

## FY 2009 Annual Program Performance Measures

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**DEPARTMENT:** MICHIGAN DEPARTMENT OF ENERGY, LABOR & ECONOMIC GROWTH

**APPROPRIATION UNIT:** Department Wide Administration

**PROGRAM:** Finance and Administrative Services

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**TIMELINE:** October 1, 2009 through September 30, 2009

### **PROGRAM MISSION STATEMENT (Customer-Focus Direction)**

The MISSION of Finance and Administrative Services is to provide the most timely, effective and efficient financial, procurement, budget, and office support services to our customers enabling them to provide quality services to their customers.

### **VISION STATEMENT**

The VISION of Finance and Administrative Services is to excel in providing our services fairly, honestly, and respectfully, and in doing so promoting pride and commitment among our team.

### **PROGRAM STATEMENT**

Finance and Administrative Services consists of the five divisions listed below working together as a cohesive team to provide outstanding administrative support services to our customers.

Office Services Division: Provides mail, office space (182 lease locations), telecommunications, state vehicle, and office design and construction for DELEG.

Budget Services Division: Provides budget development and monitoring services for all areas of DLEG. **Team members are assigned specific DLEG programs to support.**

Procurement Services: Provides procurement assistance of commodities and services, administration of grants, printing and forms management, MAIN security administration, and information sharing through training and written correspondence. The division also administers specialized procurement programs implemented on a statewide basis as they occur. **Team members responsible for grant quality control are assigned specific DELEG programs to support.**

Financial Services Division: Provides a full range of accounting services for all areas of DLEG including responsibility for fiscal year opening and closing activities, providing accounting expertise and maintaining the accounting system to insure that DELEG is compliant with State of Michigan requirements, policies and procedures. Our Revenue Service unit process receipts for the Department of Community Health's occupational licenses in addition to its support of DLEG. **Team members are assigned specific DELEG programs to support.**

Workforce Program Division: Provides grant management support for the Bureau of Workforce Transformation of DELEG.

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**FUND SOURCE:**

Federal Funds  
State Restricted Funds

**LEGAL BASIS:**

Public Act 251 of 2008

**CUSTOMER IDENTIFICATION:**

Customers - Legislature; Governor, Department of Management and Budget and other departments; Management and program staff of Energy, Labor and Economic Growth (DELEG); outside vendors, and citizens of the State of Michigan that use or receive our services.

**CRITICAL GOALS/MAJOR OBJECTIVES and RESULTS**

By updating our values to reflect quality beliefs, we will strive to acknowledge all those who contribute to the accomplishments of Finance and Administrative Services, through the accomplishments of our GOALS identified below:

**Communication:** We are committed to providing timely communication to our internal and external customers, regarding information that may assist them in doing their jobs more effectively and to encourage openness and honesty.

**Teamwork:** We will strive to work together to conduct ourselves in a professional manner so that we may provide quality services to our customers.

**Support:** We will support each other and our leadership with honesty and respect in order to promote a professional relationship among ourselves.

Program Goals:

- **We will respond within 24 hours to our customers' requests for services in a professional and courteous manner.**  
Result: We have met this goal based on customer feedback.
- **We will communicate timely and accurate information to our customers.**  
Result: We continue to improve our communication of information and for the majority of instances, have met this goal based on customer feedback.

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- **We will monitor department expenditures and revenue and provide timely reports in order for management to make sound decisions.**

Result: We monitor financials on a daily basis. We held formal meetings and produced reports during December, February, March, May, June, and August. We did not meet in January, April, or July because several staff serve dual functions and are required to submit quarterly financial reports to Federal granting agencies.

- **We will process Travel Reimbursements (TEV's) within 2 workdays of receipt in our office.**

Result: We processed TEV's within an average of 1.58 days over the entire year. See attached chart.

- **We will process ADPICS Direct payments within 1 workday of receipt in our office.**

Result: We processed these payments within an average of 1.12 days over the entire year. See attached chart.

- **We will process ADPICS Invoice payments within 1 workday of receipt in our office.**

Result: We processed these payments within an average of 1.02 days over the entire year. See attached chart.

- **We will process Refunds of Revenue within 1 workday of receipt in our office.**

Result: We met this goal. See attached chart.

- **We will process cash receipts within 24 hours of receipt in our office.**

Result: We met this goal. See attached chart.

- **We will provide MAIN security access for customers as necessary to perform duties of position.**

Result: We handled this on an as needed basis.

- **We will establish/revise MAIN approval paths when needed to ensure adequate internal controls.**

Result: We handled this on an as needed basis.

- **We will continue to establish processes/procedures to ensure efficient departmental operations.**

Result: We handled this on an as needed basis.

- **We will identify and monitor potential authorization lapse balances so that the funds may be used for other legitimate departmental purposes.**

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Result: We do this daily as part of the financial monitoring process discussed above.

- **We will process all C-47 personnel requests within 2 days of receipt from the Office of Human Resources.**

Result: For the most part, we are meeting this goal. Exceptions are due to needed additional follow-up information from program staff.

- **We will monitor grant expenditures to assist program staff in making best use of federal and state matching funds.**

Result: We do this daily as part of the financial monitoring process discussed above.

- **We will draw funds from the federal government in a timely manner to meet federal requirements and ensure prudent cash management.**

Result: Funds are drawn daily as needed.

- **We will provide accurate financial data to assist in the federal grant application process.**

Result: We do this as part of our application process based on feedback received from grantors.

- **We will provide timely and accurate processing of all procurement requests including requisitions, CS138s, and print orders.**

Result: We met this goal.

- **We will provide accurate purchasing information to department personnel, vendors, and other state departments as requested.**

Result: We continue to improve the communication process.

- **We will provide cross training within divisions utilizing written procedures, task checklists, and on-line reference materials.**

Result: We are meeting this goal and improving the communication process as a byproduct.

- **We will provide effective MAIN training to department personnel, both in person and in writing.**

Result: We are meeting this goal by training staff as needed.

- **We will provide services in a professional and courteous manner.**

Result: We are meeting this goal based on customer survey feedback.

### Processes/Services

Our processes and services are developed and improved by constantly communicating with our customers and stakeholders.

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## **PROGRAM EFFECTIVENESS and Efficiency (Current Year)**

### **Program Goals/Metrics**

See attached charts

### **Performance Measures**

Timeliness, Accuracy, and Customer Satisfaction as applied to:

Financial Reporting Self-Assessment (required by DMB)

Biennial Financial Audits (Office of Auditor General)

Federal Financial Status Reports

Deposit Clearing Fund

Procurement Processing

Office Space Service Requests

Customer Surveys Requisition Processing

Processing MAIN Security/Approval

Print Order Processing

Payment Processing

Program Financial Plans/Reports

Revenue Processing

Biennial COSO Report

Mail Delivery

Telephone Service Requests

CS138 Processing

Order Processing

ADPICS Approval Paths

## **PROGRAM IMPROVEMENTS MADE**

### **Procurement Services Division:**

- Implemented ITRAC, DITs' electronic process for ordering IT commodities, throughout the department by establishing approval paths for IT liaisons and provided guidelines on processing requests.
- Achieved 100% participation with online ordering for OfficeMax purchases.
- Attended Bid4Michigan program training to then utilize for posting of Invitation to Bid documents requesting commodities and Services under \$25,000.

### **Office Services Division:**

- Reduced outsourcing design fees by preparing internal floor plans wherever possible.

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- Reduced travel expense by using more teleconferencing.
- Eliminated nearly all outsourcing of modular furniture build out by using DELEG's construction crew resulting in significant saving to the Department.
- Significant telecommunications cost savings has resulted in the redeployment of telephones and associated equipment.
- Redeployment of used Haworth furniture has resulted in exceptional savings to the Department.

### Workforce Program Support Division

- In coordination with other areas within DELEG, expanded the number of DELEG department staff to a total of three who are authorized to electronically submit federal grant applications on behalf of DELEG through utilization of the Grants.gov system. (Needed to ensure adequate coverage of the responsibility for electronic submission of DELEG's grant applications to the federal government.) In addition, technical assistance was provided in the preparation of seventeen Grants.gov applications and submittals, involving PSC, Energy Office, OSHA, and Rapid Response.
- Modification of the payroll coding structure for the BWT to both more accurately reflect the implemented re-organization of BWT in FY 2009 and produce a more efficient direct charging by BWT staff of their time against BWT administered funds.
- Contributed to a successful implementation of MARS, making recommendations and providing products (e.g. incorporation of late expenditure report procedure and forms. In addition, worked closely with MWA's and BWT, to provide guidance on state and federal financial policies, through quarterly meeting with the MWA Fiscal Users Group and monthly financial and funding meetings with BWT.

### Financial Services Division:

- Accounts Payable staff was reduced by one person compared to FY2008 and still met goals. This reduction is on top of the 2 positions already lost in prior years due to retirements that were not back-filled.
- Federal Finance helped design and implement an internet-based system for drawing and reporting for the Michigan Works Agencies. The new system will eventually eliminate some duties and streamline other duties within the Bureau.
- Federal Finance absorbed additional accounting responsibilities and federal reporting for the over \$400 million Federal ARRA funds and still met deadlines.

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- Federal Finance continues to meet obligations and deadlines after combining 2 manager positions into one and not back-filling the Accounting Specialist Position.
- The Financial Services Division met DMB/OFM's deadline for closing DELEG's FY2009 accounting records for everything within our control.
- We worked directly with State departments and MDIT's One-Stop staff to launch a state-wide initiative to provide a comprehensive application that will provide license renewal, application processes and other receipt processing functions under one website
- In Revenue Services we lost 2 permanent staff members to retirement and did not backfill the positions. We also lost one supervisor and did not back-fill
- FSD helped implement various E.O. (Energy and HAL) by working directly with other State departments and still met deadlines.
- Net Reduction in Staffing - 7

### **Budget Division:**

- Ended fiscal year without spending authority overdrafts.
- 
- Developed and submitted transfer and supplemental request in a timely manner to appropriate ARRA and other Federal and restricted funds.
- Met all SBO deadlines for Budget Development and Spending Authority reduction plans.

### **Others:**

- Our payment volume increased 5.03% (64,582 total documents) from last year (61,491 total documents).
- Our procurement volume increased 16% from the same time last year.
- We continued to monitor our department wide operating costs. Significant changes from the same time last year include:
  - Travel expenditures - up 2.81%
  - Utility expenditures - up 7.49%

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- Office Supply expenditures - up 1.16%
- Procurement Card expenditures -up %
- Conf./Seminar expenditures – up 2.86%
- Temp Service expenditures – up 2.26%
- Subscription expenditures - down 1.20%
- Telecom expenditures – up 93.81%
- Wireless expenditures – up 24.1%
- Postage expenditures – up 6.59%

The reason costs have shown increases are several:

- Increased UIA costs including bringing a new RICC on line (Lansing)
  - Increased regulatory efforts in OFIR
  - Increase in volume and cost of postage
  - A colder winter
- We believe we are a very efficient and effective support operation. The cost of providing support to all of DELEG is 1.46% of total DELEG Direct Operating Costs and .09% of Total DELEG expenditures. This is less than FY08 when the cost stood at 1.56% and .17% .
  - The FY09 cost to provide just Accounting and Budget support is .763% of Director Operating Costs and .034% of Total DELEG expenditures.
  - Since we have no one to benchmark against, we believe this is well below private industry standards.

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### PROGRAM IMPROVEMENT PLANS FOR FY10

#### Procurement Services Division:

- Utilize Bid4Michigan program for posting of all commodity and service purchases in the range of \$10,000 - \$24,999.
- Participate in DMB Purchasing Operations committees to review existing processes and develop efficiencies that all State Departments can benefit.
- Review internal processes to incorporate efficiencies as needed.

#### Office Services Division:

- Encourage State car or Enterprise car-pooling when DELEG employees are attending same meeting/conferences and use teleconferencing when possible.
- Automate the Verizon Wireless and AT&T wireless invoice payments resulting in less time pay bills.
- Audit cell phone usage to provide the best possible rate for wireless users.
- Eliminate nonessential modular furniture from DELEG warehouse to reduce storage costs.
- Use the modular furniture refurbish contract more to reduce the purchase of new furniture.
- Continue to support the Energy Program by adhering to the Energy Reduction Checklist.
- Continue to assess DELEG space usage and reduce or collocate whenever possible.
- Provide telecommunications training to the Office Services student assistant.
- Consolidate staff in Lansing to support DELEG telecommunications.

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- Eliminate DMB UPS handling fees by providing Bureau of Construction Codes with the tools need to prepare labels for the shipment of UPS parcels. A savings of approximately \$5,400/year.
- Audit non-supported DIT telecommunication sites (MRS locations) to eliminate unused lines Statewide and improve efficiency.

### **Workforce Program Support Division:**

- Coordinate process development with DELEG/FAS-Procurement and BWT to ensure all bureau-established contracts and grants written with federal funds administered by BWT contain appropriate language specific to the applicable federal fund source of the agreement.
- Continue to work with FAS on tweaking MARS as it relates to reporting.
- Review department fiscal and procurement policies issued to sub grantees of funds administered by BWT for necessary updates reflective of changes in federal regulations and fiscal reporting processes.
- Closely monitor the closeout of applicable WIRED grants through quarterly and annual meetings with ETA, WIRED and BWT personnel.
- We plan to continue to work with Treasury and MDIT to develop and enhance credit card receipt functionality within DELEG.
- We plan to continue to work on One-Stop applications and will launch the Corporation renewal functionality in April of 2010.
- We plan to continue to work with DELEG programs, MDIT and Treasury to ensure PCI Compliance within all credit card applications.
- We plan to continue working on the modifications to the grant system to improve, automate, and streamline processes.
- We plan to continue working with the program areas and Michigan Works Agencies to implement modifications to the Federal ARRA reporting requirements for proper reporting.
- We plan to continue submitting Federal ARRA reports to the Governor's Recovery Office on a timely basis to enable them to report for the State of Michigan in-whole.
- We plan to continue processing payments within established goals.

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- We plan to continue to beat DMB year-end closing deadlines.
- We plan to continue assisting DELEG Budget and Program areas by completing timely and accurate budget to actual forecasts.
- We plan to continue allocating central costs, DIT, DMB and program area pooled costs in an accurate, proper, and timely basis.
- We plan to continue processing cash receipts within established goals and forwarding back-up detail to the program areas in a timely manner.
- We plan to continue drawing federal funds in a timely manner so federal expenditures are properly funded and therefore does not negatively impact the state's general fund.
- We plan to continue providing excellent customer service and responding to phone calls and emails within 24 hours (with the exception of staff off on leave time).
- We plan to continue our efforts to reduce the cost of processing procurement, payment and receipt transactions.
- We plan to continue our efforts to assist Management and Budget in reducing the cost of fiscal year closing and close the FY09 books by November 16, 2009.

### **Budget Division:**

- We need to cross train staff in an effort to improve knowledge and understanding of accounting and budgeting processes and how they work together over an entire fiscal year.
- We plan to work towards having staff work in teams to develop understanding of other program areas to minimize disruption of services.

### **Bureau –Wide:**

- We plan to increase our efforts to identify and attend training classes that will increase the knowledge and effectiveness of our staff if the executive directive placing a moratorium on training is lifted.

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- We plan to continue our efforts working with program staff and other departments to migrate remaining large volume license renewals from the current manual cash receipting process to the automated NDP250 process.
- We plan to assist Management and Budget in developing an on-line travel reimbursement process available to all state employees.
- We plan to continue our efforts to reduce costs in cooperation with program staff in order to comply with the Governor's Executive Directives.
- We plan to continue our initiative to move the remaining occupational licenses to an Internet based renewal process through the MI.GOV website.
- We plan to work with the State Record Center to improve our imaging system by making records available on the Intranet through the "IRMA" system possibly to include procurement documents and journal vouchers.
- We plan to continue our efforts to improve our expenditure and revenue projection data for all DLEG programs and to end FY10 without any spending authority overdrafts.
- We need to explore a dashboard type of approach to (building on the version used in the past couple of years but not being used this year because the quality and consistency of the reports from program to program left something to be desired) reporting our annual departmental wide performance measures. For 2 years now, we have used these reports to inform the Legislature of how we are doing as part of our budget development process. We have garnered a great deal of goodwill for doing this. Our fiscal year 2007 and 2008 reports are now available on our Internet site.
- We plan to coordinate and submit all requests for emergency equipment replacement required to meet the Department's needs.
- We plan to establish and document processes to provide consistency and instruction for cross training between positions.
- We plan to continue administering the procurement card program through increased efficiencies by training department personnel on using Payment Net.
- We plan to continue to review all bureau-established contracts and grants to assure appropriate language approved by the Attorney

12/11/2009

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General is included in order to protect the State.

- We plan to incorporate efficiencies in processing requests for commodities and services, including CS-138's, as it relates to obtaining internal approvals.
- We plan to ensure the intranet is updated timely and accurately.
- We plan to provide department-wide training to new MAIN users including ADPICS and R\*STARS transactions.
- Continue to reduce and consolidate office space to meet department/program requirements.
- Continue to implement and exercise energy reduction strategies.
- Continue to combine state cell phones under one vendor with shared minutes.
- Develop continuity for the emergency planning program.
- Continue the development of the continuity of business plan.

### **CHALLENGES FOR FY10 and BEYOND:**

- Working with State Budget Office to successfully limit the negative impact of their planned use of "Accounting Service Centers" while maintaining the level of service our customers have become accustomed to.
- Our preliminary findings regarding the consolidation of HR services and Internal Audit services within Civil Service and the SBO show we will be paying significantly more for these services as a result of Executive Order 2007-32 than if these services remained in DLEG.
- Developing a succession plan to insure there is no drop in service as staff retires or leaves. We lost 8 staff in FY2007, replacing none of them. 40% of our staff are eligible to retire at the present time. 2 have already notified us they will be retiring within the next 6 months.
- Continuing to improve our efficiency and effectiveness in light of budget and hiring constraints resulting from the Michigan economy.
- Work more closely with Workforce program staff so that their grant and contracts are managed more effectively and efficiently.

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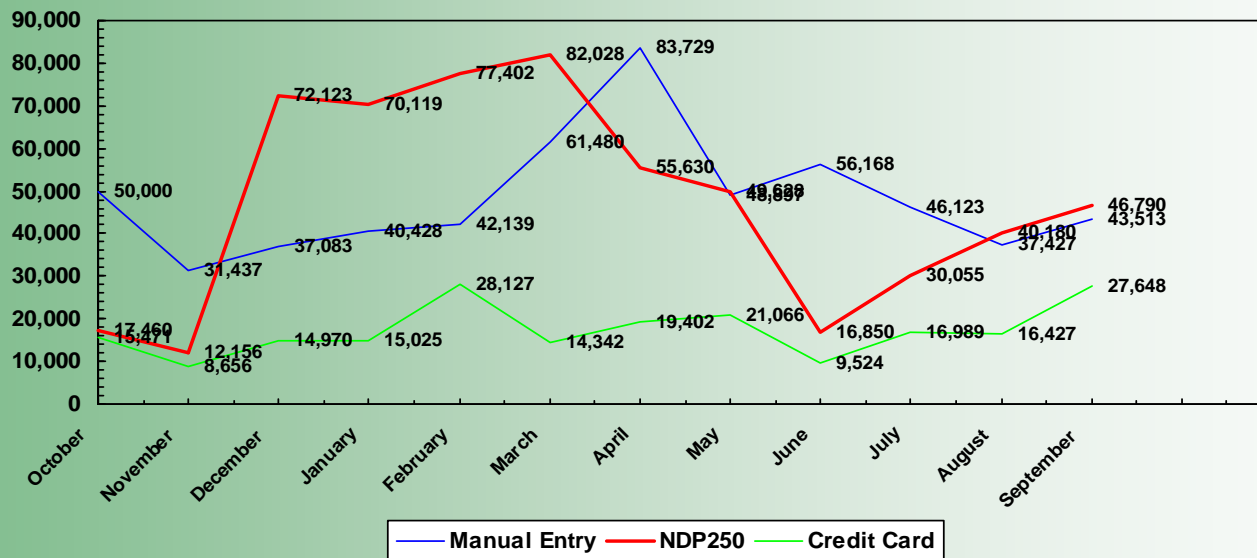
- We have been requested by the State Budget Office to take on revenue processing responsibility for the statewide Michigan Business One-Stop (MBSii) revenue processing function.
- As part of our annual performance reporting, we need to improve the consistency of our reporting among programs if funding allows.



# Monthly Receipts Processed FY2009

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Weekly Volume

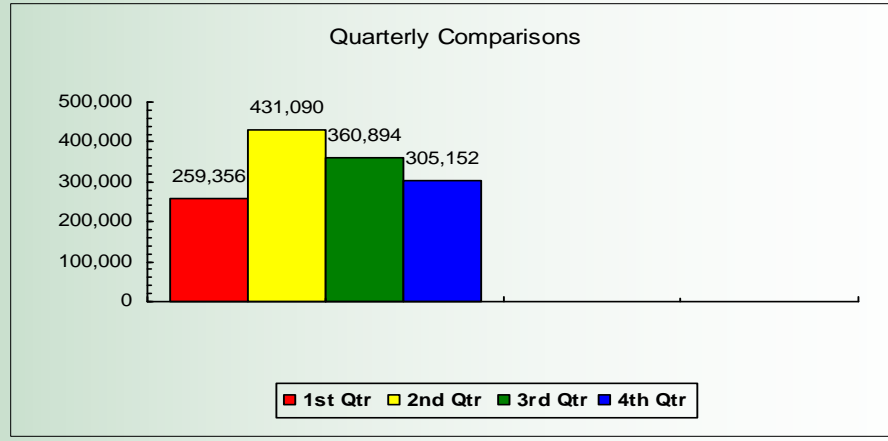
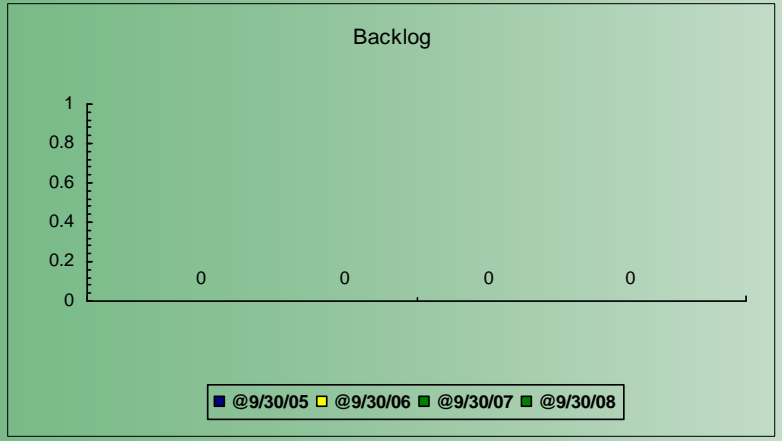
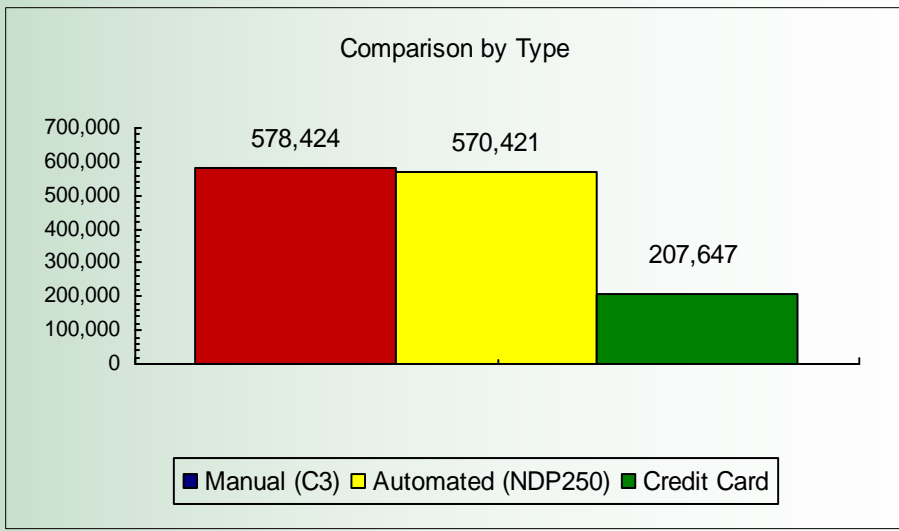
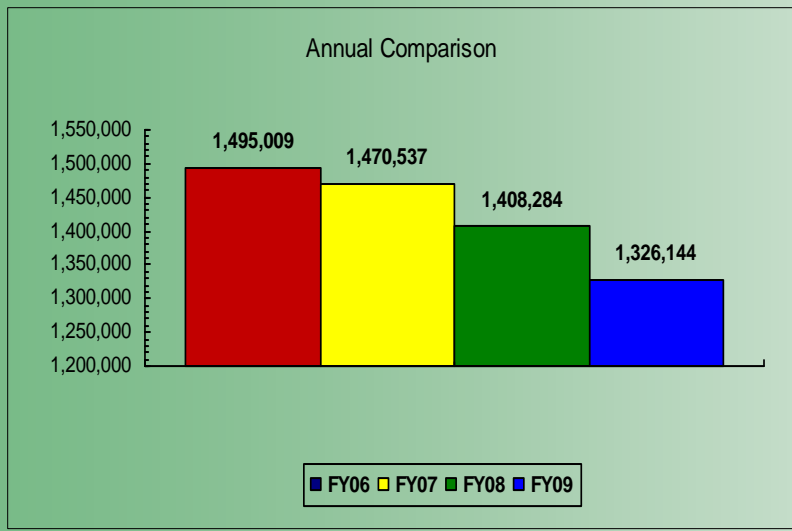


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# Cash Receipt Transactions Processed 9/29/08 to 10/02/09

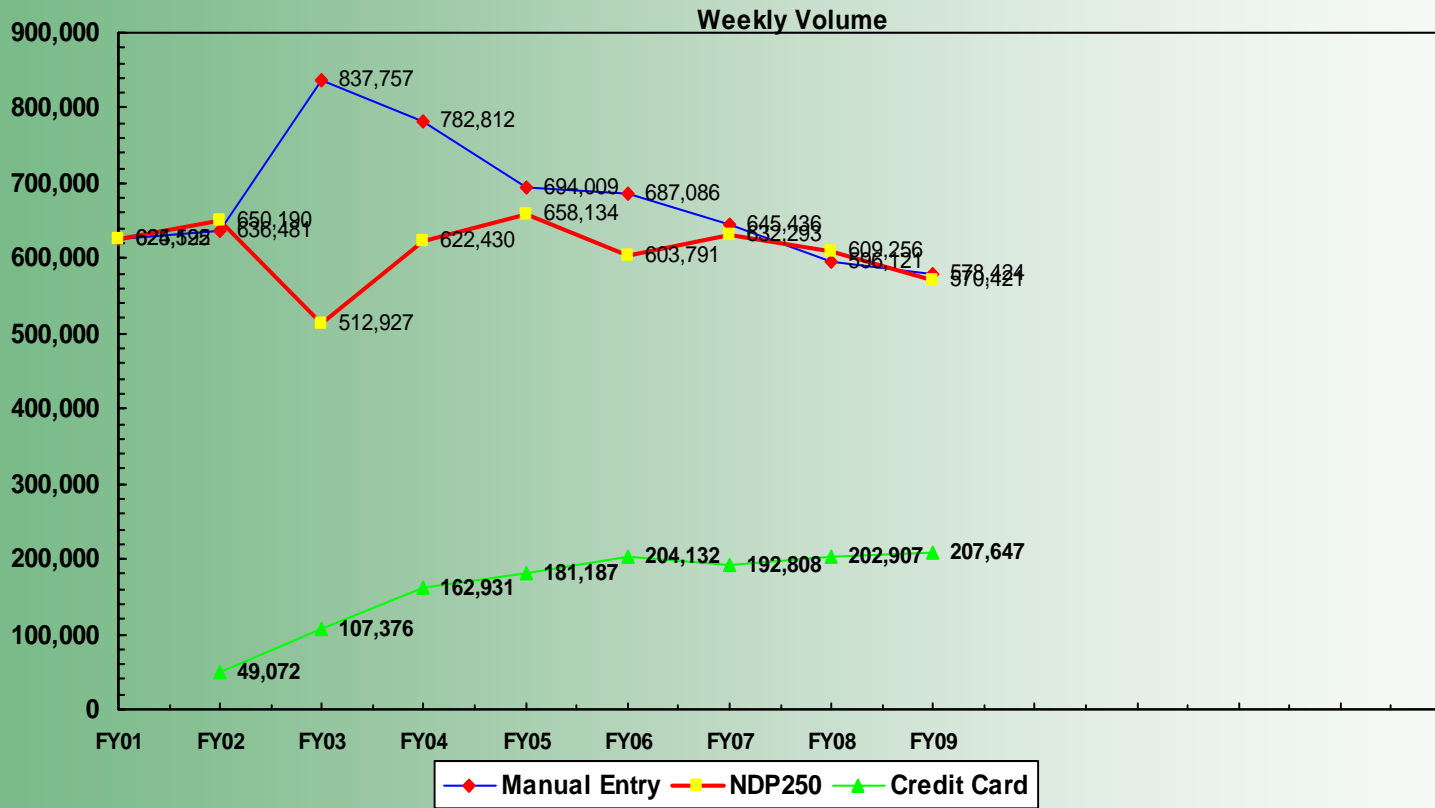
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# Annual Receipts Processed FY01-FY09

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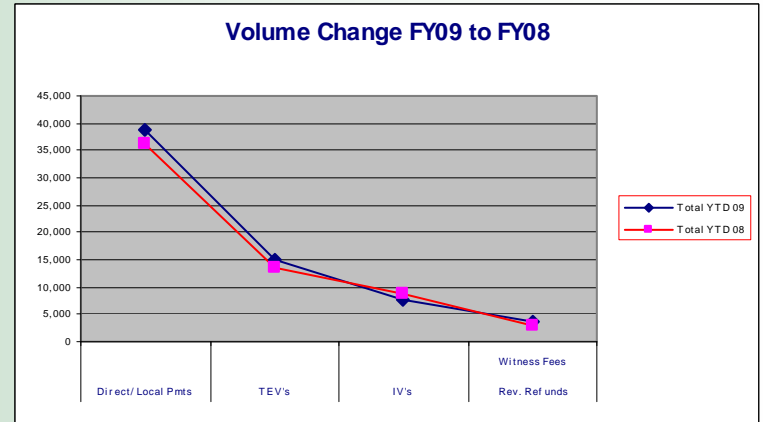
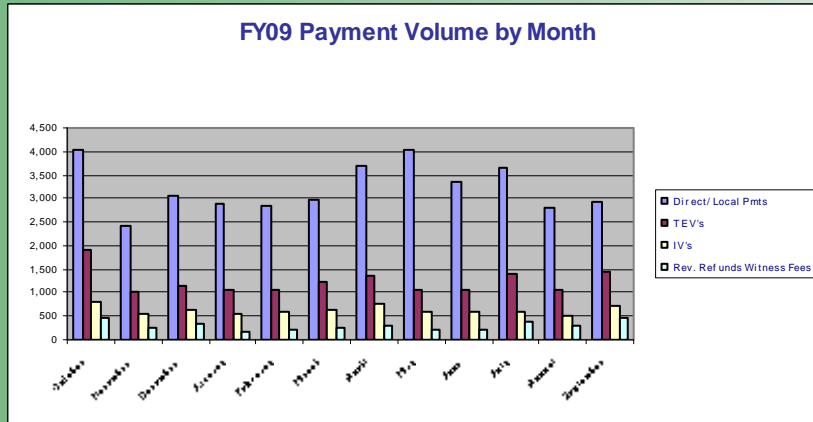
Credit Card Payments increased slightly as manual payments continue to decline.

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# FY09 Monthly Payments By Type/Compared to Prev. YR.

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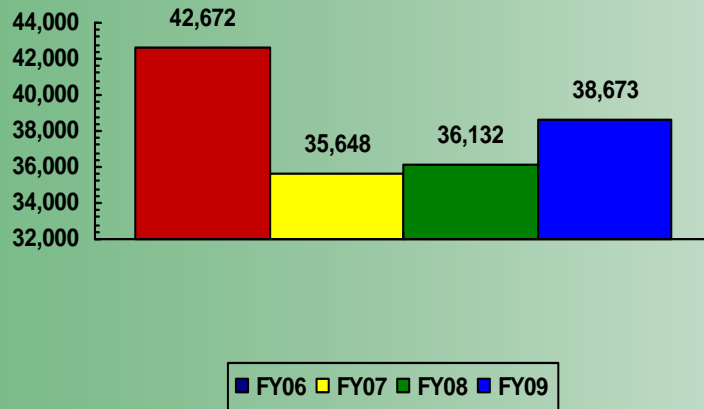
For the year, we are up 3,091 or 5.03% from a year ago.



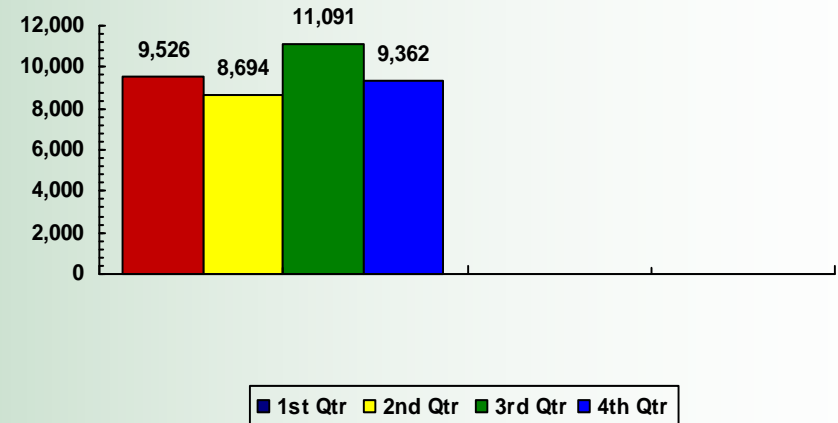
# Direct Vouchers Processed 9/29/08 to 10/02/09

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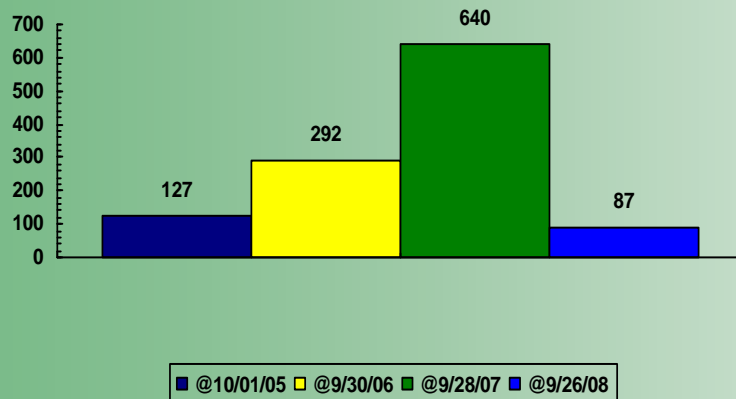
### Year to Date Comparison



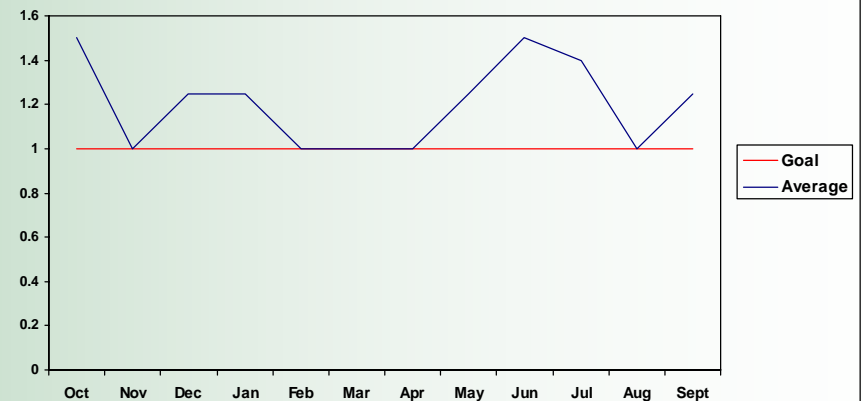
### Quarterly Comparison



### Backlog



### Average Daily Processing Time vs. Goal

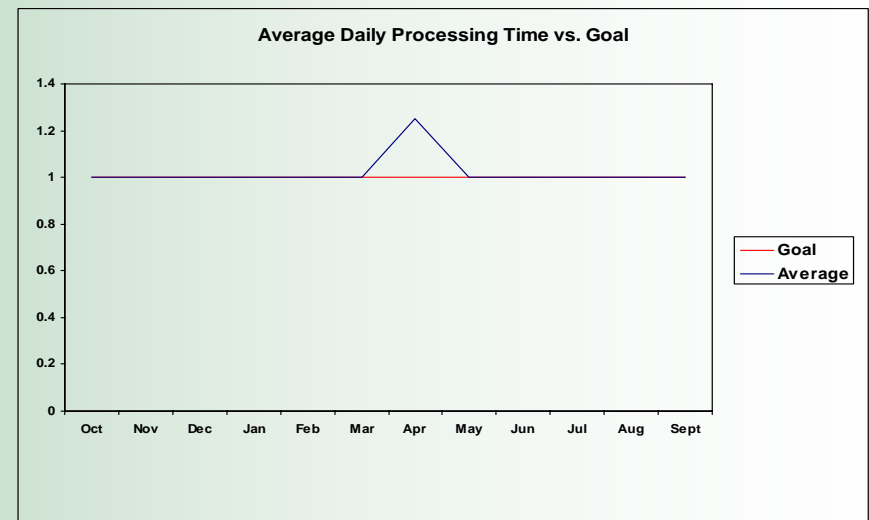
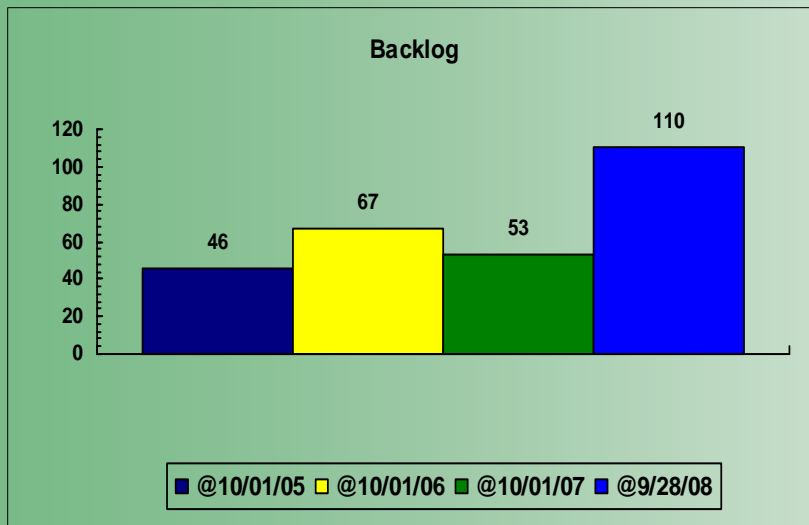
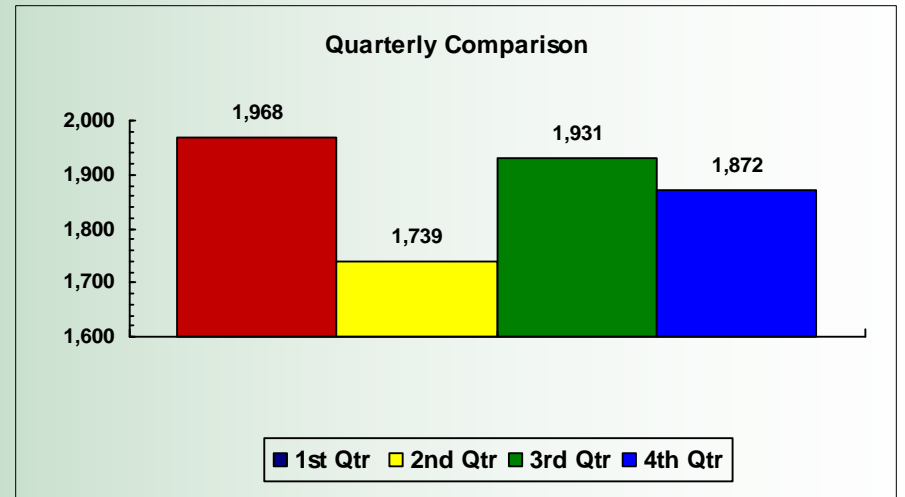
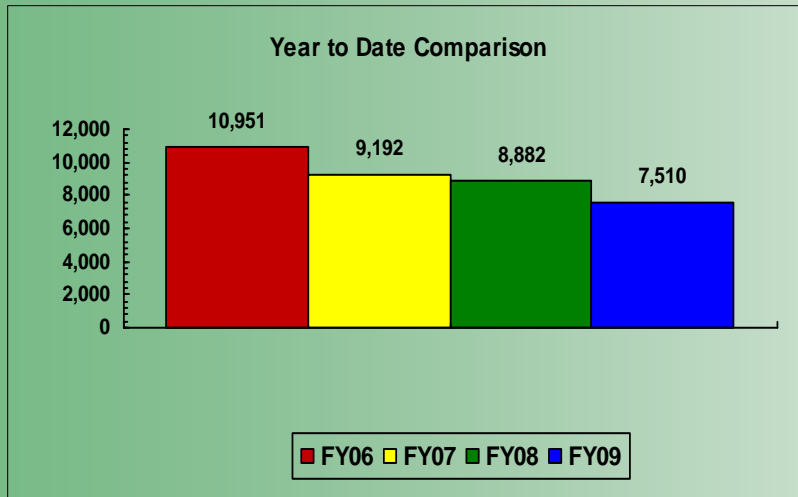


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# Invoice Vouchers Processed 9/29/08 to 10/02/09

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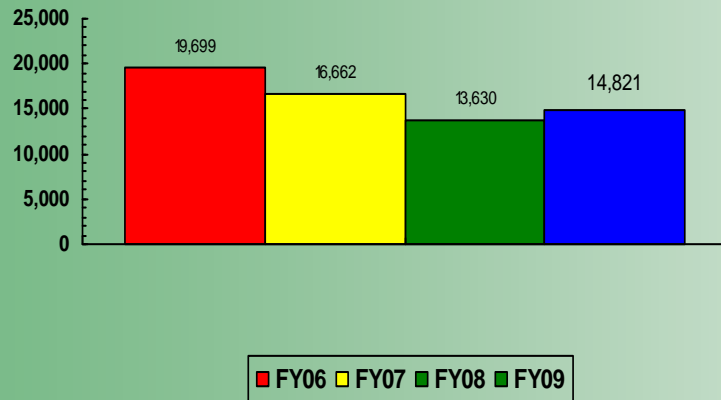
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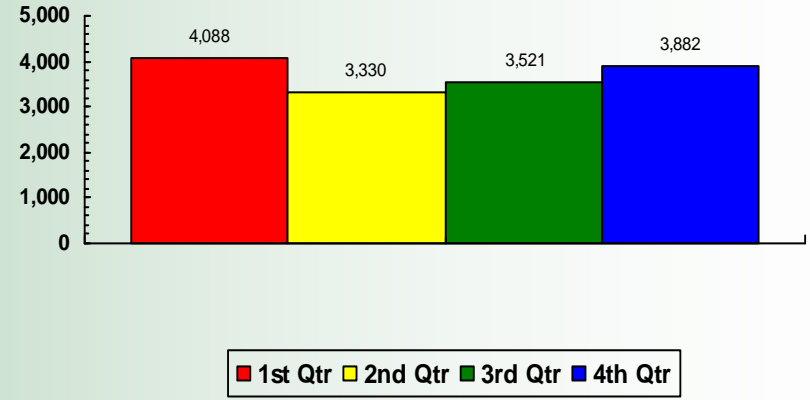
# Travel Reimbursements Processed 09/29/08 to 10/02/09

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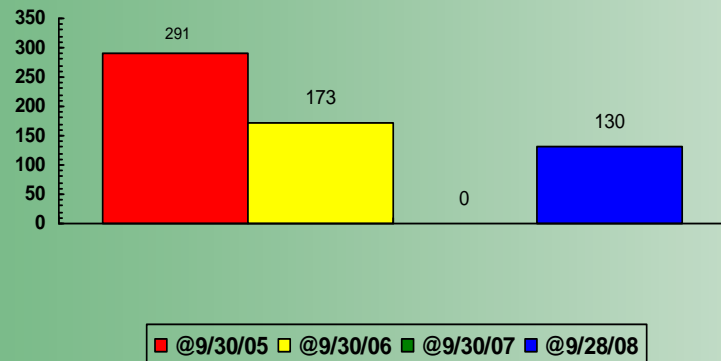
Year to Date Comparison



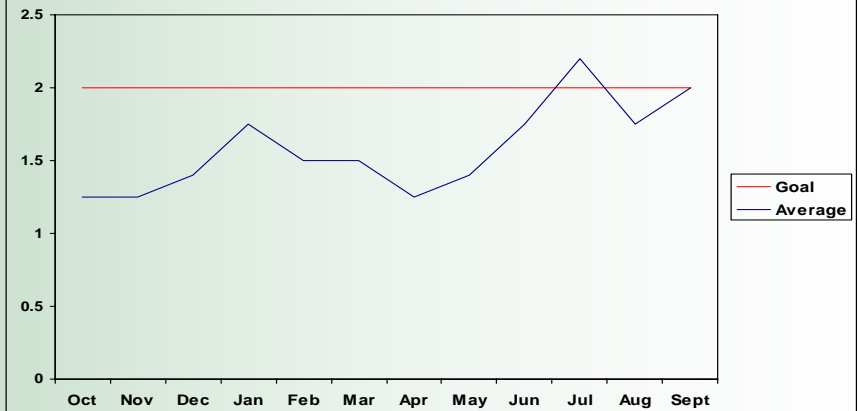
Quarterly Comparison



Backlog



Average Daily Processing Time vs. Goal

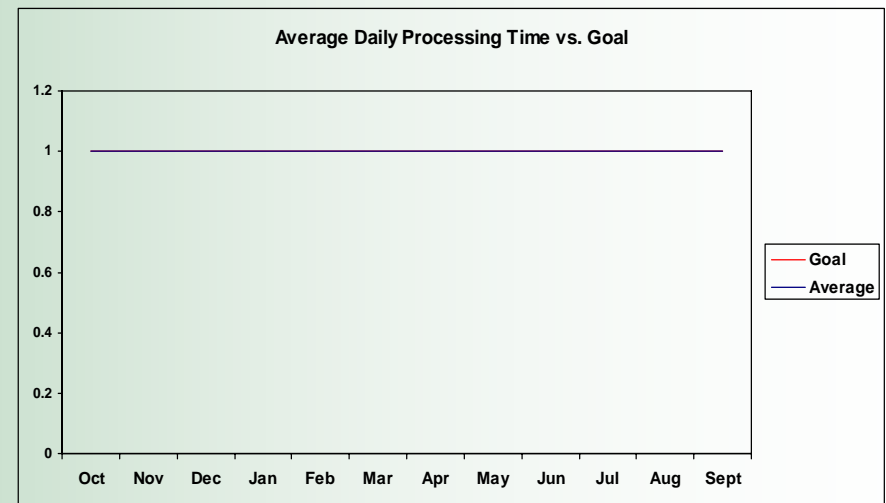
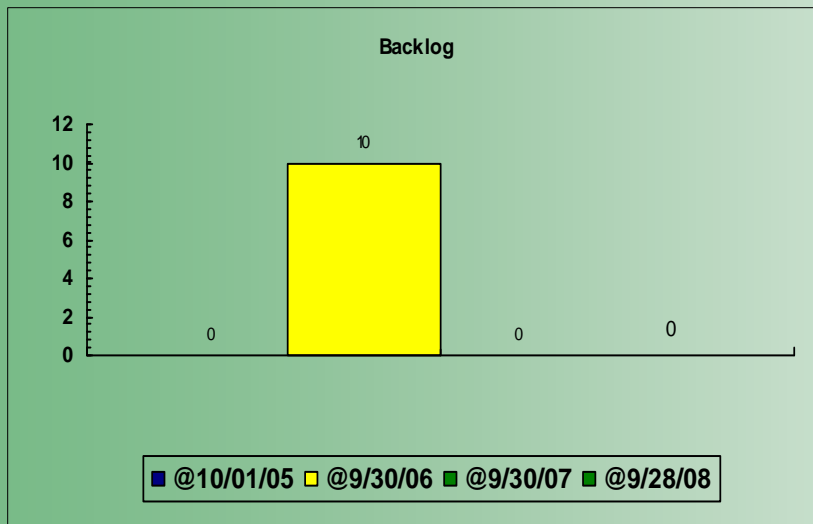
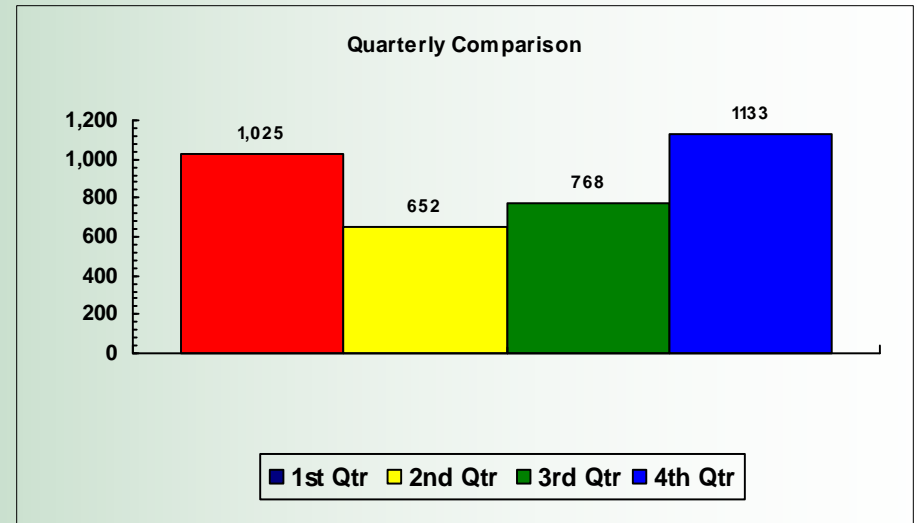
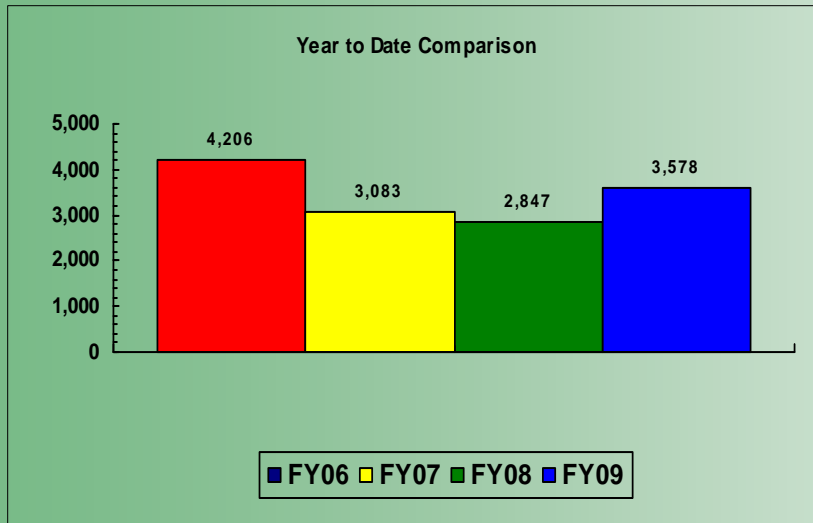


Working to Create Michigan's Future Today



# Revenue Refunds and Witness Fee Payments Processed 9/29/08 to 10/02/09

Working to Create Michigan's Future Today

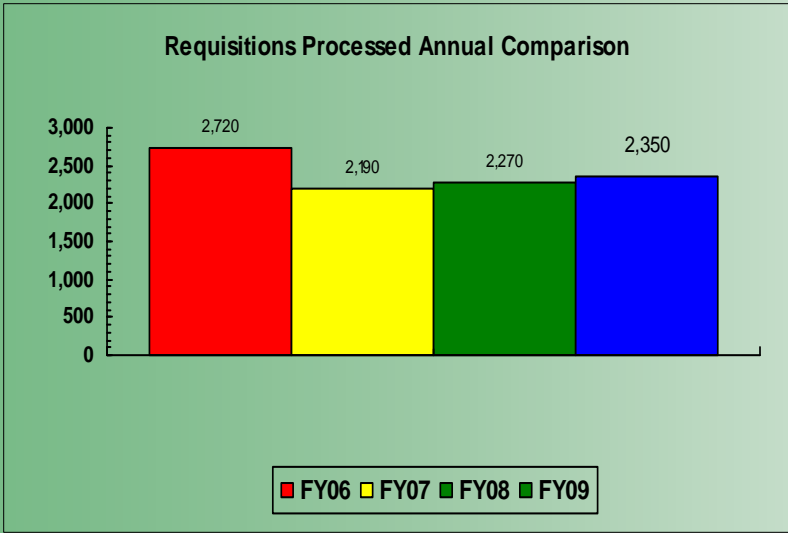


Working to Create Michigan's Future Today

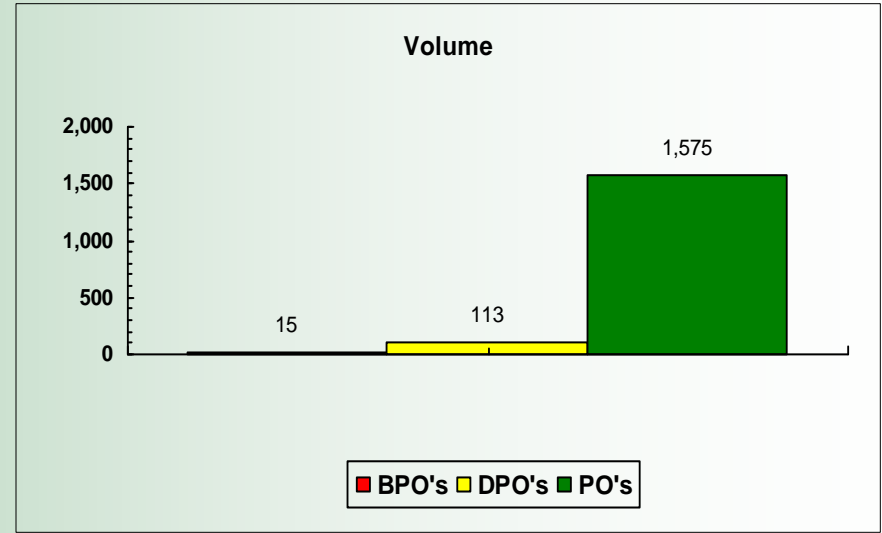


# Procurement Activity 9/29/08 to 10/02/09

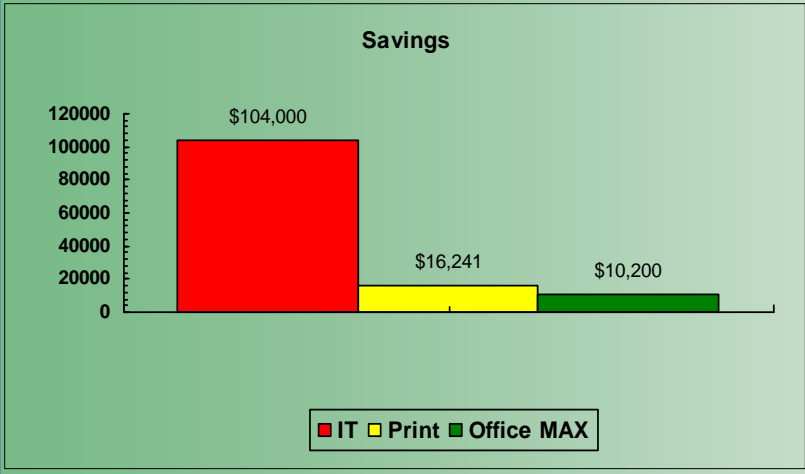
Requisitions Processed Annual Comparison



Volume



Savings



Purchasing and Grant Services Division processed 2,350 requisitions in FY09.

DMB Print & Graphic Services requisitions accounted for 749 of the total requisitions processed.

The division processed 15 Blanket Purchase Orders, 113 Direct Purchase Orders (DPO) and 1,575 Purchase Orders. The combined total of 1,703 is up from FY08 (1,461) by 232, a 16% increase

The Department incurred savings of \$104,100 in Information Technology requests; \$16,241 in savings related to print orders; and \$10,200 in Office Max orders as a result of issuing payment within 10 days of receipt of the invoice. This equates to a total savings of \$130,441 for FY09.



# Payments and Receipts Processing Costs 4 Year Comparison

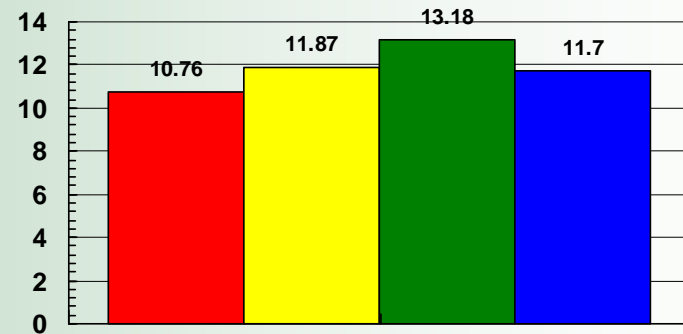
**Transaction Costs- Receipts Processed**  
**Objective: Increase Efficiency**  
**Outcome: Cost has remained steady/transaction**



**Receipts**

■ FY06 ■ FY07 ■ FY08 ■ FY09

**Transaction Cost-Payments**  
**Objective: Increase Efficiency**  
**Outcome: Cost increased \$1.29/payment**



**Payments**

■ FY06 ■ FY07 ■ FY08 ■ FY09

FY05-FY07 cost figures only include payroll costs plus FAS overhead costs.

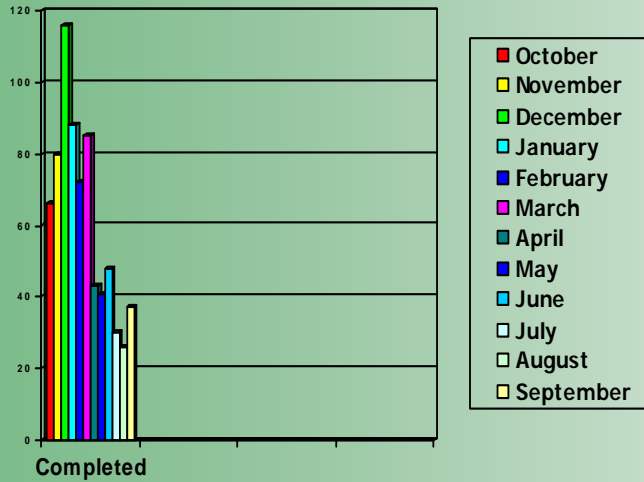
FY08-09 costs represent the time and effort of the FAS staff and now include DIT support and rental costs for a more accurate picture. Data entry/approval time of program staff for direct Vouchers (estimated to be 5-7 minutes per document are not included).

2 individuals retired in our receipting area in FY09 . We did not replace either. We lost our section supervisor and replaced from within the section by combining 2 positions.

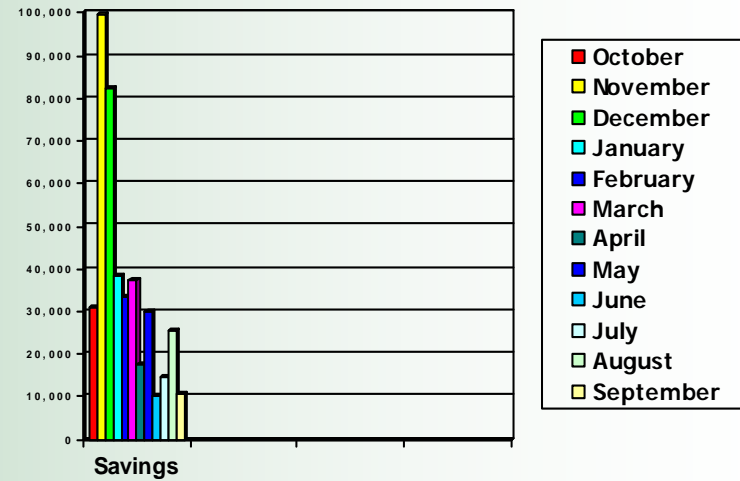


# Office Services Construction Report For Jobs Completed FY 09

**Volume**



**Monthly Savings**



Total jobs completed for FY 09 – 732

Total material savings for FY 09 – 431,306.63

**Finance and Administrative Services  
Staff by Division and Customers  
at 9/30/09**

	Staff by Unit	(1)	Revised	(2)	Adjusted	(3)	Final	% of total	# Bodies per \$10MM Spent (unless noted)	Spend Explanation	Customers Outside Area	Staff Ratio per Customer (1:X)
<b>Budget (*)</b>	6	1.20	7.20		7.20	16.55%	7.37	0.0830	0.03	Total DLEG	4,240.6	575.7
<b>Financial Services (*)</b>	2		2.00	(2.00)	0.00	0.00%	0.00					
Accounts Payable	9		9.00	0.53	9.53	21.91%	9.75	0.1099				
Federal Funds (1)	10	(4.50)	5.50	0.32	5.82	13.39%	5.96	0.0672				
General Accounting	4		4.00	0.24	4.24	9.74%	4.33	0.0488				
Revenue Services (4)	10		10.00	0.59	10.59	24.34%	10.83	0.1221				
<b>Total</b>							30.87		0.14	Total DLEG	4,217.1	136.6
<b>Workforce Development</b>	6	3.30	9.30		9.30	21.38%	9.51	0.1073	0.27	Supports BWT	235.0	24.7
<b>Procurement (*)</b>	6		6.00		6.00	13.79%	6.14	0.0692	0.03	Total DLEG	4,241.9	691.1
<b>Office Services</b>	1		1.00	(1.00)	0.00		0.00					
State Vehicle	1		1.00	0.03	1.03	2.38%	1.06	0.0119	3.19	Total VTS		
Telecom Support	4		4.00	0.14	4.14	9.51%	4.23	0.0477	6.36	Total Telecom		
Property Management	3		3.00	0.10	3.10	7.13%	3.17	0.0358	0.12	Total Lease Cost		
Mail and Document Services	13		13.00	0.45	13.45	30.92%	13.76	0.1551	0.06	Total DLEG		
Construction and Delivery Services	10		10.00	0.34	10.34	23.78%	10.58	0.1193	0.05	Total DLEG		
<b>Total</b>			0.00				32.81	0.3699			4,215.2	128.5
Students (2)	2		2.00		2.00		2.00					
	87	0	87.00	87.00	86.75		89				4,159.3	46.9
Bureau Management	2		2.00				2	0.98				
<b>FY09 Total Expenditures less Unemployment Comp Payments</b>							2,170,471,970					
<b>Divided by \$10MM</b>							217.0472					

<b>FY09 DELEG Direct Operating Expenditures</b>	516,138,551	
<b>FY09 FAS Costs</b>	7,527,566	
<b>FAS Cost as % of Total Direct DLEG Expenditures</b>		1.458%
<b>FAS Cost as % of Total DLEG Expenditures</b>		0.090%
<b>FY09 Total DELEG Expenditures</b>	8,386,860,354	
<b>Accounting/Budget Cost as % of Total Direct DELEG Operating Expenditures</b>		0.763%
<b>Accounting/Budget Cost as % of Total DELEG Expenditures</b>		0.034%

**(\*) Individual staff are assigned to support specific programs**

- (1) 4 individuals are also involved in the Budget process (30%); 4 individuals support BWT (83%) and adjust for support staff
  - (2) Spread Division Managers and Students where appropriate
  - (3) Spread Bureau Administration
  - (4) Revenue Services also processes DCH revenues pertaining to Health Occupational Licensing
- Source: "DLEG Financial Report for FY ending 9/30/09", Prepared by FAS

Total DLEG Staff @ 9/20/09 does not include contractals, seasonals or vacancies in process	4,248
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## Succession Planning: An Assessment of Retirement Eligibility 2010 thru 2014

Key to color coding of shaded cells:

Cells are color-coded in yellow if staff eligible for retirement are 50-65% of the subtotal for the category.

Cells are color-coded in orange if staff eligible for retirement are 66-80% of the subtotal for the category.

Cells are color-coded in red if staff eligible for retirement are 81-100% of the subtotal for the category.

### All of FAS - by Classifications

	Now	2 Yrs	5 Yrs	Total Staff	% 5 Yrs
Admin. Support	7	9	17	41	41%
Para-Profess	0	0	0	4	0%
Professional	4	11	12	28	43%
Supervisor	3	4	5	7	71%
Manager	4	6	6	8	75%
Subtotals	11	21	23	88.0	26%
% by time	13%	24%	26%		

### All of FAS - by Divisions

	Now	2 Yrs	5 Yrs	Total Staff	% 5 Yrs
Administration	0	1	1	2	50%
Office Services	8	13	15	32	47%
Financial Services	5	8	15	35	43%
Budget Services	2	4	4	7	57%
Procurement Services	1	2	3	6	50%
Workforce Services	2	2	2	6	33%
Subtotals	18	30	40	88.0	45%

### Administration

	Now	3 Yrs	5 Yrs	Total Staff	% 5 Yrs
Admin. Support				1	
Para-Profess				0	
Professional				0	
Supervisor				0	
Manager		1	1	1	100%
Subtotals	0	1	1	2	50%
% by time	0%	50%	50%		

### Office Services Division

	Now	3 Yrs	5 Yrs	Total Staff	% 5 Yrs
Admin. Support	3	5	6	22	27%
Para-Profess				0	
Professional	1	4	4	5	80%
Supervisor	3	3	4	4	100%
Manager	1	1	1	1	100%
Subtotals	8	13	15	32	47%
% by time	25%	41%	47%		

### Financial Services

	Now	3 Yrs	5 Yrs	Total Staff	% 5 Yrs
Admin. Support	3	3	10	17	59%
Para-Profess				2	
Professional	1	2	2	11	18%
Supervisor		1	1	2	50%
Manager	1	2	2	3	67%
Subtotals	5	8	15	35	43%
% by time	14%	23%	43%		

### Budget Services

	Now	3 Yrs	5 Yrs	Total Staff	% 5 Yrs
Admin. Support				0	
Para-Profess				0	
Professional	1	3	3	6	50%
Supervisor				0	
Manager	1	1	1	1	100%
Subtotals	2	4	4	7	57%
% by time	29%	57%	57%		

### Procurement Services

	Now	3 Yrs	5 Yrs	Total Staff	% 5 Yrs
Admin. Support				0	
Para-Profess				1	
Professional	1	2	3	4	75%
Supervisor				0	
Manager				1	0%
Subtotals	1	2	3	6	50%
% by time	17%	33%	50%		

### Workforce Program Services

	Now	3 Yrs	5 Yrs	Total Staff	% 5 Yrs
Admin. Support	1	1	1	1	100%
Para-Profess				1	0%
Professional				2	0%
Supervisor				1	0%
Manager	1	1	1	1	100%
Subtotals	2	2	2	6	33%
% by time	33%	33%	33%		

### Not counted

	Now	2 Yrs	5 Yrs	Total Staff	% 5 Yrs
Vacant				2	
Student Asst				3	