

PURCHASING DEPARTMENT

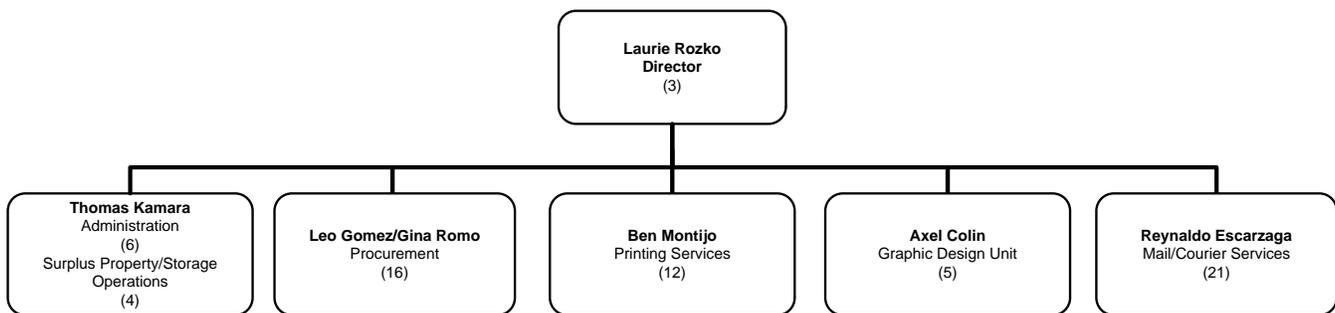
Laurie Rozko

DEPARTMENT MISSION STATEMENT

The Purchasing Department provides quality goods and services in a timely manner at the best value for County departments.



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Purchasing (AAA PUR)	2,536,046	820,330	1,715,716			25
Total General Fund	2,536,046	820,330	1,715,716	0	0	25
Internal Service Funds						
Printing Services (IAG-PUR)	3,969,750	3,602,500			367,250	17
Surplus Property and Storage Operations (IAV-PUR)	1,460,994	1,266,500			194,494	4
Mail/Courier Services (IAY-PUR)	6,162,036	6,184,173			(22,137)	21
Total Internal Service Funds	11,592,780	11,053,173	0	0	539,607	42
Total - All Funds	14,128,826	11,873,503	1,715,716	0	539,607	67

2015-16 MAJOR ACCOMPLISHMENTS

- Pursued additional buyer credentialing by the Universal Public Procurement Certification Council.
- Earned the Award for Excellence in Procurement from the National Procurement Institute.
- Completed significant updates to key procurement policies.
- Drafted three of six modules for Countywide RFP training.
- Introduced the biennial vendor show as a regional event at Ontario Convention Center.
- Concluded the planning process for a second surplus property warehouse to facilitate staging/deliveries, liquidation sales and reuse of County assets.
- Established additional benchmark cycle times for electronic purchase orders.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average customer satisfaction on 100% scale	91%	85%	85%	90%
OBJECTIVE	Ensure that employees know that they and their work are valued.					
STRATEGY	Deliver topnotch customer service to internal customers.					
STRATEGY	Recognize staff for accomplishments in service delivery.					
STRATEGY	Continuously evaluate communication, purchasing services, training, and responsiveness for departments.					
STRATEGY	Poll customers for feedback on numerous occasions.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average days purchasing cycle for standard purchase orders up to \$100,000	11.1	12.0	11.5	11.0
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average days purchasing cycle for low value purchase orders up to \$7,500	N/A	3.5	3.0	2.8
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Average days purchasing cycle to convert requisition to purchase order	N/A	2.4	2.4	2.2
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of annual aggregate bids to achieve cost or efficiency improvements	3	8	8	10
STRATEGY	Create operational efficiencies and cost savings through purchases and programs for multiple departments.					



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Average vendor satisfaction on 100% scale	91%	87%	87%	90%
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.					
STRATEGY	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
STRATEGY	Collaborate with other departments on forums to discuss how to become a vendor for County business.					
STRATEGY	Host vendor shows to connect suppliers with County departments and other public agencies in the region.					
STRATEGY	Participate in vendor activities that correlate to business success and economic development.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of vendor scheduled meetings and vendor interactions for business development	546	650	850	900
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.					
STRATEGY	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
STRATEGY	Collaborate with other departments on forums to discuss how to become a vendor for County business.					
STRATEGY	Host vendor shows to connect suppliers with County departments and other public agencies in the region.					
STRATEGY	Participate in vendor activities that correlate to business success and economic development.					



Purchasing

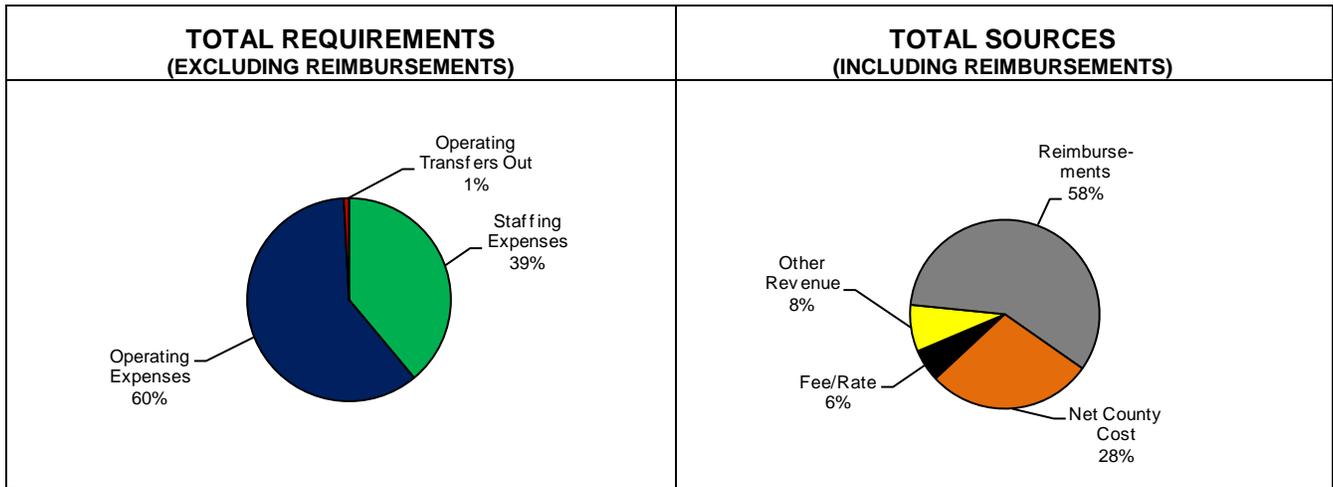
DESCRIPTION OF MAJOR SERVICES

The Purchasing Department provides procurement services, administers contracts, manages vendor relationships, oversees procurement card program operations, and implements the electronic procurement system. Divisions include printing services and graphic design, mail and courier services, and surplus property disposition and storage services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$6,058,443
Total Sources (Incl. Reimb.)	\$4,342,727
Net County Cost	\$1,715,716
Total Staff	25
Funded by Net County Cost	28%

Essential values are customer service, partnership, innovation, ethical and fair conduct, professional standards, and transparency in the fulfillment of the department's purchasing obligations while upholding legal requirements and fiduciary responsibility to the citizens of San Bernardino County.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: General Fund

BUDGET UNIT: AAA PUR
FUNCTION: General
ACTIVITY: Finance

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,536,385	1,770,986	1,870,742	2,386,297	2,160,876	2,360,391	(25,906)
Operating Expenses	3,342,385	2,998,479	3,358,755	3,572,618	3,313,606	3,648,052	75,434
Capital Expenditures	56,775	110,000	0	100,000	100,000	0	(100,000)
Total Exp Authority	4,935,545	4,879,465	5,229,497	6,058,915	5,574,482	6,008,443	(50,472)
Reimbursements	(2,896,068)	(2,906,352)	(3,097,544)	(3,531,413)	(3,236,296)	(3,522,397)	9,016
Total Appropriation	2,039,477	1,973,113	2,131,953	2,527,502	2,338,186	2,486,046	(41,456)
Operating Transfers Out	0	0	0	0	0	50,000	50,000
Total Requirements	2,039,477	1,973,113	2,131,953	2,527,502	2,338,186	2,536,046	8,544
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	339,995	358,301	321,264	344,700	322,795	336,000	(8,700)
Other Revenue	664,862	(68,635)	371,531	428,751	454,203	484,330	55,579
Total Revenue	1,004,857	289,666	692,795	773,451	776,998	820,330	46,879
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,004,857	289,666	692,795	773,451	776,998	820,330	46,879
Net County Cost	1,034,620	1,683,447	1,439,158	1,754,051	1,561,188	1,715,716	(38,335)
Budgeted Staffing*	17	20	23	25	25	25	0

*Data represents modified budgeted staffing

Note: Purchasing is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$142,844 which represents Purchasing's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$3.7 million make up the majority of the requirements within this budget unit. These expenses include \$2.8 million for Countywide office supplies, which are reimbursed by user departments, and \$268,517 in ongoing expenses for the enterprise electronic procurement system.

Sources of \$820,330 primarily include \$336,000 in service charges for administering the desktop office supply program and consolidated billing, as well as \$394,330 from various rebate agreements associated with Countywide procurement programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$8,544 mainly due to increased Operating Expenses associated with the cost of updating the department's websites to better serve its customers. Those increases are offset by a decrease in Staffing Expenses due to the departure of experienced staff and the resulting hiring of new personnel at lower salary and benefit costs. Sources are increasing by \$46,879 related to rebates.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Executive	3	0	0	0	3	0	3	
Administration	6	0	0	0	6	0	6	
Procurement	16	0	0	0	16	0	16	
Total	25	0	0	0	25	0	25	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.4 million fund 25 budgeted regular positions. There are no staffing changes to this budget unit.



Printing Services

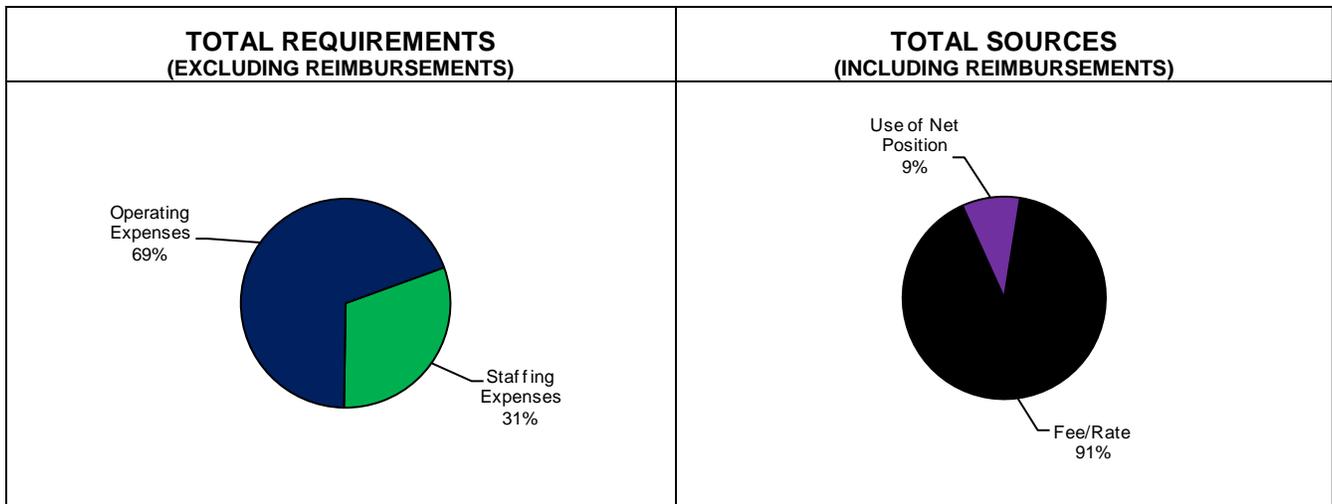
DESCRIPTION OF MAJOR SERVICES

Printing Services designs, prints, and finishes high quality print production materials using the latest technology, and operates two locations for Quick Copy services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,969,750
Total Sources (Incl. Reimb.)	\$3,602,500
Use of / (Contribution To) Net Position	\$367,250
Total Staff	17

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net position available at the end of a fiscal year is carried over for working capital or equipment replacement. Any excess or shortage in unrestricted net position is reviewed and incorporated into the rate structure of the following fiscal year.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

BUDGET UNIT: IAG PUR
FUNCTION: General
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	960,732	1,019,064	928,751	1,021,632	990,561	1,223,122	201,490
Operating Expenses	2,771,793	2,739,448	2,729,635	2,331,452	2,325,986	2,746,628	415,176
Capital Expenditures	52,501	94,994	639,433	189,160	105,683	0	(189,160)
Total Exp Authority	3,785,026	3,853,506	4,297,819	3,542,244	3,422,230	3,969,750	427,506
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,785,026	3,853,506	4,297,819	3,542,244	3,422,230	3,969,750	427,506
Operating Transfers Out	0	0	0	109,000	69,964	0	(109,000)
Total Requirements	3,785,026	3,853,506	4,297,819	3,651,244	3,492,194	3,969,750	318,506
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	4,232,556	4,295,771	2,576,581	3,141,020	3,244,963	3,602,500	461,480
Other Revenue	(617,928)	7,958	12,026	0	7,892	0	0
Total Revenue	3,614,628	4,303,729	2,588,607	3,141,020	3,252,855	3,602,500	461,480
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,614,628	4,303,729	2,588,607	3,141,020	3,252,855	3,602,500	461,480
Net Position							
Use of/ (Contribution to) Net Position	170,398	(450,223)	1,709,212	510,224	239,339	367,250	(142,974)
Est. Net Position Available						905,873	
Total Est. Unrestricted Net Position						1,273,123	
Budgeted Staffing*	14	15	15	16	16	17	1

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$2.7 million fund the costs of materials, outside printing services, production copiers and equipment maintenance. Expenses are charged to County departments and outside agencies through the rates that the department prepares annually.

Sources of \$3.6 million represent projected revenue from rates charged for black and white copies, color copies, graphic design services and outside printing services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$318,506 primarily due to the addition of one new budgeted position, increased equipment maintenance costs and increased materials costs that are passed through to customers. Sources are increasing by \$461,480 due to increased volume and an associated increase in revenue from reimbursable costs.



ANALYSIS OF NET POSITION

In 2016-17 the department is budgeting a Use of Net Position in the amount of \$367,250. This is in adherence with Federal OMB 2 CFR 255 which requires the department to achieve a balance between the rates charged and maintaining an adequate working capital reserve. The department has used Net Position for the past two years and expects to do so again in 2016-17 to bring the Net Position within an acceptable range for working capital reserves.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Printing Services	12	0	0	0	12	0	12	
Graphic Design Unit	4	1	0	0	5	0	5	
Total	16	1	0	0	17	0	17	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.2 million fund 17 budgeted regular positions. Budgeted staffing expenses have increased by \$201,490 due to increased salary costs and the addition of a new Graphics Technician to assist with the increased workload.



Surplus Property and Storage Operations

DESCRIPTION OF MAJOR SERVICES

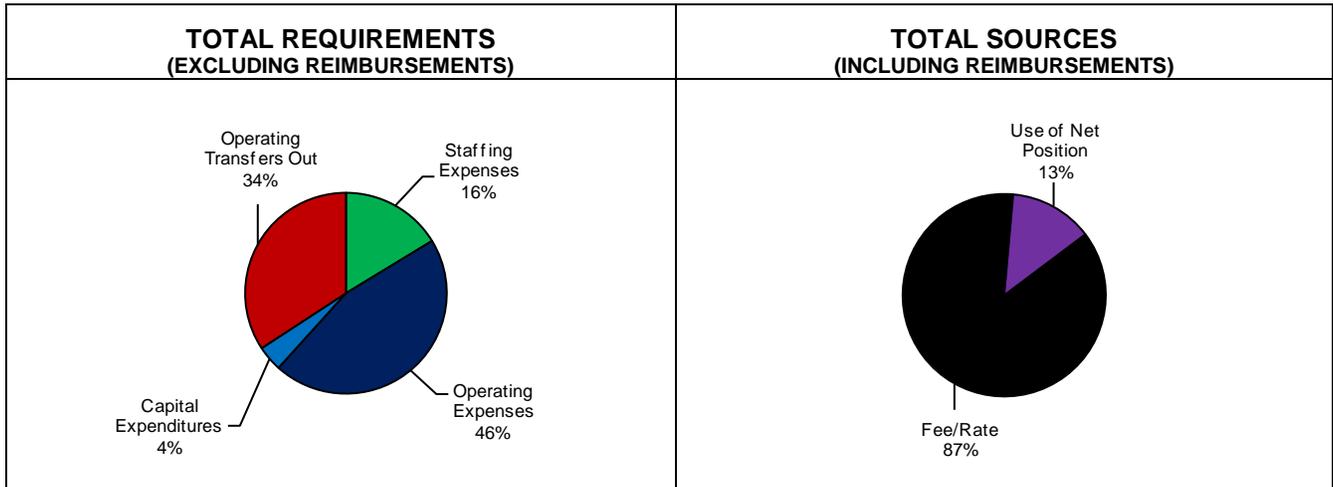
Surplus Property and Storage Operations manage County storage and excess property, internally reallocating used items to departments, distributing equipment to approved community-based organizations, and contracting with auctioneers and recyclers. Detailed reporting is required under County policy and state law.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$1,460,994
Total Sources (Incl. Reimb.)	\$1,266,500
Use of / (Contribution To) Net Position	\$194,494
Total Staff	4

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a rate assessed on purchases of commodities frequently received at Surplus Property and by user rates for Storage Operations. Unrestricted net position available at the end of a fiscal year is carried over for working capital or equipment replacement. Any excess or shortage in unrestricted net position is reviewed and incorporated into the rate structure for the following fiscal year.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus

BUDGET UNIT: IAV-PUR
FUNCTION: General
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	111,815	127,702	140,812	241,957	193,318	237,893	(4,064)
Operating Expenses	242,209	230,052	350,366	905,488	856,082	663,069	(242,419)
Capital Expenditures	0	0	78,695	40,000	0	60,000	20,000
Total Exp Authority	354,024	357,754	569,873	1,187,445	1,049,400	960,962	(226,483)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	354,024	357,754	569,873	1,187,445	1,049,400	960,962	(226,483)
Operating Transfers Out	0	0	0	0	0	500,032	500,032
Total Requirements	354,024	357,754	569,873	1,187,445	1,049,400	1,460,994	273,549
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	352,031	483,032	536,840	1,222,900	1,366,608	1,266,500	43,600
Other Revenue	15,120	396	3,534	246	3,062	0	(246)
Total Revenue	367,151	483,428	540,374	1,223,146	1,369,670	1,266,500	43,354
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	367,151	483,428	540,374	1,223,146	1,369,670	1,266,500	43,354
Net Position							
Use of/ (Contribution to) Net Position	(13,127)	(125,674)	29,499	(35,701)	(320,270)	194,494	230,195
Est. Net Position Available						316,429	
Total Est. Unrestricted Net Position						510,923	
Budgeted Staffing*	2	2	3	4	4	4	0

*Data represents modified budgeted staffing

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Requirements of \$1.5 million consist primarily of Operating Expenses which include rents and leases, non-inventoriable equipment, COWCAP, insurance charges, facilities charges, professional services, and transfers out to fund administrative support provided by staff in the Purchasing Department's General Fund budget unit.

Sources of \$1.3 million include auction revenue, revenue from the storage and surplus handling rates, proceeds from recycling with outside vendors and a reimbursement from Human Services for the participation of Community Based Organizations in the Surplus Property Program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$273,549, which include increased Operating Transfers Out for costs associated with purchasing or leasing additional warehouse space and the existing warehouse facility's retrofit. Sources are increasing by \$43,354 due to an increase in live auction and handling revenue.



ANALYSIS OF NET POSITION

The department is budgeting a Use of Net Position in the amount of \$194,494. This is in adherence to Federal OMB 2 CFR 255 which requires the department to achieve a balance between the rates charged and maintaining an adequate working capital reserve.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Surplus Property and Storage	4	0	0	0	4	0	4	
Total	4	0	0	0	4	0	4	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$237,893 fund four budgeted regular positions.



Mail/Courier Services

DESCRIPTION OF MAJOR SERVICES

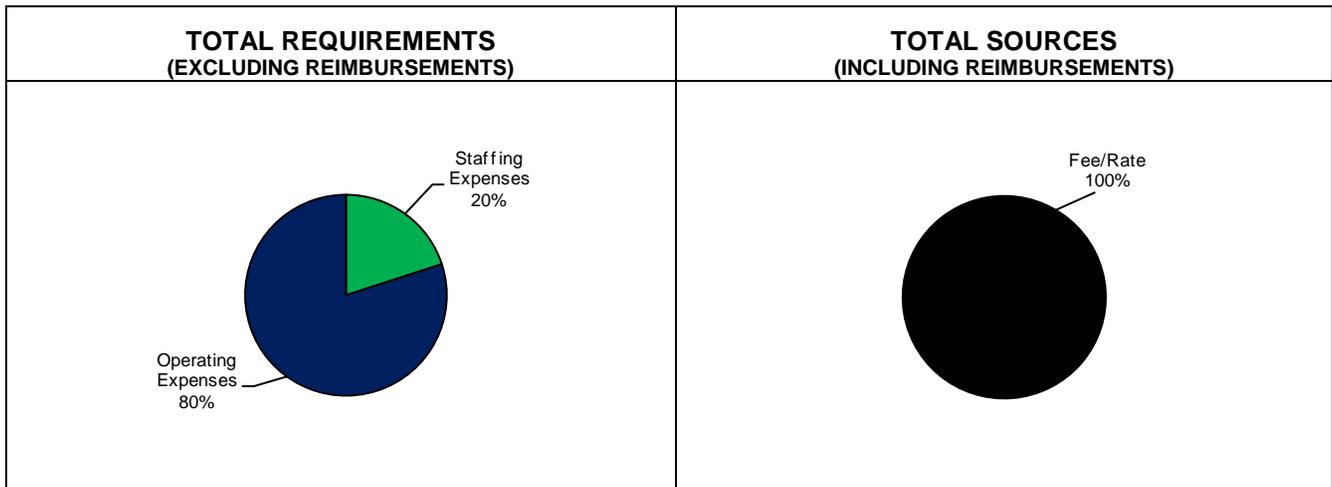
Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, postage at a discounted presort rate and overnight services at a governmental discounted rate, along with automated mail duties. There are nine courier routes, six postage meter stations and a certified mail post.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$6,162,036
Total Sources (Incl. Reimb.)	\$6,184,173
Use of / (Contribution To) Net Position	(\$22,137)
Total Staff	21

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net position available at the end of a fiscal year is carried over for working capital or equipment replacement. Any excess or shortage in unrestricted net position is reviewed and incorporated into the rate structure of the following fiscal year.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Mail/Courier Services

BUDGET UNIT: IAY PUR
FUNCTION: General
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
Requirements							
Staffing Expenses	1,233,423	1,249,648	1,183,330	1,232,202	1,136,124	1,232,249	47
Operating Expenses	5,286,485	5,069,392	4,766,887	4,767,446	4,762,936	4,929,787	162,341
Capital Expenditures	63,586	0	0	0	0	0	0
Total Exp Authority	6,583,494	6,319,040	5,950,217	5,999,648	5,899,060	6,162,036	162,388
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,583,494	6,319,040	5,950,217	5,999,648	5,899,060	6,162,036	162,388
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,583,494	6,319,040	5,950,217	5,999,648	5,899,060	6,162,036	162,388
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	176	0	0	0	0	0
Fee/Rate	6,340,040	6,194,706	5,823,359	5,692,273	5,686,122	6,184,173	491,900
Other Revenue	19,448	2,285	2,677	0	3,944	0	0
Total Revenue	6,359,488	6,197,167	5,826,036	5,692,273	5,690,066	6,184,173	491,900
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,359,488	6,197,167	5,826,036	5,692,273	5,690,066	6,184,173	491,900
Net Position							
Use of/ (Contribution to) Net Position**	224,006	121,873	124,181	307,375	208,994	(22,137)	(329,512)
Est. Net Position Available						859,800	
Total Est. Unrestricted Net Position						837,663	
Budgeted Staffing*	25	25	25	24	24	21	(3)

*Data represents modified budgeted staffing

**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$4.9 million represent the majority of Requirements. This includes direct postage expense, equipment leases and maintenance, postal software upgrades, and other related services and supplies.

Sources totaling \$6.2 million represent payments from departments for mail handling, direct postage costs and courier services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$162,388 due to new ongoing projects associated with departmental mailings related to Health Care Reform. Sources are increasing by \$491,900 due to reimbursement for those same ongoing projects and an increase in rates.

ANALYSIS OF NET POSITION

The department is budgeting a Contribution to Net Position of \$22,137. This is in adherence to Federal OMB 2 CFR 255 which requires the department to achieve a balance between the rates charged and ensuring an adequate working capital reserve.



2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Mail/Courier Services	24	0	-3	0	21	0	21	
Total	24	0	-3	0	21	0	21	

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.2 million fund 21 budgeted regular positions. The deletion of two Mail Processor IIs and one Mail Processor III is the result of reduced workload.

