

# General Services



# General Services

## Budget & Full-Time Equivalents (FTEs) Summary

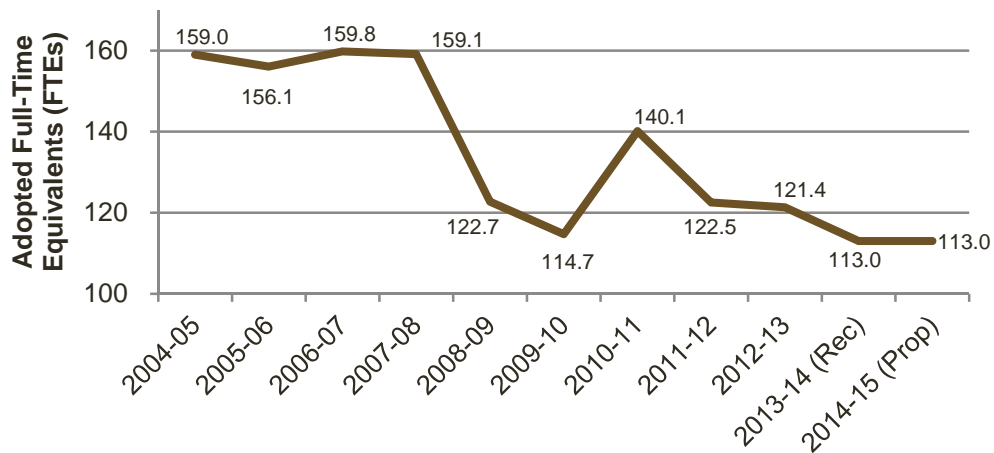
Operating	\$ 40,153,786
Capital	\$ 8,986,137
FTEs	113.0

## Budget Programs Chart



## Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



# General Services

## *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. 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 options. 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."

These services include the following:

### **Central Services**

Central Services includes the financial and administrative services within the Department, through accounting, personnel, and payroll operations. It also includes the Purchasing Division which provides centralized procurement services for all Santa Barbara County departments. The program also provides mailing and courier services, and disposes of surplus property.

### **Capital Improvements**

Capital Improvements provides full service planning, design, and construction of new County facilities, including remodels and related projects for all County departments. Our services include: feasibility and cost studies for proposed projects, architectural and operational programming, management of building, remodel design and construction (including furnishings, fixtures, and equipment), assisting with development of the

County's Capital Improvement Plan, and services provided by the County Architect.

### **Facilities & Land Management**

Facilities & Land Management promotes a safe, healthy environment for County employees and visitors. It provides a full range of maintenance and custodial services for County-owned structures. Staff takes care of over 1.8 million square feet of space in 390 County-owned buildings. This Budget Program also includes the Real Property Division which provides professional real estate services to meet County space needs and requirements. This Budget Program also prepares and negotiates real property transactions including leases, sales, and purchases.

### **Fleet Operations**

Fleet Operations meets the transportation needs of County departments by providing the following: vehicle and equipment maintenance and repair services, administering fuel operations, acquiring and preparing new vehicles and equipment, and operating a County motor pool.

### **Information & Communications Technology**

Information & Communications Technology enables County departments to provide effective services to citizens through innovative Information Technology (IT) solutions. This also includes the Communications Division which provides a reliable, cost-effective telephone and microwave system. The Budget Program also provides mobile and portable radio maintenance security control and audio-video services for use by Santa Barbara County employees and contract agencies.

## *2012-13 Anticipated Accomplishments*

### **Central Services**

- Processed 2,300 contracts that are in full compliance with County Purchasing Statutes

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and Ordinances. Published 60 requests for Proposals/Invitation for bids and processed 95% of all contracts within 7-working days.

- Continued promotion of the Local Vendor Outreach program. For the second year in a row, achieved the goal of spending over 60% on local vendors.

## **Capital Improvements**

- Managed 25 projects valued at \$30 million. “Closed Out” the Emergency Operations Center (\$7.9 million) and the Public Defender remodel in the Historic County Courthouse (\$5.8 million). Completed the Santa Maria Court Clerks building (\$5.2 million), the Audio, Data, Video Information Management System (ADVIMS) at the Emergency Operations Center (\$.6 million), and expect completion of the Betteravia Administration Building Expansion (\$1.4 million) by June 2013. The Department is also in the process of completing the 2013-2018 Space Utilization Study.
- On the Northern Branch Jail Project, completed several critical project agreements with the State for award of the \$80 million grant. Also obtained State and Board of Supervisors approval of the project and are now developing Professional Service Agreements with three key consultants, including the Architect and Construction Manager.

## **Facilities & Land Management**

- Funded and installed 1 megawatt solar array at the Calle Real campus.
- Provided support to all County departments with real estate services.
- Through the Deferred Maintenance program, upgraded the Heating, Ventilation, and Air Conditioning (HVAC) controls system at Building D of the Santa Maria Government Center, completed phase two of HVAC upgrades to the Historic Santa Barbara

Courthouse, and replaced 3 HVAC units at the Santa Barbara Social Services Building.

- Facilities Division completed 8,000 work orders for 381 buildings.

## **Fleet Operations**

- Fleet fossil fuel usage reduction of over 12% within the past five years.
- Increased revenue from the sale of used County vehicles by approximately 30% through the use of on-line auctions.

## **Information & Communications Technology**

- Completed the Countywide Technology Strategic Plan to clearly link County business objectives with IT enablement.
- Completed the transition of appropriate County radios to narrow banding technology.
- Completed the upgrade of the County email system from Exchange 2007 to 2010.
- Provided a secure Mobile Device Management solution to support a growing number of portable devices.

## *2013-15 Objectives*

### **Central Services**

- In an effort to enhance the Local Vendor Outreach Program, perform additional outreach training to educate local vendors on how to do business with the County.

### **Capital Improvements**

- Complete the revised Space Policy and update the 2006-2011 Space Utilization Study. Establish a Leadership in Energy and Environmental Design (LEED) requirement (i.e.

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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.

- Complete the schematic design of the new North County Jail to be funded primarily by an AB 900 Grant.

## **Facilities & Land Management**

- Through the Deferred Maintenance program, begin phase 3 of the Historic County Courthouse heating, ventilation, and air conditioning (HVAC) upgrades. Replace Health Care Services Building 4 cafeteria roof and install roof coating on Building C of the Santa Maria Government Center.
- Facilities Division will begin converting from paper printed work orders to handheld devices.

## **Fleet Operations**

- Work with County departments to further improve fleet “Right Sizing”:
  - Reduce the total of vehicles owned by the organization.
  - Ensure that vehicles being used by our employees are the appropriate size for the job being performed.

## **Information & Communications Technology**

- Complete a five year plan for the communications network covering: the planned use of fiber, leased lines, wireless, microwave, and radio technologies.
- Complete the upgrade of the phone system to utilize Voice over Internet Protocol (VoIP) technologies.
- Upgrade the voicemail system and implement a Unified Communication and Collaboration

strategy to support instant messaging, desktop sharing, audio and video conferencing.

- Redesign the County internet site to provide enhanced mobile device support.

## *Changes & Operational Impact: 2012-13 Adopted to 2013-14 Recommended*

### **Staffing**

- Decrease of 8.4 FTEs.
- The reduction in 8.4 FTE is primarily due to the elimination of vacant, unfunded positions that came to General Services with the reorganization of Information Technology in 2010-11.

### **Expenditures**

- Net operating expenditure increase of \$467,000:
  - +\$438,000 increase in Salaries and Benefits:
    - +\$270,000 increase in extra-help,
    - +\$98,000 increase in County retirement contributions
    - +\$49,000 increase in workers' compensation.
  - -146,000 decrease in Services and Supplies primarily reflects an anticipated decrease in fuel costs and consumption, offset by an increase in budgeted costs for Countywide maintenance.
  - +175,000 increase in Other Charges:
    - +96,000 increase in data processing charge.
    - +56,000 increase in electricity charges.
- Net non-operating expenditure decrease of \$1,335,000:
  - -\$897,000 decrease in Capital Assets reflects decreases in vehicle purchases

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- primarily due to the purchase of the two Jail Transportation buses in the prior year.
- +\$543,000 increase in Other Financing Uses reflects increases in costs for the main jail sewer replacement project that was started in the prior year.
- -\$95,000 decrease in Intrafund Expenditure Transfers (+) – reflects decreases in the pool of costs, primarily from salary savings, for administrative allocation.
- -\$875,000 Increases to Fund Balances – the reduction in this item reflects the completion of several multiyear capital projects; thereby, drawing down (reducing) fund balance. There are no increases to committed fund balance anticipated for FY 2013-14.
- -\$12,000 Decrease to Fund Balance Impact –reflects a decrease to the Vehicle Internal Service Fund's (ISF) fund balance.
- +\$12,000 increase in Use of Money and Property reflects increases for interest income.
- +\$712,000 increase in Intergovernmental Revenue reflects federal receipt of funding for capital improvements at the Santa Ynez Airport that are scheduled to start in FY 2013-14.
- +\$462,000 increase in Charges for Services reflects increases for Communication charges (\$148,000) and Information Technology charges (\$408,000 - primarily due to Salary and Benefit increases).
- +\$185,000 increase in Miscellaneous Revenue reflects increases for Southern California Edison (SCE) grants (\$100,000) and utility revenue (\$122,000).

These changes result in recommended operating expenditures of \$40,154,000, non-operating expenditures of \$11,247,000, for total expenditures of \$51,401,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Notes: The Capital Improvements Budget Program decreased by \$26.0 million from FY 2011-12 to FY 2012-13 due to the substantial completion of the following projects: Calle Real Solar project, Santa Maria Court Clerks, Tognazzini land donation, Public Defender Remodel, and the Emergency Operations Center.

The Facilities and Land Management Budget Program decreased by \$8.5 million from FY 2011-12 to FY 2012-13 due to the substantial completion of the Calle Real Solar project.

## **Revenues**

- Net operating revenue increase of \$1,384,000:
  - +\$14,000 increase in Licenses, Permits and Franchises reflects increases for oil and gas franchises.
  - +\$569,000 increase in General Fund Contribution (GFC) due to:
    - +\$200,000 increase in GFC to replace Department's prior use of one-time funds for ongoing operations. This is in accordance with Board adopted
- Net non-operating revenue decrease of \$2,252,000:
  - +\$110,000 increase in Other Financing Sources reflects reimbursement for capital projects that will either start or ramp up in FY 13-14.
  - -\$55,000 decrease in Intrafund Expenditure Transfers (-) reflects decreases in the administrative rates, primarily from salary savings, charged to other departments for recovery of administrative costs.
  - -\$1,464,000 decrease to Fund Balances reflects:
    - -\$1,067,000 decrease from the purchase of the two Jail Transportation buses in the prior year; thereby reducing the fund balance in the Vehicle Fund
    - -\$219,000 decrease in Certificate of Participation (COP) proceeds due to completed projects.
    - -\$200,000 decrease in deferred maintenance funds (reallocated to the Department through increased General Fund Contribution).

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- Budget Policies to achieve a sustainable balanced budget.
- +\$200,000 increase in GFC to reclassify funding previously transferred through deferred maintenance funding.
  - +\$94,000 increase for Salaries and Benefits
  - +\$75,000 transfer from Parks to General Services, to fund County grounds maintenance that was previously performed by the Parks division of the Community Services Department.
  - -\$1,412,000 decrease of Fund Balance Impact (-) reflects:
    - -\$872,000 decrease to the Retained Earnings of the Capital Improvements Program as large capital projects are now completed.
    - -\$497,000 decrease in the Retained Earnings for the Vehicle Fund associated with the Jail Transportation buses.

These changes result in recommended operating revenues of \$31,313,000, non-operating revenues of \$20,088,000, resulting in total revenues of \$51,401,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

## *Changes & Operational Impact: 2013-14 Recommended to 2014-15 Proposed*

There is no change budgeted for staffing in FY 2014-15. It is anticipated that both expenditures and revenues will decrease by \$808,000 primarily due to reduced capital and funding related to completed projects.

With the exclusion of Internal Service Funds, there is a budget gap of \$241,000 in FY 2014-15, to maintain FY 2013-14 levels of service. An additional source of funding would need to be identified to prevent the need for service level reductions.

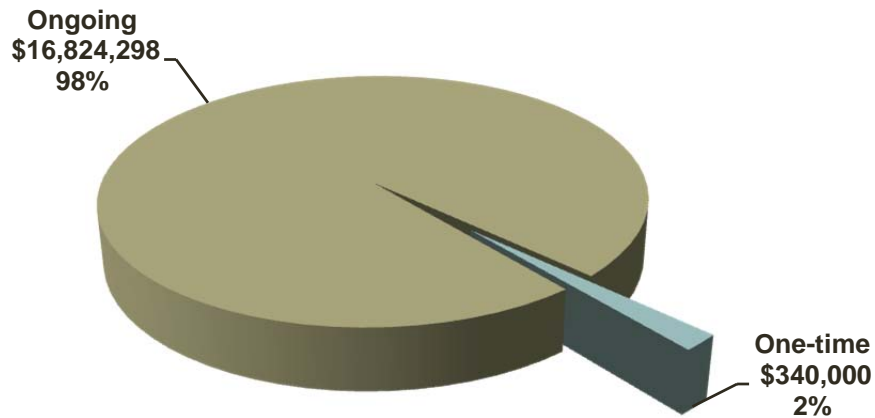
## *Related Links*

For more information on the General Services' Office, refer to the Web site at [www.countyofsb.org/gs/default.aspx?id=5782](http://www.countyofsb.org/gs/default.aspx?id=5782).

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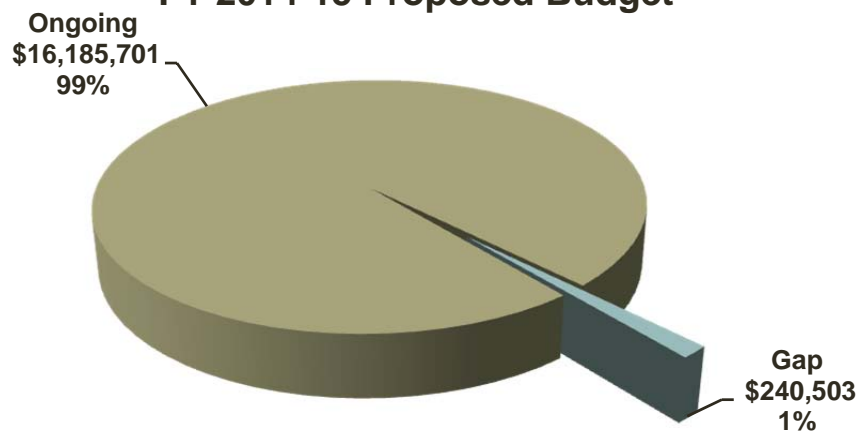
## Gap Charts

### FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget (excluding Internal Service Funds) relies on one-time sources to fund 2% of the Department's ongoing operations. These funds allowed the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2014-15.

### FY 2014-15 Proposed Budget



To maintain FY 2013-2014 service levels (excluding Internal Service Funds), it is estimated that \$16,426,000 of funding will be required in FY 2014-15. An additional \$242,000 must be identified to prevent the need for service level reductions.



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## Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of customers satisfied or highly satisfied with services provided by the department (Target = > 85%)	Not Used in Prior Year	> 85%	> 85%	> 85%
Accept and complete 95% of all Facilities work orders received (Target = 95%)	Not Used in Prior Year	14,225 of 15,000  95%	14,225 of 15,000  95%	14,225 of 15,000  95%
Reduce the electricity County facilities consume by 25% using the 2008 baseline from 24,108,242 kWh to 18,08,1,182 kWh by the year 2020 (Target = > 25%)	Not Used in Prior Year	Not Used in Prior Year	> 10%  21,697,417 kWh	> 15%  20,492,005 kWh
Achieve a 5% reduction in network outages from the previous year (Target = > 5%)	Not Used in Prior Year	<129  5%	<123  5%	<117  5%

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## Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Central Services	18.30	27.00	(10.00)	17.00	17.00
Capital Improvements	6.95	7.00	-	7.00	7.00
Facilities & Land Management	35.59	35.35	0.96	36.30	36.30
Fleet Operations	20.17	20.00	(0.30)	19.70	19.70
Information & Communications Technology	31.81	32.00	1.00	33.00	33.00
Total	112.82	121.35	(8.35)	113.00	113.00
<b>Budget By Budget Program</b>					
Central Services	\$ 2,914,717	\$ 2,755,670	\$ (266,842)	\$ 2,488,828	\$ 2,678,629
Capital Improvements	31,084,522	5,127,779	(149,922)	4,977,857	3,916,856
Facilities & Land Management	25,027,642	16,518,620	476,884	16,995,504	17,095,500
Fleet Operations	13,250,127	14,823,661	(1,542,589)	13,281,072	13,689,316
Information & Communications Technology	10,549,325	13,011,737	626,060	13,637,797	13,212,854
Fund Balance Impact (+)	1,548,076	32,148	(11,863)	20,285	-
Unallocated	(22,262)	-	-	-	-
Total	\$ 84,352,146	\$ 52,269,615	\$ (868,272)	\$ 51,401,343	\$ 50,593,155
<b>Budget By Categories of Expenditures</b>					
Salaries and Employee Benefits	\$ 12,951,969	\$ 13,417,595	\$ 438,268	\$ 13,855,863	\$ 14,405,254
Services and Supplies	17,050,163	19,456,666	(145,804)	19,310,862	19,930,916
Other Charges	6,009,306	6,812,425	174,636	6,987,061	6,910,517
Total Operating Expenditures	36,011,438	39,686,686	467,100	40,153,786	41,246,687
Capital Assets	22,372,655	9,882,755	(896,618)	8,986,137	7,446,137
Other Financing Uses	16,959,449	922,326	542,681	1,465,007	1,057,592
Intrafund Expenditure Transfers (+)	790,047	835,010	(94,882)	740,128	812,739
Increases to Fund Balances	6,670,481	910,690	(874,690)	36,000	30,000
Fund Balance Impact (+)	1,548,076	32,148	(11,863)	20,285	-
Total	\$ 84,352,146	\$ 52,269,615	\$ (868,272)	\$ 51,401,343	\$ 50,593,155
<b>Budget By Categories of Revenues</b>					
Licenses, Permits and Franchises	\$ 28,169	\$ 22,500	\$ 13,500	\$ 36,000	\$ 36,000
Use of Money and Property	1,082,343	937,459	11,931	949,390	936,500
Intergovernmental Revenue	3,328,623	378,958	712,489	1,091,447	1,080,857
Charges for Services	26,454,455	27,850,158	461,568	28,311,726	29,279,343
Miscellaneous Revenue	2,570,080	740,081	184,624	924,705	1,637,238
Total Operating Revenues	33,463,670	29,929,156	1,384,112	31,313,268	32,969,938
Other Financing Sources	24,159,089	1,542,107	109,893	1,652,000	460,000
Intrafund Expenditure Transfers (-)	2,791,627	846,610	(54,882)	791,728	864,339
Decreases to Fund Balances	12,916,309	10,836,062	(1,464,226)	9,371,836	7,234,423
General Fund Contribution	7,556,211	7,574,002	568,798	8,142,800	8,250,200
Fund Balance Impact (-)	3,465,240	1,541,678	(1,411,967)	129,711	814,255
Total	\$ 84,352,146	\$ 52,269,615	\$ (868,272)	\$ 51,401,343	\$ 50,593,155