

General Services

Janette Pell

Director

Administration and Finance

Capital Projects

Facilities and Real Estate Management

Fleet Operations

Information and Communications Technology

Purchasing, Surplus, and Mail



FY 2020-21

BUDGET WORKSHOPS

Key Challenges & Emerging Issues

- Managing and completing the growing number of capital and maintenance projects countywide
- Supporting the COVID-19 pandemic, staffing of the EOC Logistics Section and providing essential support from Facility/Maintenance, Fleet, ICT, and Purchasing
- Implementing and resourcing the KPMG General Services Operational Review recommendations
- Funding and deploying the Public Safety Radio Network (PSRN) replacement project
- Successfully incorporating electric vehicles into the County fleet
- Developing a physical security program countywide
- Attracting, retaining, and developing our employees

Budget Summary

Operating Budget	\$57,103,100
Use of One-Time for Ongoing Operations	\$0, 0%
Capital Budget	\$34,700,800
General Fund Contribution	\$9,533,600
Full-Time Equivalents	129.5
Service Level Reductions	\$0
Restoration Requests	\$0
Expansion Requests	\$325,000

Capital Maintenance Projects Detail

Capital Maintenance – 18% Maintenance Funding

\$ 1,800,000

Deferred Maintenance Projects	\$1,150,000
Countywide Parking Lot Repairs	\$ 300,000
Countywide Roof Repairs	\$ 200,000
Countywide Electrical System Upgrades	\$ 150,000

Annual Program – General Fund

\$ 1,350,000

Countywide ADA Implementation Plan	\$ 500,000
Countywide Security Improvements	\$ 400,000
Energy Reduction Upgrades	\$ 350,000
CIP Planning	\$ 100,000

CIP Prioritized Projects – General Fund

A New CIP Process was Implemented for FY 2020-21

- 47 projects were nominated
- \$11.8 Million in estimated project costs

EOC HVAC Replacement – Server Room

\$ 500,000

Replacement of IT server room system

Sheriff Main Jail Roof Replacement

\$ 300,000

Roof is beyond its useful life and replacement is required

County-wide Roof Replacements

\$ 225,000

Multiple roofs are beyond their useful life and replacement is required

CIP Prioritized Projects – Other Funds

Fire Station 41 – New Cuyama (Fire District Funds)

\$ 6,500,000 (includes \$750K in General Fund for Sheriff Sub-Station Component)

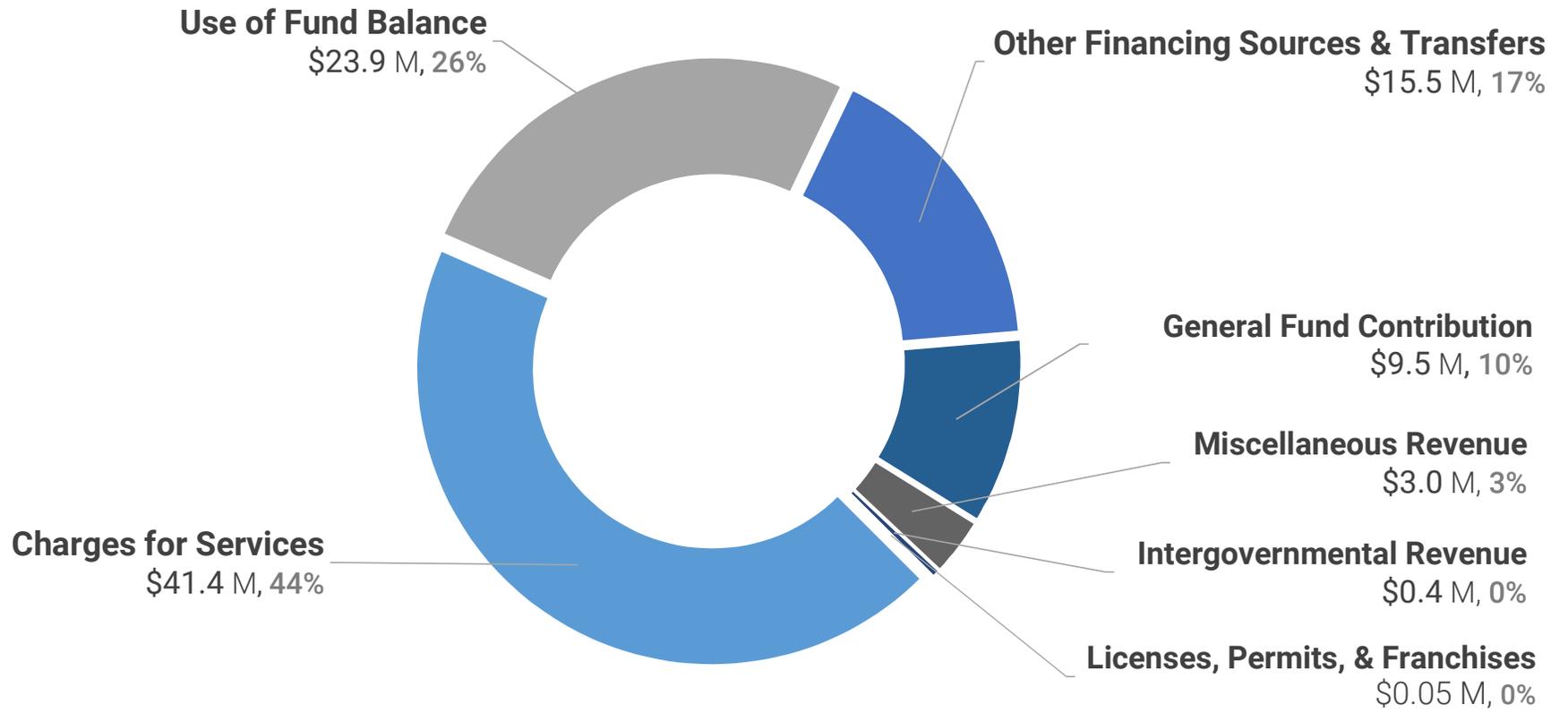
Replacement of 8,500 sf fire station in New Cuyama

Public Health HVAC and Boiler Replacement - San Antonio Building Calle Real Campus (Public Health Funds)

\$ 760,000

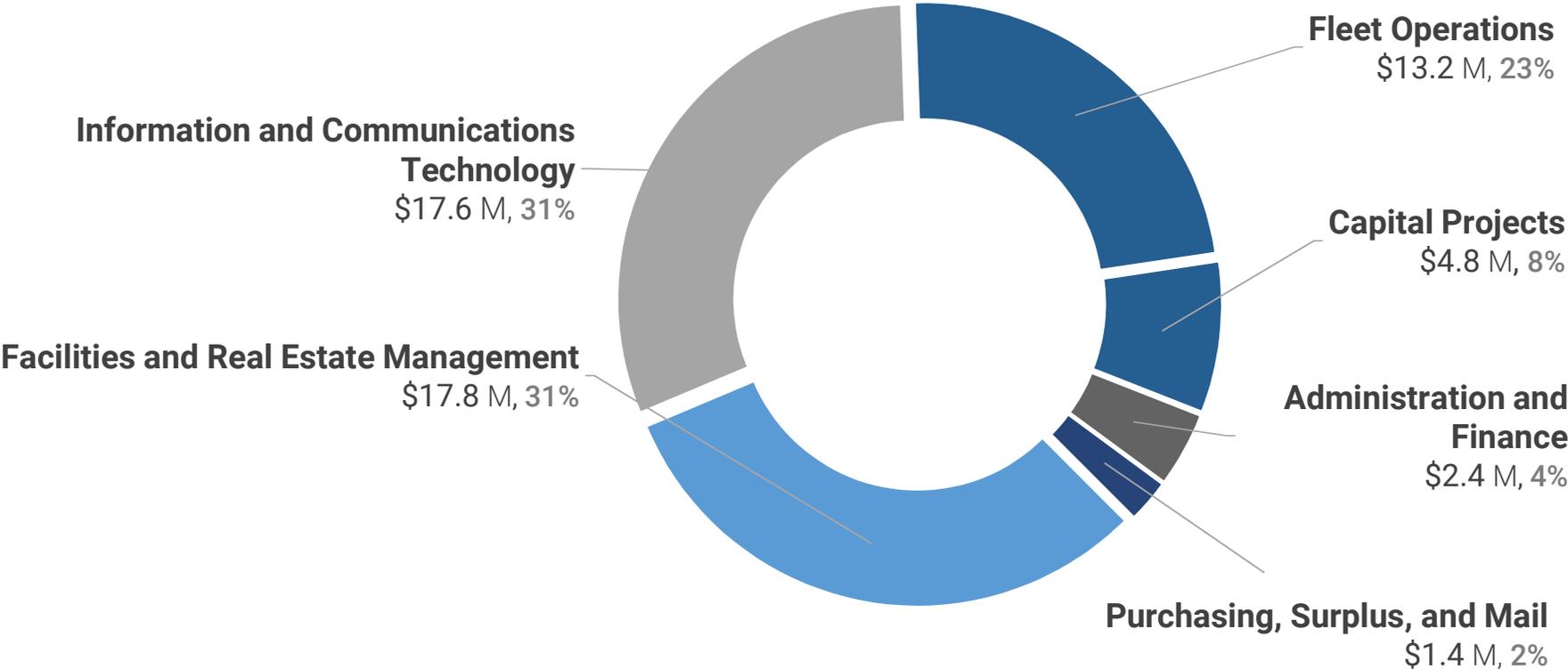
Replacement of existing boiler system and addition of zoned HVAC units

Source of Funds

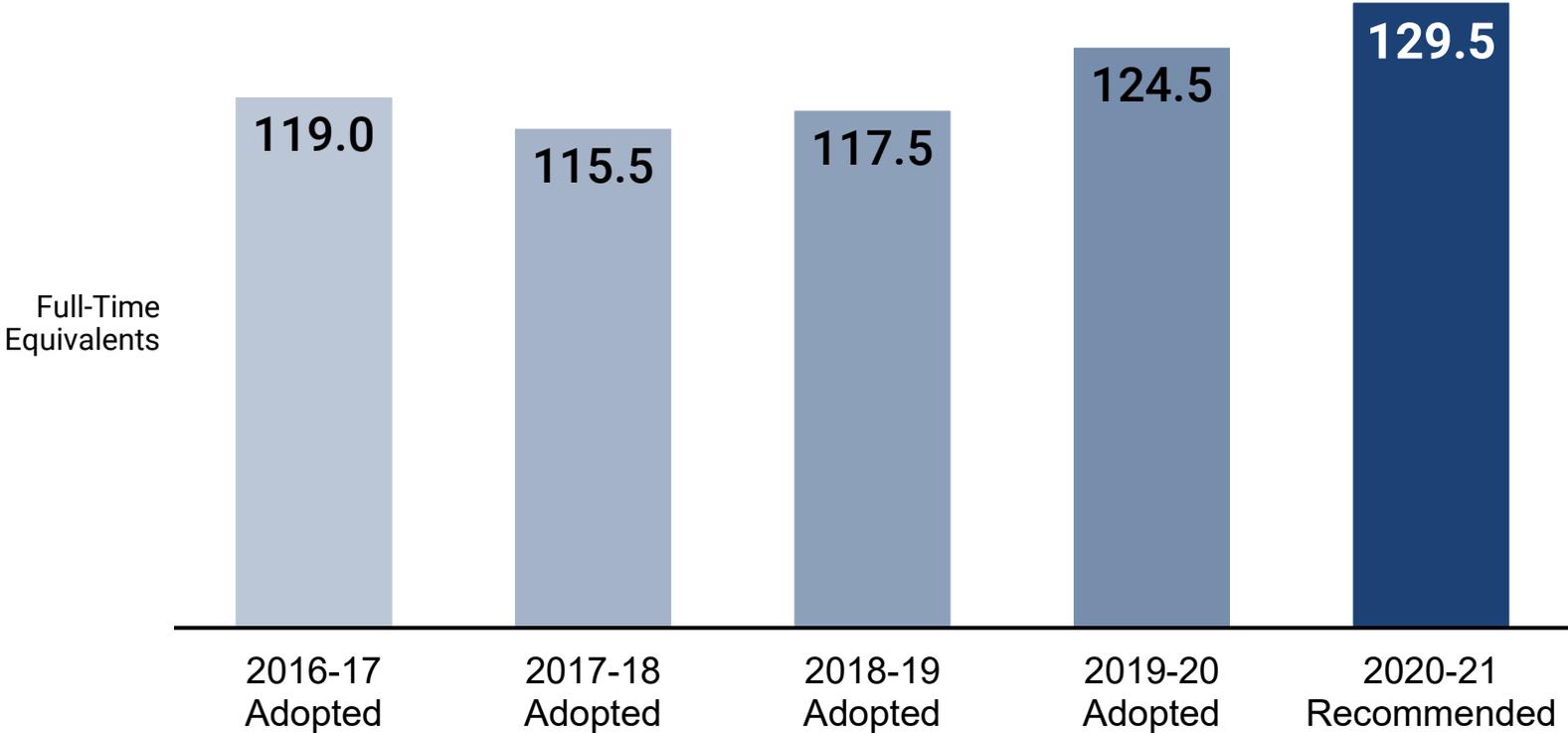


Use of Operating Funds

By Budget Program

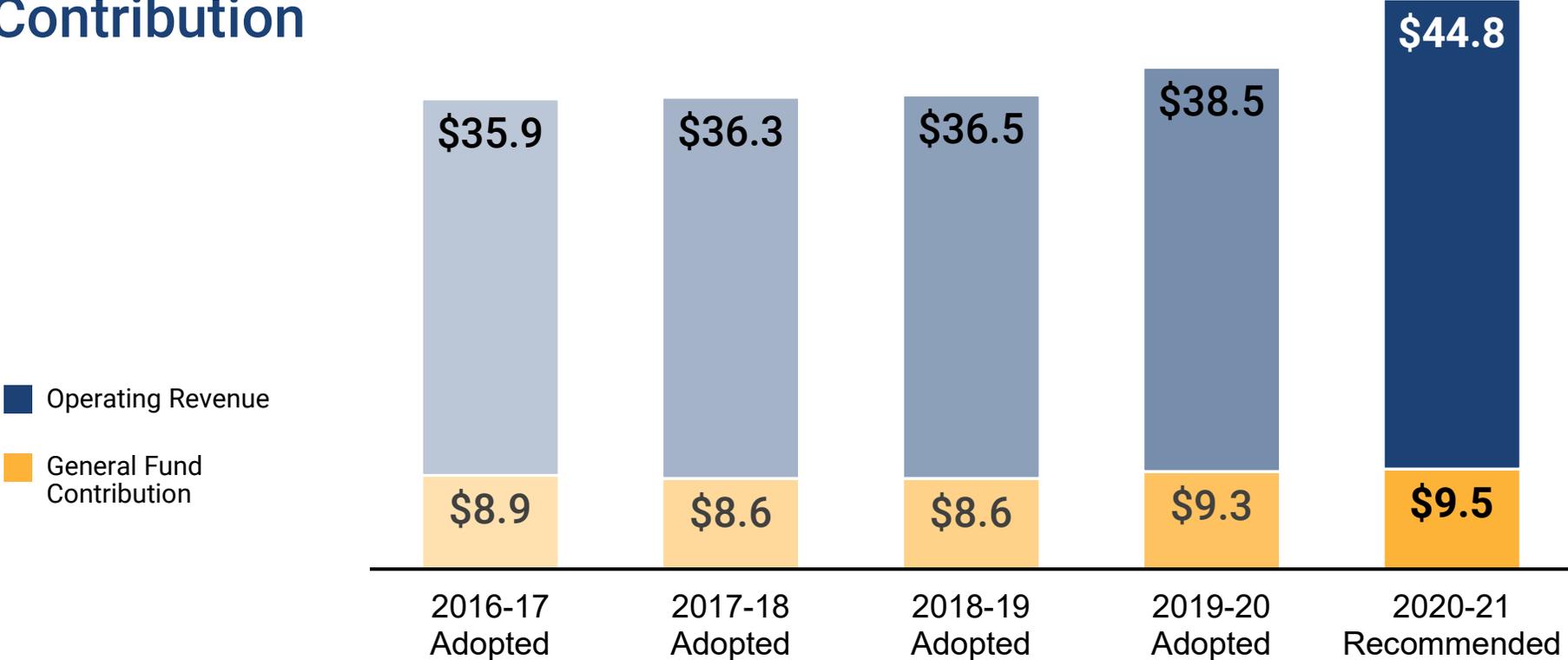


Staffing Summary



Note : 5.0 FTE added during FY2019-20

Operating Revenue & General Fund Contribution



FY 2019-20 Anticipated Accomplishments

- Began installing the electric vehicle (EV) infrastructure and chargers and purchased the initial 56 EV's
- Funded and initiated the Betteravia solar project
- Implemented the Shared IT Customer Support Program pilot 
- Transitioned successfully to in-house postage metering resulting in cost savings and efficiency gains
- Attained substantial completion of the Northern Branch Jail construction project
- Streamlined the Capital Improvement Program (CIP) development and review process 
- Refined the countywide Information Technology Strategic Plan 

 Renew '22
Departmental Initiative

FY 2020-21 Objectives

◆ Renew '22 Departmental Initiative

◆ KPMG Recommendation

- Begin implementation of the KPMG Operational Review recommendations: ◆
 - Align the budget with department mission and vision
 - Develop countywide policies & procedures that guide governance and compliance
 - Establish a performance monitoring program for the workforce and develop service level expectations and performance requirements for our customers
 - Leverage and use existing technology capabilities
- Invest in workload analysis, recruiting, retaining, developing, and defining needed skills and performance outcomes for our employees ◆
- Continue efforts to improve countywide procurement processes for improved efficiency, consistency, and cost savings through strategic sourcing ◆

FY 2020-21 Objectives (cont'd)

◆ Renew '22
Departmental Initiative

◆ KPMG Recommendation

- Work on the development of a Capital Assets Lifecycle Policy and Strategic Plan for prioritizing preventative maintenance ◆
- Focus on the analysis needed to determine the role of ICT and the consideration of establishing ICT as a stand-alone department ◆
- Create a master plan for energy efficiency upgrades countywide ◆
- Migrate County Email, Skype, and SharePoint services to Office 365; redesign the County website ◆ ◆
- Align Facilities Maintenance and Capital Projects under one division with a coordinated vision and strategic direction ◆ ◆

RENEW '22 | Big Picture Goals

RE-DESIGN

- Implement on-line requisitioning for all departments using cloud based Purchasing software
- Implement on-line billing, accounting and receivables tracking of Real Property services using existing Real Property software
- Sent 5 General Services employees through cohort 1 of County-provided process improvement training facilitated by the City/County of Denver; all participants are working on projects to improve efficiency, and provide cost savings for the department and the County, as they earn their black belt level of proficiency
- On-going process improvement training of department employees to accomplish the equivalent of the green belt or black belt level of proficiency in process improvement training

RE-BALANCE

- Streamline the Facilities Maintenance work order intake process for customers and the work order management process through the use of handhelds in the field
- Consolidate IT support services, implement Service Now and streamline the ticketing process
- Implement EV replacement program to reduce cost of fleet operation and maintenance
- Invest in preventative security camera annual maintenance to extend equipment useful life
- Implement the use of digital signatures on various forms and documents to improve efficiency
- Centralize IT Customer Service Support

RENEW '22 | Big Picture Goals

RESPOND

- Conduct biennial General Services Internal Customer Service Surveys and develop action and communication plans to address areas identified for needed improvement; KPMG Operational Review Survey sent out during Q4 of 2019, resulted in several recommendations for improvement that are currently in process

RETAIN

- Participate with HR as the pilot department for new on-boarding processes using NeoGov to enhance new hire experience for General Services employees
- Hire an HR Manager in General Services to focus on department human resources initiatives and daily operations including training, performance management, workforce and succession planning, and recruitment and retention
- General Services employees are nominated and participating in each Leadership Certificate Program cohort offered
- General Services will continue to identify, support and fund additional leadership development opportunities for department managers

Performance Measures

Description	2017-18 Actual	2018-19 Actual	2019-20 Est. Actual	2020-21 Recommended
Percentage of Departmental Employee Performance Reviews (EPR's) completed by the due date. (Target = 100%)	100% 115/115	98% 114 / 116	98% 127 / 130	100% 130 / 130
Percentage of customers who rate real property services satisfactory or better for large/complex completed transactions. (Target = 95%)	90% 9/10	90% 9/10	100% 23/23	95% 14/15
Percentage of customers who rate janitorial services satisfactory or better based on random inspections with tenant and vendor. (Target = 95%)	95% 34/36	98% 43/44	92% 33/36	95% 34/36
Preventative Work Orders completed within 30 days of assigned due date. (Target = 95%)	91.7% 1,834 / 2,000	78.2% 2,717 / 3,472	84% 1,880 / 2,226	95% 3,800 / 4,000

Performance Measures

Description	2017-18 Actual	2018-19 Actual	2019-20 Est. Actual	2020-21 Recommended
Percentage of County electricity (mVh) use from solar. (Target = 20% by 2020, 100% by 2030) Note – Northern Branch Jail consumption added 2019-20	10% 1,700mVh/ 17,000mVh	10% 1,700mVh/ 17,000mVh	9% 1,700mVh/ 19,000mVh	16% 3,000mVh/ 19,000mVh
Assigned Fleet availability. (Target = 100%; weighted average)	97.85%	95.07%	94.40%	97.50%
Percentage of new vehicles purchased that are hybrid or alternatively fueled. (Target = 10%)	10.7% 6/56	6.5% 5/77	42.7% 56/131	25.0%
Percentage of uptime in minutes for Countyofsb.org website. (Target = 100%)	99.50% 523,000/525,900	99.92% 525,100/525,600	99.85% 526,200/527,000	99.92% 521,300/525,600
Percentage of dollars spent annually countywide with local vendors for services & supplies. (Target = 60%)	60% \$87M/\$146M	55% \$116M/\$211M	61% \$72M/\$117M	61% \$72M/\$117M

Service Level Reductions

NONE

Expansion Requests

Description	FTE(s)	GFC Amount	Non-GFC Amount
Human Resources Manager Responsible for day-to-day management of the department's HR program and operations	1.0	\$ 185,000*	\$
Contract Administrator Responsible for Countywide contract management	1.0	140,000*	
Total	2.0	\$ 325,000	\$

* On-going Funding

Summary

- Provide logistical and essential support for the COVID-19 pandemic from General Services Administration, Finance, Facility/Maintenance, Fleet, ICT, Real Property and Purchasing
- Manage change, focus on continuous improvement, invest in our employees and prepare our future workforce
- Employ data collection systems to measure performance, increase predictive actions and improve outcomes
- Continue implementing Renew '22 initiatives and KPMG Operational Review recommendations to enhance systems and processes

Summary cont'd

- Adopt a new program in response to the increasing need for physical security to protect property and reduce risk
- Establish preventive maintenance using condition based data
- Continue to address the Board's directive to add infrastructure and establish funding for the long-term EV Replacement Program
- Modernize our technology - move to the cloud, update the website, implement Office 365 and digital signatures, improve cyber-security

“Growth and comfort never coexist.”

Ginni Rometty
CEO of IBM



FY 2020-21
BUDGET WORKSHOPS