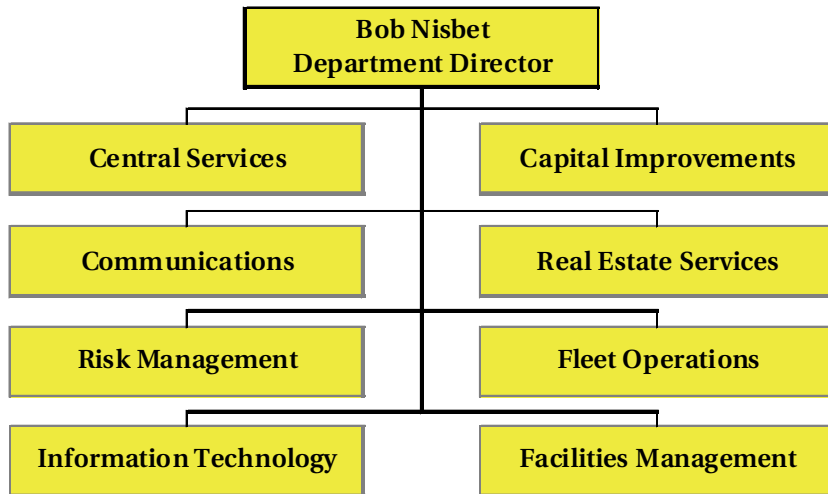
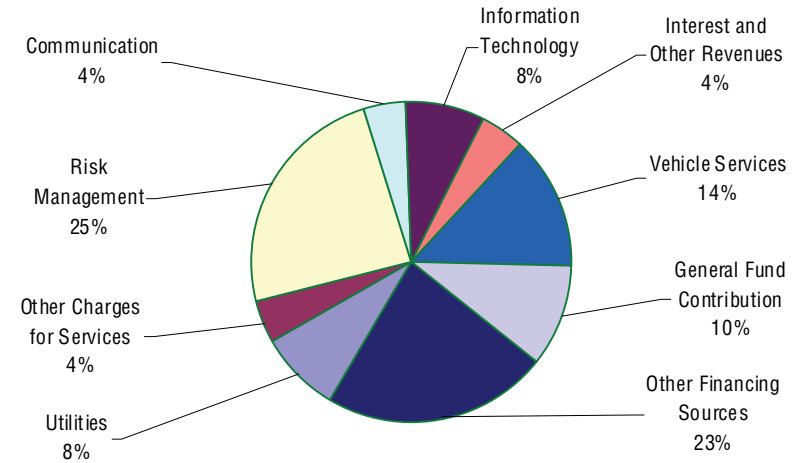


# GENERAL SERVICES

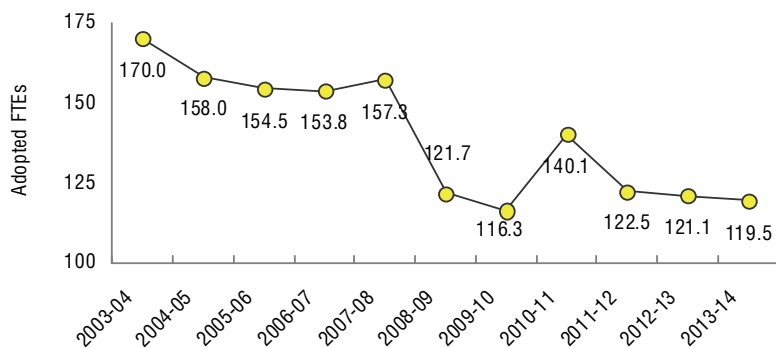
Budget & Staffing	
Operating \$	65,183,787
Capital	8,815,587
FTEs	121.1



## SOURCE OF FUNDS

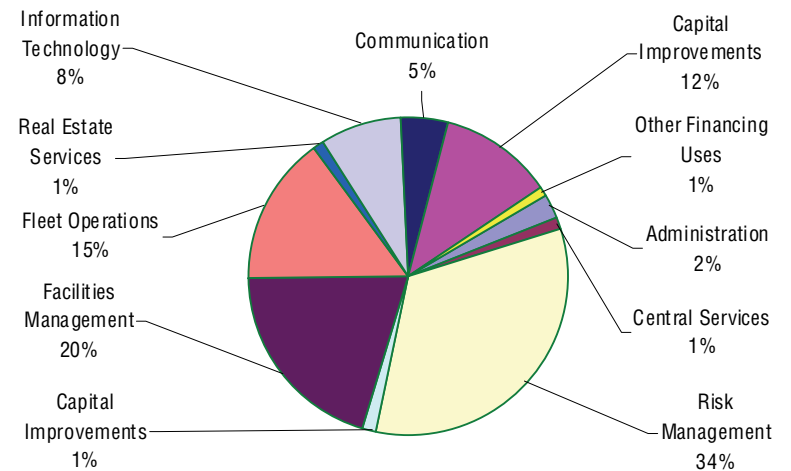


## STAFFING TREND



Note: Information Technology was added to the Department during FY 2010-11 (23.8 FTEs).

## USE OF FUNDS



**GENERAL SERVICES**  
**Department Summary**

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 1,607,981	\$ 1,874,284	\$ 1,846,819	\$ 1,945,806
Central Services	906,678	896,180	908,851	961,230
Reprographics & Digital Services	1,084,833	170,877	--	--
Risk Management	21,840,558	25,895,724	24,471,198	25,598,375
Capital Improvements	1,051,475	2,270,581	1,034,577	1,083,506
Facilities Management	15,275,245	14,945,135	15,145,523	15,503,391
Fleet Operations	9,538,265	11,180,057	11,280,693	11,339,085
Real Estate Services	1,250,400	876,933	840,571	883,215
Information Technology Services	6,393,837	5,898,037	6,134,219	6,665,746
Communications	3,531,434	3,800,247	3,521,336	3,491,281
Operating Sub-Total	62,480,706	67,808,055	65,183,787	67,471,635
Less: Intra-County Revenues	(43,865,459)	(42,475,621)	(42,580,641)	(44,967,169)
Operating Total	18,615,247	25,332,434	22,603,146	22,504,466
<i>Non-Operating Expenditures</i>				
Capital Assets	17,138,977	16,140,292	8,815,587	4,438,198
Expenditure Total	35,754,224	41,472,726	31,418,733	26,942,664
<i>Other Financing Uses</i>				
Operating Transfers	5,788,391	636,236	493,219	374,807
Designated for Future Uses	3,442,019	996,475	130,030	100,063
Department Total	\$ 44,984,634	\$ 43,105,437	\$ 32,041,982	\$ 27,417,534
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 10,822,288	\$ 9,791,102	\$ 9,253,377	\$ 9,310,747
Overtime	117,638	185,113	150,720	142,820
Extra Help	221,386	143,713	161,825	112,294
Benefits	5,159,095	5,189,539	4,861,818	5,395,908
Salaries & Benefits Sub-Total	16,320,407	15,309,467	14,427,740	14,961,769
Services & Supplies	40,265,687	47,279,294	44,433,331	45,977,994
Public Assistance Payments	287,706	--	--	--
Contributions	758,862	784,984	782,000	782,000
Depreciation Expense	3,521,739	3,294,846	3,943,044	4,165,677
Damages & Losses	1,253,114	1,135,000	1,060,000	1,060,000
Principal & Interest	73,191	4,464	537,672	524,195
Operating Sub-Total	62,480,706	67,808,055	65,183,787	67,471,635
Less: Intra-County Revenues	(43,865,459)	(42,475,621)	(42,580,641)	(44,967,169)
Operating Total	18,615,247	25,332,434	22,603,146	22,504,466
<i>Non-Operating Expenditures</i>				
Capital Assets	17,138,977	16,140,292	8,815,587	4,438,198
Expenditure Total	\$ 35,754,224	\$ 41,472,726	\$ 31,418,733	\$ 26,942,664

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Vehicles Services	\$ 9,119,815	\$ 10,712,223	\$ 10,241,000	\$ 10,671,122
Interest	634,407	--	260,500	274,806
Utilities	5,546,938	6,240,000	6,138,850	6,457,385
Cost Allocation Revenue	2,131,319	2,701,220	--	--
Communication	3,168,987	2,978,065	3,133,282	3,321,245
Information Technology	6,632,461	6,079,966	6,090,398	6,622,949
Other Charges for Services	4,132,646	4,440,410	3,108,238	3,200,124
Risk Management Services	14,866,458	14,880,645	18,239,982	19,200,986
Miscellaneous Revenue	6,886,428	2,902,088	3,051,498	2,600,966
Revenue Sub-Total	53,119,459	50,934,617	50,263,748	52,349,583
Less: Intra-County Revenues	(43,865,459)	(42,475,621)	(42,580,641)	(44,967,169)
Revenue Total	9,254,000	8,458,996	7,683,107	7,382,414
<i>General Fund Contribution</i>				
	5,813,864	5,129,701	7,574,002	8,207,070
<i>Other Financing Sources</i>				
Operating Transfers	3,367,168	1,494,687	1,343,000	137,400
Sale of Property	83,585	5,000	60,000	60,000
Use of Prior Fund Balances	26,466,017	28,017,053	15,381,873	11,630,650
Department Total	\$ 44,984,634	\$ 43,105,437	\$ 32,041,982	\$ 27,417,534

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$8,207,070 displayed in the summary table above includes a projected General Fund Contribution of \$7,728,153 and a projected budget gap of \$478,917.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<b>FTE Summary</b>				
<i>Permanent</i>				
Administration	10.5	12.0	12.0	12.0
Central Services	7.8	7.0	7.0	7.0
Reprographics & Digital Services	5.9	--	--	--
Risk Management	9.8	10.0	7.0	6.0
Capital Improvements	6.0	6.0	7.0	7.0
Facilities Management	37.5	30.5	30.5	30.5
Fleet Operations	22.0	20.0	20.0	20.0
Real Estate Services	3.7	3.6	3.6	3.6
Information Technology Services	27.6	23.0	22.6	22.6
Communications	9.5	9.0	9.4	8.5
Total Permanent	140.2	121.1	119.1	117.2
<i>Non-Permanent</i>				
Contract	1.9	1.0	1.0	1.0
Extra Help	4.4	0.4	1.2	1.2
Total FTEs	146.4	122.5	121.1	119.5

D - 170 Note: FTE totals may not sum correctly due to rounding.

## MISSION STATEMENT

General Services provides a full range of services, guidance and expertise that enables County government to better serve the public and business community.

### Department Description

The General Services Department delivers an array of support services to the other County Departments. These services include the following:

- Facilities Management
- Risk Management
- Information Technology
- Communications
- Fleet Management
- Real Estate Services
- Capital Project
- Central Services (including purchasing, mail, surplus property, and cable TV franchises)

**Excellent Customer Service** is the keystone to the Department's business culture. To this end, the Department's vision is that if given a choice, other County departments would choose services provided by General Services over alternative choices. To measure whether or not the Department is achieving this vision, The Department lives by the motto that **"we are only successful if the other departments are successful."**

This commitment to Excellent Customer Service is ensured by adhering to the following Core Values and Guiding Principles:

**The Department Values:** Integrity, respect for each other and our customer, a strong work ethic, and a safe work environment.

### The Department is guided by the following principles:

- Innovative thinking and continual process improvement
- Open and honest communication
- Using financial resources wisely
- Involving the customer early in the decision making process
- Investing in staff through training and job enrichment
- Modeling a culture of safety

## GENERAL SERVICES

### Department Summary (cont'd)

### 2011-12 Anticipated Accomplishments

#### Facilities Management:

- Applied for, and received a second allocation of Qualified Energy Conservation Bonds (QECBs) in the amount of \$5.2 million. The funds are for a one megawatt solar project on the Calle Real Campus. This project is scheduled to be completed by the end of the fiscal year and will provide 2/3 of the electricity needs of the Main Jail.
- Through the Facilities Energy Division, installed eight (8) vehicle electric charging stations at various County parks, and parking lots for the use by County vehicles and the public.
- Facilities Division maintained and repaired 381 buildings, a total of 1,814,775 sq. ft. with a complete staff of 25.

#### Risk Management:

- Processed 96 liability claims, 428 workers' compensation claims and assisted 216 employees in the back to work disability management program.
- Contracted the processing of all workers compensation claims that occurred prior to July 1, 2010 (tail claims) to a Third Party Administrator for a one-time payment of \$302,000. This move is estimated to save \$950,000 over the next 10 years.
- Implemented new county-wide Safe Driver's Policy.
- Developed and implemented "pre-screening" ergonomic evaluations for County employees.

#### Information Technology:

- Supported over 6,382 networked devices across more than 200 locations.
- Upgraded the Footprints software from version 7.5 to 10.1 and installed on a virtual server. Footprints is the main system used to manage Information Technology Division's day to day operations and track Support Center calls. Operational processes were redesigned to improve customer service, create efficiencies, and to capture meaningful metrics in service areas.
- Implemented Zscaler, a cloud based internet filtering service to block access to compromised websites, resulting in reduced computer security and virus incidents.

## GENERAL SERVICES

### Department Summary (cont'd)

#### Information Technology and Communications:

- Provided support for all information and communication technologies during the construction and move into the new Emergency Operations Center (EOC), including the design, purchase, configuration, and installation of technology equipment for the building. As well as, relocating Microwave and Satellite Communications and the County's primary data center to the enhanced computer room at the EOC.

#### Communications:

- Provided telephone services to 4,813 telephones.
- Completed an audit, assessment and re-design of the Countywide telephone circuit or trunking network. Time Warner Telecom was selected as a new vendor to provide telephone services. This change will save the County approximately \$1,000,000 over the next three years.

#### Fleet Management:

- Fueled, repaired and maintained approximately 1,231 vehicles/equipment with a staff complement of 17 FTE's.
- Expanded the fully automated motor pool reservation system with additional sites and features, providing comprehensive availability at a lower cost.
- Upgraded the online Fleet reporting system and developed an automated scheduler report, improving departments ability to manage their fleets.
- Increased revenue from sale of used County vehicles with the use of an on-line auction.

#### Real Estate Services:

- Received a Coastal Conservancy grant in the amount of \$1.3 million for acquiring the final parcel of land necessary to complete the Point Sal Reserve.
- Acquired an easement for protection of the California Tiger Salamander in accordance with an agreement with the United States Fish and Wildlife Service.

#### Capital Projects:

- Managed 25 projects valued at \$30 million.
- Completed construction of three large projects. Emergency Operation Center (\$7.9 million); the Public Defender Remodel in the Historic Courthouse (\$5.8 million); and the Santa Maria Court Clerks building (\$5.2 million).
- Completed several critical project agreements towards the grant application for the new North County jail.

#### Central Services:

- Processed 2,300 contracts that are in full compliance with County Purchasing Statutes and Ordinances, published 60 Requests for Proposals/Invitation for bids, processed 95% of all contracts within 7-working days.
- Continued promotion of the Local Vendor Outreach program. This program offers a 6% preference to local vendors for County purchases of tangible goods. For the second year in a row, achieved the goal of spending over 60% on local vendors.
- Updated the County's Cable TV Ordinance to align the County's Code with the Digital Infrastructure and Video Competition Act of 2006 (DIVCA). The Ordinance includes a new fee of 1% of gross revenue for Public, Education and Government (PEG) television channels.

## GENERAL SERVICES

### Department Summary (cont'd)

#### 2012-14 Objectives

The General Services Department's strategic actions align primarily with the following County adopted Strategic Goals and Principles:

Goal 1: An Efficient, Professionally Managed Government Able to Anticipate and Effectively Respond to the Needs of the Community; and

Goal 5: A County Government that is Accessible, Open, and Citizen Friendly.

The Department's management strategy is coordinated with Department's focus on providing Excellent Customer Service and the Department's Mission and Vision that support this ideal. To that end, the objectives for the next two years focus on projects and programs that improve service delivery through the use of technology and improved communication, improve processes through the emphasis on staff training and enrichment, and improve space through the notion that employee safety, moral and productivity is a function of quality work spaces. The programs and projects generally span multiple years and are discussed below:

#### Facilities Management:

- Apply Southern California Edison grant award to identify, manage and reduce the County's energy consumption, and strengthen and improve the implementation of the County's sustainability action plan.
- Implement multiyear project to replace the heating and air conditioning system in the Historic Courthouse.

#### Risk Management:

- Transfer the worker compensation "tail claims" (all open claims on the books that occurred prior to July 1, 2010) to an insurance carrier thereby limiting the County's liability for these older claims.
- The Risk Management and Human Resources Divisions will jointly develop, design and implement an Employees Wellness program in order to increase the health, moral and productivity of employees.
- Implement a web-based self-evaluation program on ergonomics for utilization by all Departments.

#### Information Technology:

- Complete the Countywide IT Strategic Plan to clearly link County business objectives with IT enablement.
- Develop a plan to provide adequate internet connectivity Countywide.
- Provide a secure Mobile Device Management solution to support a growing variety and number of portable devices.

#### Communications:

- Begin a phased upgrade process for the phone system Private Branch Exchange (PBX) to convert to Voice over Internet Protocol (VoIP) technologies introducing Unified Communications and Collaboration services where appropriate.
- Complete the transition of mobile, portable and base station radios to the narrow banding technology by December 2012 to comply with the Federal Commutation Commission (FCC) mandate.
- Pilot a point to point microwave installation to improve communication connectivity and reduce costs for remote locations.

#### Fleet Management:

- Complete new Vehicle Policy in order to reduce the number of vehicles in the fleet by 5% and reduce the gallons of fuel used by 10%.
- Complete the conversion of the automated fuel access system used by all County vehicles at the 3 major County owned fueling sites, to an upgraded and more reliable system.

#### Real Estate Services:

- Complete a ground lease of the Garden Street Parking lot and sale of a portion of the Probation property to the Administrative Office of the Courts for their new court complex and parking structure.
- Acquire the necessary property and easements for the completion of the Union Valley Parkway in the Santa Maria area.
- Acquire the Tognazzini property and complete the land project for the Point Sal Preserve.

#### Capital Projects:

- Complete the revised Space Policy and Update the 2006-2011 Space Utilization Study with the goal of completing the 2012-2017 versions by the end of 2012. The revised document will include a new section on County leases in document and a goal to reduce leased space by 10% and County-owned buildings by 5%.
- Establish a Leadership in Energy and Environmental Design (LEED) requirement (i.e. a minimum level of sustainability features that are incorporated into the design) for new County buildings and remodels of County space over a certain size.
- Assist Sheriff's Department with initial design of the new North County Jail to be funded with AB 900 Grant.

## GENERAL SERVICES

### Department Summary (cont'd)

#### Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

##### Staffing:

There will be a slight decrease of staffing from 2011-2012 Adopted to 2012-13 Recommended.

The General Services Department has a projected staff of 121.1 employees, down slightly from the 122.5 in the prior year. As a result of the economic downturn the General Services Department has dropped its budgeted staffing level over the last five years from 157.3 FTE's in FY 07-08 to a proposed staffing level of 121.1 FTE's in FY 12-13. This has resulted in the reduction and unfunding of 36.2 FTE's or a 23% decrease in positions since FY 07-08.

##### Expenditures:

Net decrease of \$2,624,000. This 3.9% decrease is primarily the result of:

- Risk Management Services– Net decrease of \$1,425,000. This is primarily the result of anticipated reduced disability-medical expenses and reduced salaries and benefits due to staff reductions.
- Capital Improvements – Net decrease of \$1,236,000. Many of the Capital Projects are nearing completion in FY 11-12.
- Depreciation – Net increase of \$648,000. This is primarily due to information technology asset purchases for the Emergency Operations Center and asset purchases for the solar project.

##### Revenues:

Net decrease of \$671,000. This 1.3% decrease is primarily the result of:

- -\$2,701,000 – decrease in cost allocation plan revenue (CAP). The cost plan revenue was transferred to the General Fund General Revenue department budget this fiscal year. This revenue account fluctuates significantly within an individual central service department budget from year to year. This change will smooth out the fluctuation in these departmental revenues;
- \$2,701,000 – increase in departmental contribution since cost plan revenue for the central service departments was transferred to the General Fund General Revenue accounts;
- -\$1,332,000 – decrease in Other Charges for Services, this is primarily the result of the Santa Maria Court Clerks project nearing completion;
- -\$471,000 – decrease in Vehicles Services charges primarily due to the trend of departments turning in their assigned vehicles;
- +\$3,359,000 – increase in Risk Management Services primarily due to the insurance industry forecasts of increases in premiums for all major lines of insurance plus additional funds that are needed per the actuarial report to fund the WC self-insured program. Accordingly, the increase in revenue is required to cover the anticipated increase in expenditures;
- +\$261,000 – increase in Interest due to conditions in the prior year where 0% was assumed versus the guidance that has been provided for the FY 12-13 time period of 0.5%.

##### Other Financing Sources and Uses:

The Fiscal Year 2012-13 recommended departmental financing sources require the use of \$353,526 of departmental designations to balance the recommended budget.

#### Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

##### Staffing:

General Services proposes a 1.6 FTE reduction in FY 13-14 due to retirements in the Communications Internal Service Fund. Even with this reduction in staffing, salaries and benefits are projected to increase by \$534k driven by the increases in retirement contribution costs.

##### Expenditures:

Net increase of \$2,288,000. This 3.5% increase is primarily the result of:

- Risk Management Services - The anticipated firming insurance market conditions will cause a rise in future premium expenditures; which in turn will result in the need to increase revenues from the County departments in the form of increased insurance rates. These increases are anticipated to be \$1,127,000;
- Salaries and Benefits – increase of \$534,000 which primarily reflects an increase for retirement contributions;
- Utilities – Net anticipated increase of 5% or \$319,000;
- Depreciation Expenses – increase of \$223,000 primarily for Information Technology Equipment.

##### Revenues:

Net increase of \$2,086,000. This 4.2% increase is primarily the result of:

- +\$961,000 – increase in Risk Management services based on the anticipated firming insurance market conditions that will cause a rise in future premium expenditures; which in turn will result in the need to increase revenues from the County departments in the form of increased rates.;
- +\$721,000 – increase in Information Technology/Communications charges for services based on a conservative estimate primarily driven by increased salary, benefit and retirement costs. These rates will be updated in approximately September 2012 for FY 13-14;
- +\$430,000 – increase in Vehicles charges based on a conservative estimate primarily driven by increased salary, benefit and retirement costs. These rates will also be updated in approximately September 2012 for FY 13-14.

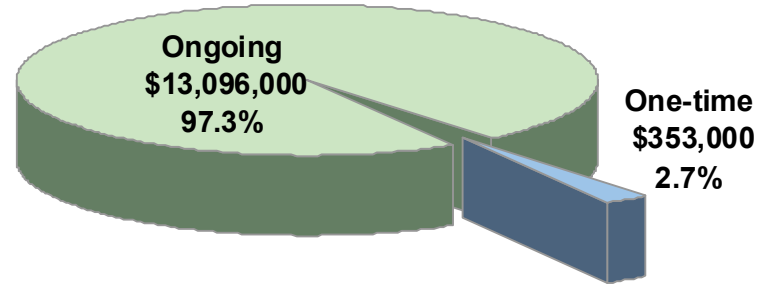
##### Other Financing Sources and Uses:

To maintain the FY 2012-13 service levels, it is estimated that an additional \$478,917 must be identified in FY 13-14 to prevent the need for service level reductions.

**GENERAL SERVICES**  
**Department Summary (cont'd)**

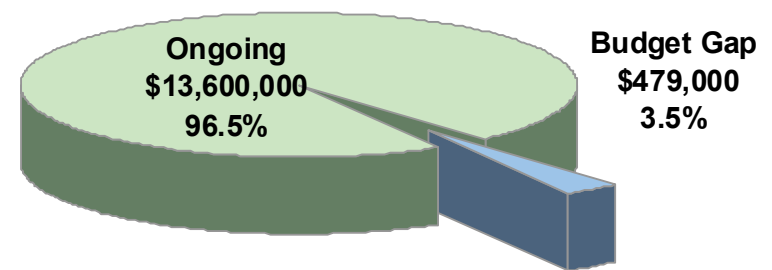
	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<b>Outcome Measures</b>				
Percent of customers satisfied or highly satisfied with services provided by the department (Target = >85%)	Not Used in Prior Year	Not Used in Prior Year	> 85%	> 85%
Percent of departmental compliance with safety audit recommendations within 60 days (Target = 100%)	Not Used in Prior Year	Not Used in Prior Year	100%	100%
Percent of maintenance and repair requests completed (Target = 100%)	Not Used in Prior Year	Not Used in Prior Year	100%	100%
Percent reduction in network outages (Target = >10%)	Not Used in Prior Year	Not Used in Prior Year	> 10%	> 10%

**FY 2012-13 Recommended General Fund Budget**



The FY 2012-13 General Fund Recommended Budget (excludes Internal Service Funds) relies on one-time sources to fund 2.7% of the department's ongoing operations. These funds include \$320,000 from the General Services Project Designation and \$33,000 from Salary Savings. These funds allowed the department to maintain the same level of service ; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2013-14. One time funds are okay for one time capital projects.

**FY 2013-14 Proposed General Fund Budget**



To maintain FY 2012-13 General Fund service levels (excluding Internal Service Funds), it is estimated that \$13,600,000 of funding will be required in FY 2013-14. An additional \$479,000 must be identified to prevent the need for service level reductions.