targets.
- There will be an evaluation of space use at the multiple Family and Aging sites. As there is further consolidation and changes in how Family and Aging functions, there will be opportunities to consolidate space, specifically as a means to reduce rentals.

**Measurement of Impact:**

This transition plan did not have a pre-set financial impact target. Consistent with the time frames of the action above, specific financial impact will be measured.

**EXHIBIT A**

**ORGANIZATION CHART:  
DEPARTMENT OF FAMILY AND AGING**



**NOTES:**

[ \* ] Specific organization of Administrative Services Division and its relationship to other Family and Aging Divisions will be determined by Sept. 2010. The position, Manager of Administrative Services, will then be filled by October 31, 2010. Administrative Services Division will include the following functions:

- Fiscal Administration.
- Contracts and Grants Administration.
- Human Resources Administration
- Information Technology.
- Monitoring and Compliance (including HIPAA).
- Grant Application.
- Billing, Insurance and Payor Recovery (including Medicaid billing).

In addition to these divisions, the Director of Family and Aging has three other direct reports. They are:

- Senior Administrative Assistant (Wanda West).
- Administrator of Program Services (Vicki Adelson) will assist in building partnerships and obtaining grants related to department transition.
- Trauma Agency Coordinator (Barbara Uzenoff) is a single person function whose function and organizational location will be analyzed in the next 12 months.

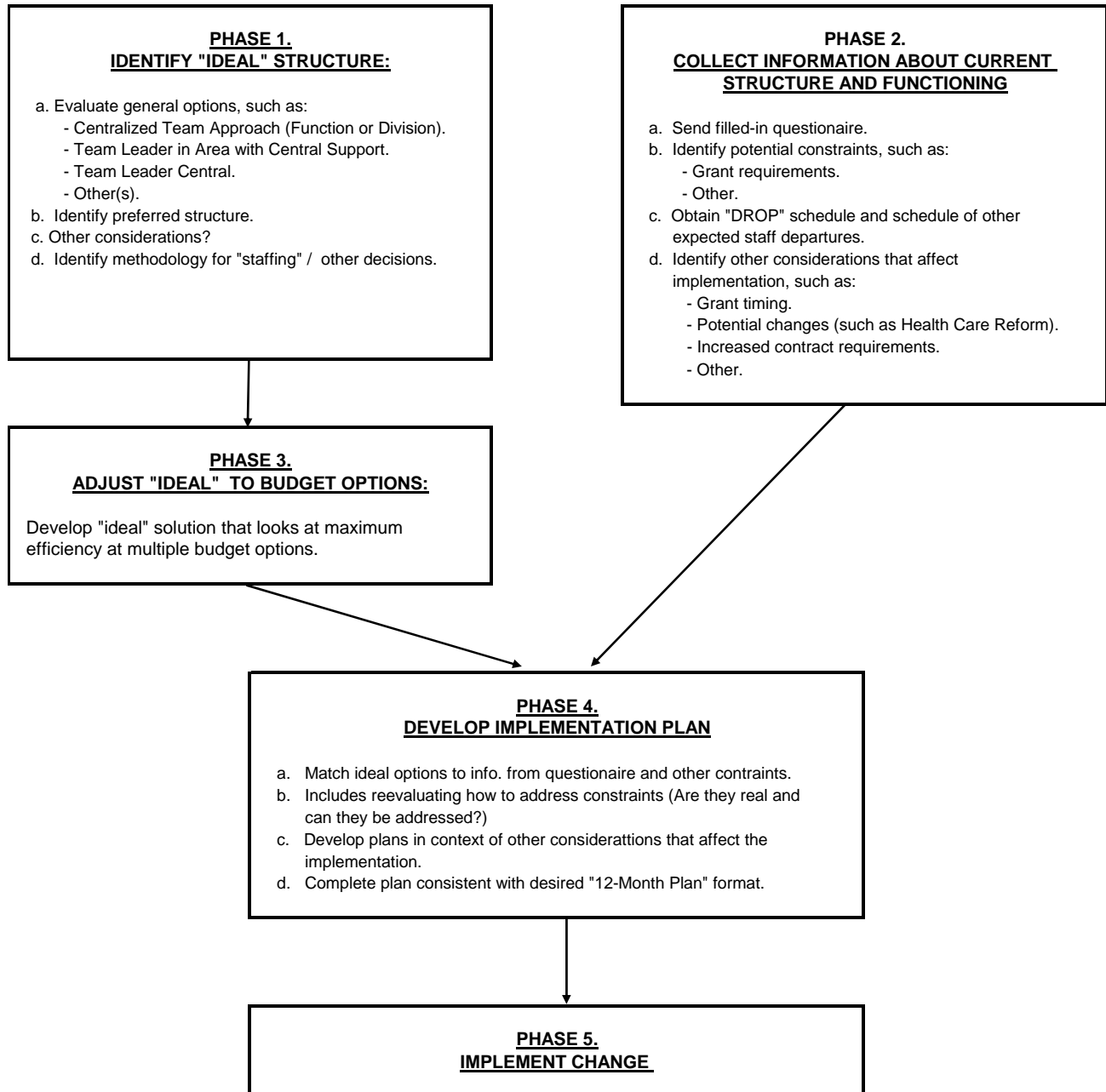
EXHIBIT B

CONCEPTUAL RELATIONSHIP OF ADMINISTRATIVE SERVICE COORDINATORS AND MANAGEMENT SUPPORT FUNCTIONS

<b>ADMINISTRATIVE SERVICES COORDINATORS</b>				
<b><u>WILL PURCHASE STAFF TIME FROM ADM. SVES. DIVISION FOR THE FOLLOWING</u></b>	<b><u>AGING SERVICES</u></b>	<b><u>CHILDREN'S SERVICES</u></b>	<b><u>HEAD START</u></b>	<b><u>HEALTH AND SOCIAL SERVICES</u></b> HCHCP SOCIAL SERVICES SUNSHINE LINE VETERANS
FISCAL ADMIN.				
CONTRACTS / GRANT ADMIN.				
HUMAN RESOURCES ADMIN.				
INFORMATION TECHNOLOGY				
QUALITY ASSURANCE / COMPLIANCE				
GRANT APPLICATION				
BILLING / INSURANCE RECOVERY				

EXHIBIT C

SUMMARY OF PROCESS TO LOOK AT CONSOLIDATION OF SUPPORT FUNCTIONS FOR:  
AGING, CHILDREN'S, AND HEALTH AND SOCIAL SERVICES



Hillsborough County  
Program Transition Plan Update  
July 2010

PROGRAM NAME: Senior Centers – Model Day Care DEPARTMENT: Family & Aging Services DIVISION: Aging Services RESPONSIBLE DIRECTOR: Bartholomew Banks
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**Desired Outcome of Transition Plan:**

- Existing and future clients whose income exceeds 125% of the Federal Poverty Guidelines will be charged a co-payment based on a sliding fee schedule effective September 1, 2010.

**Action steps already taken:**

- Hillsborough County Board County Commissioners approved the Sliding Fee Schedule on May 5, 2010.
- Existing clients were notified about the change in policy by mail and via Social Workers week of May 10, 2010.
- Marketing strategy implemented to inform public of available private pay slots.
- Approved to provide services under the Nursing Home Diversion Program as an additional source of revenue.

**Action Steps to be taken:**

- Clients interested in continuing to participate in the program will receive a formal financial assessment commencing August 1, 2010.
- Fees will be assessed based on income levels and collections will commence as of September 1, 2010.

**Other cost saving actions:**

- Eliminated 4 staff positions through the use of interns and volunteers.
- Eliminated 3 Center Manager Positions through consolidation of management functions.

**Measurement of Impact:**

It was conservatively projected that the above action would result in an annualized revenue increase of \$537,000 (already in the budget). By October 1, 2010, the annual impact of the implemented action will be able to be measured.

Hillsborough County  
Program Transition Plan Update  
July 2010

PROGRAM NAME: Senior Nutrition Program DEPARTMENT: Family & Aging Services DIVISION: Aging Services RESPONSIBLE DIRECTOR: Bartholomew Banks
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**Desired Outcome of Transition Plan:**

- Contract out the hot home delivered meals service to Meals on Wheels of Tampa.
- Modify procedure for congregate and home delivered meal services to and reduce positions, supply expenses and mileage costs.

**Action steps already taken:**

- Executed an agreement with Meals on Wheels to take over hot home delivered meal routes

**Action Steps to be taken:**

- Expand routes serviced by Meals on Wheels.
- Modify the agreement with GA Foods to provide frozen meals and pre-packaged hot meals.
- Assess the ability of home-bound client to receive and prepare frozen meals.
- Re-assess staffing needs based on the expanded partnership with Meals on Wheels and serving frozen home delivered meals and pre-packaged hot congregate meals.
- Eliminate excess positions.

**Measurement of Impact:**

The specific action is currently being implemented. The annualized financial impact of the actions will be able to be identified by September 1, 2010, and then implemented. This will result in cost reductions even greater than already in the FY11 budget.

Hillsborough County  
Program Transition Plan Update  
July 2010

PROGRAM NAME: In-Home Services DEPARTMENT: Family & Aging Services DIVISION: Aging Services RESPONSIBLE DIRECTOR: Bartholomew Banks
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**Desired Outcome of Transition Plan:**

- Contract out all in-home services to vendors the exception of grant funded clients served under the facility participation agreements with Nursing Home Diversion Program providers to ensure consistency with client services as appropriate.

**Action steps already taken:**

- Have transitioned all County funded clients receiving in-home services to outside vendors with the exception of 14 clients.
- Have eliminated all County funded in-home services worker positions (personal care aides and adult services aides)

**Action Steps to be taken:**

- Determine how many grant funded in-home services worker positions will be needed to meet the needs of the grants and Nursing Home Diversion contracts.
- Eliminate any remaining excess in-home services positions.
- Determine how these changes can result in reducing general fund expenditures.

**Measurement of Impact:**

The division will determine by the end of July 2010, if these changes can reduce general fund expenditures even more than already reduced.

Hillsborough County  
Program Transition Plan Update  
July 2010

PROGRAM NAME: Case Management DEPARTMENT: Family & Aging Services DIVISION: Aging Services RESPONSIBLE DIRECTOR: Bartholomew Banks
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**Desired Outcome of Transition Plan:**

- Efficiencies in operating costs will be realized by relocating all staff to county owned facilities (such as County Center and decentralized Family and Aging Department facilities) thereby eliminating the cost of rent and utilities and by modifying the reporting scheme of section to reduce the need for Human Services Supervisors.

**Action steps already taken:**

- Maximizing the use of technology by Case Managers to ensure most efficient use of time.
- Receiving Case Management Training from West Central Florida Area Agency on Aging.
- Redistributing existing caseloads for parity and specialization.

**Action Steps to be taken:**

- Relocate staff out of the Waters Ave. location to County owned facilities
- Eliminate Human Services Supervisor Positions and reclassify sufficient Sr. Case Managers positions to support the new structure.

**Measurement of Impact:**

By October 1, 2010, the annual impact of the implemented action will be able to be measured.

**HILLSBOROUGH COUNTY  
PROGRAM TRANSITION PLAN  
Status Report as of July 22, 2010**

**PROGRAM NAMES:**

- 1) Core Public Safety and Command & Control – Department Priority 1
- 2) Critical Communications Capability and 7 Day-a-Week Field Operations
- 3) 24hr/7 Day-a-Week Capabilities, Command & Control

**DEPARTMENT:** Animal Services

**RESPONSIBLE DIRECTOR:** Bill Armstrong

**Animal Services Program Transition Plans Goal:** To maintain the Department of Animal Services mission capability which is to provide for the public's safety and the protection of companion animals through education and enforcement of County Ordinances and Florida state laws dealing with companion animals by finding a solution(s) to the approximate \$1.1M budget shortfall in FY12.

**Actions Taken to Date and Planned Actions that will:**

**Option 1 - Increase Revenues;**

**Option 2 - Outsource/Partner to Transfer Functions to non-Government Organizations;**

**Option 3 - Modify the Type, Level, and/or Quality of Services provided the Department; and/or**

**Option 4 - Reduce Operational and Personnel Expenses.**

**Option 1 – Increase Revenue** Since August, 2009 the Animal Advisory Subcommittee on Pet Registration Compliance (currently approx. 26%) has met to develop options for increasing the compliance rates of pet registration.

- Status - The Subcommittee is continuing to meet and developed feasible options that are being implemented and/or pursued, for example:
  - On-line pet registrations;
  - Patrol Dog Park, educate pet owners;
  - Improve promotion of benefits of pet registration;
  - Work with HOA and other appropriate associations to promote pet registrations;
  - Explore 3-year registrations; and
  - Improve pet registration renewal efforts.
- October 1, 2009, implemented Pet Registration fees increases.
  - Status - New pet registration fees were approved August 19, 2009 (effective October 1, 2009) and revenue received to date indicate we are currently on track to meet end-of-year projections for FY10.
- June 1, 2010, implemented revised fees for services provided by the Department.
  - Status: New fees were approved May 19, 2010 (effective June 1, 2010) and revenue received to date indicates we are currently on track to meet end of year projections for FY10.

**Option 2 – Determine if There Are Cost Saving Opportunities to Contract Out Services, or Transfer to or Partner with Other Governmental and/or Non-Profit Providers.**

- April 27, 2010, emails were sent to 1) the Humane Society of the United States (HSUS); 2) the American Society for the Prevention of Cruelty to Animals (ASPCA); 3) the Hillsborough County Animal Advisory Committee (AAC); and the Florida Animal Control Association (FACA) seeking information on where outsourcing of animal control organization functions has been successfully implemented.
  - Status:

- 1) The AAC is continuing to research options for outsourcing or partnering.
  - Held two special meetings to discuss this Option.
- 2) The Department staff is continuing research on this option and has discussed this via phone conversations or email exchanges with senior people in several organizations that have considered or been involved in outsourcing of services.
  - King County Washington's recent unsuccessful efforts to transfer the county's animal control function to local humane organizations has provided information as to the challenges of finding organizations or agencies that have the capability, capacity, and the will to take over traditional local government animal control functions.
  - The Humane Society of Tampa Bay Board does not want to take on any of the HCAS mission.

### **Option 3 - Modify County Provision of Service.**

- The Department staff will develop options that will reduce the expenses to meet FY12 funding levels.
  - Status: The Department staff will develop options for modify levels and/or quality of services as appropriate after further information and determinations are made with respect to the two options listed above.

### **Option 4 – Reduce Operational and Personnel Expenses.**

#### **Cost Saving Measure Implemented and/or Planned to Reduce Overtime Expenses, Reduce Cell Phone Expenses, Reduce Character 30 Expenses, and to Reduce Other Expenses:**

- 
- **Special Interest Item** - Reduced Overtime expenses - Overtime has been virtually eliminated in three Sections (Customer Service Section, Revenue Section; and Administration).
  - Overtime in the first five months of FY10 we average \$13,528 per pay period, (ten pay periods), in the next four months we average \$8,006 per pay period, (nine pay periods) or an annualize reduction of \$144,373 in overtime expenses.
    - Pay Period 6 (Feb 28 – Marche 13) was \$10,701<sup>1</sup>; overtime in Pay Period 14 was \$4,338.
    - Pay Period 6 – forty-six (46) employees received overtime.
    - Pay Period 14 – fifteen (15) employees received overtime.
  - Pursuing options to further reduce overtime as well as standby and shift differential expenses that would reduce after-hours services in the first quarter of FY11
- **Special Interest Item** - Cell phone expenses - Are being reduced by approximately \$18,000 annually.
- **Special Interest Item** - Character 30 expenses - Are being reduced by approximately \$100,000 annually (includes reduction in cell phone expense mentioned above).
- **Special Interest Item** - Other savings on efficiencies implemented are:
  - New Microchip contract, annual savings, approximately \$6,000; and
  - Hired a vendor at \$10 per hour to help recue the backlog of pet registrations and Spay/Neuter voucher program applications in lieu of paying staff overtime pay - estimated savings to date of approximately \$1,400, with a total FY10 savings project at approximately \$4,000.

#### **ATTACHMENTS:**

Program Transition Plan - Core Public Safety and Command & Control – Department Priority 1  
 Program Transition Plan - Critical Communications Capability and 7 Day-a-Week Field Operations  
 Program Transition Plan - 24hr/7 Day-a-Week Capabilities, Command & Control

<sup>1</sup> These amounts (\$10,701 & \$4,338) include overtime and shift differential expenses.

**HILLSBOROUGH COUNTY  
PROGRAM TRANSITION PLAN  
June 10, 2010 – April 30, 2011  
Up-Dated July 22, 2010**

**PROGRAM NAME: Core Public Safety and Command & Control – Department Priority 1**

**DEPARTMENT(S): Animal Services**

**RESPONSIBLE DIRECTOR(S): Bill Armstrong**

**PROGRAM DESCRIPTION:** *Brief description of clients served, services provided, and providers.*

**Client Served:** Pet owners and non pet-owning residents and visitors in Hillsborough County.

**Services provided:** 1) Remove dangerous dogs from the community that violated State Statute 767 and County Ordinance 00-26, 2) Respond to calls from citizens concerning at-large, aggressive and menacing dogs, 3) reduce the incidence of animal bites and provide dog bite prevention education to the public, 4) provide local and national media with information outlining the Department's services and role in the community, 5) supervision of animal abuse investigations, 6) liaison capability with State and County attorneys, the Courts, law enforcement agencies, and national humane groups, 7) supervision of field operations, 8) veterinary care of animals, 9) enhanced disaster response capabilities, 10) command and control for day-to-day and disaster response operations to meet local, state, and Federal requirements, 11) back up support for law enforcement agencies, and 12) sheltering and humane care of impounded animals (30,779 animals in the last twelve months ending April 30, 2010). These services are provided and/or supported by a staff of nine.<sup>2</sup> This includes FY11 Budget Plan Narratives Form BF005 Priorities 1 and 5.

**Providers:** Hillsborough County Animal Services Field Operations, Shelter, and Veterinary staff.

**CURRENT FUNDING SOURCES AND ANY PROGRAM-SPECIFIC REVENUES:**

This program is funded by the County-wide General Fund (Fund 1). Revenue is generated by impound, boarding, pet registration, and cost recovery fees from Criminal and Civil Court cases. The estimated FY11 cost to maintain this program is approximately \$512,842 which is staffed by eight employees.

**DESIRED OUTCOME OF TRANSITION PLAN:**

1) *Describe opportunities to contract out services, transfer to or partner with other governmental and/or non-profit providers, and/or to modify County provision of service.* The services provided are, for the most part, unique to the Animal Control profession and there are currently no known viable, effective options for transferring or outsourcing the responsibilities of these positions. Local partner agencies, e.g., Humane Society of Tampa Bay and animal rescue groups, are routinely operating at maximum capacity; therefore, it is unlikely they can take more animals from Animal Services than they are currently. In the last twelve months ending April, 2010 the Department transferred 2,930 animals to the Humane Society and animal rescue groups. The Department staff will continue to seek models/examples of similar organizations that have successfully outsourced animal control and sheltering functions for consideration.

2) *Describe measurable outcomes in terms of new and future clients served, level of service, cost savings, efficiencies, and revenue enhancement.* The desired, measurable outcome for this Transition Plan is to maintain core public safety mission capabilities and command & control of public safety operations capabilities through FY12. Clients are the approximate 1.2M citizens and residents and their approximate 580,000 pets. Recently approved revised fees are currently projected to increase revenues over projections by approximately \$347,424 in FY 10 & FY11 combined, and \$290,501 or more in FY12 over the planned FY11 revenue projections. Department cost saving initiatives, to include the elimination of four full-time, permanent positions, will also provide an additional \$336,710 that can be used to fund this program in FY11 and FY12. If sufficient revenues are not generated to fund this program, cost saving service level modifications will be developed for consideration.

**DESCRIBE THE TRANSITION PLAN:**

**Who will lead the transition evaluation process?** Bill Armstrong, Director

**Give details of the evaluation process:** The revenues projected to fund these mission capabilities and the cost saving measures initiated by the Department will be evaluated on a monthly basis to determine whether these projected revenues/cost savings are in fact meeting stated objectives. This Transition Plan evaluation will be accomplished by

<sup>2</sup> Animal Services FY11 Plan Narratives BF005 form, paragraph 8, page 4; and paragraph 12, page 5.

a review and assessment of monthly status reports that will be provided to the Department's Administrator and the Director, Management & Budget.

Describe the nature of any policies, procedures, ordinances, resolutions or applicable law that may restrict or limit the transition; how they may be addressed and what authorization may be required:

Implementing some of the cost savings or revenue generating proposals may require revision of Animal Ordinance 00-26 as amended by Ordinance 03-8 and select BOCC Policies, both of which will require BOCC approval.

Describe stakeholders and the nature of their participation in the evaluation and transition process: Stake holders are: The Board of County Commissioners, the County Administration, the Animal Advisory Committee, Humane Society of Tampa Bay, ASPCA, Hillsborough County Sheriff, municipality Police Departments, animal rescue groups, and county residents. The Department's Administrator and other County Administrator staff will evaluate the progress of this transition plan. The Animal Advisory Committee<sup>3</sup> will be briefed on a monthly basis and their input and feedback will be included in a monthly report that will be provided to the Department's Administrator.

Describe the specific milestones, i.e., dates and deliverables, of the evaluation process and measurable results that will be reported in monthly updates. Dates & Deliverables:

**Phase I.** October 1, 2009, implement revised Pet Registration fees. – Status: Completed – new fees were approved August 19, 2009. Note: To date, revenues generated from these new fees are 4% over revenue projections.

**Phase II.** FY10, implement cost saving measures to reduce Character 30 fund expenditures by \$100,000 and Character 10 fund expenditures by \$163,000. Status: Partially completed<sup>4</sup> with additional cost saving measuring being reviewed for feasibility and implementation.

**Phase III.** June 1, 2010, implement revised fees for services provided by the Department. Status: Completed - new fees were approved May 19, 2010 with projected new/additional revenue for FY10 and FY11 totaling \$347,424 over the FY11 planned revenue projections.

**Phase IV.** By August 31, 2010: 1) implement additional operating cost savings, and 2) develop additional revenue generating options and make appropriate recommendations to the County Administrator and the BOCC for approval and implementation. The Department will provide an impact statement on the quality and level of services affected by each of the options and recommendations.

Describe the process of soliciting and evaluating proposals (if applicable) to provide the services:

Revenue generating options/opportunities and operations cost reduction initiatives fall within the purview of the Animal Advisory Committee. The Committee members will provide recommendations to the County Administrator, the Department, and the BOCC concerning any new fee revenue generating initiatives.

If there are alternatives that will be examined, describe how their relative strengths and weaknesses will be evaluated: Alternatives will be reviewed by the Department staff and the Animal Advisory Committee in order to determine which if any alternatives are viable and appropriate to be pursued by the Department. It is possible that other agencies and individuals will be consulted and brought into the review for their recommendations.

Signatures (as applicable):

Responsible Director: \_\_\_\_\_ Date: \_\_\_\_\_

County Administrator: \_\_\_\_\_ Date: \_\_\_\_\_

BOCC Approval Date: \_\_\_\_\_.

<sup>3</sup> The Animal Advisory Committee is comprised of ten (10) voting members, some of whom are part of rescue groups, some are Veterinarians, some are involved with kennel clubs, and some are involved with the Humane Society of Tampa Bay.

<sup>4</sup> Animal Services FY11 Plan Narratives BF005 form, paragraph 3, page 3.

**HILLSBOROUGH COUNTY  
PROGRAM TRANSITION PLAN  
June 10, 2010 – April 30, 2011  
Up-Dated July 22, 2010**

**PROGRAM NAME: Critical Communications Capability and 7 Day-a-week Field Operations – Department Priority 2**

**DEPARTMENT(S): Animal Services**

**RESPONSIBLE DIRECTOR(S): Bill Armstrong**

**PROGRAM DESCRIPTION:** *Brief description of clients served, services provided, and providers.*

**Client Served:** Pet owners and non pet-owning residents and visitors in Hillsborough County.

**Services provided:** 1) Communications section to receive a projected 30,000 calls and requests for service, 2) dispatching capability to allocate service requests and assign tasking to field deployed Animal Control Officers (ACO), 3) enhanced disaster response capabilities, and 4) back up support for law enforcement agencies. These services are provided by a staff of five (5).<sup>5</sup> This includes FY11 Budget Plan Narratives Form BF005 Priority 2.

**Providers:** Hillsborough County Animal Services Operations staff.

**CURRENT FUNDING SOURCES AND ANY PROGRAM-SPECIFIC REVENUES:**

This program is funded by the County-wide General Fund (Fund 1). Revenue is generated by impound, boarding, pet registration, and cost recovery fees from criminal and civil Court cases. The estimated FY11 cost to maintain this program is approximately \$239,544 which is staffed by five employees.

**DESIRED OUTCOME OF TRANSITION PLAN:**

1) *Describe opportunities to contract out services, transfer to or partner with other governmental and/or non-profit providers, and/or to modify County provision of service.* The services provided are, for the most part, unique to the Animal Control profession and there are currently no known viable, effective options for transferring or outsourcing the responsibilities of these positions. The Department staff will continue to seek models/examples of similar organizations that have successfully outsourced animal control and sheltering functions for consideration.

2) *Describe measurable outcomes in terms of new and future clients served, level of service, cost savings, efficiencies, and revenue enhancement.*

The desired, measurable outcome for this Transition Plan is to maintain core public safety mission capabilities and command & control of public safety operations capabilities through FY12. Clients are the approximate 1.2M citizens and residents and their approximate 580,000 pets. Recently approved revised fees are currently projected to increase revenues by approximately \$192,662 in FY11 over the planned revenue and \$290,501 or more in FY12. Assuming that Department Transition Plan Priority 1 “Core Public Safety and Command & Control” which requires \$512,842 in funding is accepted and successfully implemented, there would be approximately \$461,793 available to fund this Transition Program from revenue and cost savings measures identified above. If sufficient revenues are not generated to fund this program, cost saving service level modifications will be developed for consideration.

**DESCRIBE THE TRANSITION PLAN:**

**Who will lead the transition evaluation process?** Bill Armstrong, Director

**Give details of the evaluation process:** The revenues projected to fund these mission capabilities and the cost saving measures initiated by the Department will be evaluated on a monthly basis to determine whether these projected revenues/cost savings are in fact meeting stated objectives. This Transition Plan evaluation will be accomplished by a review and assessment of monthly status reports that will be provided to the Department’s Administrator and the Director, Management & Budget.

**Describe the nature of any policies, procedures, ordinances, resolutions or applicable law that may restrict or limit the transition; how they may be addressed and what authorization may be required:**

Implementing some of the cost savings or revenue generating proposals may require revision of Animal Ordinance 00-26 as amended by Ordinance 03-8 and select BOCC Policies, both of which will require BOCC approval.

<sup>5</sup> Animal Services FY11 Plan Narratives BF005 form, paragraph 9, page 4.

Describe stakeholders and the nature of their participation in the evaluation and transition process: Stakeholders are: The Board of County Commissioners, the County Administration, the Animal Advisory Committee, Humane Society of Tampa Bay, Hillsborough County Sheriff, municipality Police Departments, 911, CAC, animal rescue groups, and county residents. The Department's Administrator and other County Administrator staff will evaluate the progress of this transition plan. The Animal Advisory Committee<sup>6</sup> will be briefed on a monthly basis and their input and feedback will be included in a monthly report that will be provided to the Department's Administrator.

Describe the specific milestones, i.e., dates and deliverables, of the evaluation process and measurable results that will be reported in monthly updates. Dates & Deliverables:

**Phase I.** October 1, 2009, implement revised Pet Registration fees. – Status: Completed – new fees were approved August 19, 2009. Note: To date, revenues generated from these new fees are 4% over revenue projections.

**Phase II.** FY10, implement cost saving measures to reduce Character 30 fund expenditures by \$100,000 and Character 10 fund expenditures by \$163,000. Status: Partially completed<sup>7</sup> with additional cost saving measuring being reviewed for feasibility and implementation.

**Phase III.** June 1, 2010, implement revised fees for services provided by the Department. Status: Completed - new fees were approved May 19, 2010 with projected new/additional revenue for FY10 and FY11 totaling \$347,424 over the FY10 and FY11 Planned revenue amount.

**Phase IV.**

By August 31, 2010: 1) implement additional operating cost savings, and 2) develop additional revenue generating options and make appropriate recommendations to the County Administrator and the BOCC for approval and implementation.

By November 30, 2010, develop recommendations based on research of animal control agency outsourcing (seek models/examples of similar organizations that have successfully outsourced animal control and sheltering functions).

The Department will provide an impact statement on the quality and level of services affected by each of the options and recommendations.

Describe the process of soliciting and evaluating proposals (if applicable) to provide the services:

Revenue generating options/opportunities and operations cost reduction initiatives fall within the purview of the Animal Advisory Committee. The Committee members will provide recommendations to the County Administrator, the Department, and the BOCC concerning any new fee revenue generating initiatives and/or cost saving initiatives.

If there are alternatives that will be examined, describe how their relative strengths and weaknesses will be evaluated: Alternatives will be reviewed by the Department staff and the Animal Advisory Committee in order to determine which if any alternatives are viable and appropriate to be pursued by the Department. It is possible that other agencies and individuals will be consulted and brought into the review for their recommendations.

Signatures (as applicable):

Responsible Director: \_\_\_\_\_ Date: \_\_\_\_\_

Asst. County Admin.: \_\_\_\_\_ Date: \_\_\_\_\_

County Administrator: \_\_\_\_\_ Date: \_\_\_\_\_

BOCC Approval Date: \_\_\_\_\_

<sup>6</sup> The Animal Advisory Committee is comprised of ten (10) voting members, some of whom are part of rescue groups, some are Veterinarians, some are involved with kennel clubs, and some are involved with the Humane Society of Tampa Bay.

<sup>7</sup> Animal Services FY11 Plan Narratives BF005 form, paragraph 3, page 3.

**HILLSBOROUGH COUNTY  
PROGRAM TRANSITION PLAN  
June 10, 2010 – April 30, 2011  
Up-Dated July 22, 2010**

**PROGRAM NAME: 24hr/7 Day-a-Week Capabilities, Command and Control – Priority 3  
DEPARTMENT(S): Animal Services  
RESPONSIBLE DIRECTOR(S): Bill Armstrong**

**PROGRAM DESCRIPTION:** *Brief description of clients served, services provided, and providers.*

**Client Served:** Pet owners and non pet-owning residents and visitors in Hillsborough County.

**Services provided:** 1) After hours response to dog bites, sick or injured animals, and requests for assistance from Law Enforcement and EMT, 2) supervision of Communications Section, 3) command and control for day-to-day and disaster response operations to meet local, state, and Federal requirements. These services are provided by a staff of four (4)<sup>8</sup>. This includes FY11 Budget Plan Narratives Form BF005 Priority 3.

**Providers:** Hillsborough County Animal Services Field Operations staff.

**CURRENT FUNDING SOURCES AND ANY PROGRAM-SPECIFIC REVENUES:**

This program is funded by the County-wide General Fund (fund 1). Revenue is generated by impound, boarding, pet registration, and cost recovery fees from criminal and civil Court cases. The estimated FY12 cost to maintain this program is approximately \$184,417 which is staffed by four employees and includes a reclassification (-\$6,870) and salary adjustment (\$3,313).

**DESIRED OUTCOME OF TRANSITION PLAN:**

1) *Describe opportunities to contract out services, transfer to or partner with other governmental and/or non-profit providers, and/or to modify County provision of service.* The services provided are unique to the Animal Control profession and there are currently no known viable, effective options for transferring or outsourcing the responsibilities of these positions. The Department staff will continue to seek models and/or examples of similar organizations that have successfully outsourced animal control and sheltering functions.

**Modification to County Services - Background.** Presently there are four Animal Control Officers (ACO) assigned to two working night shifts of two Officers (4:00 P.M. to 2:30 A.M.) who provide only emergency after-hour services seven days a week and upon culmination of their shift they are on standby until the Communications section comes on duty at 7:00 A.M. We are proposing elimination of that capability in the evenings and redefine the role of having an Officer on standby to handle dire emergencies in the evenings, such as law enforcement requests for backup. This would constitute a restructure of what we deem is an after hours emergency with instructions on our after-hours recording for a citizen to call law enforcement in the case of a severe injury bite and that all other issues would be addressed on the next business day. In that scenario law enforcement could respond to the scene while their communications section notified the Department's on-call Officer who once notified, would respond.

2) *Describe measurable outcomes in terms of new and future clients served, level of service, cost savings, efficiencies, and revenue enhancement.*

The desired, measurable outcome for this Transition Plan is to maintain core public safety and command & control of public safety operational capability through FY12. Clients are the approximately 1.2M citizens and residents and their approximate 580,000 pets. Recent approved new and increased fees are projected to increase revenues by approximately \$347,424 in FY 10 & FY11 combined, and \$290,501 or more in FY12 over the planned FY11 revenue projection. Department cost saving initiatives, to include the elimination of four full-time, permanent positions will provide an additional \$336,710 that can be used to fund this program in FY12.

Additionally, the Department can reduce the need to use Officers in an overtime status by shifting the night officers to day-time duties; thereby providing sufficient staff levels to help reduce the need to backfill Officers who are not available for work due to sickness, vacation, etc. Field Operations hours of service will be from 8:00 A.M. to 6:00 P.M., seven days a week. It is anticipated that by reducing after-hours operations and moving the night Officers, the Department will spend approximately \$270,000 less in overtime, stand by, and shift pay each year, which reduces the need to utilize other character 10 line items that have historically been utilized to meet mission requirements.

If sufficient revenues are not generated to funds this program, cost saving service level modification will be developed for consideration.

<sup>8</sup> Animal Services FY11 Plan Narratives BF005 form, paragraph 10, (page 4 & 5).

**DESCRIBE THE TRANSITION PLAN:**

Who will lead the transition evaluation process? Bill Armstrong, Director

Give details of the evaluation process: The revenues projected to be saved thru these mission capabilities and the cost saving measures initiated by the Department will be evaluated on a monthly basis to determine whether these projected revenues/cost savings are in fact meeting stated objectives. Monthly status reports will be provided to the Department’s Administrator and the Director, Management & Budget.

Describe the nature of any policies, procedures, ordinances, resolutions or applicable law that may restrict or limit the transition; how they may be addressed and what authorization may be required: Implementing some of the cost savings or revenue generating proposals may require revision of Animal Ordinance 00-26 as amended by Ordinance 03-8, select BOCC Policies which will require BOCC approval.

Describe stakeholders and the nature of their participation in the evaluation and transition process: Stake holders are the Board of County Commissioners, the County Administration, the Animal Advisory Committee, Humane Society of Tampa Bay, Hillsborough County Sherriff, municipality Police Departments, 911, animal rescue groups, and county residents. The Department’s Administrator and other County Administrator staff will evaluate the progress of this transition plan. The Animal Advisory Committee<sup>9</sup> will be briefed on a monthly basis and their input and feedback will be included in a monthly report that will be provided to the Department’s Administrator.

Describe the specific milestones, i.e., dates and deliverables, of the evaluation process and measurable results that will be reported in monthly updates:

Dates & Deliverables:

**Phase I.** October 1, 2009, implement revised Pet Registration fees. – Status: Completed – new fees were approved August 19, 2009. Note: To date, revenues generated from these new fees are 4% over revenue projections.

**Phase II.** FY10, implement cost saving measuring to reduce Character 30 funds expenditures by \$100,000 and Character 10 fund expenditures by \$163,000. Status: Partially completed<sup>10</sup> with on-going cost saving measuring be reviewed for feasibility and implementation.

**Phase III.** June 1, 2010, implement revised fees for services provides by the Department. Status: Completed - new fees were approved May 19, 2010 with projected new/additional revenue for FY10 and FY11 totaling \$347,424 over the FY11 Planned revenue amount.

**Phase IV.**

By August 31, 2010: 1) implement additional operating cost savings, and 2) develop additional revenue generating options and make appropriate recommendations to the County Administrator and the BOCC for approval and implementation.

By November 30, 2010, develop recommendations based on research of animal control agency outsourcing (seek models/examples of similar organizations that have successfully outsourced animal control and sheltering functions).

The Department will provide an impact statement on the quality and level of services affected by each of the options and recommendations.

Describe the process of soliciting and evaluating proposals (if applicable) to provide the services:

Revenue generating options/opportunities and operations cost reduction initiatives fall within the purview of the Animal Advisory Committee. The Committee members will provide recommendations to the County Administrator and the BOCC concerning any new fee revenue generating initiatives.

If there are alternatives that will be examined, describe how their relative strengths and weaknesses will be evaluated: Alternatives will be reviewed by the Department staff and the Animal Advisory Committee in order to determine which if any alternatives are viable and appropriate to be pursued by the Department. It is possible that other agencies and individuals will be consulted and brought into the review for their recommendations.

Signatures (as applicable):

Responsible Director: \_\_\_\_\_ Date: \_\_\_\_\_

Asst. County Admin.: \_\_\_\_\_ Date: \_\_\_\_\_

County Administrator: \_\_\_\_\_ Date: \_\_\_\_\_

<sup>9</sup> The Animal Advisory Committee is comprised of ten (10) voting members, some of whom are part of rescue groups, some are Veterinarians, some are involved with kennel clubs, and some are involved with the Humane Society of Tampa Bay.

<sup>10</sup> Animal Services FY11 Plan Narratives BF005 form, Paragraph 3, (page 3).

BOCC Approval Date: \_\_\_\_\_

Hillsborough County  
Program Transition Plan Update  
July 2010

PROGRAM NAME: Head Start/Early Head Start DEPARTMENT: Family & Aging Services DIVISION: Head Start RESPONSIBLE DIRECTOR: Louis Finney
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**DESIRED OUTCOME OF TRANSITION PLAN:**

- Existing and future clients, whose income is at the Federal Poverty Guidelines, live in Hillsborough County and working up to 25 hours per week and/or in school will continue to receive full/day-full/year services.

**Action steps already taken:**

- On June 16, 2010, the BOCC approved a grant application detailing efficiencies and reduction of funding with no impact to children and family services.
- The Head Start Policy Council approved grant application detailing efficiencies and reductions with no impact to children and family services on June 17, 2010.
- Discussions with governmental partners, i.e., Hillsborough County Public Schools occurred in June and follow up meetings to discuss future collaborations is scheduled.
- Meeting with Springfield College and University of South Florida (USF) to increase intern agreement is scheduled for August.

**Action Steps to be taken:**

- Enhance intern agreement with Springfield College and USF.
- Modify current contract with Sprint to reduce phone usage based on need and work assignments.

**Other cost saving actions:**

- Eliminated unclassified manager position #1765 by consolidating management functions.
- Reduce mental health contracts and these requirements will be consolidated with the use of intern agreements with colleges.
- Reduce black berry phone usage.

**Measurement of Impact:**

It was conservatively projected that the above action would result in an annualized reduction of \$170,000 (already in the budget). By October 1, 2010, the annual impact of the implemented action will be able to be measured.

## Mahoney, Mary

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**From:** Merrill, Mike  
**Sent:** Thursday, August 12, 2010 5:55 PM  
**To:** Mahoney, Mary  
**Cc:** Johnson, Eric  
**Subject:** FW: Update on Transition Plans

Mary, attached is the transition plan update from Carl on the indicated areas. Please incorporate along with the others. I will forward to you under separate cover the update from Don Odom on the CAO transition plan.

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**From:** Harness, Carl  
**Sent:** Thursday, August 12, 2010 12:09 PM  
**To:** Merrill, Mike  
**Cc:** Sekouri, Michelle  
**Subject:** Update on Transition Plans

Mike,

The following information will serve as an update to the two transition plans I am currently working on:

### Consolidated Public Safety Services

A meeting was conducted with the PSAP Users Group to update the members on the project and to advise them on the intention of the County to move forward with inviting their Agency Heads to participate in a meeting to discuss the feasibility of taking part in a countywide study to analyze and evaluate our 9-1-1 systems to provide recommendations for improvement of service delivery, resource sharing and interoperability. At the August 4, 2010 BOCC Regular Meeting the Board approved for the Chairman to send a letter to the leaders of the other 8 Public Safety Answering Points to invite them to the meeting. In addition the Board approved Commissioner Sharpe to lead this initiative. The letter has been drafted and awaits the signature of the Chairman. The meeting of the Agency Heads will be scheduled in September.

### County Inspections Services

A meeting was held with the County stakeholders which included the following departments: Code Enforcement, PGM (Building Services), Fire Rescue (Fire Marshal's Office), 911 Administration and the Public Utilities Department (Water Resources & Solid Waste) to discuss their inspectional operations and review State and local regulations that these areas are required to uphold. An additional meeting will be held with the Affordable Housing department and Children's Services division to ascertain the same information.

As it relates to the field reporting responsibilities of these departments a Smartphone presentation was conducted for this group to review an application currently being utilized by the Cities of Avondale & Phoenix, Az and the Arizona Department of Transportation which could possibly provide the County with various enhancements to how we report & process violations and assignments on a daily basis. A follow up meeting will be scheduled within the next week to discuss a developing a pilot project to test this application.

# **TRANSITION PLAN PROGRESS REPORT**

## **For Communications – PIOs, Social Media and Enhanced Meetings, Events and Marketing**

**July 22, 2010**

**Program Description: Centralized Public Information; Social Media and Meetings, Events and Marketing units co-located.**

### **Administrative Order:**

The Administrative Order (A.O.) for centralizing these efforts under Communications was approved July 12, approximately one month after submitted.

Further, the A.O. has been modified to exclude the Senior Librarian position. As requested by Public Works, the Community Relations team will remain with Public Works until the end of the hurricane season, in case there is an activation this year.

### **Steps Taken Thus Far:**

1. A template for the Memo of Understanding is under review. This M.O.U. will outline service levels and other conditions for those PIOs coming to Communications but still servicing their department(s).
2. Workspace has been located for all employees to join the rest of the Communications staff on the 16<sup>th</sup> floor. Cubicles, desks, phone and data lines are already in place. We will work with ITS to help move the employees' existing work onto Communications' server.
3. The County's Communications Plan is undergoing a much-needed overhaul and will be brought to the Board of County Commissioners for approval in September. This document provides the framework for all County public information and communications materials and programs.

### **Timeline:**

Due to modifications to the A.O., our transition has been delayed. A new timeline is established as follows:

August -- meet with PIOs/Departments to discuss transition  
August 31 -- Memos of Understanding signed  
September 7 -- move staff into Communications Department  
September 8 -- Orientation  
October -- begin meetings with stakeholders groups  
December 1 -- Public Works' Community Relations moves to 16<sup>th</sup> Floor  
January 6 -- begin evaluation process

**Changes in PIO positions:**

Due to the deletion of the Senior Librarian from the PIO Transition Plan, and the 25% allocated by the Animal Services PIO, staff assignments have changed:

Public Safety -- Carol Michel  
Public Works -- Marcia Mejia  
Utilities Mgmt -- Michelle Van Dyke  
Family and Aging -- Stacy Williams  
Community Services -- John Brill

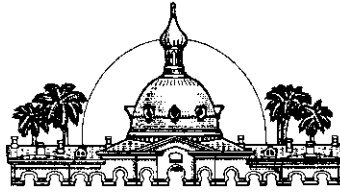
Social Media -- Kemly Green

Marketing (25%) -- Marti Ryan

# Office of the County Attorney

## BOARD OF COUNTY COMMISSIONERS

Kevin Beckner  
Rose V. Ferlita  
Ken Hagan  
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Kevin White




Hillsborough County  
Florida

## MEMORANDUM

Renée Francis Lee, County Attorney  
Donald R. Odom, Deputy County Attorney

### Managing Attorneys

Christine M. Beck  
Robert E. Brazel  
Hank Ennis  
Mary Helen Farris  
Susan J. Fernandez  
Sheree C. Fish  
Adam J. Gormly  
Jennie Granahan Tarr

TO: Mike Merrill, Interim County Administrator  
FROM:  Donald R. Odom, Deputy County Attorney  
SUBJECT: 12-Month Transition Plan  
DATE: August 6, 2010

---

The Transition Plan of the County Attorney's Office currently requests a reduction to the budget of the County Attorney's Office of \$174,000 in FY 2011.

Our transition plan includes reduction of staff through attrition with a corresponding reorganization and redistribution of workload and utilization of furlough days and further reduction of staff as necessary. As per my discussion with you on May 28<sup>th</sup>, the County Attorney's Office will endeavor to seek out non-profit agencies that we may be able to render legal services to, for pay, thereby offsetting some of our costs. As you know, the precedent for this kind of arrangement exists with our fee for service agreements with the Hospital Authority, the Public Transportation Commission, and the Metropolitan Planning Organization. In addition, we intend to re-examine our collection efforts with the goal of identifying new sources of revenue and maximizing efforts where they presently exist.

The County Attorney's Office looks forward to reaching a mutual understanding with you regarding which of these sources of revenue we will be able to utilize to offset our budget requirements.

Finally, the County Attorney's Office is currently participating in the Sterling process with the goal of further developing efficiencies and exploring ways to enhance revenues.

DRO:slg

c: Renée Francis Lee, County Attorney

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An Affirmative Action/Equal Opportunity Employer

As of 8/31/10

## TWELVE MONTH TRANSITION PLAN

Monthly Update

July 28, 2010

### Bakas Equestrian Center

- Met with Executive Director of Quantum Leap and toured their facility. This was a preliminary meeting to discuss our transition plan and their program and potential partnerships
- Meeting held with Program Staff. Information presented and discussed.
- Goal established to continue the program with 'no funding after FY 11'; Alternate ways to continue service to be developed

### Blaze Sports

- Meeting held with Program Staff. Discussed options for this program
- Staff to prepare cost savings, new revenue plans and other options to meet the desired goals for this program
- Focusing on combining Blaze Sports with all Athletic Programs as new fees established in Sept 2009 have exceeded original estimates. Some of the new fees may offset a portion of the cost for the Blaze Program
- Goal established to offset the maximum amount of costs to continue this program

### Adult Athletics

- This transition is complete. New fees established in Sept 2009 have generated enough new revenue to create a self sustaining program.

### Afterschool Program

- Meeting held with School Supt, Interim County Administrator, Children's Board Director, various staff from each. Discussion focused on a unified approach to long term solutions to the Afterschool issues and needs
- Staff to begin data collection and initial research to the need, options and recommendations. This includes staff from PRC, Schools, and Children's Board
- Information being prepared for next meeting in August. A list of providers is being prepared along with locations within the county to highlight all those providing these services and to determine where there may be deficiencies and duplications.
- Goal established to dramatically change the program and service delivery or to partner with outside agencies

Hillsborough County Public Works  
Mosquito Control Transition Plan Update  
8/26/10  
Report # 2

According to the Program Transition Plan stipulated for the Mosquito Control Section of the Transportation Maintenance Division/Public Works Department, there is a sequence of deliverables as stated in the plan. The deliverables are as follows:

- 1. An analysis of current County costs for Mosquito Control.**  
A preliminary analysis has been completed by the Department and is being evaluated by the Management and Budget Department. No new development to report.
- 2. An analysis of the trends in recent costs and the variables causing the trends.**  
This analysis is still in progress. With this report we are submitting table 2.1 with information on the cost of chemicals as it is reflected in the County Chemical Blanket. From FY08 to FY09 there was an average increase of 9.17% and from FY09 to FY10, we identified an average increase of 3.04% on the price of chemicals used in our operation. Other elements of variability with reflection in our final costs are the cost of labor and parts and insurance for the County's two aircrafts (helicopter and fixed wing). According to Lance Aviation (the maintenance provider to the County aircrafts), there is an average increase in labor and parts of approximately 3-5% a year (personal communication). With regards to the aircrafts insurance, the County Risk Management provided the numbers for FYs 07, 08, 09, and 2010 (see attachment). There is a fluctuation on the dollar amount paid as insurance premium, due to two reasons: first was a change on insurer and second was the inclusion of the leased helicopter and the addition of the spray system used on the fixed wing to the insurance policy. The variability in terms of final cost from FY 07 thru FY10 shows an increase of 10.2%. However, the difference in insurance premium noted from FY09 to FY 10 indicates a decrease of 9.0% in the final premium (change of insurance provider). Other impacting elements reflecting in County's final cost of operation will still be evaluated, before the conclusion of this dimension.
- 3. A review of surrounding jurisdictions' approach to mosquito control procedures.**  
A research questionnaire was submitted to 58 organized mosquito control operations in the State of Florida (questionnaire attached to Report #1). In this report we are submitting tables 3.1 and 3.2 compiling information collected from other Tampa Bay Area mosquito control operations, and the counties of Duval/City of Jacksonville, Citrus and Miami-Dade. As the information indicates, Hillsborough County Mosquito Control entire operation is well within range of the numbers gathered from State Reports and from direct phone calls to the agencies.

4. **A presentation of options for alternative provision of services.**  
This analysis has not been initiated yet.
5. **A comparison of the risks and benefits for each alternative option.**  
This analysis has not been initiated yet.
6. **Recommendations for the future.**  
This analysis will be completed after the conclusion of the other 5 tasks.

**Table 2.1 - CHEMICAL COST COMPARISON - Based on the County Biennial Chemical Blanket**

Chemical	07/08	% of Increase	08/09	% of Increase	09/10
	\$		\$		\$
VECTOBAC G	1.11	17.12	1.30	6.15%	1.38
DIBROM	131.70	6.28%	139.97	8.2%	151.45
ANVIL 10/10	-		-		171.65
WEEDAR 64	11.85	16.03%	13.75	<9.09%>	12.50
SILNET	22.75	30.11%	29.60	<1.18%>	29.25
BIOMIST 30/30	-		-		86.10
MOSQUITO MIST II	70.00		70.00		-
AQUATHOL SUPER K	13.60	9.93%	14.95	6.35%	15.90
KOMEEN	-		-		15.45
SONAR PR	26.64	2.52%	27.31		-
ALTOSID WSP	520.00	4.62%	544.00	5.88%	576.00
ALTOSIDE BRQ	609.40	1.81%	620.40	4.96%	651.20

**Average increase**

**9.17%**

**3.04%**

< > % of decrease

	90/10	increase 09-10	08/09	increase 08-09	07/08
VECTOBAC G	1.38		1.30		1.11
DIBROM	151.45		139.97		131.70
WEEDAR 64	12.50		13.75		11.85
SILNET	29.25		29.60		22.75
BIOMIST 30/30	86.10		-		-
AQUATHOL SUPER K	15.90		14.95		13.60
KOMEEN	15.45		-		-
AQUANEAT	13.65		33.88		15.85
REWARD	61.50		88.00		93.50
SONAR PR	-		27.31		26.64
ALTOSID WSP	576.00		544.00		520.00
ALTOSIDE BRQ	651.20		620.40		609.40
MOSQUITO MIST II	-		70.00		70.00
DUET	158.85		-		-
ANVIL 10/10	171.65		-		-
PERMANONE 10% EC					
PERMANONE RTU					29.47
VECTOLEX WSP					560.00
ABATE					

**From:** McNabb, Michael  
**Sent:** Thursday, August 26, 2010 4:58 PM  
**To:** Fernandes, Carlos  
**Cc:** Eade, Jack  
**Subject:** Insurance Premiums for Aviation

10/01/2006-09/30/2007  
 Aviation Liability, Chemical Liability and Hull \$62,832

10/01/2007-09/30/2008  
 Aviation Liability, Chemical Liability, and Hull \$60,287

10/01/2008-09/30/2009  
 Aviation Liability, Chemical Liability and Hull \$75,981  
**Added leased helicopter to policy**

10/01/2009-09/30/2010  
 Aviation Liability, Chemical Liability, and Hull \$69,286  
**Added leased helicopter to policy**  
**Added spraying system to policy**

Note that this does not include broker fees, which are minimal for this coverage.

*Michael J. McNabb, ARM*  
 Risk and Safety Manager  
 Hillsborough County BOCC  
 Business and Support Services Dept.  
 3629 Queen Palm Drive  
 Tampa, FL 33619  
 Ph. (813) 635-8282  
 Mobile 335-7206  
 Fax 635-8284

**Table 3.2 - COUNTIES COMPARISON OF SERVICES - UPDATED AUGUST 2010**

MOSQUITO CONTROL AGENCIES	TYPE SVC	POPULATION SERVED	SQ MILES SERVED	STAFF # of EMP.	# OF ULV TRUCKS	# OF AIRPLANES	# OF HELICOPTERS	BOCC (?)	DISTRICT (?)	ANNUAL FY BUDGET
Hillsborough County	MOS & AQ WD	1,073,407	1,072	27	9	1	1	YES		\$ 2,327,249
Pasco County	MOS & AQ WD	475,000	330	26	8	2	2		YES	\$ 6,279,452
Manatee County	MOS. ONLY	313,298	741	26	4	0	2		YES	\$ 4,766,075
Pinellas County	MOS & AQ WD	924,413	256	51	6	0	2	YES		\$ 3,089,760
Miami/Dade County	MOS ONLY	2,341,167	700	25	10	(Contract) 1	1	YES		\$ 2,583,999
Jacksonville/ Duval County	MOS ONLY	817,480	840	28	10	3	3	YES		\$ 2,130,366
Sarasota County	MOS ONLY	346,793	620	19	Contract	Contract	0	YES		\$ 3,012,147

**Hillsborough County Real Estate Department  
Geomatics Division  
Transition Plan(s) Activity Summary  
August 20, 2010**

Transition plan analysis was requested for the Survey & Mapping and GIS Sections of the Real Estate Survey Division. Along with the submission of the proposed FY11 budget, Administrative Orders were issued that renamed the division to the Geomatics Division and the transfer of the Asset Management Team from the Public Works Department. The name change is more reflective of the broad based role of geospatial data management.

During the first 60 days of the analysis, the Asset Management team has been integrated with the daily operations of the Division. Although the deliverable work products and services of each group are unique, the processes for project initiation, management and delivery are very similar. Data collection and analysis is being performed collectively and recommendations will be presented separately.

Objectives completed this phase of the plan:

- Establish specific milestone objectives for the study period beginning June 14, 2010 through March 10, 2011. – COMPLETE
- Met with Bob Griffith of the Performance Improvement Team to discuss our plan analysis.
- Define and describe services provided. – COMPLETE
- Report on efficiencies implemented to date. – COMPLETE
- Perform cost analysis of the FY10 & FY11 budgets to establish base line hourly rates for comparable consultant classifications. – COMPLETE
- Document relative standards, statutory regulations, local codes and ordinances. – COMPLETE
- Compile historical project performance metrics. - COMPLETE

### Maintenance and Repair Transition Plan

Effort is continuing to identify and describe in detail the Maintenance and Repair (M&R) services being provided under the existing in-house organizational structure and all contracted services used to supplement that effort. This will be the basis of the RFP for cost comparisons. List of existing buildings serviced by the M&R Program is being compiled by size, type, location and occupants. Analysis continues to compile details on the levels of outsourcing efforts other Florida Counties have undertaken.

### Surplus Warehouse Transition Plan

Continue to evaluate how other cities and counties, both in and out of Florida, manage their surplus tangible property disposal. Major non-profits were contacted to solicit their interest in operating the County's surplus warehouse; only Goodwill Industries and PRIDE of Florida have shown an interest to date. An advertisement is being developed for publication to determine the level of interest for any type organization (for profit or non-profit) to undertake the operation of the County's Surplus Warehouse and its associated recycling and disposal programs.

## **Public Utilities Department Transition Update Report #1**

July 27, 2010

The purpose of this report is to update the County Administrator's office on the transition and consolidations actions taken to date by the Public Utilities Department. This update will include a brief description of significant actions taken over the last 30 days accompanied by a schedule of these and other actions. See the attached Public Utilities Department Transition Schedule for a complete list of all transition actions taken, and their progress to date.

The most significant action accomplished prior to this report was the reorganization of Water Resources Services and the Solid Waste Management Department into one department, the Public Utilities Department. The authority for the change was derived from the County's Order 10-07 which provided an effective date of June 21, 2010. This new organization includes three divisions (Administrative Services, Solid Waste Management, Water Resources). The Administrative Division will play the principal role in all transition and consolidation efforts while the two enterprise funds must remain distinct while accomplishing their primary functions.

To initiate the transition process the Public Utilities Department set up a "Transition Team" to review all opportunities for consolidation, with a focus on those actions that can streamline functions while increasing the departments performance and decreasing staff time and costs. This Team is made up of management staff from all three divisions within the Public Utilities Department (Bart Weiss, Chris Snow and Pam Greene). In its initial efforts the Team approved all actions taken to date, listed on the attached Transition Schedule. These actions include the short term consolidation of functions, the identification of all departmental functions and processes as well as long term initiatives concerning the consolidation, and alignment of all human resource processes and procedures.

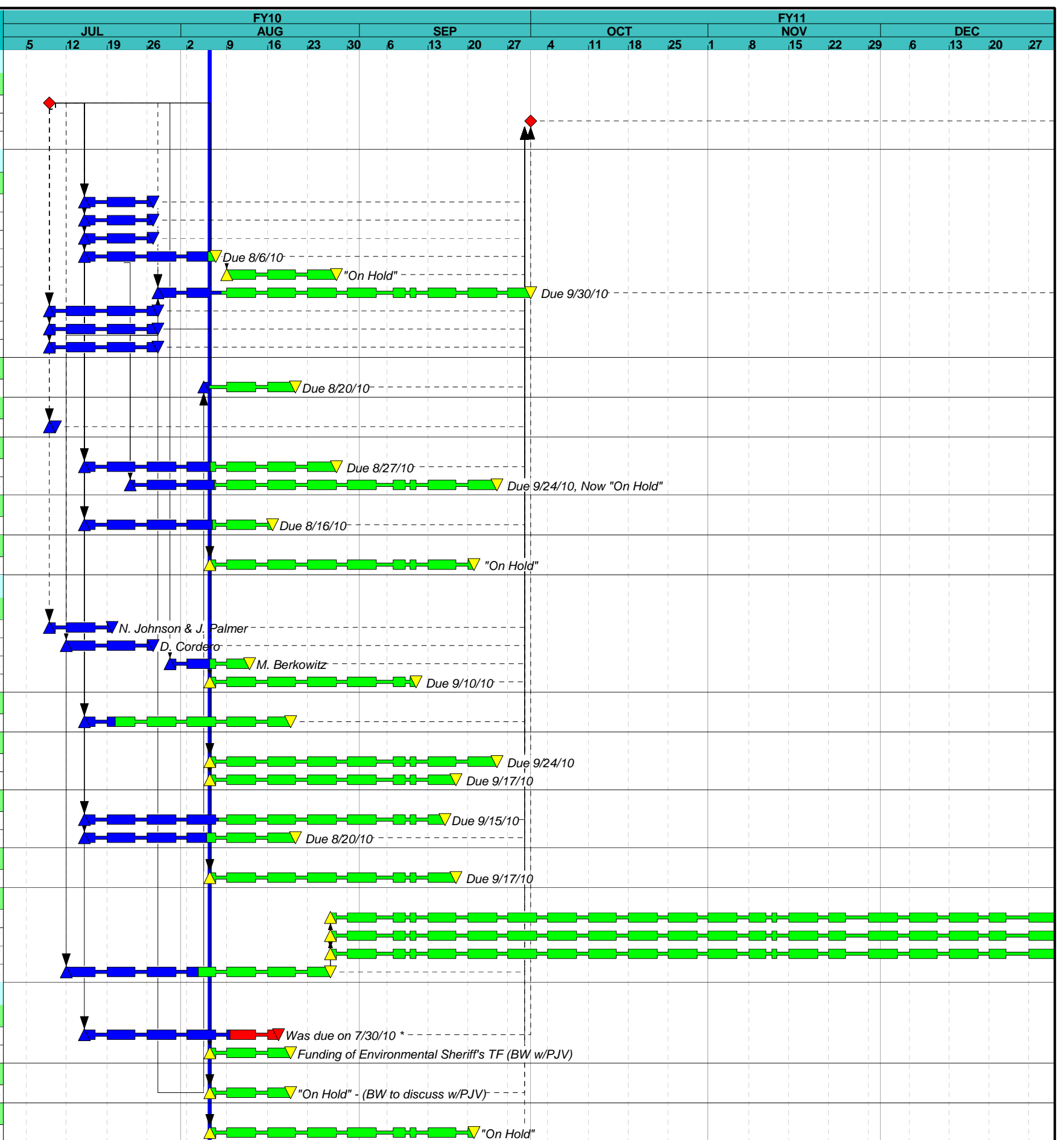
The Department's initial Transition Plan Forms, submitted in April, included the following four areas of focus: financial, employee services, customer service (call centers) and information technology (IT). As identified below, the consolidation of financial and personnel functions have been accomplished. However, the consolidation of the customer service (call centers) functions and IT systems are under review and analysis with scheduled completion dates between December 31, 2010 and September 30, 2011.

Significant transition actions accomplished to date include: (1) the consolidation of fiscal and budget personnel and functions (including the development of rates and fees); (2) the consolidation of all personnel support staff and functions; (3) the identification of all Solid Waste Management processes, and the listing of all tasks associated with Solid Waste Management's personnel; (4) the identification of all Solid Waste Management assets (real-estate, facilities, vehicles, equipment); and (5) the alignment of all administrative process flows and procedures. To date there are approximately 30 transition actions in various stages of completion.

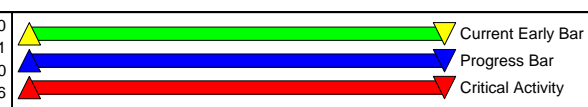
Financial savings identified to date are primarily related to the consolidation of enforcement functions of the Solid Waste Management Division and Administrative Services Division. The consolidation of these functions and the elimination of an annual \$1.2 million payment to the County Sherriff dwarf other potential savings identified in the absence of HR reductions. Further savings to be realized by several actions initiated will be delayed due to the requirement to enhance the Solid Waste Management Division's IT systems in order to fully consolidate these systems with other more robust systems within the Public Utilities Department. A baseline study must be initiated to identify the processes that can actuate the alignment of these systems. Thereafter, real savings will be realized through organizational restructuring, HR reductions and the enhanced utilization of asset management capabilities.

Please review the attached Public Utilities Department Transition Schedule and if you require further detail of any of these actions please contact Bart Weiss, Manager of the Administrative Services Division of the Public Utilities Department.

Activity ID	Activity Description	Orig Dur	Rem Dur	%	Group	Resp	Priority	Early Start	Early Finish	Total Float
<b>Milestones</b>										
<b>Director</b>										
TK01	Transition "Kickoff" Milestone	0	0	100	DIR	PJV	HIGH	09JUL10A		
TM10	FY10 Completions Milestone	0	0	0	DIR	PJV	HIGH		30SEP10*	0
TM11	FY11 Completions Milestone	0	0	0	DIR	PJV	HIGH		30SEP11*	0
<b>General</b>										
<b>Administration</b>										
5	Identify all SW Facilities	12	0	100	ADMN	BB	MED	15JUL10A	26JUL10A	
6	Identify all SW Real Estate Holdings	22	0	100	ADMN	BB	LOW	15JUL10A	26JUL10A	
7	Identify SW Vehicles / Equipment	12	0	100	ADMN	BB	LOW	15JUL10A	26JUL10A	
8	Create SW Performance Measures	16	1	94	ADMN	BB	MED	15JUL10A	06AUG10	4
9	Hierarchical Grading Changes for SW	15	15	0	ADMN	BB	MED	09AUG10	27AUG10	22
21	PUD / WRD Facilities Signage	45	37	17	ADMN	MV	MED	28JUL10A	30SEP10	4
23	List of Tasks & Responsibilities for SW Staff	12	0	100	ADMN	BB	MED	09JUL10A	27JUL10A	
24	List of all SW Process(s)	12	0	100	ADMN	BB	MED	09JUL10A	27JUL10A	
25	SW Process Flow Diagrams for (TBD)	27	0	100	ADMN	BB	MED	09JUL10A	27JUL10A	
<b>Employee Services</b>										
20	Establish New Letterhead, etc. for PUD	11	10	6	ES	LK	MED	05AUG10A	20AUG10	27
<b>Finance</b>										
22	Forward Emergency Plan to ADM Division	3	0	100	FIN	CS	MED	09JUL10A	09JUL10A	
<b>Op Analysis &amp; Management Reporting</b>										
12	Consolidate Dept Courier Functions	31	16	50	OAMR	LK	MED	15JUL10A	27AUG10	22
15	Align all Admin Process Flows & Procedures	44	34	23	OAMR	BG	HIGH	23JUL10A	24SEP10	4
<b>Operations Management</b>										
11	Consolidate Emergency Plans	22	7	68	OM	KG	HIGH	15JUL10A	16AUG10	31
<b>Plans / Programs</b>										
18	Establish Planning & Approval Process	30	30	0	P&P	BW	HIGH	06AUG10	20SEP10	8
<b>Primary Phase</b>										
<b>Administration</b>										
26	Consolidate SW Finance Personnel into Admin Div	7	0	100	ADMN	JS	HIGH	09JUL10A	19JUL10A	
27	Consolidate SW HR Personnel into Admin Div	11	0	100	ADMN	LK	HIGH	12JUL10A	26JUL10A	
29	Consolidate IT Personnel into Admin Div	10	5	50	ADMN	DH	HIGH	30JUL10A	12AUG10	33
31	Director Approval of Signature Authority for PUD	24	24	0	ADMN	PGPB	HIGH	06AUG10	10SEP10	14
<b>Business Services</b>										
30	Align ADPICS Index Codes / Approval Paths	12	10	15	BS	JS	HIGH	15JUL10A	19AUG10	28
<b>Engineering Services</b>										
19	Consolidate WRD's Misc. & WORCS Structure	34	34	0	ENG	CHCS	MED	06AUG10	24SEP10	4
32	Consolidate CIP Management (SW to WRD)	29	29	0	ENG	CHCS	HIGH	06AUG10	17SEP10	9
<b>Employee Services</b>										
3	Align all Directives, Orders, Policies w/PUD	43	27	37	ES	LK	MED	15JUL10A	15SEP10	11
14	Consolidate all HR Processes and Procedures	26	11	58	ES	LK	MED	15JUL10A	20AUG10	27
<b>Operations Management</b>										
33	Operations Workflow & Process Analysis	29	29	0	OM	TRPB	MED	06AUG10	17SEP10	9
<b>SMAG</b>										
13	Consolidate Cash Handling Process	90	90	0	SMAG	BG	HIGH	27AUG10	06JAN11	167
16	Determine Efficiencies of Monthly Billing	90	90	0	SMAG	BG	HIGH	27AUG10	06JAN11	167
17	Cash Sites	90	90	0	SMAG	BG	HIGH	27AUG10	06JAN11	167
28	Process to Transfer Billing / Cashier Functions	30	15	50	SMAG	BG	HIGH	12JUL10A	26AUG10	23
<b>Secondary Phase</b>										
<b>Administration</b>										
4	Consolidate Fixed Asset Control Process	11	8	75	ADMN	BB	MED	15JUL10A	17AUG10	-31
10	Reduce or Eliminate Payment	10	10	0	ADMN	BW	LOW	06AUG10	19AUG10	28
<b>Director</b>										
1	Department / Divisions Name Change	10	10	0	DIR	PJV	LOW	06AUG10	19AUG10	4
<b>Plans / Programs</b>										
2	Consolidate Enforcement Functions	30	30	0	P&P	BW	MED	06AUG10	20SEP10	8



Start Date: 15JUL10  
 Finish Date: 30SEP11  
 Data Date: 06AUG10  
 Run Date: As of 8/31/10  
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Public Utilities Department			
Date	Revision	Checked	Approved
16JUL10	Original Schedule	SR	BW
27JUL10	Rev. #1	SR	BW
06AUG10	Rev. #2	JMR	BW