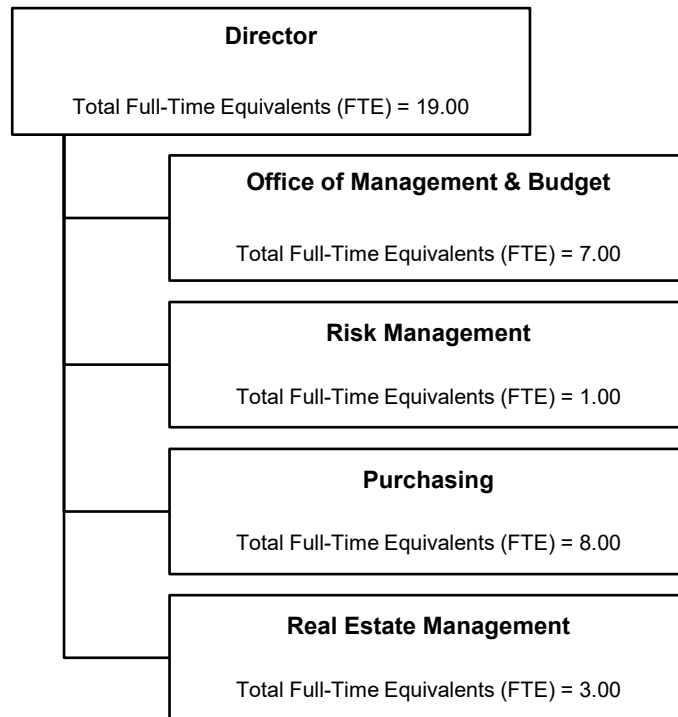


Leon County Fiscal Year 2022 Adopted Budget**Office of Financial Stewardship**

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Leon County Fiscal Year 2022 Adopted Budget**Office of Financial Stewardship**

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Executive Summary

The Office of Financial Stewardship section of the Leon County FY 2022 Annual Budget is comprised of the Office of Management & Budget, Risk Management, Purchasing, and Real Estate.

The Office of Management & Budget provides financial management and guidance to the Board, County Administrator, and other departments. Risk Management manages the County's activities in an effort to minimize total long-term costs associated with accidental losses. Purchasing provides procurement services, contract management, and supplies and commodities for all County departments under the Board. Real Estate provides the management of acquisition and disposition of real property and County property leases.

On December 12, 2016, the Board approved transitioning its strategic planning to a five-year planning cycle that spans from FY 2017 through FY 2021, as reflected in the LEADS/Strategic Plan Section. As part of the Leon LEADS Strategic Planning process, County Administration as well as the offices therein, created Business Plans communicating the continued alignment of the Board's strategic priorities and initiatives with the office's actions and performance measures. The Business Plan is a road map and a broad plan of action for accomplishing the Board's priorities and serves as a gauge to assist the office in measuring outcomes of the Strategic Plan.

HIGHLIGHTS

The Office of Management & Budget (OMB) developed a balanced Operating and Capital Improvement Program budget on behalf of the County Administrator, as adopted by the Board. The annual Operating and Capital Improvement Program, and Budget in Brief are available on the County's web page. OMB budgeted CARES Act Funding with targeted distribution of \$51.2 million in Coronavirus Relief Funds allocated to Leon County including \$18.2 million for Public Health, Safety, and Compliance; \$24.4 million for Individual, Community, and Small Business Assistance; and \$8.5 million for Reserve/Replenishment Account. Moreover, OMB managed the application process and distributed over \$2.6 million in CARES Act funding to 184 local nonprofit organizations. OMB received the Government Finance Officers Association of the U.S. and Canada's Distinguished Budget Award for the 31st consecutive year, including a Special Performance Measures Recognition, a first-time and coveted achievement recognizing the budget's deliberate alignment with the highest strategic goals of the organization. Additionally, OMB received an I² (Innovator/Inspirator) Award for handling of the Non-profit Assistance Grant - Internal Implementation.

Purchasing continues to expand the use of electronic documents, including the implementation of electronic purchase orders and electronic requisitions. This allows vendors, staff, and other interested parties to obtain copies of purchasing and solicitation documents in a more efficient and cost-effective manner, while promoting sustainability by reducing the use of paper. Purchasing continues to serve citizens faster and more easily with an online procurement system called Procurement Connect. This system provides vendors instant access to many different services and processes such as, instant access to bids, requests for proposal, invitations to negotiate, and various other solicitation documents. Use of this system reduces paper use and mailing costs, further demonstrating the County's commitment to sustainable business practices.

Real Estate Management continues to lease vacant space in County-owned buildings. Real Estate Management also manage the inventory of County-owned property, process tax deeds, and identify appropriate properties in County and Constitutional Offices' space needs.

Risk Management continues to strive to protect the County against the financial consequences of accidental losses by establishing, implementing and monitoring an integrated county-wide safety program. Reduced accident and injury rates have a direct correlation to insurance premiums paid to protect the County's resources. In order to ensure that Leon County continues to maintain a safe working environment for its employees, Risk Management coordinated eight safety sessions and conducted monthly site visits.

Leon County Fiscal Year 2022 Adopted Budget																				
Office of Financial Stewardship Business Plan																				
Mission Statement	The mission of the Office of Financial Stewardship is to provide sound financial management, ethical procurement services and asset control to the Board of County Commissioners, County Administrator and Board departments, offices and divisions, while minimizing long-term costs associated with accidental losses, in order to support effective decision making and ensure responsible stewardship of County resources.																			
Strategic Priorities	Governance <ul style="list-style-type: none"> G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. G4 - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices. G5 - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. 																			
Strategic Initiatives	1. Seek opportunities for partnerships through NACo and FAC's enterprise programs. Complete/ Ongoing 2. Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions. (G4) Complete																			
Actions	1. Leon County continues to participate in NACo's Government Purchasing Alliance. Leon County also continues to participate in the Florida Municipal Insurance Trust Property and Workers Compensation Program. Purchasing 2. As part of the FY 2022 budget workshop, the County implemented an \$14.00/hour minimum living wage for County employees. OMB																			
Bold Goals and Five-Year Targets	<p><u>Target:</u> Reduce by 60% the outstanding debt of the County. (T15)</p> <table border="1"> <thead> <tr> <th></th><th>FY 2017</th><th>FY 2018</th><th>FY 2019</th><th>FY 2020</th><th>FY 2021</th><th>Total</th></tr> </thead> <tbody> <tr> <td>Percentage of Outstanding Debt Reduced¹</td><td>17%</td><td>17%</td><td>16%</td><td>16%</td><td>7.7%</td><td>73.7%</td></tr> </tbody> </table> <p>Notes:</p> <ol style="list-style-type: none"> This goal is accounted for annually, and by the end of FY 2021 will cumulatively reach a 73.7% reduction in County Debt. Based on the current debt service schedule and recent refinancing, the County is on pace to exceed this target. <p><i>*The Board is anticipated to develop a new set of Targets and Goals at its January 2022 Retreat as part of the next strategic planning cycle.</i></p>							FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total	Percentage of Outstanding Debt Reduced ¹	17%	17%	16%	16%	7.7%	73.7%
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total														
Percentage of Outstanding Debt Reduced ¹	17%	17%	16%	16%	7.7%	73.7%														

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Budgetary Costs	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Personnel Services	1,472,598	1,451,583	1,613,795	1,316	1,615,111	1,664,244
Operating	362,419	459,406	473,733	-	473,733	479,008
Capital Outlay	-	5,880	-	-	-	-
Grants-in-Aid	65,075	63,175	63,175	-	63,175	63,175
Total Budgetary Costs	1,900,092	1,980,044	2,150,703	1,316	2,152,019	2,206,427
Appropriations	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Office of Management and Budget	747,958	792,071	861,900	-	861,900	886,470
Risk Management	245,194	212,584	200,566	-	200,566	204,350
Purchasing	576,504	585,743	644,341	1,316	645,657	667,698
Real Estate Management	330,436	389,646	443,896	-	443,896	447,909
Total Budget	1,900,092	1,980,044	2,150,703	1,316	2,152,019	2,206,427
Funding Sources	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
001 General Fund	1,654,898	1,767,460	1,950,137	1,316	1,951,453	2,002,077
501 Insurance Service	245,194	212,584	200,566	-	200,566	204,350
Total Revenues	1,900,092	1,980,044	2,150,703	1,316	2,152,019	2,206,427
Staffing Summary	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Office of Management and Budget	7.00	7.00	7.00	-	7.00	7.00
Purchasing	8.00	8.00	8.00	-	8.00	8.00
Real Estate Management	3.00	3.00	3.00	-	3.00	3.00
Risk Management	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	19.00	19.00	19.00	-	19.00	19.00

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Office of Management and Budget (001-130-513)

Goal	The goal of the Office of Management & Budget is to continuously enhance the quality of County services by optimizing the use of County financial resources through the effective provision of planning, policy analysis, budget development, budget implementation, and program evaluation services to benefit citizens, elected officials, and staff.
Core Objectives	<ol style="list-style-type: none"> 1. Provide financial management assistance to the County Administrator and other departments. 2. Responsible for the development, monitoring, and control of the annual operating budget and capital improvement program. 3. Forecast and monitor County revenues. 4. Responsible for the County's annual Truth in Millage (TRIM) process. 5. Conduct research, fiscal policy analysis for special projects, and management reviews as requested by the County Administrator and Board.
Statutory Responsibilities	Florida Statute, Chapter 125 "County Government"; Florida Statute, Chapter 129 "County Annual Budget"; Florida Statute, Chapter 200 "Determination of Millage"
Advisory Board	Financial Investment Advisory Committee; Investment Oversight Committee; Blueprint 2000 Finance Committee

Benchmarking			
Priorities	Benchmark Data	Leon County	Benchmark
G5	Net Budget Per Countywide Resident*	1:\$861	1:\$1,461*

*Benchmark is generated from the average net budget per county resident of Like-Sized Counties. Benchmarked Counties include: Lake, St. Lucie, Escambia, Alachua, Osceola and St. Johns.

Strategic Plan Bold Goals and Five-Year Targets						
Reference	Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY2021 Estimate
T15	Target: Reduce by 60% the outstanding debt of the County	17%	17%	16%	16%	7.7%

*The Board is anticipated to develop a new set of Targets and Goals at its January 2022 Retreat as part of the next strategic planning cycle.

Notes:

1. In FY 2019, the County reduced its debt by 16%, leaving an outstanding balance of \$24,768,303. Based on the current debt service schedule and recent refinancing, the County is on pace to exceed this target. The County paid \$492,662 worth of interest and made principal payments totaling \$7,707,873 in FY 2020 for another 16% debt reduction. Bonds issued to acquire Leon County Office Annex Building were paid and closed in FY 2020, significantly reducing the amount of remaining debt.

Performance Measures						
Priorities	Performance Measures	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate	
G5	Meet all requirements of Florida Statutes 129 and 200 Truth-in-Millage (TRIM)	Yes	Yes	Yes	Yes	
G5	Forecast actual major revenue source within 5% of the budget (actual collections as a % of budget)	98%	98%	98%	98%	
G2	Process budget amendment requests within 2 business days of the next scheduled Board meeting (% is an estimate)	100%	100%	100%	100%	
G5	Develop 2 semi-annual performance reports by May 30 and November 30	2	2	2	2	
G2	Review all agenda items in less than 2 days 95% of the time	98%	98%	99%	99%	
G2	Percentage of departmental performance measures reviewed	100%	100%	100%	100%	
G2	Number of program management analyses performed	1	1	1	1	

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Office of Management & Budget (001-130-513)

Budgetary Costs	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Personnel Services	603,561	652,906	719,110	-	719,110	741,549
Operating	81,222	75,990	79,615	-	79,615	81,746
Grants-in-Aid	63,175	63,175	63,175	-	63,175	63,175
Total Budgetary Costs	747,958	792,071	861,900	-	861,900	886,470
Funding Sources	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
001 General Fund	747,958	792,071	861,900	-	861,900	886,470
Total Revenues	747,958	792,071	861,900	-	861,900	886,470
Staffing Summary	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Budget Manager	1.00	1.00	1.00	-	1.00	1.00
Senior Management and Budget Analyst	1.00	2.00	2.00	-	2.00	2.00
Director Office of Financial Stewardship	1.00	1.00	1.00	-	1.00	1.00
Management & Budget Analyst	3.00	2.00	2.00	-	2.00	2.00
Management Analyst	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	7.00	7.00	7.00	-	7.00	7.00

The major variances for the FY 2022 OMB budget are as follows:

Grants-in-Aid line item funding for Historic Preservation was approved by the Board during the FY 2022 budget process.

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates budgeted at 6%, increase in workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average. Additional increases in personnel costs are related to elimination of the hiring freeze implemented during FY 2020 and extended into the first six months of FY 2021 as part of the budget balancing strategies related to the impacts of COVID-19.
2. Increases in operating costs associated with the lifting of the non-essential travel and training freeze implemented during FY 2020 and extended into the first six months of FY 2021 as part of the budget balancing strategies related to the impacts of Covid-19.

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Risk Management (501-132-513)

Goal	The goal of Risk Management is the preservation of physical and human assets and to minimize exposure to loss to avoid costly impacts.
Core Objectives	<ol style="list-style-type: none"> 1. Plan, evaluate and identify insurable risks and loss potential, and review current insurance trends and legislation to modify risk coverage. 2. Prepare, negotiate and coordinate all the County's insurance programs. 3. Directly administer all insurance programs with the exception of employee health coverage. 4. Coordinate and participate in all investigations, accidents and injuries that involve County employees on County maintained or owned facilities and/or properties. Review all reported workers' compensation injuries, near accidents and/or misses, over utilization, abuses, and circumstances surrounding all claims and periodically visiting the employee to ascertain their status. 5. Maintain, process, and record all insurance or damage claims filed against the County and liaisons with the appropriate insurance carriers.
Statutory Responsibilities	Title VI of the Civil Rights Act of 1964, Title VII of the Civil Rights Act of 1964; The Americans with Disabilities Act Title I; Vietnam Era Veterans' Readjustment Assistance Act of 1974; Mental Health Parity Act of 1996; Florida Statute, Chapter 110.227 "Suspension, Dismissals, Reduction in Pay, Demotions, Transfers, and Layoffs"; Florida Statute, Chapter 112.313, Code of Ethics, Chapter 440 "Workers' Compensation"; Federal Motor Carrier Safety Administration Part 382 Part, Section 382.305 Random Testing.
Advisory Board	Board President of the North Florida Safety Council; Leon County Safety Committee; Courthouse Emergency Management Group

Performance Measures					
Priorities	Performance Measures	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
G5	# of Workers' compensation claims filed ¹	177	153	140	150
G5	# of Safety/Loss prevention training courses conducted ²	7	8	8	8
G5	# of auto accidents investigated ³	8	6	12	8
G5	# of Coordinated Safety Committee meetings ⁴	11	7	12	12
Q4	# of DOT tests administered annually ⁵	16	38	36	47

Notes:

1. In FY 2020, Workers' Compensation claims decreased by 15% compared to FY 2019. Staff continues to train and promote safety in the workplace to reduce workers compensation claims which is reflective in the estimates for FY 2021.
2. In FY 2020, eight safety training events were provided at six separate locations. Estimates remain constant for future trainings.
3. There were six At-Fault automobile accidents in FY 2020. Staff continues to train and promote safety in the workplace to reduce At-Fault claims.
4. The Safety Committee meets on a monthly basis with consistent attendance. However, COVID-19 prevented the Safety Committee from meeting March through May, along with July and August of FY 2020. Meetings have taken on a different platform due to the pandemic and is currently meeting via Zoom.
5. Risk Management conducts random DOT drug testing in accordance with 49 CFR 382.305. Effective January 1, 2020, random drug testing increased from 25% of average number of driver positions to 50% of the average number of driver positions.

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Risk Management (501-132-513)

Budgetary Costs	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Personnel Services	172,638	134,370	115,332	-	115,332	119,116
Operating	72,556	78,214	85,234	-	85,234	85,234
Total Budgetary Costs	245,194	212,584	200,566	-	200,566	204,350
Funding Sources	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
501 Insurance Service	245,194	212,584	200,566	-	200,566	204,350
Total Revenues	245,194	212,584	200,566	-	200,566	204,350
Staffing Summary	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Risk Manager	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

The major variances for the FY 2022 Risk Management budget are as follows:

Decrease to Program Funding:

1. Personnel cost related to the retirement of a long time employee offset by the costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates budgeted at 6%, increase in workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average.

Increase to Program Funding:

1. Increases in operating costs in the amount of \$7,000 is associated with insurance broker fees contract.

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Purchasing Summary

Budgetary Costs	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Personnel Services	540,386	530,995	591,870	1,316	593,186	612,333
Operating	36,118	48,868	52,471	-	52,471	55,365
Capital Outlay	-	5,880	-	-	-	-
Total Budgetary Costs	576,504	585,743	644,341	1,316	645,657	667,698
Appropriations	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Procurement (001-140-513)	459,575	468,612	529,204	-	529,204	546,957
Warehouse (001-141-513)	116,929	117,131	115,137	1,316	116,453	120,741
Total Budget	576,504	585,743	644,341	1,316	645,657	667,698
Funding Sources	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
001 General Fund	576,504	585,743	644,341	1,316	645,657	667,698
Total Revenues	576,504	585,743	644,341	1,316	645,657	667,698
Staffing Summary	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Procurement	6.00	6.00	6.00	-	6.00	6.00
Warehouse	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	-	8.00	8.00

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Purchasing – Procurement (001-140-513)

Goal	The goal of the Procurement Program is to provide: 1) timely and professional procurement services to secure requested supplies, services, and commodities at a specified level of quality and at the lowest possible cost, through open and fair competition; and 2) an exemplary records and management control program for the tangible personal property of Leon County.
Core Objectives	<ol style="list-style-type: none"> 1. Review all purchasing activity for compliance with Purchasing Policy and applicable state laws. 2. Process requisitions and purchase orders and assist departments/divisions with technical information, quotes, and purchasing related requests. 3. Obtain price quotes, prepare and receive informal bids, review state and cooperative purchasing contracts for vendor sources and best pricing. 4. Provide accounts payable assistance to vendors and staff. 5. Prepare, advertise, and receive bids and Requests for Proposals (RFP's), and coordinate the evaluation processes for those bids and RFP's. 6. Administer the County procurement card program: provide cardholder training, card management, and audits of card activity. 7. Implement and provide contract management services for County-wide services contracts such as uniforms. 8. Administer the County property control program: maintain property control records, perform and reconcile property inventory, and provide technical assistance to Property Custodians.
Statutory Responsibilities	Leon County Government Purchasing Policy (revised 02/25/2020), Purchasing Card Policy (revised 2/12/13), and Tangible Personal Property Policy (revised 09/24/2019); Florida Statute, Chapter 255 "Public Property and Publicly Owned Buildings"; Florida Statute, Chapter 274 "Tangible Personal Property"; Florida Statute, Chapter 287 "Public Procurement"; Office of Economic Vitality, "Minority, Women, and Small Business Enterprise Policy."
Advisory Board	None

International City/County Management Association Comparable Performance Measurement 2010

Benchmarking					
Priorities	Benchmark Data	Leon County	ICMA Mean	ICMA Median	
G2, G4	\$ amount of Central Purchasing purchases per Central Purchasing FTE (millions)	\$22.2	\$20.5	\$13.0	
G2, G5	% of Purchasing Conducted with Purchasing Card	8.12%	5.87%	2.56%	
Performance Measures					
Priorities	Performance Measures	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
G2, G5	% of completed requisitions for purchase orders processed within 2 days of receipt ¹	98%	98%	100%	100%
G2, G4, G5	# of bids/RFPs processed within 45 work days of receipt of request ²	95%	95%	100%	100%
G2, G5	# of Purchase Orders Issued ³	1,696	1,541	2,200	2,250
G2, G5	\$ Value of Purchase Orders Issued (millions) ⁴	\$89	\$75	\$90	\$90
G2, G4	\$ Amount of Central Purchasing Office purchases per Central Purchasing FTE (3.35 FTE in 17/18 & 3.9 FTE in FY19/20) (millions) ⁵	\$25.4	\$21.4	\$23.5	\$23.5
G2, G5	# of Bids Issued ⁶	40	59	65	65
G2, G5	Purchasing Card Volume ⁷	\$7,451,680	\$7,275,225	\$6,500,000	\$6,600,000
G5	Purchasing Card Rebate ⁸	\$108,049	\$101,853	\$95,000	\$100,000
G2, G5	# of Assets at Year End ⁹	8,197	8,340	8,100	8,400
G2, G5	Year End Total Asset Value (millions) ¹⁰	\$64.9	\$65.8	\$65	\$65.5
G2, G5	# of Surplus Auctions ¹¹	35	16	40	25
G2, G5	\$ Value of Auction Proceeds ¹²	\$100,000	\$63,786	\$90,000	\$65,000
G2,G5	# of pre-bid meetings held to provide information on County projects to vendors ¹³	35	39	45	50
G2,G5	Ratio of bid protests to total solicited bids ¹⁴	0:55	0:59	0:65	0:65

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Notes:

1. The division anticipates processing completed requisitions and purchase orders within two days.
2. The division anticipates the of bids/RFP's number will remain steady due to the combination of more complex solicitations, the incorporation of solicitation development meetings and the review processes of other program areas.
3. The division anticipates that the number of purchase orders will increase from FY 2020 is due to the lessening of COVID-19 impacts as capital improvement project suspensions are lifted and daily operations are returning to pre-COVID-19 levels.
4. The value of purchase orders is projected to return to pre-COVID-19 levels in FY 2021 and FY 2022.
5. The division anticipates a slight increase over the previous fiscal year due to FTE's remaining constant while there is an anticipated increase in the value of purchase orders.
6. The division anticipates the number of solicitations conducted will increase slightly from the previous fiscal year due to the impacts of COVID-19 restrictions being lifted such as the recommencement of previously suspended capital projects.
7. The purchasing card value is anticipated to increase in FY 2022 due to increase usage by staff. However, during FY 2020, the purchase card was used extensively to purchase needed commodities and services related to the COVID-19 pandemic while many other operational purchases declined due to stay-at-home orders. The division anticipates that the value of purchasing card usage will increase slightly based upon the return to work.
8. The projected purchasing card rebate increase in FY 2022 is directly related to the increase in the purchasing card value.
9. The projected assets increase is related to MIS procuring more laptops and other technology devices needed for employees to telework due to the COVID-19 pandemic as well as the initiative to move to an all-in-one desktop.
10. The increase in the value of assets is directly related to the increase in the number of assets.
11. The division anticipates the number of auctions will increase slightly from FY 2020 as the impacts from the COVID-19 pandemic are lessened such as, a return of public auctions, reopening of offices, and a return to daily operations.
12. The division anticipates the value of the auctions will increase slightly over FY 2020 due to more items being available to auction and more auctions being held after the slow down due to COVID-19.
13. The division anticipates the number of meetings to increase slightly based upon the complexity of the projects to vendors and the implementation of the new MWSBE policy.
14. There were no formal protests during FY 2020.

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Purchasing - Procurement (001-140-513)

Budgetary Costs	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Personnel Services	429,478	418,025	480,666	-	480,666	495,525
Operating	30,097	44,707	48,538	-	48,538	51,432
Capital Outlay	-	5,880	-	-	-	-
Total Budgetary Costs	459,575	468,612	529,204	-	529,204	546,957
Funding Sources	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
001 General Fund	459,575	468,612	529,204	-	529,204	546,957
Total Revenues	459,575	468,612	529,204	-	529,204	546,957
Staffing Summary	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Director of Purchasing	1.00	1.00	1.00	-	1.00	1.00
Purchasing Specialist	1.00	1.00	1.00	-	1.00	1.00
Procurement Administrator	1.00	1.00	1.00	-	1.00	1.00
Purchasing Agent & Property Control Specialist	1.00	1.00	1.00	-	1.00	1.00
Contract Compliance Specialist	1.00	1.00	1.00	-	1.00	1.00
Administrative Associate V	1.00	1.00	1.00	-	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	-	6.00	6.00

The major variances for the FY 2022 Procurement budget are as follows:

Increases to Program Funding:

1. Costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates budgeted at 6%, increase in workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average. Additional increases in personnel costs are related to elimination of the hiring freeze implemented during FY 2020 and extended into the first six months of FY 2021 as part of the budget balancing strategies related to the impacts of COVID-19.
2. Increases in operating costs associated with the lifting of the non-essential travel and training freeze implemented during FY 2020 and extended into the first six months of FY 2021 as part of the budget balancing strategies related to the impacts of Covid-19.

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Purchasing – Warehouse (001-141-513)

Goal	The goal of the Warehouse Program is to procure, stock, and issue high turnover type items to facilitate the work routines of County departments.
Core Objectives	<ol style="list-style-type: none"> 1. Issue supplies and materials from the Warehouse. 2. Procure materials and supplies for the Warehouse and County customers. 3. Provide forklift services for other departments. 4. Process purchase requisitions for Fleet Management and Operations Divisions and provide back-up to Procurement as needed. 5. Assist County staff with identifying vendors and sourcing needed items.
Statutory Responsibilities	Leon County Board of County Commissioners Purchasing Policy (revised 2/25/2020) and Tangible Personal Property Policy (revised 9/24/2019); Florida Statute, Chapter 274 "Tangible Personal Property"; Florida Statute, Chapter 287 "Public Procurement."
Advisory Board	None

Benchmarking			
Priorities	Benchmark Data	Leon County	Benchmark
G2, G5	Inventory Turnover Rate (sales / inventory value)	1.65%	Greater than or equal to 1.5
G2, G5	Annual inventory loss/gain (to measure operational accuracy)	0.89%	Less than 1.5% +/-

Benchmark Sources: National Institute of Governmental Purchasing, Inc. (NIGP)

Performance Measures					
Priorities	Performance Measures	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
G2, G5	Cost per issuance ¹	\$7.57	\$8.05	\$7.75	\$7.81
G2, G5	Operational cost % of total dollar value of issuances (expenses / \$ value of issuances) ²	20.45%	23.92%	22.5%	22.6%
G2, G5	# of issuances ³	15,582	14,531	15,000	15,000
G2, G5	\$ volume of issuances ⁴	\$576,645	\$488,917	\$525,000	\$530,000

Notes:

1. The division anticipates the cost per issuance to increase slightly from the FY 2021 estimate due to a combination of fixed operational costs and reduced number of issuances due to COVID-19.
2. The division anticipates the percentage of operational costs of the value of issuances to increase slightly due to operational costs remaining constant but having a reduced number of issuances due to COVID-19.
3. The number of issues in FY 2022 is projected to remain consistent to the FY 2021 estimate.
4. A slight increase in dollar volume related to the increase in commodity costs is anticipated for FY 2022.

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Purchasing - Warehouse (001-141-513)

Budgetary Costs	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Personnel Services	110,909	112,970	111,204	1,316	112,520	116,808
Operating	6,021	4,161	3,933	-	3,933	3,933
Total Budgetary Costs	116,929	117,131	115,137	1,316	116,453	120,741
Funding Sources	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
001 General Fund	116,929	117,131	115,137	1,316	116,453	120,741
Total Revenues	116,929	117,131	115,137	1,316	116,453	120,741
Staffing Summary	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Materials Management Specialist	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	-	2.00	2.00

The major variances for the FY 2022 Warehouse budget are as follows:

Decrease to Program Funding:

1. Personnel cost related to one new employee and the retirement of a long time employee offset by the costs associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates budgeted at 6%, increase in workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average. Additional increases in personnel costs are related to elimination of the hiring freeze implemented during FY 2020 and extended into the first six months of FY 2021 as part of the budget balancing strategies related to the impacts of COVID-19, as well as the adjustment to the Living Wage increasing from \$12 per hour to \$14 per hour.

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Real Estate Management Summary

Budgetary Costs	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Personnel Services	156,013	133,312	187,483	-	187,483	191,246
Operating	172,523	256,334	256,413	-	256,413	256,663
Grants-in-Aid	1,900	-	-	-	-	-
Total Budgetary Costs	330,436	389,646	443,896	-	443,896	447,909
Appropriations	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Real Estate Management (001-156-519)	333,763	344,646	398,896	-	398,896	402,909
Tax Deed Applications (001-831-513)	(3,328)	45,000	45,000	-	45,000	45,000
Total Budget	330,436	389,646	443,896	-	443,896	447,909
Funding Sources	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
001 General Fund	330,436	389,646	443,896	-	443,896	447,909
Total Revenues	330,436	389,646	443,896	-	443,896	447,909
Staffing Summary	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Real Estate Management	3.00	3.00	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Real Estate (001-156-519)

Goal	The goal of the Office of Real Estate Management is the professional management of the County's real estate portfolio including procurement, disposition, leasing and the administration of the county's real property.
Core Objectives	<ol style="list-style-type: none"> 1. Develop and maintain a comprehensive inventory of the County's real estate by the utilization of the existing TLC GIS database. 2. Generate revenue through the leasing of under-utilized space in County buildings. Negotiates leasing terms and conditions with tenants to maximize the rate of return to the County. 3. Develop a long-term strategic plan for the disposition and acquisition of real estate to ensure that it is achieving its highest and best use. 4. Work with County staff in recommending and negotiating the most efficient use of space. 5. Regularly interact with the County Attorney Office to assist in resolving easement usage related to projects. 6. Administer the County's leasing activity to ensure that all aspects of the Lease contract is upheld, manage rent increases and renewals and maintain communications with the tenants and their representatives. 7. Identify alternative uses for under-utilized properties to help advance other County programs such as Community Gardens, Affordable Housing program, Stormwater management facilities, conservation and recreation areas, etc. 8. Work in tandem with Public Works to acquire property rights for capital improvement projects. 9. Coordinate with the County's Tax Collector and the Clerk of Courts in the tracking of the delinquent tax procedures from the issuance of the Tax Certificates by the Tax Collector, the filing of Tax Deed Applications on Tax Certificates issued to the County and supervising the timely presentation of the Tax Deed Applications to Public Sale. Work with the Clerk of the Court on the administration of the parcels that are listed on the List of Lands Available for Taxes until their final escheatment to the County and the addition of these parcels to the portfolio. 10. Work with county staff, affordable housing and County Attorney Office to ensure that the escheated parcels are placed into use by the county, offered to affordable housing or disposed of in a timely matter to return these properties to the County's Tax Roll. 11. Acquire property rights through donations, direct purchases and eminent domain. 12. Manage all County owned lease property; prepare and execute all leases for Leon County.
Statutory Responsibilities	<p>TAX COLLECTIONS, SALES, AND LIENS Chapter 197</p> <p>197.502 – Application for obtaining tax deed by holder of tax sale certificate; fees.</p> <p>197.512 – Notice, form of publication for obtaining tax deed by holder.</p> <p>197.522 – Notice to owner when application for tax deed is made.</p> <p>197.532 – Fees for mailing additional notices, when application is made by holder.</p> <p>197.542 – Sale at public auction.</p> <p>197.552 – Tax deeds.</p> <p>197.562 – Grantee of tax deed entitled to immediate possession.</p> <p>197.572 – Easements for conservation purposes, or for public service purposes or for drainage or ingress and egress survive tax sales and deeds.</p> <p>197.573 – Survival of restrictions and covenants after tax sale.</p>
Advisory Board	N/A

Performance Measures					
Priorities	Performance Measures	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
Q2	Total leasable square footage occupied ¹	162,387	207,519	207,970	150,700
G5	% of total leasable square footage occupied ¹	78.84%	85.11%	85.11%	75.00%

Notes:

1. Total leasable square footage of space fluctuates from year-to-year depending on the occupancy of space by County or Constitutional offices.

2. Total leasable space reflects actual rental agreement terms and fluctuated based on expiring or new leases.

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Real Estate Management - Real Estate Management (001-156-519)

Budgetary Costs	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Personnel Services	156,013	133,312	187,483	-	187,483	191,246
Operating	175,851	211,334	211,413	-	211,413	211,663
Grants-in-Aid	1,900	-	-	-	-	-
Total Budgetary Costs	333,763	344,646	398,896	-	398,896	402,909
Funding Sources	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
001 General Fund	333,763	344,646	398,896	-	398,896	402,909
Total Revenues	333,763	344,646	398,896	-	398,896	402,909
Staffing Summary	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Real Estate Manager	1.00	1.00	1.00	-	1.00	1.00
Real Estate Specialist	2.00	2.00	2.00	-	2.00	2.00
Total Full-Time Equivalents (FTE)	3.00	3.00	3.00	-	3.00	3.00

The major variances for the FY 2022 Real Estate Management budget are as follows:

Increases to Program Funding:

1. Personnel cost related to funding the Real Estate Manager position and retirement of a part-time Real Estate Specialist position offset by the cost associated with the County's portion of retirement rates passed by the Florida Legislature, health insurance premium rates budgeted at 6%, increase in workers' compensation costs, and funding for performance raises in a range of 0% - 5% based on a 3% average.

Leon County Fiscal Year 2022 Adopted Budget

Office of Financial Stewardship

Real Estate Management - Tax Deed Applications (001-831-513)

Budgetary Costs	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
Operating	(3,328)	45,000	45,000	-	45,000	45,000
Total Budgetary Costs	(3,328)	45,000	45,000	-	45,000	45,000
Funding Sources	FY 2020 Actual	FY 2021 Adopted	FY 2022 Continuation	FY 2022 Issues	FY 2022 Budget	FY 2023 Budget
001 General Fund	(3,328)	45,000	45,000	-	45,000	45,000
Total Revenues	(3,328)	45,000	45,000	-	45,000	45,000

For FY 2022 this budget is recommended at the same level as FY 2021 and funds the statutorily required tax deed process where the Leon County Government is required to apply for tax deeds for properties with delinquent property taxes.