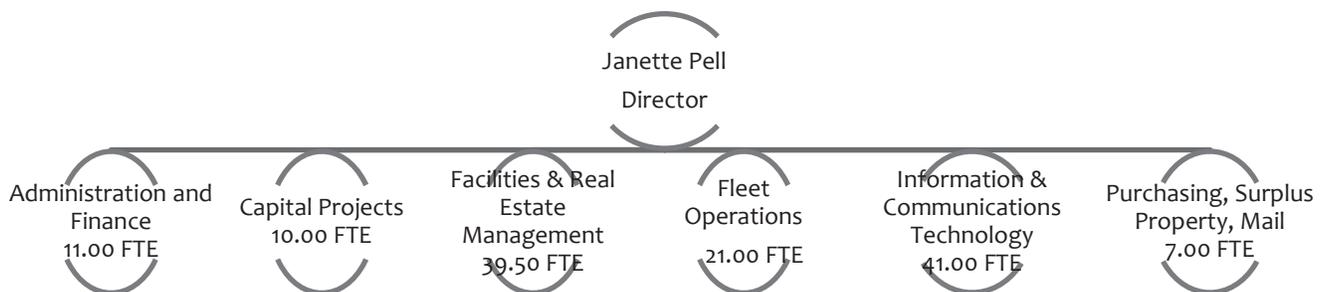


# General Services



## RECOMMENDED BUDGET & STAFFING SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 57,782,400
Capital	\$ 35,905,300
FTEs	129.5



# General Services

## **MISSION STATEMENT**

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Provide vital, cost-effective, sustainable, and innovative services to ensure that the County accomplishes its goals and objectives for the public good.

## **DEPARTMENT DESCRIPTION**

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The General Services Department delivers an array of support services to the other County departments. The Department's vision is to be *The Premier Resource for First Class Service*. These services include the following:

### Administration and Finance

Administration and Finance provides the fiscal and administrative support and oversight for the Department.

### Capital Projects

Capital Projects provides full service planning, design, and construction management of new County facilities, including remodels and related projects for all County departments.

### Facilities & Real Estate Management

Facilities & Real Estate Management provides safe and healthy facilities for County employees and visitors, as well as professional real estate services.

### Fleet Operations

Fleet Operations meets all of the transportation needs of County departments by procuring, maintaining and disposing of all light, medium and heavy duty vehicles and equipment.

### Information & Communications Technology

Information & Communications Technology enables County departments to provide effective services to citizens through innovative technology solutions.

### Purchasing, Surplus Property, Mail

Purchasing provides centralized procurement, surplus and disposal of County commodities and supplies, mail and courier services.

## **HIGHLIGHTS OF 2020-21 OBJECTIVES**

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- Continue to support the COOP and COVID-19 pandemic response which includes staffing of the EOC Logistics section, and providing essential staff and resources from Facilities/Maintenance, Finance, HR, Fleet, ICT, Real Property and Purchasing.
- Begin implementation of the department's KPMG Operational Review recommendations.
- Invest resources to develop and define needed skills and performance outcomes for our employees.
- Complete and close out the Northern Branch Jail construction project.
- Establish a parking lot improvement program using the Pavement Condition Index (PCI).
- Invest in a countywide Building Energy Management System (BEMS).
- Initiate countywide space planning practices to guide tenant improvements.
- Establish a preventive maintenance program utilizing condition-based data.
- Expand mobile fleet maintenance capacity of equipment mechanics.
- Continue to increase the number of all-electric vehicles (EVs) within the county fleet.
- Complete the Procurement and Implementation of the Public Safety Radio Upgrade project.
- Migrate on premise Microsoft Office applications to the Office 365 Government Cloud.
- Implement digital signature service supporting County functions.
- Design and implement a Physical Security program.
- Initiate the development of center-led Contract Administration.

# General Services

## **HIGHLIGHTED RENEW 2022 INITIATIVES**

### Already Underway

- Digital Signature Implementation
  - Implement countywide digital signature technology to improve business processes, integrations, efficiencies with customer service delivery, records management, document visibility, sustainability, which will result in overall cost savings.
  - Vendor platform RFI's have been received and vendors have provided presentations and demonstrations of their products. Vendor selection and recommendation to the EITC is in process.
- IT Customer Service Support Program
  - GS, County Counsel, HR and CEO have combined resources to provide IT Tier 1/Tier 2 support to their departments. The initial pilot is underway with the goal of expanding this program to other departments within the County.
- Capital Improvement Program (CIP) Process Improvement
  - Streamline the CIP development and review process through a project nomination process.
  - New project scoring criteria is now in place for prioritization.
  - Improved project selection transparency.
- Department Management Performance Review
  - GS KPMG Operational Management Performance Review completed during Q2 of FY2019-20
  - Recommendations and implementation timeline presented to the Board in February 2020.
- Standardize Information Technologies Countywide
  - Continuing to move toward standardizing technologies, beginning with the recent IT inventory assessment, which is providing the baseline for current systems.
  - New systems in the future will be required to follow the County IT Governance Program for standard adoption.
- Optimize Existing County Workspaces
  - Several analyses are underway that would consolidate GS and other department divisions in one single location to allow for a more productive, connected, and collaborative work environment.
  - Design work for the Administration Building 4<sup>th</sup> floor remodel of the CEO and Clerk offices is underway to optimize usable space and increase operational efficiencies.
- Create a Master Plan for Energy Efficiency Upgrades
  - Funding for the Betteravia lighting upgrade, solar, and battery project is in place and the project planning and design is underway.
  - The South County Retro Commissioning and Energy Audit is complete. Planning is on-going for future energy efficiency upgrade project development and implementation, based on the Energy Audit report.

# General Services

## ***HIGHLIGHTED RENEW '22 INITIATIVES (CONT'D)***

### **Implementation in FY 2020-21**

- Migrate Information Technology Services to a Cloud Service Provider
  - This is a multi-year initiative involving migrating feasible services to cloud platforms.
  - County email services will migrate to MS Office 365 (O365), Skype and SharePoint will be cloned to O365 during FY2020-21.
- Create a Coordinated Geographic Information System (GIS)
  - An Enterprise GIS Needs Assessment is underway, which includes multiple department involvement.
  - Implementation, as informed by the Needs Assessment, will take place once the EITC and the Board of Supervisors approves the platform and the funding.
- Begin Implementation of the KPMG Operational Review Recommendations
  - Align the budget with department mission and vision
  - Develop countywide policies and 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
- Improve Countywide Procurement Processes
  - Improvements with Purchasing policies and procedures and department coordination and training of best practice for solicitation and purchasing requirements.
  - Standardizing and communicating purchasing processes based on a center-led service model for improved efficiency and cost saving through strategic sourcing
- Coordinate Facility Maintenance and Capital Projects
  - Continue to align Facility Maintenance and Capital Projects vision, mission and goals, now consolidated in one division under one Assistant Director
  - Implement a new staffing plan, based on workload analysis and shared project responsibilities
- IT Project Management Office (PMO) Capacity Enhancement
  - Current staffing and capabilities of the PMO will be expanded based on the additional IT projects planned and/or in process, improving the oversight and visibility of project prioritization and implementation

# General Services

## **RENEW 2022 BIG PICTURE GOALS**

General Services will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

<b>Big Picture Goal</b>	<b>FY 2020-21 Initiatives</b>
-------------------------	-------------------------------

### **RE-DESIGN**

Evaluate and migrate County services online

- *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*

Train County employees in the county provided process improvement program

- *Sent 5 General Services employees through cohort 1 of the 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.*

### **RE-BALANCE**

Enhance financial resiliency

- *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*

### **RESPOND**

Conduct and Select survey based on department type.

- *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*

# General Services

## RETAIN

Facilitate the participation of managers in a leadership development program

- *Participate with HR as the pilot department for new on-boarding processes using NeoGov to enhance the 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*

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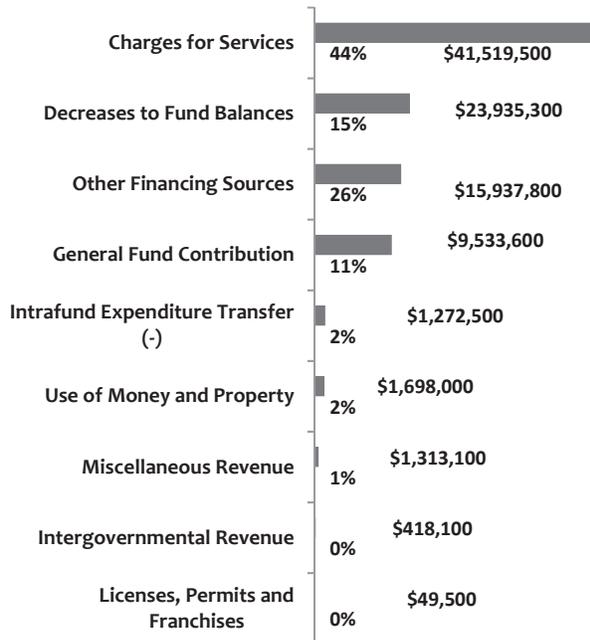
Retain new employees during their first 5 years of employment

- *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*

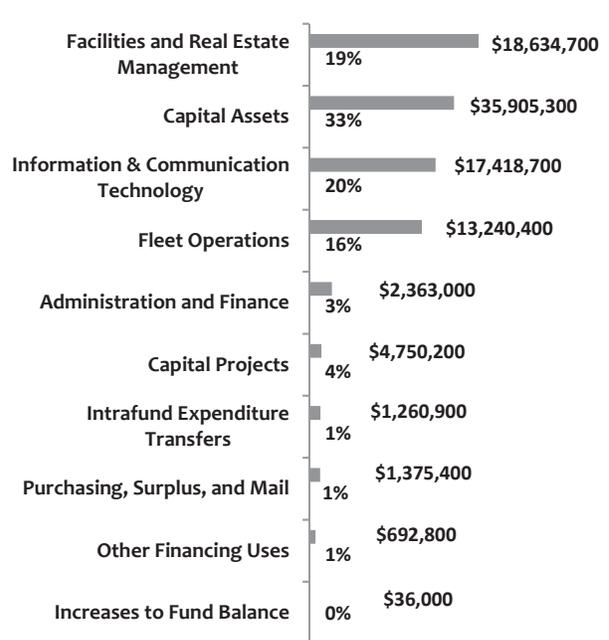
# General Services

## RECOMMENDED SOURCES & USES OF FUNDS

### Source of Funds - \$95,677,400

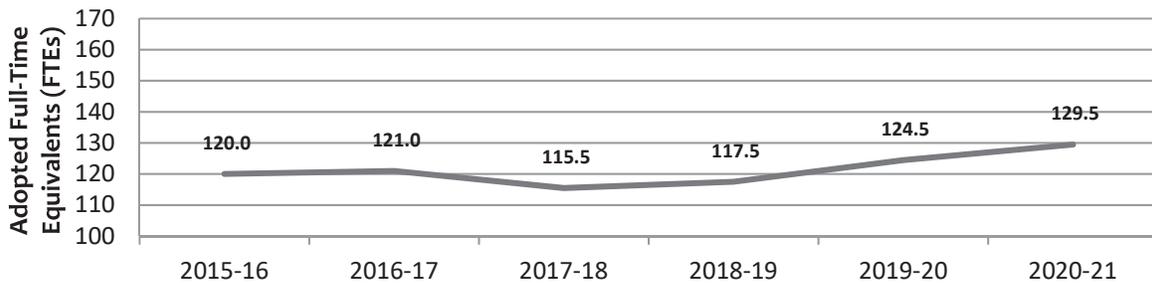


### Use of Funds - \$95,677,400



## STAFFING TREND

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



# General Services

## BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration and Finance	11.00	13.00	13.00	11.00	(2.00)
Capital Projects	5.87	7.00	7.00	10.00	3.00
Facilities and Real Estate Management	27.71	38.50	38.50	39.50	1.00
Fleet Operations	17.56	20.00	20.00	21.00	1.00
Information and Communications Technology	33.48	38.00	38.00	41.00	3.00
Purchasing, Surplus and Mail	6.41	8.00	8.00	7.00	(1.00)
Unallocated	1.56	-	-	-	-
<b>Total</b>	<b>103.57</b>	<b>124.50</b>	<b>124.50</b>	<b>129.50</b>	<b>5.00</b>
<b>Budget By Budget Program</b>					
Administration and Finance	\$ 2,254,393	\$ 2,824,600	\$ 2,335,060	\$ 2,363,000	\$ (461,600)
Capital Projects	1,199,643	4,126,700	3,966,900	4,750,200	623,500
Facilities and Real Estate Management	17,110,358	16,627,000	17,077,040	18,634,700	2,007,700
Fleet Operations	11,356,840	13,364,000	12,680,700	13,240,400	(123,600)
Information and Communications Technology	13,314,421	15,967,100	16,531,700	17,418,700	1,451,600
Purchasing, Surplus and Mail	1,093,016	1,205,600	1,225,600	1,375,400	169,800
<b>Total</b>	<b>\$ 46,328,671</b>	<b>\$ 54,115,000</b>	<b>\$ 53,817,000</b>	<b>\$ 57,782,400</b>	<b>\$ 3,667,400</b>
<b>Budget By Categories of Expenditures</b>					
Salaries and Employee Benefits	\$ 15,079,424	\$ 18,047,100	\$ 16,117,800	\$ 19,255,400	\$ 1,208,300
Services and Supplies	22,307,586	25,969,000	27,830,000	27,692,600	1,723,600
Other Charges	8,941,660	10,098,900	9,869,200	10,834,400	735,500
<b>Total Operating Expenditures</b>	<b>46,328,671</b>	<b>54,115,000</b>	<b>53,817,000</b>	<b>57,782,400</b>	<b>3,667,400</b>
Capital Assets	11,397,289	27,705,400	12,606,530	35,905,300	8,199,900
Other Financing Uses	987,480	688,400	922,400	692,800	4,400
Intrafund Expenditure Transfers (+)	1,210,304	1,211,500	1,211,300	1,260,900	49,400
Increases to Fund Balances	869,851	44,000	12,761,100	36,000	(8,000)
Fund Balance Impact (+)	2,272,245	-	99,600	-	-
<b>Total</b>	<b>\$ 63,065,839</b>	<b>\$ 83,764,300</b>	<b>\$ 81,417,930</b>	<b>\$ 95,677,400</b>	<b>\$ 11,913,100</b>
<b>Budget By Categories of Revenues</b>					
Licenses, Permits and Franchises	\$ 18,984	\$ 48,000	\$ 60,000	\$ 49,500	\$ 1,500
Use of Money and Property	2,155,560	1,232,500	1,715,700	1,698,000	465,500
Intergovernmental Revenue	660,346	319,300	235,200	418,100	98,800
Charges for Services	33,954,493	36,259,200	36,163,100	41,519,500	5,260,300
Miscellaneous Revenue	799,545	640,500	750,100	1,313,100	672,600
<b>Total Operating Revenues</b>	<b>37,588,928</b>	<b>38,499,500</b>	<b>38,924,100</b>	<b>44,998,200</b>	<b>6,498,700</b>
Other Financing Sources	4,749,145	21,835,800	18,235,900	15,937,800	(5,898,000)
Intrafund Expenditure Transfers (-)	1,788,766	1,245,500	1,276,500	1,272,500	27,000
Decreases to Fund Balances	9,945,703	12,906,600	13,704,530	23,935,300	11,028,700
General Fund Contribution	8,621,800	9,276,900	9,276,900	9,533,600	256,700
Fund Balance Impact (-)	371,498	-	-	-	-
<b>Total</b>	<b>\$ 63,065,839</b>	<b>\$ 83,764,300</b>	<b>\$ 81,417,930</b>	<b>\$ 95,677,400</b>	<b>\$ 11,913,100</b>

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# General Services

## **CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED**

### **Staffing**

General Services staffing increased by 5.0 FTE's from FY 2019-20 to FY 2020-21 to 129.5 FTE's due to the addition of 1.0 Heavy Equipment Operator, 1.0 Computer Systems Specialist II, and 3.0 Capital Project Managers.

### **Expenditures**

Net operating expenditure increase of \$3,667,400 due to:

- +\$1,208,300 increase in Salaries and Employee Benefits primarily due to staffing increases noted above, anticipated overtime and negotiated increases.
- +\$1,723,600 increase in Services and Supplies primarily due an increase in Utilities (\$1,053k) & deferred maintenance projects (\$631k).
- +\$735,500 increase in Other Charges primarily reflects increases in depreciation due to the replacement of fully depreciated assets.

Net non-operating expenditure increase of \$8,245,700 primarily due to:

- +\$8,199,900 increase in Capital Assets primarily due to funding for: PH San Antonio Boiler/ac (\$760k), BeWell MHRC (\$3.0M), equipment for the Vehicles ISF related to EV's (\$1.0M), Asbestos abatement (\$1.5M), Downtown ADA plan (\$500k), EOC HVAC (\$500k), SB BOS Hearing Room AV (\$500k) and County wide security (\$400k).

These changes resulted in Recommended operating expenditures of \$57,782,400, non-operating expenditures of \$37,895,000, resulting in total expenditures of \$95,677,400. Non-operating expenditures primarily include capital assets.

### **Revenues**

Net operating revenue increase of \$6,498,700 primarily due to:

- +\$5,260,300 increase in Charges for Services primarily due to the anticipated increases for Internal Service Funds (ICT, Fleet, and Utilities).
- +\$98,800 increase in intergovernmental Revenues primarily driven by the start of the Santa Ynez Valley Airport Authority AIP-18 Environmental Assessment project as compared to the prior year.
- +\$672,600 increase in Miscellaneous Revenue primarily due to higher anticipated revenue for renewable energy/efficiency upgrades via on-bill financing.
- +\$465,500 increase in Use of Money and Property due to anticipated increases in interest income.

Net non-operating revenue increase of \$5,414,400 primarily due to:

- -\$5,898,000 decrease in Other Financing Sources primarily due to the one time funding from the prior year for : Public Safety Radio Tower Enhancements Phase 3 at \$2.1M, Calle Real Water System Replacement at \$2.0M, Renewable Energy/Efficiency Upgrades at \$1.6M.
- +\$11,028,700 increase in Decreases to Fund Balance due to the designation of funding for: Public Safety Radio Tower Enhancements Phase 3 at \$2.1M, Calle Real Water System Replacement at \$2.0M, SB Courthouse Roof Replacement at \$3.1M, and the BeWell MHRC project at \$3.0M.
- +\$256,700 increase to General Fund Contribution.

These changes result in Recommended operating revenues of \$44,998,200, non-operating revenues of \$50,679,200 resulting in total revenues of \$95,677,400. Non-operating revenues primarily include Operating Transfers (In) and General Fund Contribution.

### **RELATED LINKS**

For more information on the General Services' Office, refer to the Web site at <http://www.countyofsb.org/gs>.

# General Services

## PERFORMANCE MEASURES

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
<b>Administration and Finance</b>				
Percentage of customers who are satisfied or highly satisfied with services provided by the Department. (Target = 100%)	92% 496/539	92% 496/539	92% 59/67	92% 552/600
Percent 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
<b>Capital Projects</b>				
Percentage of projects completed within expected time and budget estimates and according to project customer expectations. (Target = 100%)	100% 5/5	100% 5/5	100% 6/6	100% 6/6
<b>Facilities and Real Estate Management</b>				
Percentage of customers who rate real property services as satisfactory or better for large and 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 building tenant and vendor (Target = 95%)	95% 34/36	98% 43/44	92% 33/36	96% 24/25
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
Percent of Real Property Projects completed on time. (Target = 100%)	93% 15/16	93% 15/16	100% 9/9	100% 20/20
Percent of County electricity (mWh) use from Solar. (Target = 20% by 2020, 100% by 2030)	10% 1,700mWh/ 17,000 mWh	10% 1,700mWh/ 17,000 mWh	9% 1,700 mWh/ 19,000 mWh	16% 3,000 mWh/ 19,000 mWh
<b>Fleet Operations</b>				
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%
New vehicle in-service time: Length of time from delivery to in-service (Assigned and Motor Pool) target measured by vehicle class type (Target = 95%)	95.0%	70.4%	55.6%	95.0%
Surplus vehicle disposal: Length of time from a vehicle's retirement date to sale at auction within 90 days. (Target = 95%)	N/A	75.9%	83.3%	95.0%

# General Services

## PERFORMANCE MEASURES (CONT'D)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
<b>Information and Communications Technology</b>				
Percentage of customers surveyed who rate the ICT Operations Center incident handling process as "Satisfactory" or better. (Target = 100%)	98% 147/150	95% 102/107	100% 44/44	100% 150/150
Percentage of uptime for Countyofsb.org website. (Target = 100%)	99.50% 523k/525.9k minutes	99.92% 525.1k/525.6k minutes	99.85% 526.2k/527k minutes	99.92% 521.3K/525.6K minutes
Percentage of Countywide telephone system service repair calls resolved within one business day. (Target = 100%)	99% 513/516	99.80% 500/501	100% 594/594	99.81% 536/537
<b>Purchasing, Surplus Property, Mail</b>				
Percentage of dollars spent annually Countywide with County of Santa Barbara local vendors for County services and supplies. (Target = 60%)	60% \$87M/\$146M	55% \$116M/\$211M	61% \$72M/\$117M	61% \$72M/\$117M
Percentage of formal bids awarded within 60 days of requisition receipt for purchases in excess of \$25,000. (Target = 100%)	100% 32/32	100% 32/32	100% 45/45	100% 60/60

# General Services

## ADMINISTRATION AND FINANCE BUDGET PROGRAM

Administration and Finance Services provides financial and administrative support within the Department and for the Countywide Internal Service Funds, including accounting, budgeting, financial reporting, accounts payable, accounts receivable, grant management, human resources support and payroll operations.

### Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	2.00	3.00	3.00	3.00	-
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	0.33	1.00	1.00	-	(1.00)
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
COST ANALYST	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	1.00	1.00	1.00	-	(1.00)
ACCOUNTANT	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	0.67	1.00	1.00	-	(1.00)
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	2.00	1.00
Total	11.00	13.00	13.00	11.00	(2.00)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# General Services

## ADMINISTRATION AND FINANCE BUDGET PROGRAM (CONT'D)

### Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 1,943,011	\$ 2,320,200	\$ 1,906,160	\$ 2,050,900	\$ (269,300)
Services and Supplies	127,203	303,200	237,200	104,600	(198,600)
Other Charges	184,179	201,200	191,700	207,500	6,300
Total Operating Expenditures	2,254,393	2,824,600	2,335,060	2,363,000	(461,600)
Increases to Fund Balances	-	-	18,840	30,900	30,900
Total Expenditures	\$ 2,254,393	\$ 2,824,600	\$ 2,353,900	\$ 2,393,900	\$ (430,700)
<b>Budget By Categories of Revenues</b>					
Charges for Services	1,067,627	1,145,100	1,145,000	1,133,000	(12,100)
Miscellaneous Revenue	512	-	-	-	-
Total Operating Revenues	1,068,139	1,145,100	1,145,000	1,133,000	(12,100)
Intrafund Expenditure Transfers (-)	1,209,594	1,208,900	1,208,900	1,260,900	52,000
Decreases to Fund Balances	155,400	175,000	-	-	(175,000)
General Fund Contribution	7,200	295,600	-	-	(295,600)
Total Revenues	\$ 2,440,333	\$ 2,824,600	\$ 2,353,900	\$ 2,393,900	\$ (430,700)

### 2019-20 Anticipated Accomplishments

- Participated in the countywide departmental operational and performance review process, completed our analysis of the recommendations, and finalized our departmental implementation plan of the Enterprise Enablement and Division recommendations focused on improving systems, programs and services.
- Provided complex accounting and financial management support for the Northern Branch Jail project, including monthly project financial status reports, project funding and contingency forecasts, state reporting, and financial audit work as required by the county's independent audit firm.
- Developed and implemented a new department Budget Request and Forecast template workbook used by all divisions, resulting in more consistent, transparent, detailed budgetary information for planning, forecasting and strategic management decisions.
- Collaborated with HR to streamline and enhance recruitment strategies and timelines, the background investigation process for specific positions, and refine job postings and specifications for better alignment with required skills.
- Documented and communicated various department policies and procedures internally to enhance and clarify responsibilities, process, and resources in the areas of work schedules and time off, the General Services intranet site GS Connect, ergonomics and orderly workspaces, and meeting etiquette.
- Established the FY2020-21 Internal Service Fund (ISF) rates, through analysis, coordination, and collaboration with division subject matter experts and departments; continued to work on improvements in the ISF rate setting process and moving to a model where Finance coordinates rate setting methodologies, provides structured oversight and monitoring systems, and manages communication efforts.
- Implemented several Renew '22 initiatives, including streamlining of the Capital Improvement Program process, and creation of the IT Workforce Training Program.
- Continued developing various multi-year Renew '22 departmental initiatives and began collecting data and tracking milestones related to the Renew '22 Big Picture Goals.

# General Services

- Supported the COOP activation and response to the COVID-19 pandemic emergency to include staffing and managing the EOC Logistics section, and providing IT, Communications, Facilities, Finance, HR, Purchasing, Real Property, and Fleet resources county-wide.

## 2020-21 Objectives

- Continue to provide Logistics support, management and guidance in response to the COVID-19 pandemic emergency and develop an on-going model for department-wide comprehensive telework for staff where appropriate.
- Begin implementation of the department's Operational Review recommendations focused on aligning the budget with department mission and vision, developing countywide policies and procedures that guide governance and compliance, establishing a performance-monitoring program for the workforce, developing service level expectations and performance requirements for our customers, and leveraging and using existing technology capabilities.
- Invest the necessary resources to analyze workload, and recruit, retain, develop, and define the needed skills and performance outcomes for our employees.
- Continue to support and promote employee training and development, participate in all offerings of the County Leadership Certificate Program, and county provided Process Improvement programs, to promote growth opportunities and prepare and engage our workforce for opportunities and challenges in the future.
- Enhance the internal service fund rate setting processes by consolidating the rate development and communication under Finance and Administration, providing more cohesive oversight, monitoring, and future planning.
- Accomplish the milestones established for the departmental Renew '22 initiatives and Big Picture Goals.
- Conduct biennial internal customer service surveys and develop an action and communication plan to address areas identified for needed improvement.

# General Services

## **CAPITAL PROJECTS BUDGET PROGRAM**

Capital Projects provides full service planning, design, and construction of new County facilities, including remodels and related projects for all County departments. Services include: feasibility and cost studies for proposed projects, architectural and operational programming, and assisting with development of the County's Capital Improvement Plan. Capital Improvements also includes the Office of the County Architect which provides services related to space planning and utilization in addition to management of historical projects.

### Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PROJECT MANAGER	2.85	3.00	3.00	6.00	3.00
ARCHITECT	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.01	-	-	-	-
CAPITAL PROJECTS COORD	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	-	1.00	1.00	1.00	-
Total	5.87	7.00	7.00	10.00	3.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# General Services

## CAPITAL PROJECTS BUDGET PROGRAM (CONT'D)

### Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 872,984	\$ 1,060,700	\$ 1,378,140	\$ 1,436,600	\$ 375,900
Services and Supplies	80,445	2,987,400	2,512,160	3,286,500	299,100
Other Charges	246,214	78,600	76,600	27,100	(51,500)
Total Operating Expenditures	1,199,643	4,126,700	3,966,900	4,750,200	623,500
Capital Assets	3,654,816	19,681,300	2,195,830	27,201,000	7,519,700
Intrafund Expenditure Transfers (+)	256,841	264,000	264,000	265,000	1,000
Increases to Fund Balances	382,761	-	11,866,100	-	-
Total Expenditures	\$ 5,494,061	\$ 24,072,000	\$ 18,292,830	\$ 32,216,200	\$ 8,144,200
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	70,387	-	-	-	-
Intergovernmental Revenue	534,128	195,000	110,000	305,000	110,000
Charges for Services	849,012	582,000	559,800	1,883,800	1,301,800
Miscellaneous Revenue	-	-	200	614,200	614,200
Total Operating Revenues	1,453,527	777,000	670,000	2,803,000	2,026,000
Other Financing Sources	1,892,713	19,920,000	14,095,800	14,430,800	(5,489,200)
Decreases to Fund Balances	1,539,337	2,362,400	3,351,630	14,219,800	11,857,400
General Fund Contribution	945,000	1,012,600	275,000	762,600	(250,000)
Total Revenues	\$ 5,830,577	\$ 24,072,000	\$ 18,392,430	\$ 32,216,200	\$ 8,144,200

### 2019-20 Anticipated Accomplishments

- Achieved substantial construction completion of the Northern Branch Jail Project, including 100% completion of the offsite utilities work.
- Completed research and presented preliminary options for the Calle Real Master Plan project.
- Finalized the initial Countywide ADA Transition Plan and implementation strategy for the 11 identified sites.
- Constructed a temporary sobering center for Behavioral Wellness (BeWell) on the Calle Real campus and initiated construction of the permanent site.
- Attained substantial completion of the design of BeWell's forensic Mental Health Resource Center (MHRC) to be located on the Calle Real campus.
- Constructed the Court Clerk's security counter at the Santa Barbara Courthouse.
- Designed and began installation of electrical system infrastructure for 87 new Electric Vehicle (EV) charging stations for the downtown campus, Calle Real and Lompoc.
- Selected the County's first design-build team for the Fire Station 41 project in New Cuyama.
- Implemented a program-based approach to the Capital Improvement Program (CIP), including the establishment of selection criteria for project prioritization.
- Received California Energy Resources Conservation and Development Commission (CEC) and Pacific, Gas & Electric (PG&E) financing for various sustainability improvements at the Santa Maria Betteravia Campus, including LED Light retrofits and the installation of a Photo Voltaic solar array within select parking lots, to be completed next fiscal year.

# General Services

## ***CAPITAL PROJECTS BUDGET PROGRAM (CONT'D)***

### **2020-21 Objectives**

- Complete and close out the Northern Branch Jail construction project, and support initial facility start-up efforts and on-going maintenance services.
- Complete the design and pre-construction phase of the new Probation Headquarters.
- Complete the design phase and begin construction of the BeWell MHRC.
- Construct the permanent BeWell Sobering Center located on the Calle Real Campus.
- Continue planning efforts for the re-development of the Calle Real Campus.
- Design and identify priority projects for the upgrade of the Calle Real Water Loop system.
- Establish a formal parking lot improvement program based on the Pavement Condition Index (PCI) analysis performed in FY2019-2020.
- Replace the Office of Emergency Management (OEM) server room HVAC system for longer-term efficacy and redundancy.
- Invest in a Countywide Building Energy Management Systems (BEMS) to collect and analyze real-time energy usage data used to determine long-term sustainability objectives and decisions.
- Initiate design and pre-construction efforts for improvements to the South County, Main Jail complex.
- Begin a facility Life Cycle Cost Analysis to inform future Capital program decisions.
- Begin to build an Asset Management database to document the condition of our Countywide building inventory and inform data-driven decisions on future CIP projects and programs.
- Complete the design and begin construction of Fire Station 41 in New Cuyama.
- Design the replacement portions of the Santa Barbara County Courthouse roof.
- Initiate countywide space planning practices to guide tenant improvements.
- Begin design of the Regional Fire Communications Facility in conjunction with the Emergency Operations Center (EOC) complex.

# General Services

## **FACILITIES & REAL ESTATE MANAGEMENT BUDGET PROGRAM**

Facilities & Real Estate Management provides safe and healthy facilities for County employees and visitors. It provides a full range of maintenance services and coordinates contracts for custodial and landscaping services for County-owned structures. Staff maintains over 2.3 million square feet of space in approximately 430 County-owned buildings. The Real Property Division provides professional real estate services to meet the needs of all County Departments. Those services include negotiating and preparing documents for all types of real estate transactions, and maintaining a database of all active and historic real estate related projects and transactions. The Division also maintains an inventory of all County-owned properties. This function also includes Energy Management efforts to improve the efficiency of the County's utilities and facilities.

### Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PROJECT MANAGER	2.00	2.00	2.00	2.00	-
DIVISION MANAGER	0.78	1.00	1.00	1.00	-
FACILITIES MANAGER	2.00	2.00	2.00	2.00	-
ENERGY MANAGER	1.00	1.00	1.00	1.00	-
COST ANALYST	0.93	1.00	1.00	1.00	-
ADMN OFFICE PRO	1.23	1.50	1.50	1.50	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
REAL PROPERTY AGENT	2.00	2.00	2.00	2.00	-
FACILITIES SUPERVISOR	1.56	1.00	1.00	2.00	1.00
BUILDING MAINT SUPV	1.15	3.00	3.00	3.00	-
HVAC SPECIALIST	0.74	3.00	3.00	3.00	-
MAINTENANCE PLUMBER	2.85	4.00	4.00	4.00	-
ADMN OFFICE PRO SR	-	1.00	1.00	1.00	-
BUILDING MAINT WORKER	10.48	15.00	15.00	15.00	-
Total	27.71	38.50	38.50	39.50	1.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# General Services

## FACILITIES & REAL ESTATE MANAGEMENT BUDGET PROGRAM (CONT'D)

### Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 3,694,216	\$ 4,650,600	\$ 3,717,900	\$ 5,148,500	\$ 497,900
Services and Supplies	11,099,335	9,467,200	10,664,340	10,441,100	973,900
Other Charges	2,316,807	2,509,200	2,694,800	3,045,100	535,900
Total Operating Expenditures	17,110,358	16,627,000	17,077,040	18,634,700	2,007,700
Capital Assets	438,888	-	-	-	-
Other Financing Uses	782,723	688,400	748,400	692,800	4,400
Intrafund Expenditure Transfers (+)	780,100	772,100	771,900	832,500	60,400
Increases to Fund Balances	487,090	44,000	11,560	5,100	(38,900)
Total Expenditures	\$ 19,599,159	\$ 18,131,500	\$ 18,608,900	\$ 20,165,100	\$ 2,033,600
<b>Budget By Categories of Revenues</b>					
Licenses, Permits and Franchises	18,984	48,000	60,000	49,500	1,500
Use of Money and Property	928,261	857,500	1,057,200	933,000	75,500
Intergovernmental Revenue	126,219	124,300	125,200	113,100	(11,200)
Charges for Services	6,506,407	6,546,000	6,420,200	7,377,300	831,300
Miscellaneous Revenue	592,362	540,500	601,600	549,800	9,300
Total Operating Revenues	8,172,233	8,116,300	8,264,200	9,022,700	906,400
Other Financing Sources	42,106	-	-	-	-
Intrafund Expenditure Transfers (-)	579,172	36,600	67,600	11,600	(25,000)
Decreases to Fund Balances	4,079,744	3,369,700	2,405,200	3,579,800	210,100
General Fund Contribution	6,323,800	6,608,900	7,871,900	7,551,000	942,100
Total Revenues	\$ 19,197,055	\$ 18,131,500	\$ 18,608,900	\$ 20,165,100	\$ 2,033,600

### 2019-20 Anticipated Accomplishments

- Responded to over 300 work orders countywide for unplanned deferred maintenance issues requiring immediate attention including broken water lines, HVAC failures, vandalism, sewer back-ups, sewer line ruptures, broken windows, water intrusion and roof leaks.
- Continued to document facility condition data and enhance the asset management database.
- Implemented several security enhancements to County facilities based on recommendations in the Security Assessment report.
- Assisted Goleta Water with the installation of new water main valves within the Calle Real campus.
- Replaced HVAC units in the HR building downtown, the Los Prietos Boy's Camp kitchen and upper dormitory, the BeWell Cares Unit, and the IV Community Center (IVCC).
- Assisted with various interior repairs needed in the IVCC restrooms and kitchen.
- Replaced the parking lot at 4444 Calle Real (BeWell).
- Completed roof replacement at the Treasurer/Tax Collector (T/TC) warehouse at the Calle Real campus.
- Completed the Administration building elevator assessment.
- Implemented Real Property expenditure tracking in FIN and provided internal database improvements to enhance the Real Property billing process.
- Completed the Phase 2 implementation in the Real Property management system, which includes the addition of closed agreements, inventory, critical dates, provisions, and tasks to the database along with enhanced reporting.
- Evaluated workload and resourced the appropriate staffing levels to address short-term needs and long-term goals.

# General Services

## ***FACILITIES & REAL ESTATE MANAGEMENT BUDGET PROGRAM (CONT'D)***

### **2020-21 Objectives**

- Coordinate with HR, Risk, and CEO to ensure the County Public Health Officer Order is executed to ensure Social Distancing Protocol as required.
- Continue aligning Facilities/Maintenance and Capital Division operations through collaborative project review.
- Establish a preventive maintenance program for HVAC systems, roof repair and replacement, parking lot repairs and upgrades, and other building systems utilizing condition-based data built in the asset management database.
- Develop Phase I of a Capital Assets Lifecycle policy that provides the predictive framework to identify, prioritize, and schedule deferred maintenance projects.
- Fully adopt the work order system and implement strategic analysis and prioritization of all work order requests.
- Continue recruitment, hiring, and training staff for the Northern Branch Jail (NBJ) facilities maintenance services.
- Continue phased implementation of the Real Property management system and fully utilize the available modules, including financial and budgetary project tracking, workload analysis and performance metrics.
- Coordinate with the Facilities and Capital Projects Division to develop a Space Allocation Management program to document building occupancy and consolidation opportunities, and to establish a management and disposition process.
- Establish strategic land management options, identify all County owned real estate, including vacant and undevelopable parcels, and assess and plan for potential income opportunities via public/private sector partnership, disposition, or open market sale.
- Work to achieve Real Property Division objectives with regard to the recent KPMG recommendations for improved operational efficiency and real estate portfolio management.
- Complete lease acquisition, tenant improvements and subsequent move to Goleta of General Services' downtown operations, if approved, to consolidate divisions in one location, improve information sharing and workflows between divisions, and increase insight into workload and performance.

# General Services

## FLEET OPERATIONS BUDGET PROGRAM

Fleet Operations meets all of the transportation needs of the County procuring, maintaining and disposing of all light, medium and heavy duty vehicles and equipment, administration of the motor pool, and the fuel station operations.

### Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
FLEET MANAGER	1.00	1.00	1.00	1.00	-
ACCOUNTANT	0.37	1.00	1.00	1.00	-
DEPT BUS SPEC	1.89	2.00	2.00	2.00	-
LEAD MECHANIC	2.93	3.00	3.00	3.00	-
EQUIPMENT MECHANIC	1.41	2.00	2.00	2.00	-
AUTOMOTIVE MECHANIC	8.26	9.00	9.00	9.00	-
HEAVY EQUIP OPERATOR	-	-	-	1.00	1.00
MOTOR POOL DISPATCH	0.96	1.00	1.00	1.00	-
STOREKEEPER	0.74	1.00	1.00	1.00	-
Total	17.56	20.00	20.00	21.00	1.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

### Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 1,927,267	\$ 2,440,700	\$ 2,122,800	\$ 2,493,700	\$ 53,000
Services and Supplies	5,639,828	6,623,900	6,531,400	6,819,200	195,300
Other Charges	3,789,744	4,299,400	4,026,500	3,927,500	(371,900)
Total Operating Expenditures	11,356,840	13,364,000	12,680,700	13,240,400	(123,600)
Capital Assets	2,026,603	4,675,800	5,245,500	5,160,900	485,100
Other Financing Uses	183,030	-	-	-	-
Increases to Fund Balances	-	-	864,600	-	-
Total Expenditures	\$ 13,566,473	\$ 18,039,800	\$ 18,790,800	\$ 18,401,300	\$ 361,500
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	587,821	200,000	370,000	410,000	210,000
Charges for Services	12,004,542	13,124,000	13,166,200	13,147,800	23,800
Miscellaneous Revenue	203,235	100,000	144,900	149,100	49,100
Total Operating Revenues	12,795,598	13,424,000	13,681,100	13,706,900	282,900
Other Financing Sources	741,311	1,115,800	1,609,700	1,507,000	391,200
Decreases to Fund Balances	1,135,600	3,500,000	3,500,000	3,187,400	(312,600)
Total Revenues	\$ 14,672,509	\$ 18,039,800	\$ 18,790,800	\$ 18,401,300	\$ 361,500

# General Services

## ***FLEET OPERATIONS BUDGET PROGRAM (CONT'D)***

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### **2019-20 Anticipated Accomplishments**

- Continued making progress towards right sizing the county fleet, in collaboration with county departments, including a reduction of two Heavy Duty class trucks and downsizing replacement vehicles of additional class types.
- Expanded staff training by sending additional employees to the California Fire Mechanic Academy, and added multiple online training resources for all staff.
- Continued to maintain the ASE Blue Seal certification professional standard for all fleet repair facilities.
- Began the implementation of the Electric Vehicle (EV) Replacement Program, per Board policy, and increased the number of alternatively fueled replacement vehicles to include 56 all-electric vehicles.
- Established alternative transportation methods for local business travel resulting in savings to the county of thousands of dollars annually.

### **2020-21 Objectives**

- Expand mobile fleet maintenance capacity of equipment mechanics to provide a higher level of customer service when performing scheduled and unplanned service calls in the field.
- Incentivize customer utilization of new all-electric vehicles within the motor pool, monitor progress and provide data and reporting.
- Continue to increase the number of all-electric vehicles within the county fleet, in accordance with the EV Replacement Program.
- Evaluate the implementation of telematics for enhanced fleet utilization.
- Pursue on-going educational opportunities for staff with the goal of a minimum of 40 training hours per employee annually.

# General Services

## **INFORMATION & COMMUNICATIONS TECHNOLOGY BUDGET PROGRAM**

Information & Communications Technology enables County departments to provide effective services to citizens through innovative technology solutions. This Division delivers reliable information technology, telephone, and public safety radio network systems. Services include: telephone and voicemail services, Windows infrastructure and email services, web and application hosting, network security services, portable, mobile and base station radios, microwave communications, security systems, and audio video conferencing systems. These services are used by Santa Barbara County employees and partners.

### Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	1.07	2.00	2.00	3.00	1.00
DIVISION MANAGER	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	11.70	15.00	15.00	15.00	-
COMMUNICATIONS MANAGER	0.52	1.00	1.00	-	(1.00)
PROGRAM/BUS LDR-GEN	0.48	-	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	1.00	1.00	1.00	1.00	-
RADIO COMMUNICATION SYSTEMS ENGIN	1.00	1.00	1.00	1.00	-
EDP NETWORK TECH	5.70	6.00	6.00	6.00	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
COMM SYSTEMS SUPV	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	-	-	-	2.00	2.00
COMM EQUIP TECH SR	2.00	2.00	2.00	2.00	-
EDP OFFICE AUTO COORD	1.00	1.00	1.00	1.00	-
ELECTRONICS SYSTEMS TECH	2.00	2.00	2.00	2.00	-
COMM EQUIP TECH	2.00	2.00	2.00	2.00	-
Total	<u>33.48</u>	<u>38.00</u>	<u>38.00</u>	<u>41.00</u>	<u>3.00</u>

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# General Services

## INFORMATION & COMMUNICATIONS TECHNOLOGY BUDGET PROGRAM (CONT'D)

### Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 5,770,645	\$ 6,532,200	\$ 6,181,100	\$ 7,271,200	\$ 739,000
Services and Supplies	5,239,808	6,553,200	7,583,700	6,586,600	33,400
Other Charges	2,303,968	2,881,700	2,766,900	3,560,900	679,200
Total Operating Expenditures	13,314,421	15,967,100	16,531,700	17,418,700	1,451,600
Capital Assets	5,276,981	3,348,300	5,165,200	3,543,400	195,100
Other Financing Uses	21,727	-	174,000	-	-
Total Expenditures	\$ 18,613,129	\$ 19,315,400	\$ 21,870,900	\$ 20,962,100	\$ 1,646,700
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	569,091	175,000	288,500	355,000	180,000
Charges for Services	13,526,905	14,862,100	14,601,900	17,658,800	2,796,700
Miscellaneous Revenue	548	-	2,400	-	-
Total Operating Revenues	14,096,543	15,037,100	14,892,800	18,013,800	2,976,700
Other Financing Sources	2,073,015	800,000	2,530,400	-	(800,000)
Decreases to Fund Balances	3,035,621	3,478,300	4,447,700	2,948,300	(530,000)
Total Revenues	\$ 19,205,179	\$ 19,315,400	\$ 21,870,900	\$ 20,962,100	\$ 1,646,700

### 2019-20 Anticipated Accomplishments

- Completed Phases 3 & 4 (Design) of the Public Safety Radio Upgrade Project.
- Established an IT Governance Program supported by a multi-department council and committees.
- Implemented a pilot centralized Tier-1/Tier-2 customer support center, providing intake, triage and tracking of technical support calls for four departments.
- Enhanced the County's Project Management practice through Smartsheet license consolidation, among ICT, Public Health, Behavioral Wellness and Public Works as well as deployed the Smartsheet IT PMO Accelerator.
- Increased public safety radio coverage in Cuyama Valley through an infrastructure upgrade on Fire Station 41.
- Expanded the County's telephone number pool using 5-digit dialing.
- Installed the Valley Peak public safety radio site.

### 2020-21 Objectives

- Complete Phase 5 (Procurement/Implementation) of the Public Safety Radio Upgrade Project.
- Complete cloud migration of on-premise Microsoft Office applications to Microsoft's Office 365 Government Cloud.
- Migrate the Department of Social Services' network infrastructure into the County's central infrastructure.
- Implement digital signature service supporting County functions.
- Expand radio coverage with microwave tower infrastructure at Santa Ynez Peak, Figueroa and Mt. Abel (Phase 3).
- Design and implement a physical security program.
- Perform an upgrade assessment of the County's telephone infrastructure.
- Re-design the County website to improve resiliency using cloud-based platforms, and insure ADA compliance.
- Perform a GIS needs assessment to determine enterprise GIS mapping needs across all County departments.

# General Services

## **PURCHASING, SURPLUS AND MAIL BUDGET PROGRAM**

Purchasing provides centralized procurement of County commodities and supplies. Surplus Property provides for standards of disposal for the County's surplus property. Mail services include mail delivery to departments throughout the County.

### Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ENTERPRISE LDR-GEN	0.59	1.00	1.00	1.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
BUYER	2.00	2.00	2.00	2.00	-
MAIL CENTER SUPERVISOR	-	1.00	1.00	-	(1.00)
MAIL CENTER WORKER	1.81	2.00	2.00	2.00	-
Total	6.41	8.00	8.00	7.00	(1.00)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

### Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 871,301	\$ 1,042,700	\$ 811,700	\$ 854,500	\$ (188,200)
Services and Supplies	120,967	34,100	301,200	454,600	420,500
Other Charges	100,749	128,800	112,700	66,300	(62,500)
Total Operating Expenditures	1,093,016	1,205,600	1,225,600	1,375,400	169,800
Intrafund Expenditure Transfers (+)	173,363	175,400	175,400	163,400	(12,000)
Total Expenditures	\$ 1,266,379	\$ 1,381,000	\$ 1,401,000	\$ 1,538,800	\$ 157,800
<b>Budget By Categories of Revenues</b>					
Charges for Services	-	-	270,000	318,800	318,800
Miscellaneous Revenue	2,888	-	1,000	-	-
Total Operating Revenues	2,888	-	271,000	318,800	318,800
Decreases to Fund Balances	-	21,200	-	-	(21,200)
General Fund Contribution	1,345,800	1,359,800	1,130,000	1,220,000	(139,800)
Total Revenues	\$ 1,348,688	\$ 1,381,000	\$ 1,401,000	\$ 1,538,800	\$ 157,800

# General Services

## ***PURCHASING, SURPLUS AND MAIL BUDGET PROGRAM (CONT'D)***

### **2019-20 Anticipated Accomplishments**

- Completed 70 solicitations (RFPs/RFIs/RFQs) on behalf of the County.
- Continued to increase the use of the online bid process, including increasing vendor registrations and participation in bid and procurement opportunities.
- Tripled department adoption and use of the County Amazon Business account, which has improved our tracking and analysis of county spend through Amazon.
- Streamlined the Surplus Property process to increase property re-use and revenue from sales, and to minimize disposal.
- Implemented in-house postage metering services available to all county departments, which has resulted in cost savings and improved efficiency for participating departments.
- Continued vendor outreach efforts and worked on the planning of a vendor outreach event including Ventura County and San Luis Obispo County and in collaboration with Omnia Partners, to connect vendors and suppliers with the community and departments, and promote cooperative purchasing opportunities.

### **2020-21 Objectives**

- Implement on-line requisitioning countywide using a cloud-based system to automate the purchase order and contract issuance process.
- Work to develop clear Board adopted policies to establish roles and responsibilities of Purchasing and county departments as the Purchasing division transitions over time to a center-led service provider for the county.
- Coordinate with the Auditor Controller to analyze spend data and provide an in-depth spend analysis and annual report in support of strategic purchasing efforts countywide.
- Initiate the development of center-led Contract Administration to lead and support the contracting lifecycle process to ensure best use of the county budget through favorable contract terms streamlined across departments.
- Establish processes and work with departments to proactively identify common goods and services that can be collectively bid and provide strategic sourcing opportunities countywide.
- Schedule recurring quarterly meetings with department representatives to collaborate and identify areas for contract consolidation, cost reduction, and elimination of duplicative purchasing related work.
- Create a vendor outreach program focused on small business, local vendor, and supplier diversity.
- Plan and implement a centralized mail services program, using one central sorting location and providing central support for more reliable and secure mail services.
- Standardize all bid documents to ensure consistency and compliance for all county solicitations.