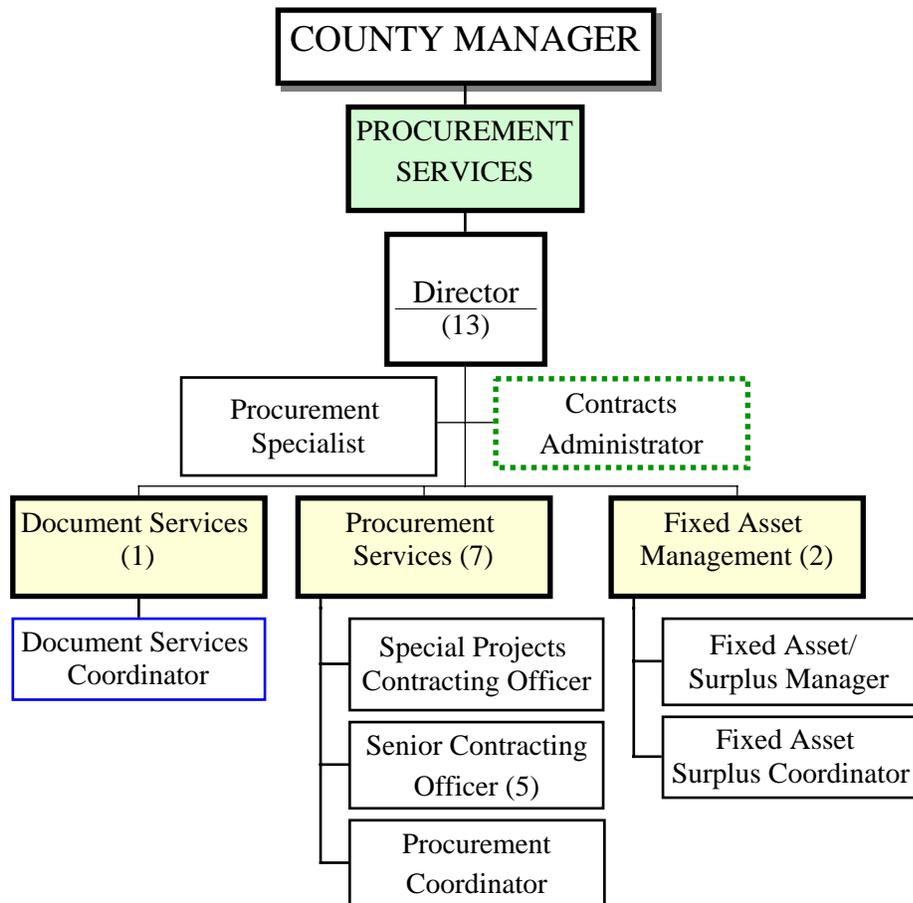


# Office of Procurement Services Organization Chart Proposed Fiscal Year 2008



- Legend:**
- Division
  - Section
  - ( ) Current number of full-time positions
- Funding Sources:**
- General Fund
  - All Funds Combined
  - General Fund (50%), Landfill Enterprise (50%)

**Table of Contents**  
**Office of Procurement Services**



---

**GENERAL FUND**

Department Highlights .....	13.1
Department Summary.....	13.2
Procurement Services .....	13.3
Document Services.....	13.4
Capital Outlay .....	13.5
Achievement of County Goals .....	13.6
Workload Measurements .....	13.7



## **Department Highlights**

### **Office of Procurement Services**

The Office of Procurement Services (OPS) is responsible for provision of high quality and responsive contracting, purchasing, fixed asset management, and reprographics support to all Lake County BCC departments. A similar range of services are provided to certain other governmental entities within the County as well. To fulfill these responsibilities, OPS has developed, and will continue to develop, an administrative infrastructure that enables the office to provide effective response to an ever-increasing volume and scope of service demands within its three general operating functions. During the course of FY 2006 and FY 2007, OPS simplified numerous procurement documents and established a new purchasing procedure manual within the purchasing function, initiated a new operational approach within the reprographics function, and instituted a detailed review process within the fixed asset management function. As a result of this developmental activity, OPS consistently performs its purchasing mission in an increasingly responsive and timely manner, fully implemented a “cost-per-copy” reprographics program that lowered overall program costs and increased operational capabilities within the departments, and coordinated a combined staff effort that reduced insurance costs and increased asset disposal revenue within the fixed asset management function.

Our overall plan for FY 2008 is to continue to re-structure expiring contracts to provide for quick reaction response to diversified needs, emphasize advance acquisition planning to ensure coordination in the early planning phases on major purchases, maximize the features and benefits of the newly-implemented MUNIS system, and further enhance our web-based procurement transaction and documentation system. A new and additional goal for FY 2008 is to effect and document savings that significantly or completely offset our budgetary costs. Beyond that, it has always been, and will always be, our continuous goal to be perceived by the department, vendor, and public communities as a “value added” organization that operates in an efficient and effective manner.

Beyond development and achievement of its internal goals, OPS has taken action to support two of the strategic “visions” of the County. One is to perform as a high-quality performing organization. Our endeavors, goals, and accomplishments in that regard are reflected above. The second goal in which we are participating is to assist in the economic development of the County. We are approaching this goal in two manners. First, we are ensuring that we provide appropriate support and opportunity to the vendor community to fully participate in the County’s procurement program. Second, we are working towards a very specific “strategic sourcing” initiative. Under this concept, a purchasing entity prepares a consolidated solicitation for a high volume good or service previously ordered on a decentralized basis within a region. The solicitation then states a desired socio-economic goal as a performance requirement. In our case, the desired socio-economic goal will be to initiate or expand operational presence within the County by businesses within selected commodity areas. Our first effort in this regard is currently underway (a solicitation for street sweeping services that involved inviting the participation of other governmental entities within the County). During the balance of FY 2007, OPS will meet with other purchasing entities within the County to identify appropriate commodities, and to process consolidated term and supply contracts to be used by all governmental activities in the County. Our goal in this regard for FY 2008 is to identify additional potential commodities for purchase on a “strategic sourcing” basis, and complete procurement activity on several such transactions.

<b>General Fund</b>				
<b>Department Summary</b>				
	<b>2006 Actual</b>	<b>2007 Adopted</b>	<b>2008 Baseline</b>	<b>% Change</b>
<i>Revenues</i>				
Charges for Services	\$ 9,294	\$ 4,000	\$ 5,500	37.50%
<b>Revenues</b>	<b>\$ 9,294</b>	<b>\$ 4,000</b>	<b>\$ 5,500</b>	<b>37.50%</b>
<i>Expenditures</i>				
Personal Services	\$ 585,023	\$ 783,922	\$ 912,897	16.45%
Operating Expenses	\$ 200,967	\$ 276,275	\$ 339,760	22.98%
Chargeback - Contra	\$ (279,408)	\$ (274,802)	\$ (364,096)	32.49%
Capital Outlay	\$ 16,201	\$ 15,500	\$ 3,000	-80.65%
<b>Expenditures</b>	<b>\$ 522,783</b>	<b>\$ 800,895</b>	<b>\$ 891,561</b>	<b>11.32%</b>
<i>Full-Time Positions</i>	12	13	13	

The specifics for each of the org codes above are detailed on individual pages following this summary.

<b>General Fund</b>				
<b>Procurement Services</b>				
	<b>2006 Actual</b>	<b>2007 Adopted</b>	<b>2008 Baseline</b>	<b>% Change</b>
<i>Expenditures</i>				
Personal Services	\$ 512,295	\$ 713,267	\$ 837,039	17.35%
Operating Expenses	\$ 54,354	\$ 68,128	\$ 49,022	-28.04%
Capital Outlay	\$ -	\$ 15,500	\$ -	-100.00%
<b>Expenditures</b>	<b>\$ 566,649</b>	<b>\$ 796,895</b>	<b>\$ 886,061</b>	<b>11.19%</b>
<i>Full-Time Positions</i>	10	12	12	

**Significant Budget Changes**

**Expenditures**

- Reductions made in the FY 2008 Operating Expenses based on a reduction in travel costs and office supplies.

<b>General Fund</b>				
<b>Document Services</b>				
	<b>2006 Actual</b>	<b>2007 Adopted</b>	<b>2008 Baseline</b>	<b>% Change</b>
<i>Revenues</i>				
Charges for Services	\$ 9,294	\$ 4,000	\$ 5,500	37.50%
<b>Revenues</b>	<b>\$ 9,294</b>	<b>\$ 4,000</b>	<b>\$ 5,500</b>	<b>37.50%</b>
<i>Expenditures</i>				
Personal Services	\$ 72,728	\$ 70,655	\$ 75,858	7.36%
Operating Expenses	\$ 146,613	\$ 208,147	\$ 290,738	39.68%
Chargeback - Contra	\$ (279,408)	\$ (274,802)	\$ (364,096)	32.49%
Capital Outlay	\$ 16,201	\$ -	\$ 3,000	100.00%
<b>Expenditures</b>	<b>\$ (43,865)</b>	<b>\$ 4,000</b>	<b>\$ 5,500</b>	<b>37.50%</b>
<i>Full-Time Positions</i>	2	1	1	

**Significant Budget Changes**

**Revenues**

- Charges for services includes revenue from outside customers who utilize document services. The increase in FY 2008 is due to an increase in the amount of customer requests.

**Expenditures**

- Chargebacks from each department are applied to the Operating Expenses, which results in this division being self-supporting. Funds that are not utilized will be transferred to Reserve - Reprographics (General Fund) at year-end for future capital needs.
- Capital Outlay for FY 2008 includes a laminating machine (\$1,500) and a binding machine (\$1,500) to replace the equipment that is currently being used.

<b>General Fund</b>	
<b>Capital Outlay</b>	
	<b>2008 Baseline</b>
<i>Document Services</i>	
860640 Machinery & Equipment	
Laminating machine	\$ 1,500
Binding machine	\$ 1,500
<b>Total Capital Outlay-Office of Procurement Services</b>	<b>\$ 3,000</b>

**Achievement of County Goals  
FY 2008**

**Department/Office Name:** Office of Procurement Services

**Division and/or Section Name:** Document Services

<p><b>Countywide goal that is being addressed:</b></p> <p>Lake County Is a High Performance Organization</p>
<p><b>Activity that addresses that goal:</b></p> <p>The Office of Procurement Services continues to be tasked to complete an increased volume and range of acquisitions as the County provides a wider range of services to its established and new constituency. County procurement practices continue to be modified to support additional responsiveness to user departments, and cost savings to the County through increased competition with the purchasing operation. The FY 2007 goal in this regard was largely realized with the establishment and implementation of a new Purchasing Procedure Manual and various new internal or existing external procedures. The FY 2008 goal in this regard is continued evolution of general and specific procedures.</p>
<p><b>Resources needed to achieve results:</b></p> <p>Additional resources are not an inherent requirement in the accomplishment of the stated activity. Instead, an attitude of positive adjustment and adaptation is to be instilled throughout the procurement services operation.</p>
<p><b>Anticipated results as of September 2008:</b></p> <p>Continuation of the award of contracts that provide for quick response to routine and emergency County operations. An increase in the availability of term and supply contracts containing better pricing levels for use within the P-Card operation. Positive results from audit activity and performance surveys from supported user departments.</p>

<p><b>Countywide goal that is being addressed:</b></p> <p>The Economy of Lake County is Strong, Diversified, and Sustainable</p>
<p><b>Activity that addresses that goal:</b></p> <p>Procurement Services is the County's primary interface with the vendor community. It is our goal to continue to develop and implement procedures that support the receipt of additional competition within the procurement process. The use of logical and clearly defined procedures and documents is a manner of achieving this goal. A specific activity initiated in FY 2007, and to be expanded in FY 2008, is the award of consolidated requirement contracts supporting all governmental entities within the County. This program (Strategic Sourcing) is intended to provide a structure that lowers costs to all County entities, and encourages the expansion of the business base within the County.</p>
<p><b>Resources needed to achieve results:</b></p> <p>Additional resources are not an inherent requirement in the accomplishment of the stated activity. Instead, an attitude of positive adjustment and adaptation is to be instilled throughout the procurement services operation. The new position of "Special Projects Contracting Officer" will support the "Strategic Sourcing" initiative expressed above.</p>
<p><b>Anticipated results as of September 2008:</b></p> <p>A substantiated increase in the number of vendors responding to informal and formal procurement actions.</p>

Workload Measurement  
FY 2008

**Department/Office Name:** Office of Procurement Services

**Division and/or Section Name:** Procurement Services

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
<p><b>Total number of requisitions received.</b> A large portion of the requisitions result in relatively simple purchase order activity, but many involve complex formal solicitation and award activity. In some cases, the requisition is eventually cancelled for reasons such as excessive price or revised requirements.</p>	1582	1441	2350	2470
<p><b>1. What was used to determine the FY 2008 projection?</b> The full anticipated count for FY 2006 (1800) was not realized due to a drive to minimize new order activity during the implementation of MUNIS. However, the year-to-date count for FY 2007 (1441) far exceeds the equivalent volume for FY 2006 (943). This significant increase is due partially to having more complete records and different requisition entry parameters under MUNIS. But the largest part of the increase is due to an overall increase in workload as the County engaged in provision of additional services to an increased County population. The FY 2008 projection assumes that these systemic changes will be relatively stabilized during FY 2008. The 5% increase in the FY 2008 projected count in comparison to the projected FY 2007 count is based on anticipation of additional new contract requirements in response to continued management of the P-Card Program, and a general level of increased support to the user departments.</p>				
<p><b>2. What will be the best way to accommodate the FY 2008 projection?</b></p> <p><input checked="" type="checkbox"/> <i>More efficient process (please describe):</i> The significant FY 2007 workload increase was met for the first two quarters of the year by employees taking minimal vacation or training absences, working longer working hours, etc. In addition, the transition of two new personnel within the office and continued implementation of simplified purchasing procedures, such as fewer process steps and rapid review cycles. The increase anticipated for FY 2008 should be able to be absorbed as the Procurement Specialist and Procurement coordinator incumbents become fully integrated into the County's procurement process and the new Special Projects Contracting Officer position is filled.</p> <p><input checked="" type="checkbox"/> <i>More resources (please describe):</i> Additional resources are not being requested within the FY 2008 budget. The previously approved Special Projects Contracting Officer position will be fully operational during the course of FY 2008 to assist in the completion of the projected FY 2008 workload.</p> <p><input type="checkbox"/> <i>Other (please describe):</i></p>				

Workload Measurement  
FY 2008

**Department/Office Name:** Office of Procurement Services

**Division and/or Section Name:** Procurement Services

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
<p><b>Total number of purchase orders issued.</b> This productivity factor follows in line with the requisition workload factor as most requisitions result in issuance of a purchase order, and there are few instances where a purchase order is issued without a supporting requisition.</p>	1587	1393	2275	2395
<p><b>1. What was used to determine the FY 2008 projection?</b>            The full anticipated count for FY 2006 (1700) was not realized due to a drive to minimize new order activity during the implementation of MUNIS. However, the year-to-date count for FY 2007 (1393) is nearly double the equivalent volume for FY 2006 (707). This significant increase is due partially to having more complete records, and different requisition entry parameters, under MUNIS. But the largest part of the increase is due to an overall increase in workload as the County engaged in provision of additional services to an increased County population. The FY 2008 projection assumes that these systemic changes will be relatively stabilized during FY 2008. The 5% increase in the FY 2008 projected count in comparison to the projected FY 2007 count is based on anticipation of additional new contract requirements in response to continued management of the P-Card Program, and a general level of increased support to the user departments.</p>				
<p><b>2. What will be the best way to accommodate the FY 2008 projection?</b></p> <p><input checked="" type="checkbox"/> <i>More efficient process (please describe):</i>            The significant FY 2007 workload increase was met for the first two quarters of the year by working harder (minimal vacation or training absences, longer working hours), the effective transition of two new personnel within the office (particularly the "contract coordinator" position), and continued implementation of simplified purchasing procedures (fewer process steps, rapid review cycles). The increase anticipated for FY 2008 should be able to be absorbed as the specialist and coordinator incumbents become fully integrated into the County's procurement process and the new "Special projects Contracting Officer" position is filled.</p> <p><input checked="" type="checkbox"/> <i>More resources (please describe):</i>            Additional resources are not being requested within the FY 2008 budget. The previously approved "Special Projects Contracting Officer" position will be fully operational during the course of FY 2008 to assist in the completion of the projected FY 2008 workload.</p> <p><input type="checkbox"/> <i>Other (please describe):</i></p>				

Workload Measurement  
FY 2008

**Department/Office Name:** Office of Procurement Services

**Division and/or Section Name:** Procurement Services

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
<p><b>Total number of term and supply contracts managed.</b> This productivity factor covers the contract management function (award/administration/option exercise/ issue resolution as required) for the County's continuous goods and service (as opposed to one-time purchase) contracts</p>	283	295	315	325
<p><b>1. What was used to determine the FY 2008 projection?</b></p>				
<p>The full projected increase for FY 2007 (320) was not realized due to the facts that certain expiring contracts were not replaced per user department direction, several expiring contract requirements were consolidated, and not all new term and supply contracts intended for award during FY 2007 in support of the P-Card program were processed. The projected quantity for the end of FY 2007 is based on known contract actions now in process. The projected quantity for FY 2008 is based on the end-of-year projection for FY 2007 and an anticipated additional quantity of new term and supply contracts in direct support of the P-Card function.</p>				
<p><b>2. What will be the best way to accommodate the FY 2008 projection?</b></p>				
<p><input checked="" type="checkbox"/> <i>More efficient process (please describe):</i> The FY 2007 workload increase was met for the first two quarters of the year to a large degree by the effective transition of two new personnel within the office (particularly the "contract coordinator" position), and the continued emphasis on development and implementation of streamlined procedures and processes. The increase anticipated for FY 2008 should be able to be absorbed as the specialist and coordinator incumbents become fully integrated into the County's procurement process and the new "Special projects Contracting Officer" position is filled.</p> <p><input checked="" type="checkbox"/> <i>More resources (please describe):</i> Additional resources are not being requested within the FY 2008 budget. The previously approved "Special Projects Contracting Officer" position will be fully operational during the course of FY 2008 to assist in the completion of the projected FY 2008 workload.</p> <p><input type="checkbox"/> <i>Other (please describe):</i></p>				

## Workload Measurement FY 2008

**Department/Office Name:** Office of Procurement Services

**Division and/or Section Name:** Procurement Services

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
<b>Total number and dollar value of capital assets managed.</b> This factor is used to provide basic quantification of the fixed asset management function performed in OPS. It does not capture the effort expended in the management of assets having a value below the capital asset threshold.	7,969 \$56,000,489	7,168 \$67,914,585	7,271 \$69,211,754	7,562 \$72,672,341

**1. What was used to determine the FY 2008 projection?**

The actual count for FY 2006 was within 8% of the anticipated count (7345), but the actual value was far below the projected value of \$85,504,645. The dramatic drop in asset dollar value from the anticipated FY 2006 value to the amounts realized by the end of FY 2006 and year-to-date for FY 2007 result from a concerted effort to identify items (particularly vehicles) that were being maintained beyond their useful life for surplus disposal. The decrease also reflects general asset depreciation, and the turn-in of department copiers as they were replaced by the machines provided under the cost-per-copy contract. The end-of-year projection for FY 2007, and the FY 2008 projection, is based on standard accounting factors assuming a leveling of fixed asset inventories from the significant adjustments realized during the first half of FY 2007.

**2. What will be the best way to accommodate the FY 2008 projection?**

*More efficient process (please describe):*

The current level of service to the asset management function can be performed within the current resource structure for the anticipated asset quantities for FY 2008. The significant extra effort to clear un-needed assets from the County's insurance listings was completed largely due the additional effort made available by the hire of a second professional within the fixed asset function. The two goals of this section (increase in total sell price of disposed items, reduction of County insurance premiums to support asset items) have become much more attainable under the augmented personnel structure.

*More resources (please describe):*

The FY 2007 budget request in this regard was approved, and has been fully implemented with direct positive results clearly identifiable. No further resource increase is being requested for FY 2008.

*Other (please describe):*

Workload Measurement  
FY 2008

**Department/Office Name:** Office of Procurement Services

**Division and/or Section Name:** Procurement Services

Work Activity	Actual Count FY 2006	Year to Date Count FY 2007	Anticipated Count FY 2007	Projected Count FY 2008
<p><b>Total number of reproduction pages produced within the Reprographics section in support of user department requirements.</b> This workload factor covers both black and white and color copies and is considered the primary workload factor for this particular function.</p>	2,584,390	1,193,214	2,450,000	2,450,000
<p><b>1. What was used to determine the FY 2008 projection?</b>            The anticipated count for FY 2006 (2,568,000) was very close to the actual count for FY 2006. The current count for FY 2007 is slightly below the FY 2006 level at the same time period. A similar workload is now anticipated for the balance of FY 2007 and the entirety of FY 2008. The previous dramatic increases on workload volume are being assumed within the departments as those entities now have access to the high volume color-capable copiers fielded under the cost-per-copy contract.</p>				
<p><b>2. What will be the best way to accommodate the FY 2008 projection?</b></p> <p><input checked="" type="checkbox"/> <i>More efficient process (please describe):</i>            The previously stated intent to meet additional workload by replacement of the aging primary large volume copier located in Reprographics with an updated machine acquired on a "cost per copy" payment basis has been realized. Although the total reprographics workload for the County will continue to expand, the cost-per-copy contract has provided the infrastructure needed to support a larger proportion of that work within the departments rather than by specific job tasking to the the reprographics section. The FY 2008 workload projection for that section is therefore flat.</p> <p><input checked="" type="checkbox"/> <i>More resources (please describe):</i>            More personnel resources are not required at this time. Replacement of the color copier in the section is being considered as a purchase against reserves for FY 2007.</p> <p><input type="checkbox"/> <i>Other (please describe):</i></p>				