

## Central Service Type Activities

JEA	Employees	Wages/Benefits	Expenses	Total
Human Resources	28	\$2,530,576	\$968,889	\$3,499,465
Procurement	18	\$1,454,102	\$170,003	\$1,624,105
Legal Services	0	\$0	\$936,195	\$936,195
Fleet Maintenance	17	\$1,592,401	\$10,152,579	\$11,744,980
Information Technology (IT)	123	\$14,734,934	\$14,701,067	\$29,436,001
Customer Comm. & Education (Marketing)	11	\$1,198,686	\$3,008,299	\$4,206,985
Copy Services	1	\$110,070	\$689,930	\$800,000
Building Maintenance	36	\$3,315,303	\$20,019,561	\$23,334,864
Custodial Maintenance	0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$24,936,072</b>	<b>\$50,646,523</b>	<b>\$75,582,595</b>

Jacksonville Aviation Authority (JAA)	Actual counts as of 01/31/14	(Annualized) Actual	Budget FY 14	Total
	Employees	Wages/Benefits	O&M Expenses	
Information Technology (IT)	7	802,189.94	2,373,285	3,175,475
Legal Services	1	185,000.00	25,000	210,000
Copy Services	-	-	10,807	10,807
Procurement	10FT (1PT)	915,161.45	186,130	1,101,291
Fleet Maintenance (Garage only)		292,476.00	109,000	401,476
Marketing	3	299,746.89	516,420	816,167
Building Maintenance	23	1,910,891.74	6,838,739	8,749,631 **Included in Procurement Exp
Custodial Maintenance	32	1,634,079.30	454,223	2,088,302
Human Resources	6	824,878.01	216,712	1,041,590 **Included in Building Maint
<b>TOTAL</b>		<b>6,864,423.33</b>	<b>10,730,316</b>	<b>17,594,739</b>

Jacksonville Port Authority (JPA)	Employees	Wages/Benefits	Expenses	Total
Human Resources	5	\$307,484	\$136,735	\$444,219
Procurement	9	\$517,664	\$80,000	\$597,664
Legal Services	0	\$0	\$0	\$0
Fleet Maintenance	0	\$0	\$0	\$0
Information Technology (IT)	9	\$786,585	\$630,384	\$1,416,969
Marketing	10	\$1,194,172	\$733,265	\$1,927,437
Copy Services	0	\$0	\$0	\$0
Building Maintenance	1	\$105,060	\$368,338	\$473,398
Custodial Maintenance	0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$2,910,965</b>	<b>\$1,948,722</b>	<b>\$4,859,687</b>

Jacksonville Transportation Authority (JTA)	Employees	Wages/Benefits	Expenses	Total
Human Resources	7	\$364,073	\$206,983	\$571,056
Procurement	5	\$297,598	\$34,724	\$332,322
Legal Services	0	\$0	\$976,545	\$976,545
Fleet Maintenance	75	\$5,403,488	\$13,155,768	\$18,559,256
Information Technology (IT)	11	\$770,207	\$523,933	\$1,294,140
Marketing	7	\$385,744	\$180,641	\$566,385
Copy Services	2	\$28,086	\$10,729	\$38,815
Building Maintenance	13	\$1,049,177	\$1,072,751	\$2,121,928
Custodial Maintenance	0	\$0	\$0	\$0
<b>TOTAL</b>		<b>\$8,298,373</b>	<b>\$16,162,074</b>	<b>\$24,460,447</b>



# Services/ Products Provided by ITD for

Legend: Cell Values: ITD - ITD provides services, AgencyCode - Agency does on their own, ITD/AgencyCode - ITD helps partially OR Agency that supports that function Highlights - Services Green ITD can offer consolidated	JTA	JAA	JPA	DCPS	Atlantic Beach, Neptune Beach
<b>Desktop &amp; Help Desk</b>					
PCs refreshed by	JTA	JAA	JPA	DCPS	
Desktop Support	JTA	JAA	JPA	DCPS	
Help Desk (1818)- Desktop support	JEA	JAA	JPA	DCPS	
Help Desk (1818) - Other support	JTA	JAA	JPA	DCPS	
<b>Network</b>					
Agency Network Operated BY	JTA	JAA	JPA	DCPS	
COJ main network interconnectivity	JTA	JAA	JPA	DCPS	
Primary internet (Florida Lambda Rail - Consortium)	ITD-Q2-2014	ITD-Q2-2014	ITD-Q3-2014	DCPS	
Backup internet	JTA	JAA	JPA	DCPS	
<b>Telephones</b>					
Landline phones, lines etc	JTA	JAA	JPA	DCPS	
Cell phones/wireless data cards	JTA	JAA	JPA	DCPS	
<b>Datacenter</b>					
Agency Primary Datacenter operated by	JTA	JAA	JPA	DCPS	
COJ Operated Datacenter Used to house some apps	N	N	N	N	
<b>Enterprise Applications (COJ)</b>					
Oracle HR/ Payroll/ Pay Notice	JTA	JAA	JPA	DCPS	
Maximo/ Asset Mgmt	JTA	JAA	JPA	DCPS	
Time and Attendance/Scheduling	JTA	JAA	JPA	DCPS	
Website, Intranet	JTA	JAA	JPA	DCPS	
Document Management	JTA	JAA	JPA	DCPS	
GIS	JTA	JAA	JPA	DCPS	
FAMIS/ Financials	JTA	JAA	JPA	DCPS	
JaxPro/ procurement	JTA	JAA	JPA	DCPS	
Email / User Management	JTA	JAA	JPA	DCPS	
Agency Specific Applications					
Hosted BY	JTA	JAA	JPA	DCPS	
Managed/Procured by ITD	JTA	JAA	JPA	DCPS	
Developed by	JTA	JAA	JPA	DCPS	
<b>Business Intelligence solutions</b>					
Enterprise level solutions (financial analytics etc)	JTA	JAA	JPA	DCPS	
Agency level BI solutions (if needed)	JTA	JAA	JPA	DCPS	
<b>Radios</b>					
P25 Radio Network	ITD	ITD	JPA	ITD	ITD
Radio Shop	JTA	ITD	JPA	ITD	ITD
<b>Special Printing Needs</b>					
Special printing and framing services: Large size posters, maps, banners, and event media	JTA	JAA	JPA	DCPS	

## Fleet Management Division Billing Rates

	<u>Basis of Rate</u>	<u>Current Rate</u>
<b>Repairs and Maintenance</b>		
Parts and Tires	Markup on Vendor Invoice	35.0%
Outside Services	Markup on Vendor Invoice	10.0% x \$0 - \$1,000
		7.0% x \$1,001 - \$3,500
		5.0% x \$3,501 - \$5,000
		3.0% x \$5,001 - Up
<b>Labor</b>		
Shop #02 - Fuel Office	Per Man-hour	\$65.00
Shop #06 - Propane Shop	Per Man-hour	\$65.00
Shop #08 - Quick Service	Per Man-hour	\$65.00
Shop #09 - Accident/Body Shop	Per Man-hour	\$65.00
Shop #10 - Lt. Vehicle`	Per Man-hour	\$65.00
Shop #12 - Heavy Truck	Per Man-hour	\$65.00
Shop #13 - Heavy Off Road	Per Man-hour	\$65.00
Shop #14 - Fork Lift	Per Man-hour	\$65.00
Shop #16 - A/C Electrical	Per Man-hour	\$65.00
Shop #18 - Fire Equipment	Per Man-hour	\$65.00
Shop #20 - Autobody	Per Man-hour	\$65.00
Shop #21 - Machine/Hydraulic	Per Man-hour	\$65.00
Shop #22 - Welding	Per Man-hour	\$65.00
Shop #31 - Prison Farm	Per Man-hour	\$65.00
Shop #32 - Street & Drainage	Per Man-hour	\$65.00
Shop #33 - Mosquito Control	Per Man-hour	\$65.00
Shop #34 - Sanitation	Per Man-hour	\$65.00
Shop #40 - Lube Service	Per Man-hour	\$65.00
<b>Fuel</b>		
Cost per gallon	Invoice cost + \$/gal.	\$ 0.13
Delivery to site	Charge per delivery	\$ 0.32
<b>Property Control -</b>	Monthly Charge / Vehicle	\$ 8.50
<b>Mobile Equipment -Betterments</b>	Markup on Vendor Invoice	0.00%
<b>Permanent On-site Staffing</b>	Hrs./mo. (at shop hourly rate)	\$116.00
<b>Environmental Charge</b>	Labor	5.00%
<b>Tripping Charge (vehicle rent)</b>		
Mileage Charge	Odometer reading	\$0.25
Daily Charge	Per Day	See Listing

The task force requested the following information for the internal service providers.

- 1) *A list of the products and/or services that you provide to your customers and the associated charge. If the charge is the cost plus a set mark-up please indicate that. Try and describe the product or service in a way that it can be compared to similar products and/or services at the independent authorities.*
- 2) *A list of the products and/or services that you feel you could /should provide to areas that are not currently using your services. As well as a reasoning as to way it would be beneficial to bring that product and/or service to you (i.e. Cost benefit, continuity or compliance with standards or the City's overall vision, technology standards/interfaces/security, minimize over/under use or abuse, etc.)*

**(1) Procurement – Buying and Administration**

- List of Services
  - o Prepare and maintain a current procurement manual that contains detailed regulations and procedures for the implementation of the Procurement Code, Ch 126 City Ordinance Code, and applicable State and Federal laws.
  - o Provide standard specification language to outline the general/terms and conditions in which awarded vendors will be contractually obligated to comply.
  - o Assist using agencies in the development of technical specifications to ensure fair and level competition and that specifications are aligned with industry standards and agency's needs.
  - o Issue Purchase Orders to support the day-to-day operations of City business.
  - o Coordinate with the EBO Division to incorporate the JSEB program into contracting and bidding opportunities.
  - o Manage and administer the solicitation process to include, advertising, bid posting, addenda publication, bidders list, pre-qualifications, bid opening, responsiveness review, bid tabulation.
  - o Manage the dissemination of public records related to the procurement processes.
  - o Work with the bidding community to effectively participate in the public bidding processes.
  - o Provide transparency in the soliciting/awarding of expenditures and related actions.
  - o Ensure compliance with Ch 126 of the Jacksonville Ordinance Code and applicable State and Federal laws for all City purchases.
  - o Receipt/storage of surplus property
  - o Inventory of surplus property
  - o Transfer of surplus property between city agencies, if applicable
  - o Hold auctions for the sale of surplus property
  - o Assist in the sale of surplus property by sealed bid, if applicable
  - o Sale of scrap metal
  - o Provide pick-up services at city locations
- Charges for Services
  - o There or no charges for the services provided by the Buying and Administration activity. We are part of the General Fund.

**(1) Procurement – Copy Center and Central Mailroom**

- List of Services
  - o Receive and process requests for reproduction/production printing request
  - o Provide formatting services for reproduction/production request
  - o Provide duplication services for CD and DVD conversion
  - o Provide internal billing for reproduction/production services rendered
  - o Perform periodic rate comparisons to external service providers
  - o Receipt, processing and distribution of incoming/outgoing mail parcels
  - o Provide safety check of suspicious incoming mail parcels, to include x-ray
  - o Receipt and distribution of inter-office mail parcels
  - o Provide pre-sort service to determine the best possible postage rate
- Charges for Services
  - o Copy Center and Mailroom Charges
    - Charges are set to recover operational costs, historical usage and adjusted to remain competitive with outside providers. Our pricing sheet is inserted at the end of this document below.

**(2) Products or Services that could potentially be provided by City Procurement**

- Currently we service the following agencies:
  - o All executive departments that report to the Mayor
  - o Constitutional Officers
  - o City Council
  - o By ordinance, Ch 126.102, the Code speaks specifically about how JTA and the Police and Fire Pension Fund are not required to utilize the City's Procurement Division but may voluntarily elect to do so. JEA, JIA and the Port Authority all have their own Procurement Code and staff. I'm not exactly sure why they are separate and what led to their segregation from the City in this respect. However, since all receive money from the City/tax payers in support of their operations, it would make sense to investigate further those agencies adopting our code or "one code" to be used consistently for compliance and continuity. This would also help discourage maverick spending, facilitate economy of scale purchasing and reduce the administrative footprint of procurement overhead.

## Organization Committee Research Findings

### Tampa

#### Department: Technology and Innovation (TI)

##### 1. Determination of cost for internal service charges

###### a. Included:

- IT delivery services
- Telephone
- Radios
- Capital replacement service
- New technologies requested are paid for by the requesting department

###### b. Excluded:

- Overhead (in some instances)

##### 2. Allocation of charges

###### Historical background

- Technology and Innovation (TI) used to determine its internal service charges by dividing its total cost by all departments, controlling for customer department size (no. of employees). For example, smaller customer departments with fewer employees were charged less than larger customer departments with more employees.
- In the 1990s, TI switched to a decentralized, multi-server system with 200-plus servers and about 300 applications that customer departments could use and would be charged for accordingly.
- Further innovations in chargebacks were made to the unit of measure that TI used for hardware. Previously the unit of measure was the number of customer department staff members, but TI implemented a "work station match" method in which customer departments were charged for the number of PCs they used. Radios, such as those used by police and fire personnel, are charged separately.
- Historically, TI has been the leader in pursuing innovation in technologies and methods to achieve greater cost efficiency in city government (e.g., finding ways to reduce duplication in applications such as putting all payroll systems under one application).

Costs are allocated on the following basis:

- $$\frac{\text{Total Cost of Goods and Services}}{\text{Total \# of PC Stations}} = \text{Total cost per work station}$$
- $$\frac{\text{Total Salary Cost}}{\text{Total \# of Service Ticket Hours}} = \text{Total cost per service ticket hour}$$
- $$\frac{\text{Overhead for Radio Service}}{\text{Total \# of Radios}} = \text{Total cost per radio}$$
- $$\frac{\text{Total Cost of Phone Service (excluding overhead)}}{\text{Total \# of Phones}} = \text{Total cost per phone}$$

#### Findings from FY 2014 budget

- Department funding structure consists of General Fund and Capital
- Department makes up about 5.5% of total city government expenditures for FY 2014
- 124 FTEs with personnel services representing about 38.6% of total department expenditures for FY 2013
- Capital expenditures were about 29.4% of total department expenditures

#### Conclusions

- This system is equitable and spreads out the costs of TI services evenly across customer departments. But the system is reliant on TI for innovation in terms of cost savings. Itemization would shift the responsibility for cost-savings innovation to customer departments which would be left to find their own ways to reduce costs. Itemization would be the next step in achieving greater cost-savings innovation, but Tampa has yet to reach this point.
- Jacksonville could consider shifting to itemization of technology costs which would shift the responsibility of cost savings to customer departments. Such a shift may require a tradeoff in terms of internal service charge equity, however.

#### **Department: Fleet Maintenance**

##### 1. Determination of cost for internal service charges

###### a. Included:

- All department costs, including overhead, vehicle acquisitions, equipment, fuel, etc. are included.

###### b. Excluded:

- Nothing is excluded.

##### 2. Allocation of charges

Costs are allocated on the following basis:

- $\frac{\text{Total Cost}}{\text{Total \# of Vehicles}} = \text{Total cost per vehicle (includes service and repairs, fuel, etc.)}$
- Note: This information was provided by a city employee outside the Department, and there could be additional internal service charges for different types of city vehicles. Will need to speak to the Fleet Maintenance director to determine if there are any additional allocations.

#### Findings from FY 2014 budget:

- Internal services charges make up about 75.8% of total department revenues for FY 2013
- Vehicle Replacement Fund generates about 18.2% of total revenues for FY 2013 and is intended for General Government, Fire Rescue, and Police vehicles; it is funded by a combination of the Utility Tax and Community Investment Tax
- For FY 2013, Supplies, Materials, and Minor Equipment make up about 38.6% of total expenses and have been increasing due to rising fuel costs and maintaining an aging fleet
- Capital expenditures were about 18.3% of total Department expenditures
- 59 FTEs with personnel services making up about 24.2% of total Department expenditures
- Department has increased reliance on outside repair shops to meet the needs of city government (a 9% increase from FY 2013)



**Department: City Attorney**

1. Determination of cost for internal service charges

a. Included:

- No internal service charges; however, a small amount of funds are dedicated in the beginning of the fiscal year for internal legal services to other departments

b. Excluded:

- All charges; however, a couple attorneys' salaries are paid in part by other departments

2. Allocation of charges

No internal service charges

Findings from FY 2014 Budget:

- Department funded exclusively through the General Fund
- 37 FTEs
- Personnel Services account for about 95% of total Department expenditures
- Contractual Services have decreased by 41% due to less reliance on outside counsel

**Department: Building Maintenance**

1. Determination of cost for internal service charges

a. Included:

- 

b. Excluded:

- 

2. Allocation of charges

Findings from FY 2014 Budget:

- Provides maintenance and repair services for over 500 City buildings (6.1 million square feet)
- Provides maintenance, repair, and contractual services for several office buildings and departmental facilities
- In FY 2013 the Department's funding structure comprised of contributions from the General Fund (89%) and internal charges for services (11%)
- 46 FTEs
- Percentage of primary expenditures: personnel (27%) and capital expenditures (28%)

**Denver**

**Department: Fleet Maintenance**

1. Determination of cost for internal service charges

a. Included:

- 

b. Excluded:

-

## 2. Allocation of charges

### Findings from FY 2013 Budget:

- Department maintains approximately 1,900 vehicles and pieces of equipment for the City and County of Denver and the required inventories of parts, tools, and supplies
- Procures vehicles and equipment, purchases fuel, reviews equipment usage, identifies vehicles eligible for replacement, and prepares specifications for the purchase of new equipment
- Repairs and maintains fleet vehicles and equipment
- Department accounts for about 54% of internal fund service revenue, which comes exclusively from internal service charges
- Personal services and supplies and materials make up about 35% and 60% of total Department expenditures respectively.
- 107 FTEs

### **Department: Technology Services**

#### 1. Determination of cost for internal service charges

##### a. Included:

- 

##### b. Excluded:

- 

#### 2. Allocation of charges

### **Department: Facilities Management**

#### 1. Determination of cost for internal service charges

##### a. Included:

- 

##### b. Excluded:

- 

#### 2. Allocation of charges

### Other findings

- Facilities Management is responsible for the management, operation, repair, and maintenance and minor improvements of City buildings and facilities
- Responsible for 124 City buildings totaling over 6 million square feet
- Employs 98 staff