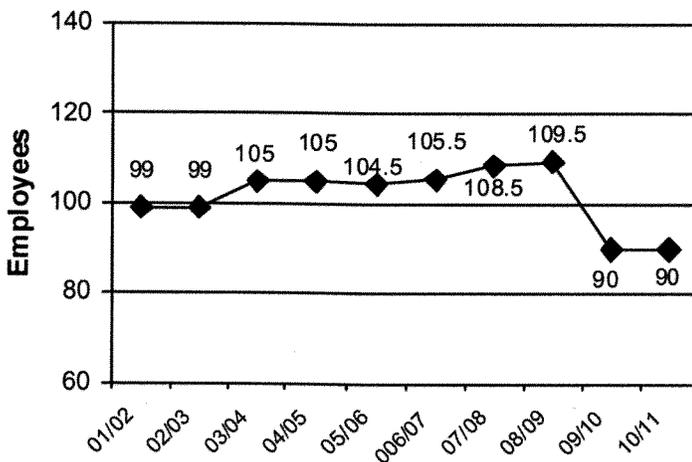


MISSION STATEMENT

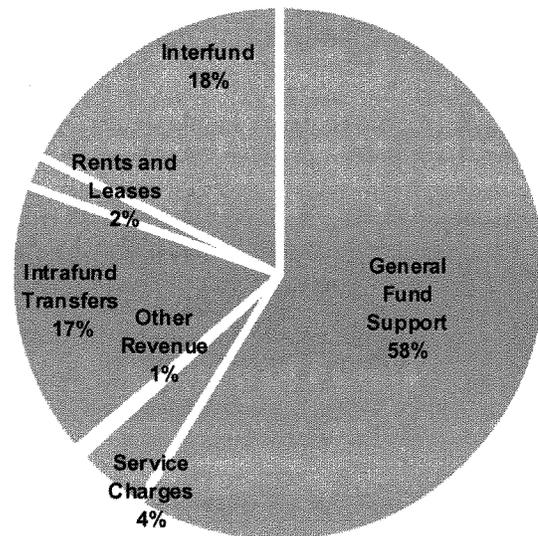
The General Services Agency delivers excellence to every customer by working as a team to enhance the work environments of San Luis Obispo County through leadership, trust and vision for the future.

Financial Summary	2008-09	2009-10	2010-11	2010-11	2010-11
	Actual	Actual	Requested	Recommended	Adopted
Licenses and Permits	\$ 35,013	\$ 6,728	\$ 13,000	\$ 13,000	\$ 13,000
Revenue from Use of Money & Property	240,364	205,917	236,596	236,596	236,596
Intergovernmental Revenue	14,546	0	18,648	18,648	18,648
Charges for Current Services	484,052	599,302	561,283	561,283	561,283
Other Revenues	50,474	89,831	74,185	74,185	74,185
Interfund	<u>2,069,130</u>	<u>2,044,256</u>	<u>2,272,748</u>	<u>2,272,748</u>	<u>2,272,748</u>
**Total Revenue	\$ 2,893,579	\$ 2,946,034	\$ 3,176,460	\$ 3,176,460	\$ 3,176,460
Salary and Benefits	8,363,528	7,937,283	8,266,472	8,165,497	8,165,497
Services and Supplies	4,081,054	4,319,338	4,576,372	4,565,948	4,565,948
Other Charges	101,250	104,949	94,000	94,000	94,000
Fixed Assets	<u>38,289</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
**Gross Expenditures	\$ 12,584,121	\$ 12,361,570	\$ 12,936,844	\$ 12,825,445	\$ 12,825,445
Less Intrafund Transfers	<u>1,881,271</u>	<u>1,929,801</u>	<u>2,134,825</u>	<u>2,134,825</u>	<u>2,134,825</u>
**Net Expenditures	\$ 10,702,850	\$ 10,431,769	\$ 10,802,019	\$ 10,690,620	\$ 10,690,620
General Fund Support (G.F.S.)	<u>\$ 7,809,271</u>	<u>\$ 7,485,735</u>	<u>\$ 7,625,559</u>	<u>\$ 7,514,160</u>	<u>\$ 7,514,160</u>

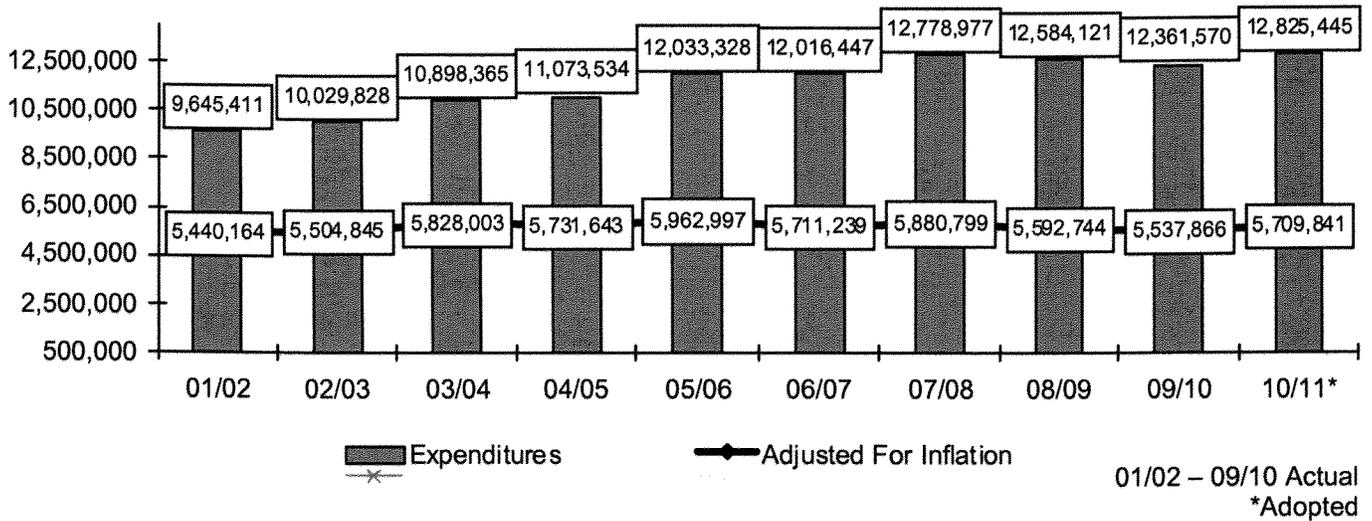
**Number of Employees
(Full Time Equivalent)**



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Administration

Provide general management, supervision, accounting, and secretarial support to all business units in the General Services Agency, including County Airports, Fleet Services, Reprographics, Parks and Golf Courses.

Total Expenditures: \$1,946,869 Total Staffing (FTE): 14.00

Architectural Services

Manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County-owned buildings.

Total Expenditures: \$1,202,206 Total Staffing (FTE): 10.00

Central Mail

Distribute interoffice and U.S. mail for all County Departments and pick-up, meter, and sort outgoing U.S. mail to take advantage of pre-sort discounts.

Total Expenditures: \$740,278 Total Staffing (FTE): 2.00

Central Services

Manage the centralized purchasing program for all County Departments and the Special Districts which are under the control of the Board of Supervisors.

Total Expenditures: \$347,640 Total Staffing (FTE): 4.00

Custodial Services

Provide general office maintenance, custodial services, and related supplies for County facilities.

Total Expenditures: \$2,014,652 Total Staffing (FTE): 27.00

Facility Maintenance Services

Perform general operational maintenance and preventative maintenance of County-owned facilities.

Total Expenditures: \$3,149,480 Total Staffing (FTE): 25.00

Grounds Services

Maintain the landscaping of County buildings and facilities in a timely manner.

Total Expenditures: \$428,408 Total Staffing (FTE): 3.00

Maintenance Projects and Utilities

Maintain and enhance utility services for existing County facilities.

Total Expenditures: \$1,189,867 Total Staffing (FTE): 1.00

Real Property Services

Manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, including land, buildings, and improvements. Procure, negotiate, establish and administer real property lease contracts and agreements for County Departments (i.e. County as Lessee and County as Lessor/Permitter).

Total Expenditures: \$1,806,045 Total Staffing (FTE): 4.00

DEPARTMENT COMMENTS

The General Services Agency's General Services team provides a variety of services directly to other County Departments supporting the successful accomplishment of their missions. We provide services in the areas of county facility maintenance, custodial, architectural services, real property services, and the essential central services of purchasing and interoffice mail delivery. We are committed to providing excellent service balanced by positive attitudes and financially responsible actions. We support the General Services Agency as well as the County's focus on community by balancing our mission and vision, code of conduct and core values with our positive attitudes and financially responsible approach to our customers changing requirements.

Goal 1: As Responsive as Possible - Customer Service

Tied to Performance Measures # 2, 6, 8-10 and 12

Results achieved for FY 2009-10

- Continued customer satisfaction ratings in excess of 95%.
- Updated customer surveys to provide staff with meaningful feedback.
- Aligned accounting/financial personnel with business operations, improving customer access to financial data.

Major Efforts for FY 2010-11

- Complete Service Level Understanding documents with all of our customers.
- Meet with all customers at least twice each year to discuss customer needs and service improvements.
- Build and implement a General Services website to provide easy access to information.
- Build a Frequently Asked Questions website to respond to customer's purchasing inquiries.

Goal 2: As Good as Possible - Internal Business Processes

Tied to Performance Measures # 1 and 5

Results achieved for FY 2009-10

- Aligned accounting and financial personnel with business operations.

Major Efforts for FY 2010-11

- Incorporate Project Management principals into our processes to ensure projects are on schedule and resources are evenly deployed.

- Continue to update procedures for efficiency, customer satisfaction and cost effectiveness based on results of process improvement analysis.
- Implement an electronic accounting procedure library so all GSA deliverables are consistent and readable.

Goal 3: As Cost Efficient as Possible - Financial Health

Tied to Performance Measures # 3, 4, 7 and 11

Results achieved for FY 2009-10

- Modified custodial schedules and routes to improve efficiency and effectiveness.
- Implemented greater market analysis components in property transactions.
- Implemented a limited Small Projects Team of Maintenance staff to assist with small capital projects.

Major Efforts for FY 2010-11

- Continue to identify and incorporate industry best practices in purchasing processes.
- Update the Facility Inventory, incorporating all county owned and/or occupied facilities and property.
- Incorporate energy savings strategies in every Capital and Maintenance Improvement Project.
- Publish energy conservation tips.
- Track and publish facility 'dash boards' measuring facility performance.

Goal 4: As Responsible as Possible - Learning and growth

Tied to Performance Measure # 2, 6 and 8

Results achieved for FY 2009-10

- Modified the content of the GSA newsletter The General Idea to make it more relevant to employees.
- Created and implemented a second tier of Supervisory Training curriculum taught by the managers of the GSA.
- Continued leadership training to support the GSA teambuilding efforts.
- Created and implemented a customized training program for new accountants and Administrative Services Manager.
- Created and deployed an Agency Code of Conduct and Performance Model to support our Vision and Mission.

Major Efforts for FY 2010-11

- Create a forum for exchanging operational information.
- Create a centrally located and accessible project data base containing photos of the facility, square footage project updates and similar information (one stop shopping for facility information).
- Ensure that supervisors and managers receive at least 4 hours of management or leadership training.
- Ensure all line staff receives on-going safety awareness training.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The total recommended expense for the General Services budget is \$221,285 or 2 % less than the expense total adopted FY 2009-10 budget. The General Fund Support for the department is decreasing by a total of \$384,063, a 4.9% decline as compared to FY 2009-10.

The recommended revenue amount for FY 2010-11 shows an increase of \$162,778, or 5%, as compared to the adopted revenue level for FY 2009-10. The revenue increase is largely attributable to a \$210,764 increase in Architectural Services charges to non-General Fund departments for the administration of capital and maintenance projects. Mail Service charges to outside agencies, primarily the Courts are also being set at cost recovery levels and contribute approximately \$34,000 in additional revenue.

Intrafund transfer offsets into the department are also increasing by \$196,975, a 10% rise from FY 2009-10 levels. This increase in intra-fund transfer offsets is primarily attributed to a \$260,889 increase in charges for administering the capital and maintenance projects funded through designations or the General Fund. The increased revenue and intrafund transfers more than offsets decreases in a variety of other revenue sources. The increase in Architectural Services charges was based upon an evaluation of actual staff and management expenses related to the processing and administration of capital and maintenance projects. Several other revenue accounts show decreases in revenue and intrafund transfer offsets. The most notable decreases being

rents and leases, \$59,391, billings to Courts, \$29,300, and other decreases in staff support charges to departments, \$132,478. The combined net effect of the above sources yields a total of \$359,753 in increased revenue and intrafund offsets as compared to FY 2009-10.

Salary and benefit expense is recommended to decrease by \$118,844, 1% of the adopted amount for FY 2009-10. The recommended amount for salary and benefits funds all current positions in this budget. Some of the lower than anticipated expense is the result of filling vacant positions at lower salary levels and the deferral of the prevailing wage for FY 2009-10. A variety of increases and decreases are noted in the individual services and supply accounts with the net effect being an increase in this category of \$94,034 or 2% greater than the adopted amount for FY 2009-10. Approximately \$70,000 of the increase in service and supply expense is to restore materials inventory to support maintenance and custodial functions. There is also an increase of \$92,620 in professional services for contract services associated with building, facility and equipment maintenance. The increase in service and supply accounts helps to bring funding for facility maintenance and custodial functions more in line with needs and actual expense.

There are no additions or reductions to staffing levels. Changes to the Position Allocation List during FY 2009-10 include the deletion of one vacant Greenskeeper position and the addition of a Park Ranger Aide position. The change was made to increase staffing flexibility. The Park Ranger position series has a greater range of responsibilities and duties than the Groundskeeper position it replaced. Another change was made in January, 2010, that revised the position title for Supervising Lead Custodian to Supervising Custodian. The position classification, Lead Custodian, was eliminated in FY 2008-09 as a move to flatten the organization. The title change to Supervising Custodian more accurately reflects the current organizational structure within the custodial services division of General Services. There was no change to the number of positions in the classification, which remains at two FTE.

There are no substantive reductions in service level. A slight increase in maintenance of facilities may be expected with the increase in contract professional services and maintenance supplies.

BOARD ADOPTED CHANGES

None

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, accurate, and cost effective architectural services to all County Departments with capital improvement and maintenance projects.

Communitywide Result Link: A well-governed community.

1. Performance Measure: Percentage of capital projects completed within their allocated funding.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
85%	82%	94%	93%	85%	100%	90%

What: This is a measure of the percentage of projects completed within their allocated funded amounts compared to the total number of projects completed within a Fiscal Year. This ratio gives the success rate of projects completed within budget.

Why: This measure reflects on the ability of Architectural Services staff to manage projects cost effectively and to provide reliable project "opinions of probable cost" for the County's Capital Improvement Program.

How are we doing? All (100%) of projects completed within Fiscal Year 2009-10 were at or below their designated budget. Architectural Services completed 6 capital projects totaling 82% of the collective \$39.3 million dollar budget, 9 maintenance projects totaling 96% of the collective \$2.2 million budget, and 27 countywide maintenance projects totaling \$414,000 of the collective \$512,000 budget. In sum, 43 projects were completed at 83% of the combined budgetary limits. Also during FY 2009-10 Fiscal Year 6 capital and maintenance projects and 3 countywide projects were cancelled for a variety of reasons including customer requests and lack of available funding.

Department Goal: Meet health and safety requirements and provide timely and effective custodial services to all County Departments.

Communitywide Result Link: A well-governed community.

2. Performance Measure: Percentage of County departments rating custodial services as “good” to “excellent” in annual customer survey.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
93%	95%	95%	96%	90%	92%	85%

What: Annual surveys of County Departments provides a measure of customer satisfaction regarding the cleanliness of facilities, staff responsiveness, staff courtesy and the ease of doing business with Custodial Services.

Why: Our success in providing acceptably clean facilities to client Departments is ultimately measured in the responses and opinions of our clients.

How are we doing? Custodial Services surveys its customers annually to capture customer feedback. Our prior year ratings have been in the 95% range. Due to staffing reductions, we adjusted our Fiscal Year 2009-10 projection downward to 90%. Of all respondents expressing an opinion, 92% rated our performance as “good” or better. We received specific areas for improvement from the survey comments and are incorporating changes based on customer suggestions. Staffing levels will continue to present challenges for Fiscal Year 2010-11.

3. Performance Measure: Square footage of office space cleaned per custodian.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
24,381 sq. ft./custodian	25,056 sq. ft./custodian	29,221 sq. ft./ custodian	28,470 sq. ft./ custodian	24,831 sq. ft./ custodian	31,366 sq. ft./custodian	34,164 sq. ft./custodian

What: This measure shows the average amount of office space each custodian is responsible for keeping clean.

Why: This measure indicates the workload of custodial staff and compares it to industry standards.

How are we doing? Historically, Custodial Services has cleaned more square feet per person than the industry standard. Industry standards recommend that one custodian is needed for every 18,000 square feet of office space in order to maintain an acceptable level of cleanliness. A recent reassessment of our square feet cleaned resulted in a significant difference between Adopted and Actual Results for Fiscal Year 2009-10. In addition, staffing reductions continue to exert pressure on the amount of square feet cleaned by each custodian and the resulting quality of services. We are now performing in the “Moderate Dinginess” range, approaching “Unkempt Neglect” – the lowest ranking in the industry.

Department Goal: Meet health and safety requirements and provide timely and effective facility maintenance service to all County departments in a cost effective manner.

Communitywide Result Link: A well-governed community.

4. Performance Measure: Square footage of facilities maintained per Maintenance Mechanic.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
52,123 sq. ft./person	52,519 sq. ft./person	52,628 sq. ft./person	60,943 sq. ft./person	53,424 sq. ft./person	69,788 sq. ft./person	73,132 sq/ ft./person

What: This measure shows the average amount of space and related equipment each maintenance mechanic is responsible for maintaining in working order.

Why: This measure illustrates the magnitude of tasks and the measure of workload of our maintenance staff and compares it to industry best practices.

How are we doing? Maintenance industry best practices call for one maintenance mechanic for every 49,000 square feet of facility space. Historically, Maintenance Services has operated well outside of the industry standard. This is not a measure of efficiency, but an indication of deferred maintenance. Our actual results reflect the correction of our ‘booked’ square footage and the elimination of positions. We are currently operating 70% in excess of the recommended industry best practices. Customers may experience slower response times and increased deferred maintenance.

5. Performance Measure: Percentage of total person hours available dedicated to the preventive maintenance program.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
11%	21%	22%	20%	40%	20%	25%

What: This measure compares the maintenance person hour resources being dedicated to and utilized in the preventive maintenance program.

Why: The overall goal is to increase and enhance the preventive maintenance (PM) program to limit unscheduled breakdowns, control costs for major maintenance, and reduce the number of routine work orders requested by departments. Measuring the percentage of hours dedicated to the preventive maintenance program is an indicator of a more or less active PM program.

How are we doing? Maintenance industry standards and best practices recommend 40% of maintenance work hours be dedicated to preventive maintenance (PM). Staffing reductions coupled with aging inventory have made it impossible to achieve the industry standard. Our current staffing levels allow for only 20% of work hours devoted to PM. The remaining work hours are spent in corrective maintenance (breakdown repairs). Our Fiscal Year 2010-11 target is 25%.

6. Performance Measure: Percentage of County Departments rating maintenance services as "good" or "excellent" in annual customer survey.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
99.5%	100%	96%	100%	95%	100%	95%

What: Our annual survey of customer departments measures opinions about the condition of the facilities, the quality of service and the ease of doing business with Maintenance Services. This measure focuses on the overall quality of our building maintenance service.

Why: Fully functional facilities support our customers' mission and vision for delivering service to San Luis Obispo County. Periodic surveys measure our effectiveness in meeting their needs and help us improve our service delivery.

How are we doing? Maintenance Services surveys its customers annually to capture customer feedback and improve our service delivery. We achieved a 100% rating for Fiscal Year 2009-10. We are targeting a less optimistic 95% for Fiscal Year 2010-11 based on the inability to complete required preventive maintenance work.

Department Goal: Professional management of the County's real estate assets and leases in order to maximize return and minimize expense to the County and to meet the space needs of the County Departments.

Communitywide Result Link: A well-governed community.

7. Performance Measure: Percentage of leased facilities secured by Real Property Services for less than or equal to the market rate per square foot for similar length leases.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
100%	100%	100%	100%	100%	100%	100%

What: Percentage of new or renewed lease facilities secured at less than or equal to the market rate per square foot.

Why: To ensure the cost effectiveness of County leases.

How are we doing? In Fiscal Year 2009-10, Real Property Services negotiated 5 new or renewed leases. All (100%) were at market rate or below market rate. The current weak economy has impacted commercial real estate and has added to the County's negotiating strength.

8. Performance Measure: Percentage of County Departments rating Real Property Services as "good" to "excellent" in securing and negotiating with tenants, landlords, permittees, and concessionaires.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
92%	100%	100%	100%	100%	100%	100%

What: Annual survey of department managers who have utilized these services offered by Real Property Services during the Fiscal Year.

Why: To assist departments in achieving full utilization of County real estate assets, maximize revenue to the County, assist departments to make cost-effective moves to leased facilities, and provide a professional level of representation in negotiations between County departments and tenants, landlords, permittees, and concessionaires.

How are we doing? Real Property Services surveyed our four major clients for Fiscal Year 2009-10, which are the Department of Social Services, Libraries, GSA/Parks and the Health Agency. The actual results were 100% of the responses rated the services as good to excellent. For Fiscal Year 2010-11, we will broaden the survey by following each transaction with a customer satisfaction survey.

Department Goal: Provide friendly, timely, accurate financial support services to the Department of General Services and other County Departments.

Communitywide Result Link: A well-governed and prosperous community.

9. Performance Measure: Percentage of interdepartmental survey respondents who rate Administration/Accounting services as "good" or "excellent" in the customer survey.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
100%	73%	71%	97%	85%	89%	90%

What: Surveys of customers provides a measure of customer satisfaction regarding staff responsiveness, courtesy, and accuracy of information.

Why: Our success in providing helpful service and accurate information is measured in the responses and opinions of our customers.

How are we doing? Administration and Accounting surveyed customers in June 2010 to capture customer feedback for Fiscal Year 2009-10. We received a rating of 89% "good or excellent". We attributed this result to new staff and new assignments that improved functional alignment. We have targeted a standard of 90% for Fiscal Year 2010-11. We will survey our customers annually and expect to keep our standards of service high and meet a 90% rating.

Department Goal: Efficiently provide timely and reliable distribution of U.S. and interoffice mail service to all County departments.

Communitywide Result Link: A well-governed community.

10. Performance Measure: Percentage of County departments rating their level of satisfaction with the services of Central Mail as satisfactory or better.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
100%	100%	100%	100%	100%	100%	90%

What: Results of a customer satisfaction survey.

Why: To ensure internal customer's needs are satisfactorily met.

How are we doing? Central Mail's target was 100% customer satisfaction in Fiscal Year 2009-10. We conducted formal customer survey in June 2010. We received a 55% return rate and 100% of responders rated our services as satisfactory or better. For Fiscal Year 2010-11 we will target the high standard of 90% of responders rating our services as satisfactory or above on a customer survey.

Department Goal: Efficiently provide effective purchasing services to meet the needs of County departments and maintain the public trust in the expenditure of County funds.

Communitywide Result Link: A well governed community

11. Performance Measure: Percentage of purchasing transactions reviewed for competitive pricing.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
20%	46%	22%	21%	22%	22%	20%

What: A measure of the percentage of purchasing transactions that included a competitive process or other cost comparison prior to contracting.

Why: To encourage market competition among suppliers of goods and services and assure cost effectiveness.

How are we doing? It is estimated that about 20% of the purchasing transactions encompass 80% of the total dollars expended. Purchasing can measure the percentage of purchases that are competitively bid, focusing on the higher dollar transactions. For Fiscal Year 2009-10 Purchasing measured 22% of purchase orders to be subject to a quotation, formally bid or subject to a Request for Proposal (RFP). The target for Fiscal Year 2010-11 will continue to be set at the industry standard of 20%.

12. Performance Measure: Percentage of County Departments rating their level of satisfaction with the services of Purchasing Services as satisfactory or better.

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
100%	100%	94%	96%	100%	98.6%	90%

What: Results of a satisfaction survey.

Why: To ensure that purchasing services offered are responsive and satisfactory in meeting the needs of County Departments.

How are we doing? In June 2010 the Purchasing customer satisfaction survey was conducted. Of 323 surveys distributed, 71 responses were received, a 22% return rate. Many positive comments were received in the survey results. However, several customers noted that the documentation of Purchasing policies and procedures needed improvement. In response, the new Purchasing Handbook for Departments and updated policies and procedures were published on the Purchasing Intranet site in July 2010. The Fiscal Year 2010-11 target is set at 90%. We expect that the new documentation will improve customer service satisfaction and allow us to exceed our target.