

HUMAN RESOURCES OFFICE SUMMARY

MISSION STATEMENT:

The Human resources Office is committed to providing quality support services and benefits administration to the employees of the Board of County Commissioners and other Agencies.

PROGRAMS AND SERVICES:

ACCOMPLISHMENTS, INITIATIVES, TRENDS AND ISSUES AND SERVICE LEVEL IMPACTS:

Personnel Technical Services:

- Recruitment and referral of applications; process and orient new employees, compile/update/archive/retrieve personnel records; job class/pay review and administration of pay class plan

Accomplishments:

- Following completion and implementation of the new online employment application continual Success Factors training classes are provided
- Conducted on-site efforts at job fairs and local education facilities for employment and volunteer opportunities
- Implemented Families First Coronavirus Response Act (F F C R A) timekeeping codes to insure compliance pandemic regulations and worked closely with County departments and payroll to ensure timely and correct payments

Initiatives:

- Efforts to train new personnel in the everyday operation and configuration of S A P and Success factors
- Develop succession planning opportunities within the Office of Human Resources

Trends and Issues:

- With the expansion of the State of Florida Veterans' Preference Eligibility and the number of Veterans entering the local labor market, Human Resources continues to provide training to County staff as further revisions are made to Florida Statutes. Human Resources will continue to attend local Veteran-focused Job Fairs
- Human Resources is working in conjunction with Brevard County Fire Rescue staff to revise the group hiring process for field staff to provide a more efficient and effective recruitment and onboarding process

Service Level Impacts:

Not Applicable

Employee Relations:

- Collective bargaining/labor agreement administration; process/adjudicate employee grievances and appeals; conflict intervention; employee development, supervisor, customer service, and continuous improvement training; assure equal employment opportunities are afforded to all; match volunteers/interns to service needs

Accomplishments:

- Continue to show increased usage of online training through Target Solutions
- Added enhanced Employee Development Program (E D P) Phase I, Phase II and Phase III courses; introduced a Personal, Professional, & Leadership (P P L) certification for all employees; added Titusville library as a location for courses; added 29 online training opportunities for credit towards mandatory and Phase I classes
- Local municipalities continue to utilize the County's Employee Development Program
- Outside agency participation in the Executive Leadership Institute (E L I) program continues

Initiatives:

- Reduce performance evaluation form to a 1-2 page format to make reviews less cumbersome, while providing meaningful and effective performance feedback to our employees
- Evaluate Phase 3 classes to update where appropriate, consistent with case law updates and management practice, as needed
- Explore opportunities for increasing diversity recruiting efforts through veteran outreach at job fairs

Trends and Issues:

Continue to add to, and enhance, our internal training and employee development efforts. Training will focus on developing leaders, retaining top talent, succession planning, improving organizational productivity, and providing quality services. As local government agencies continue to be impacted by budgetary constraints, the County's Employee Development Program will continue to offer training at reasonable costs. We will continue to monitor case law updates impacting Title VII of the Civil Rights Act of 1964 expanding coverage to the L G B T community.

As a result of the impacts of the COVID-19 pandemic, the employee development program cancelled several months of instructor-led training. Training efforts were redirected to expanded online courses.

Service Level Impacts:

Not Applicable

Employee Benefits:

- Insurance Benefits administration; health & wellness; coordinate employee separations from employment

Accomplishments:

- Maintained expanded “Motivate Me” adherence-based program with coordination of biometric testing, online health assessment and additional activities (85% completion rate)
- There was a 14% increase in the number of employees who chose to go to their doctor to receive an annual physical
- Preventive screenings increased in every category: mammograms, prostate cancer, cervical cancer, and colon cancer
- Continued education with the preferred urgent care network, in steerable claims from emergency room visits to urgent care facilities
- Continued to increase the M D-Live tele-health usage, with 856 members using tele-health services with savings of \$68,918
- Maintained “care management” initiatives through expanded engagement of health coach activities, thereby engaging contacts with the member population in the following areas: chronic condition (74%), lifestyle coaching (62%), wellness coaching (78%), case management (73%), and treatment decision support (71%) – with an overall engagement in “gaps in care” services of 65%, well above the norm of 56%
- Expanded new wellness initiative fitness programs based on employee feedback: Mission Slim possible, yoga, spin classes, circuit training, food demos, and 5 k run/walks
- Implemented a new billing system to track retirees, COBRA, and leave without pay employees monthly insurance premiums

Initiatives:

- Continue to expand care management initiatives, with an emphasis on securing employee feedback from employees to continue the focus on case management and gaps in care services
- Continue with the “Motivate Me” adherence-based program through coordination of biometrics testing, online health assessment, and additional activities, to foster value-added preventive care with a focus on member’s utilizing their primary care physician as a value-added preventive care
- Continue to increase steerage to tele-health and preferred urgent care network due to favorable cost structure

Trends and Issues:

- Medical costs decreased \$5.11 (-2%) per member per month (P M P M); pharmacy costs increased \$13.13 (11%) P M P M; and total costs increased \$8.01 (1.3%) P M P M
- Factors Influencing Health Status is the top diagnostic category for both periods; cost P M P M is down 5% in 2019
- Spouse cost is 50% higher than the cost of a subscriber; and dependent cost is 51%, up from the previous period in both categories
- Facility costs decreased \$8.40 P M P M primarily due to a reduction in utilization

- Hospital-based outpatient surgery price increased 21% with a 9% decreased in utilization; while free-standing ambulatory surgeries decreased both 28% in price and 11% in utilization
- Emergency room utilization increased 8% while urgent care utilization decreased 5%
- Major and other radiology increased 12% in price and decreased 4% in utilization
- Professional services were flat with a 1% increase in price and 1% decrease in utilization
- Pharmacy net cost has increased primarily due to higher prices in preferred and non-preferred brand drugs. Specialty medications increased 34% in price, and decreased 28% in utilization
- The generic fill rate is 87%, up from 86% in 2018
- The top costing drugs were Gattex, Humira, and Enbrel; anti-inflammatory and diabetes are among the top costing conditions.

Plan design and/or premium changes will continue to be evaluated in the event it becomes necessary to offset claim expense increases and minimize potential shortfalls in reserves. Managing the complexities associated with the Affordable Care Act (A C A) will require staff to conduct frequent analyses, and keep in compliance with current or new regulatory requirements. This will continue to be a focus to help improve the overall process and insure compliance. The Employee Benefits department will continue to monitor the impacts from the COVID-19 pandemic on related health care costs. We will also monitor overall plan usage and the impact of our members accessibility or avoidance of health care providers.

Service Level Impacts:

Not Applicable

Risk Management:

- Administration of workers compensation, auto liability, auto physical damage, general liability, property, and loss control/safety programs

Accomplishments:

- Risk Management is in the second year of a two-year rate guarantee for the County's Property, Casualty and Workers Compensation policies
- Despite a third year of record, industry-wide property losses and in the face of an increase of over \$27 million in total insured value, Brevard County was able to maintain a financially beneficial low Named Windstorm deductible of 3%

Initiatives:

- We continue refinement of the schedule of assets, working in tandem with custodial departments and Asset Management, to insure assets are appropriately captured and evaluated for insurance coverage to produce an accurate depiction of Total Insurable Values
- We entered the planning phase of a three-year project for appraisal of the County's buildings and structures, securing commitment from our broker and carrier(s)

- Risk Management conducted an audit of the third-party administrator claim files for Excess Insurance recoveries

Trends and Issues:

The insurance market trends continue to show a hardening, especially in the commercial property market where restrictive deployment of capacity and limits continues, and indications of rate increases fall in the range of 10% - 25%, with coastal communities ranging between 25% - 50%. We will continue to aggressively negotiate terms and conditions that favor the County. Legal rulings and increased litigation continue to drive adverse loss results in the liability insurance sector. To mitigate any increases, the County has again been successful in locking favorable rates for most casualty coverages by securing policies with two-year rate guarantees. Cost-saving strategies for Fiscal Year 2020-2021 will again include aggressive marketing to all insurers, evaluation of self-insured retention levels, and risk management transfer mechanisms to lower the County's risk. Our safety program is experiencing an increase in interest and participation in loss control and prevention awareness which is anticipated to generate a more favorable loss experience and consequently, more favorable premium rates.

Service Level Impacts:

Not Applicable

HUMAN RESOURCES OFFICE: SUMMARY

Human Resources Office Revenue & Expense Category	Actual F Y 2018- 2019	Current Budget F Y 2019-2020	Requested Budget F Y 2020-2021	Difference	% Change
Taxes Revenue	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Special Assessment Revenue	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenue	\$16,013	\$0	\$950,000	\$950,000	0.00%
Charges for Services Revenue	\$63,758,659	\$63,856,300	\$64,431,471	\$575,171	0.90%
Fines and Forfeits Revenue	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$3,020,744	\$1,646,500	\$2,850,200	\$1,203,700	73.11%
Statutory Reduction	\$0	-\$440	-\$430	\$10	-2.27%
Total Operating Revenues	\$66,795,416	\$65,502,360	\$68,231,241	\$2,728,881	4.17%
Balance Forward Revenue	\$67,991,868	\$66,241,077	\$59,305,777	-\$6,935,300	-10.47%
Transfers - General Revenue	\$708,804	\$737,495	\$707,393	-\$30,102	-4.08%
Transfers - Other Revenue	\$0	\$0	\$0	\$0	0.00%
Other Finance Source Revenue	\$0	\$0	\$0	\$0	0.00%
Total Non-Operating Revenues	\$68,700,672	\$66,978,572	\$60,013,170	-\$6,965,402	-10.40%
TOTAL REVENUES	\$135,496,088	\$132,480,932	\$128,244,411	-\$4,236,521	-3.20%
Compensation and Benefits Expense	\$1,907,020	\$2,056,581	\$2,067,628	\$11,047	0.54%
Operating Expense	\$67,784,072	\$73,436,561	\$77,361,622	\$3,925,061	5.34%
Capital Outlay Expense	\$6,280	\$53,147	\$33,147	-\$20,000	-37.63%
Operating Expenditures	\$69,697,373	\$75,546,289	\$79,462,397	\$3,916,108	5.18%
C I P Expense	\$0	\$0	\$0	\$0	0.00%
Debt Service Expense	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted Expense	\$0	\$56,934,643	\$48,782,014	-\$8,152,629	-14.32%
Grants and Aid Expense	\$0	\$0	\$0	\$0	0.00%
Transfers Expense	\$0	\$0	\$0	\$0	0.00%
Total Non-Operating Expenses	\$0	\$56,934,643	\$48,782,014	-\$8,152,629	-14.32%
TOTAL EXPENDITURES	\$69,697,373	\$132,480,932	\$128,244,411	-\$4,236,521	-3.20%

HUMAN RESOURCES OFFICE: PERSONNEL TECHNICAL SERVICES

Personnel Technical Services Program Revenue & Expense Category	Actual F Y 2018- 2019	Current Budget F Y 2019- 2020	Requested Budget F Y 2020- 2021	Difference	% Change
Taxes Revenue	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Special Assessments Revenue	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenue	\$0	\$0	\$0	\$0	0.00%
Charges for Services Revenue	\$126	\$300	\$600	\$300	100.00%
Fines and Forfeits Revenue	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$0	\$500	\$0	-\$500	-100.00%
Statutory Reduction	\$0	-\$40	-\$30	\$10	-25.00%
Total Operating Revenues	\$126	\$760	\$570	-\$190	-25.00%
Balance Forward Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - General Revenue	\$516,917	\$545,330	\$515,330	-\$30,000	-5.50%
Transfers - Other Revenue	\$0	\$0	\$0	\$0	0.00%
Other Finance Source Revenue	\$0	\$0	\$0	\$0	0.00%
Non-Operating Revenues	\$516,917	\$545,330	\$515,330	-\$30,000	-5.50%
TOTAL REVENUES	\$517,043	\$546,090	\$515,900	-\$30,190	-5.53%
Compensation and Benefits Expense	\$467,540	\$474,763	\$453,815	-\$20,948	-4.41%
Operating Expense	\$59,363	\$71,327	\$62,085	-\$9,242	-12.96%
Capital Outlay Expense	\$0	\$0	\$0	\$0	0.00%
Operating Expenses	\$526,903	\$546,090	\$515,900	-\$30,190	-5.53%
C I P Expense	\$0	\$0	\$0	\$0	0.00%
Debt Service Expense	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted Expense	\$0	\$0	\$0	\$0	0.00%
Grants and Aid Expense	\$0	\$0	\$0	\$0	0.00%
Transfers Expense	\$0	\$0	\$0	\$0	0.00%
Non-Operating Expenses	\$0	\$0	\$0	\$0	0.00%
TOTAL EXPENSES	\$526,903	\$546,090	\$515,900	-\$30,190	-5.53%

PERSONNEL TECHNICAL SERVICES: BUDGET VARIANCES

Employee Technical Services Program Revenue and Expense Category	Variance	% Variance	Explanation
Taxes Revenue	\$0	0.00%	
Permits, Fees & Special Assessments Revenue	\$0	0.00%	
Intergovernmental Revenue	\$0	0.00%	
Charges for Services Revenue	\$300	100.00%	Attributable to a projected increase in Public Records request revenue based on current year trends
Fines and Forfeits Revenue	\$0	0.00%	
Miscellaneous Revenue	-\$500	-100.00%	Attributable to a decrease in prior year expense refunds based on current year trends
Statutory Reduction	\$10	-25.00%	Corresponds with changes to Operating Revenues
Balance Forward Revenue	\$0	0.00%	
Transfers - General Revenue	-\$30,000	-5.50%	Primarily attributable to a reduction associated with eliminating funding for a vacant position that was funded in Fiscal Year 2020 in order to offset potential revenue losses associated with COVID-19
Transfers - Other Revenue	\$0	0.00%	
Other Finance Source Revenue	\$0	0.00%	
Compensation and Benefits Expense	-\$20,948	-4.41%	Primarily attributable to not funding a vacant position in Fiscal Year 2021 offset by Cost of Living Adjustments and FRS rate increases
Operating Expense	-\$9,242	-12.96%	Primarily attributable to reductions in Training, Office Supplies and Travel
Capital Outlay Expense	\$0	0.00%	
Grants and Aid Expense	\$0	0.00%	
C I P Expense	\$0	0.00%	
Debt Service Expense	\$0	0.00%	
Reserves-Operating Expense	\$0	0.00%	
Reserves - Capital Expense	\$0	0.00%	
Reserves - Restricted Expense	\$0	0.00%	
Transfers Expense	\$0	0.00%	

HUMAN RESOURCES OFFICE: EMPLOYEE RELATIONS

Employee Relations Program Revenue & Expense Category	Actual F Y 2018-2019	Current Budget F Y 2019-2020	Requested Budget F Y 2020-2021	Difference	% Change
Taxes Revenue	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Special Assessments Revenue	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenue	\$0	\$0	\$0	\$0	0.00%
Charges for Services Revenue	\$1,674	\$8,000	\$8,000	\$0	0.00%
Fines and Forfeits Revenue	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$0	\$0	\$0	\$0	0.00%
Statutory Reduction	\$0	-\$400	-\$400	\$0	0.00%
Total Operating Revenues	\$1,674	\$7,600	\$7,600	\$0	0.00%
Balance Forward Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - General Revenue	\$191,887	\$192,165	\$192,063	-\$102	-0.05%
Transfers - Other Revenue	\$0	\$0	\$0	\$0	0.00%
Other Finance Source Revenue	\$0	\$0	\$0	\$0	0.00%
Non-Operating Revenues	\$191,887	\$192,165	\$192,063	-\$102	-0.05%
TOTAL REVENUES	\$193,561	\$199,765	\$199,663	-\$102	-0.05%
Compensation and Benefits Expense	\$180,789	\$184,808	\$184,919	\$111	0.06%
Operating Expense	\$10,408	\$14,957	\$14,744	-\$213	-1.42%
Capital Outlay Expense	\$0	\$0	\$0	\$0	0.00%
Operating Expenses	\$191,198	\$199,765	\$199,663	-\$102	-0.05%
C I P Expense	\$0	\$0	\$0	\$0	0.00%
Debt Service Expense	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted Expense	\$0	\$0	\$0	\$0	0.00%
Grants and Aid Expense	\$0	\$0	\$0	\$0	0.00%
Transfers Expense	\$0	\$0	\$0	\$0	0.00%
Non-Operating Expenses	\$0	\$0	\$0	\$0	0.00%
TOTAL EXPENSES	\$191,198	\$199,765	\$199,663	-\$102	-0.05%

EMPLOYEE RELATIONS: BUDGET VARIANCES

Employee Relations Program Revenue and Expense Category	Variance	% Variance	Explanation
Taxes Revenue	\$0	0.00%	
Permits, Fees & Special Assessments Revenue	\$0	0.00%	
Intergovernmental Revenue	\$0	0.00%	
Charges for Services Revenue	\$0	0.00%	
Fines and Forfeits Revenue	\$0	0.00%	
Miscellaneous Revenue	\$0	0.00%	
Statutory Reduction	\$0	0.00%	
Balance Forward Revenue	\$0	0.00%	
Transfers - General Revenue	-\$102	-0.05%	Attributable to a reduction in anticipated Travel expenses and insurance costs, partially offset by a projected increase in Compensation and Benefits expense
Transfers - Other Revenue	\$0	0.00%	
Other Finance Source Revenue	\$0	0.00%	
Compensation and Benefits Expense	\$111	0.06%	Attributable to Cost of Living Adjustments and FRS rate increases partially offset by employee attrition and replacement at a lower rate
Operating Expense	-\$213	-1.42%	Primarily attributable to a reduction in Travel expenses as well as insurance expenses related to employee General Liability insurance
Capital Outlay Expense	\$0	0.00%	
Grants and Aid Expense	\$0	0.00%	
C I P Expense	\$0	0.00%	
Debt Service Expense	\$0	0.00%	
Reserves-Operating Expense	\$0	0.00%	
Reserves - Capital Expense	\$0	0.00%	
Reserves - Restricted Expense	\$0	0.00%	
Transfers Expense	\$0	0.00%	

HUMAN RESOURCES OFFICE: EMPLOYEE BENEFITS

Employee Benefits Program Revenue & Expense Category	Actual F Y 2018-2019	Current Budget F Y 2019-2020	Requested Budget F Y 2020-2021	Difference	% Change
Taxes Revenue	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Special Assessments Revenue	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenue	\$4,384	\$0	\$0	\$0	0.00%
Charges for Services Revenue	\$55,244,802	\$55,050,000	\$55,600,000	\$550,000	1.00%
Fines and Forfeits Revenue	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$959,358	\$800,000	\$820,000	\$20,000	2.50%
Statutory Reduction	\$0	\$0	\$0	\$0	0.00%
Total Operating Revenues	\$56,208,543	\$55,850,000	\$56,420,000	\$570,000	1.02%
Balance Forward Revenue	\$43,131,875	\$43,409,903	\$38,850,000	-\$4,559,903	-10.50%
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Other Revenue	\$0	\$0	\$0	\$0	0.00%
Other Finance Source Revenue	\$0	\$0	\$0	\$0	0.00%
Non-Operating Revenues	\$43,131,875	\$43,409,903	\$38,850,000	-\$4,559,903	-10.50%
TOTAL REVENUES	\$99,340,418	\$99,259,903	\$95,270,000	-\$3,989,903	-4.02%
Compensation and Benefits Expense	\$437,901	\$511,757	\$528,981	\$17,224	3.37%
Operating Expense	\$55,413,706	\$61,052,059	\$64,129,292	\$3,077,233	5.04%
Capital Outlay Expense	\$0	\$28,147	\$3,147	-\$25,000	-88.82%
Operating Expenses	\$55,851,607	\$61,591,963	\$64,661,420	\$3,069,457	4.98%
C I P Expense	\$0	\$0	\$0	\$0	0.00%
Debt Service Expense	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted Expense	\$0	\$37,667,940	\$30,608,580	-\$7,059,360	-18.74%
Grants and Aid Expense	\$0	\$0	\$0	\$0	0.00%
Transfers Expense	\$0	\$0	\$0	\$0	0.00%
Non-Operating Expenses	\$0	\$37,667,940	\$30,608,580	-\$7,059,360	-18.74%
TOTAL EXPENSES	\$55,851,607	\$99,259,903	\$95,270,000	-\$3,989,903	-4.02%

EMPLOYEE BENEFITS: BUDGET VARIANCES

Employee Benefits Program Revenue and Expense Category	Variance	% Variance	Explanation
Taxes Revenue	\$0	0.00%	
Permits, Fees & Special Assessments Revenue	\$0	0.00%	
Intergovernmental Revenue	\$0	0.00%	
Charges for Services Revenue	\$550,000	1.00%	Attributable to an increase in anticipated pharmacy rebates as well as an increase in the number of employees covered by insurance
Fines and Forfeits Revenue	\$0	0.00%	
Miscellaneous Revenue	\$20,000	2.50%	Attributable to an increase in anticipated sublocation of insurance expense partially offset by a decrease in interest revenue on account of a lower projected fund balance in Fiscal Year 2021
Statutory Reduction	\$0	0.00%	
Balance Forward Revenue	- \$4,559,903	-10.50%	Due to expected claims exceeding anticipated premium revenues
Transfers - General Revenue	\$0	0.00%	
Transfers - Other Revenue	\$0	0.00%	
Other Finance Source Revenue	\$0	0.00%	
Compensation and Benefits Expense	\$17,224	3.37%	Attributable to Cost of Living Adjustments and FRS rate increases as well as the reclassification of positions
Operating Expense	\$3,077,233	5.04%	Reflective of higher anticipated claims which is in line with actuary-supported trends
Capital Outlay Expense	-\$25,000	-88.82%	Attributable to a reduction in computer-related purchases due to the completion of capital purchases in Fiscal Year 2020
Grants and Aid Expense	\$0	0.00%	
C I P Expense	\$0	0.00%	
Debt Service Expense	\$0	0.00%	
Reserves-Operating Expense	\$0	0.00%	
Reserves - Capital Expense	\$0	0.00%	
Reserves - Restricted Expense	- \$7,059,360	-18.74%	Decrease reflects operational results; the budgeted figure is actuarially sound
Transfers Expense	\$0	0.00%	

HUMAN RESOURCES OFFICE: RISK MANAGEMENT

Risk Management Program Revenue & Expense Category	Actual F Y 2018-2019	Current Budget F Y 2019-2020	Requested Budget F Y 2020-2021	Difference	% Change
Taxes Revenue	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Special Assessments Revenue	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenue	\$11,629	\$0	\$950,000	\$950,000	0.00%
Charges for Services Revenue	\$8,512,058	\$8,798,000	\$8,822,871	\$24,871	0.28%
Fines and Forfeits Revenue	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$2,061,387	\$846,000	\$2,030,200	\$1,184,200	139.98%
Statutory Reduction	\$0	\$0	\$0	\$0	0.00%
Total Operating Revenues	\$10,585,073	\$9,644,000	\$11,803,071	\$2,159,071	22.39%
Balance Forward Revenue	\$24,859,993	\$22,831,174	\$20,455,777	-\$2,375,397	-10.40%
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Other Revenue	\$0	\$0	\$0	\$0	0.00%
Other Finance Source Revenue	\$0	\$0	\$0	\$0	0.00%
Non-Operating Revenues	\$24,859,993	\$22,831,174	\$20,455,777	-\$2,375,397	-10.40%
TOTAL REVENUES	\$35,445,066	\$32,475,174	\$32,258,848	-\$216,326	-0.67%
Compensation and Benefits Expense	\$820,791	\$885,253	\$899,913	\$14,660	1.66%
Operating Expense	\$12,300,595	\$12,298,218	\$13,155,501	\$857,283	6.97%
Capital Outlay Expense	\$6,280	\$25,000	\$30,000	\$5,000	20.00%
Operating Expenses	\$13,127,665	\$13,208,471	\$14,085,414	\$876,943	6.64%
C I P Expense	\$0	\$0	\$0	\$0	0.00%
Debt Service Expense	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted Expense	\$0	\$19,266,703	\$18,173,434	-\$1,093,269	-5.67%
Grants and Aid Expense	\$0	\$0	\$0	\$0	0.00%
Transfers Expense	\$0	\$0	\$0	\$0	0.00%
Non-Operating Expenses	\$0	\$19,266,703	\$18,173,434	-\$1,093,269	-5.67%
TOTAL EXPENSES	\$13,127,665	\$32,475,174	\$32,258,848	-\$216,326	-0.67%

RISK MANAGEMENT: BUDGET VARIANCES

Risk Management Program Revenue and Expense Category	Variance	% Variance	Explanation
Taxes Revenue	\$0	0.00%	
Permits, Fees & Special Assessments Revenue	\$0	0.00%	
Intergovernmental Revenue	\$950,000	0.00%	Attributable to anticipated Federal and State reimbursements for Hurricane Irma claims expenses
Charges for Services Revenue	\$24,871	0.28%	Attributable to an increase in vehicle counts as well as auto insurance rates remaining flat
Fines and Forfeits Revenue	\$0	0.00%	
Miscellaneous Revenue	\$1,184,200	139.98%	Attributable to anticipated increases in subrogation recoveries partially offset by a reduction in Interest revenue due to lower rates and fund balance
Statutory Reduction	\$0	0.00%	
Balance Forward Revenue	-\$2,375,397	-10.40%	Due to expected claims exceeding premium revenue
Transfers - General Revenue	\$0	0.00%	
Transfers - Other Revenue	\$0	0.00%	
Other Finance Source Revenue	\$0	0.00%	
Compensation and Benefits Expense	\$14,660	1.66%	Attributable to Cost of Living Adjustments and FRS rate increases
Operating Expense	\$857,283	6.97%	Attributable to increases in anticipated property, general liability, auto and workers compensation claims
Capital Outlay Expense	\$5,000	20.00%	Attributable to a planned vehicle purchase partially offset by a reduction of computer-related purchases due to the completion of capital purchases in Fiscal Year 2020
Grants and Aid Expense	\$0	0.00%	
C I P Expense	\$0	0.00%	
Debt Service Expense	\$0	0.00%	
Reserves-Operating Expense	\$0	0.00%	
Reserves - Capital Expense	\$0	0.00%	
Reserves - Restricted Expense	-\$1,093,269	-5.67%	Decreases reflect operational results; the budgeted figure is actuarially sound
Transfers Expense	\$0	0.00%	

**HUMAN RESOURCES OFFICE
PERFORMANCE MEASURES**

PROGRAM	OBJECTIVE	MEASURE	ACTUAL FY 2018- 2019	ESTIMATED FY 2019-2020	PROJECTED FY 2020-2021
Personnel Technical	Deliver excellent customer service	Job requisitions posted	911	800	800
Personnel Technical	Effective and efficient operations	New hire requisitions processed within 30 days of receipt	95%	99%	99%
Employee Relations	Deliver excellent customer service	Hours of training provided (excludes Fire Rescue)	12,743	15,107	17,250
Employee Relations	Effective and efficient operations	Average score of employee's satisfaction with Employee Development Workshops	94%	92%	95%
Employee Relations	Effective and efficient operations	Trainer cost per registered Trainee	\$10.52	\$10.52	\$10.55
Employee Relations	Community partnerships	Training participants from outside the organization	186	143	190
Employee Relations	Enhance staff learning through on-site and on-line training	Training hours attended	70	70	100
Employee Benefits	Deliver excellent customer service	Enrollment seminars held	24	24	24
Employee Benefits	Effective and efficient operations	Health plan cost per member per month	\$562	\$602	\$632
Risk Management	Fulfill workload requirements	Active claims	964	900	928
Risk Management	Fulfill workload requirements	New claims	1,447	1,452	1,519
Risk Management	Improve effectiveness	Closed claims	1,511	1,424	1,504
Risk Management	Increase efficiency	Closed claims as a percentage of all claims	63%	61%	61%
Risk Management	Expand community outreach	Employees attending safety & loss control training	643	640	650
Risk Management	Enhance staff learning through on-site and on-line training	Training hours attended	226	247	246

**HUMAN RESOURCES OFFICE
CAPITAL OUTLAY SUMMARY**

Program Name	Description	Quantity	Unit Cost	Funding Source	Total Cost
Employee Benefits	Computer (laptop)	1	\$1,297	User fees	\$1,297
Employee Benefits	Computer (tablet)	1	\$1,850	User Fees	\$1,850
Risk Management	Truck- safety officer	1	\$30,000	User fees	\$30,000
Total Funded For Department					\$33,147

Special Note:

In accordance with Brevard County Board of County Commissioners' Policy BCC-24, Procurement, this form satisfies Directive III. E. 4., requiring a detailed list of approved capital outlay items and equipment to be reviewed and approved by the Board during the Budget process.