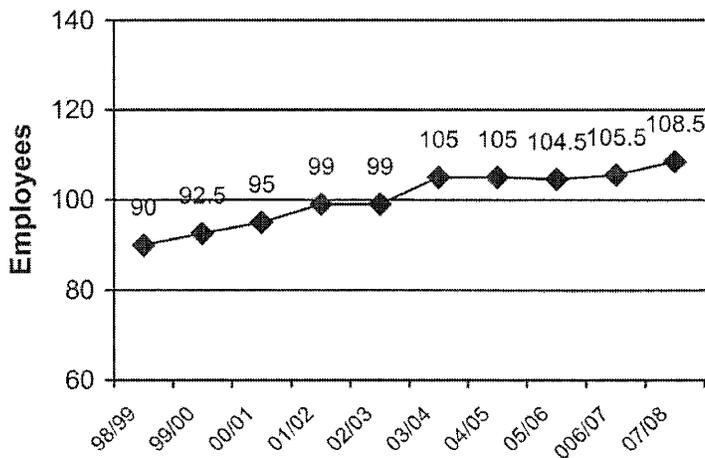


**MISSION STATEMENT**

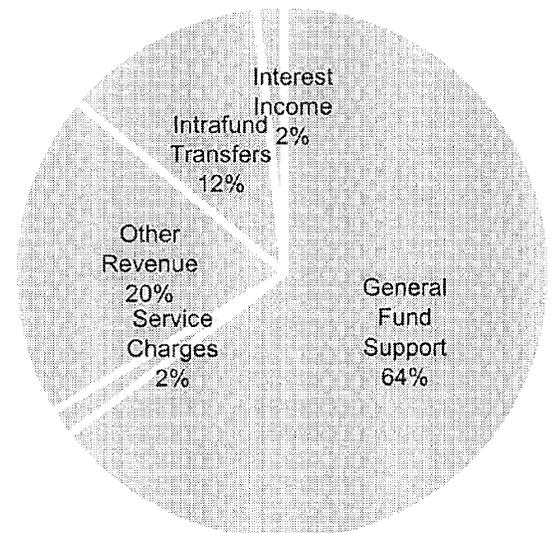
The Department of General Services serves the public and all County employees with excellence, cost efficiency, and respect as a significant service provider for the County of San Luis Obispo.

Financial Summary	2005-06	2006-07	2007-08	2007-08	2007-08
	Actual	Actual	Requested	Recommended	Adopted
Revenues	\$ 3,296,252	\$ 2,879,823	\$ 3,014,034	\$ 3,007,281	\$ 3,007,281
Salary and Benefits	7,819,270	8,098,956	8,224,797	8,437,324	8,437,324
Services and Supplies	4,135,834	3,774,564	4,501,297	4,497,364	4,497,364
Other Charges	64,524	112,439	15,000	115,915	115,915
Fixed Assets	13,700	30,488	10,000	10,000	610,000
**Gross Expenditures	\$ 12,033,328	\$ 12,016,447	\$ 12,751,094	\$ 13,060,603	\$ 13,660,603
Less Intrafund Transfers	1,658,495	1,680,667	1,565,700	1,626,434	1,626,434
**Net Expenditures	\$ 10,374,833	\$ 10,335,780	\$ 11,185,394	\$ 11,434,169	\$ 12,034,169
General Fund Support (G.F.S.)	\$ 7,078,581	\$ 7,455,957	\$ 8,171,360	\$ 8,426,888	\$ 9,026,888

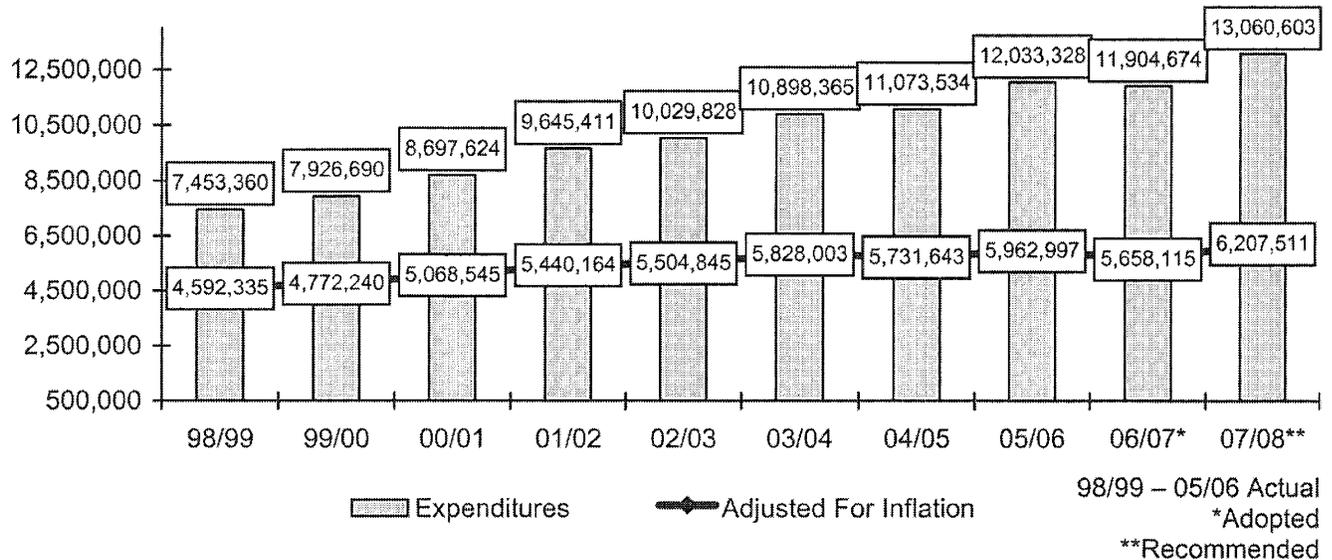
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



10 Year Expenditures Adjusted For Inflation



**SERVICE PROGRAMS**

**Administration**

Provide general management, supervision, accounting, and secretarial support to all divisions in General Services, County Airports, County Garage, Reprographics, Parks and Golf Courses.  
Total Expenditures: \$1,878,737 Total Staffing (FTE): 14

**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: \$1,304,630 Total Staffing (FTE): 12

**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: \$664,399 Total Staffing (FTE): 2.5

**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: \$447,766 Total Staffing (FTE): 6

**Custodial Services**

Provide general office maintenance, custodial services, and related supplies for County facilities.  
Total Expenditures: \$2,104,835 Total Staffing (FTE): 35

**Facility Maintenance Services**

Perform general operational maintenance and preventative maintenance of County-owned facilities utilizing in-house staff or contracted vendors depending upon the scope of the project.  
Total Expenditures: \$2,820,246 Total Staffing (FTE): 30

### Grounds Services

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

Total Expenditures: \$453,957 Total Staffing (FTE): 4

### Maintenance Projects and Utilities

To maintain and enhance utility services for existing County facilities.

Total Expenditures: \$1,528,012 Total Staffing (FTE): 1

### 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: \$1,858,021 Total Staffing (FTE): 4

### DEPARTMENT COMMENTS

The primary functions of the Department of General Services are to (1) manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County facilities, (2) provide general custodial services for County buildings and lease sites, (3) perform operational and preventative maintenance of County facilities, (4) maintain the landscaping of County facilities, (5) manage the centralized purchasing program for all County Departments and the Special Districts under the control of the Board of Supervisors, (6) manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, (7) handle the interoffice and U.S. mail for all County Departments, (8) maintain and enhance utility services for County facilities, and (9) provide general management, administration, and accounting support to all divisions in General Services, including County Airports, County Fleet Services, Reprographics, County Parks and County Golf Courses.

### Examples of results achieved in FY 2006-07

#### Customer Service

Our custodial and maintenance customer service projections remain high (90% Good to Excellent) despite the fact that new buildings have come on-line and our staff is handling more square footage than industry standards.

#### Internal Business Process Improvements

Another reason why custodial and maintenance customers are satisfied is that we have reworked the custodial routes in order to reduce "windshield time" and increase their efficiencies. In addition, the maintenance mechanics now have a new dispatching system through the use of GPS devices and cell phones. When they finish a job, they call in on their cell phone and are routed to the next job as coordinated by the main office. The GPS system allows the main office to track locations of staff so that they can be directed to the next maintenance request area that is closest to them.

#### Financial Improvements

Through the use of Job Order Contracting (JOC) Architectural Services division has closed out seventeen maintenance related projects so far this fiscal year. Using JOC eliminates the need for staff time to prepare detailed drawings & specifications to describe the work for public bidding as this process does not involve public bidding of each project. The process also saves time by speeding the implementation of construction. By using the same contractor we also develop a routine working relationship that takes less time than establishing a rapport with multiple contractors for multiple jobs.

#### Learning and Growth

General Service's staff has increased their participation in training courses given at Employee University. Accounting staff has been attending workshops given by the EFS/Auditor Team as well as outside training given by the Faster Fleet Systems program.

**Major Focus for FY 2007-08****Customer Service**

The Accounting Division of General Services is focusing this next year on ways to provide more complete and accurate financial information to our customers. We are re-organizing the staff and making cross training available to provide back up where needed and shifting higher level accounting functions to key people in the department.

**Internal Business Process Improvements**

Accounting is working with ITD towards identifying an integrated system for Parks and Golf Courses that would reduce the number of various shadow systems, which are currently being used. The new system hopefully will integrate reservations, cashiering and do the cost accounting that would help Management to make business decisions. At this time, these functions are being accomplished through approximately 6 separate programs/system, which do not easily interface with SAP and require multiple re-entering of data.

**Financial Improvements**

General Services accounting has worked with ITD and is reviewing various off the shelf programs that would allow the old legacy billing systems for Reprographics to be replaced. We hope to identify a cost effective solution to do this that would not only give more accurate accounting information for this division, but would also allow departments to go online and price copy/print jobs and then compare these with outside vendor pricing. Then, if they wish, they could order the job online and could track the job progress.

**Learning and Growth**

General Services will continue encouraging staff to identify and attend relevant training sessions in able to grow their knowledge and experience. This would include those courses being offered at our County Employee University as well as outside opportunities. In addition, we are attempting to train all relevant staff in accordance with the Federal National Incident Management System so that we are in full compliance by the end of next year.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

The recommended budget provides for General Fund support of approximately \$824,054 or 10% higher than adopted FY 2006-07. Salary and benefit accounts are increasing by 5% or \$409,005 due to prevailing wage and pension increases as well as the addition of 3.0 FTE Custodian positions and the reorganization of the Facilities Maintenance Mechanics. Two (2) Facilities Maintenance Mechanic positions are recommended to be deleted and replaced with two (2) Facilities Maintenance Mechanic Leadworker positions. These positions and reorganization are a result of departments beginning to move into the newly renovated Health Campus. Industry standards suggest that, with the additional 67,750 sq. ft. to maintain, another Facilities Maintenance Mechanic should be added in order to adequately maintain the newly renovated buildings. The department has stated that with this proposed reorganization there will be no need to hire Facilities Maintenance Mechanic staff in the future. Additionally, by converting existing Facilities Maintenance Mechanic positions, a salary cost avoidance of \$55,000 will be realized. The 3.25% increase in pension related expense increases the department's salary and benefit accounts by \$184,761.

Services and supplies are recommended to increase by 17% or \$658,759, primarily due to a 25% increase in Utilities costs and a 34% or \$355,586, increase in rents and leases paid on behalf of other County departments, particularly the Department of Social Services. Utilities accounts are increasing \$230,582 as a result of normal rate increases and the fact that the co-generation plant is still off-line and not expected to be back in service until several months into FY 2007-08. Revenues have increased slightly by \$40,031, or 1% over the FY 2006-07 adopted levels

The oversight for the San Luis Obispo Historical Society agreement has been moved from Fund Center 106 – Contributions to Other Agencies to General Services. The funding of \$84,415 is budgeted in the Other Charges account and is essentially a pass through to the Historical Society.

**BUDGET AUGMENTATION REQUESTS RECOMMENDED**

<b>Unit Amount</b>	<b>Description</b>	<b>Results</b>
Gross: \$17,800  General Fund Support: \$17,800	Expenses related to the Storm Water Management Program: 1. Green Waste Container pick up fees; 2. Walk behind sweeper repair; 3. Multi-cycle irrigation clock upgrades; 4. contract for large lot sweeper; 5. 2-walk behind sweeper/vacuums.	Compliance with the Federally mandated National Pollution Discharge Elimination System (NPDES) – Storm Water Management Program.
Gross: \$123,825  General Fund Support: \$0  The cost of these positions will be offset by departments occupying the Health Campus facility.	Add 3.0 Custodians in support of the newly renovated Health Campus, an additional of 67,750 square feet of building to maintain.	The Health Campus facility will be maintained at the service levels of other County buildings.
Gross: \$16,470 (total for 2 Facilities Maintenance Mechanic Leadworkers)  General Fund Support: \$16,470  This figure is the estimated difference between a Facilities Maintenance Mechanic III and a FMM Leadworker.	Delete 2.0 FTE Facilities Maintenance Mechanic III positions and add 2.0 FTE Facilities Maintenance Mechanic Leadworker positions in support of the newly renovated Health Campus, an additional of 67,750 square feet of building to maintain.	Industry standards would suggest that adding 67,750 would necessitate the hiring of another Facilities Maintenance Mechanic. This reorganization of positions will avoid having to hire a Facilities Maintenance Mechanic III, a cost avoidance of \$55,000 in salaries.

**BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED**

<b>Unit Amount</b>	<b>Description</b>	<b>Results</b>
Gross: \$24,780 (total for 3 Senior Capital Project Coordinators)  General Fund Support: \$24,780  This figure (based on step 5) is the estimated difference between an Associate Capital Project Coordinator and a Senior Capital Project Coordinator.	Delete 3.0 Associate Capitol Project Coordinators and add 3.0 Senior Capital Coordinators	The oversight of approved and pending major capital projects will be delivered within the appropriate job classifications.
Gross: \$91,816  General Fund Support: \$91,816	Add 1.0 Systems Administrator III in support of the technology needs of General Services.	1. Provide the expertise needed to consolidate the department's disjointed shadow systems; 2. Increased support to the divisions of General Services located outside the Government Center complex.

**BOARD ADOPTED CHANGES**

On June 26, 2007, when the budget resolution was being reviewed, the Board allocated \$600,000 from General Fund contingencies to the General Services budget for the potential purchase of property in Oceano.

**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 original budgeted cost estimate.**

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
90%	75%	74%	85%	80%	82%	80%

**What:** This is a measure of the percentage of projects completed within their budgeted allocations 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 and accurate cost estimating for the County's Capital Improvement Program.

**How are we doing?** In fiscal year 2006/2007, Architectural Services closed out 38 Maintenance Projects and 19 Capital Projects for a total of 57 projects completed. Ten projects exceeded the estimated cost, for a 82% success rate of completing projects within their allocated budget. These are expected and acceptable results. It is prudent to acknowledge the current dynamic construction cost climate which makes estimating projects a difficult art. Architectural Services staff is dedicated to keeping current with pricing, building methods and technology in order to compile and present the most accurate information we can. It is reasonable to expect, however, unexpected conditions and price spikes that may cause a project to exceed its budget, even by a small amount. It remains sound business practice, therefore, to retain targeted results at 80% for 2007/2008.

**Department Goal:** 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.**

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
91%	90%	100%	93%	80%	95%	95%

**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 maintained a high level of customer satisfaction in 06/07 FY with a 95% customer satisfaction. Concerns of a low survey result in 06/07 due to new buildings coming on line with extra square footage to maintain and without additional staff did not materialize as expected. Finally, being fully staffed for the first time in a year, efficiencies gained thru reorganization of routes, and streamlining internal operations through continuous process improvements, have kept our customer survey results high.

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

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
22,260 sq. ft./custodian	24,532 sq. ft./custodian	22,907 sq. ft./custodian	24,381 sq. ft./custodian	25,150 sq. ft./custodian	25,056 sq. ft./custodian	24,719 sq. ft./custodian

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

**Why:** This measures helps to show the efficiency of our custodial staff.

**How are we doing?** Custodial Services continues to clean more square footage per custodian than the industry standard which is one custodian for every 18,000 square feet of office space in order to maintain an acceptable level of cleanliness. At the end of the 06/07 fiscal year, the custodial staff was servicing approximately 39% over industry standards for square feet cleaned per individual staff member. The Johnson Avenue Health Center Campus will open in FY 07/08 adding approximately 60,000 square feet with 3 additional staff added in FY 07/08. The net result should slightly lower the current level of 39% to 37% over industry standards per custodian. As a result, we expect the 07/08 customer service levels to remain similar to the 06/07 levels.

**Department Goal:** 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.**

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
59,025 sq. ft./ person	54,389 sq. ft./ person	53,277 sq. ft./ person	52,123 sq. ft./person	58,593 sq. ft./person	52,519 sq. ft./person	52,000 sq. ft./person

**What:** This measure shows the amount of space each maintenance mechanic is responsible for maintaining.

**Why:** This measure helps to show the effectiveness of our maintenance staff.

**How are we doing?** Maintenance industry standards call for one maintenance mechanic for every 49,000 square feet of facility space. Our 06/07 actual results of 52,519 sq. ft/person are essentially equal to the 52,123 square feet/mechanic actual of 05/06. The 06/07 adopted increase of space was an inaccurate projection and the space increase did not materialize. The Hospital Campus consolidation process should reduce the overall square footage of maintained area as smaller, temporary facilities now occupied go off line. The result of this upon our manpower will place us closer to the ideal of 49,000 square feet/per mechanic allowing us to provide more comprehensive service to our clients and increase the Preventive Maintenance (PM) program benefits to the County.

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

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
12%	14%	14%	11%	11%	21%	30%

**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 program to limit unscheduled breakdowns, control costs for major maintenance, and reduce the number of routine work orders requested by departments. Measuring hours dedicated to the preventive maintenance program is an indicator of a more or less active Preventive Maintenance (PM) program.

**How are we doing?** In order to maximize the benefits of the PM program, our long-term goal is to have 40% to 50% of all maintenance completed via scheduled preventative maintenance. The actual results for 06/07 show a 10% increase over last year placing us at 21% for the year. We are excited about achieving this goal without service deterioration to our clients. These results were achieved by reorganizing downtown operations but primarily achieved because of the dropping square feet/ person statistics that began in FY 02/03. As the hours dedicated to preventive maintenance have increased, Demand work order hours have similarly decreased. This has been a sought after achievement and signals a turning point in our efforts to implement a viable PM program. The preventive work orders are addressing enough of the demand needs so as not to impact our clients' needs for immediate maintenance responses. We expect this trend to continue assuming the factors contributing to this increase in PM hours are uninterrupted by an increase in Demand work orders or an increase in square feet/person. This PM direction runs the risk of a Demand work order backup and a corresponding slowdown in responding to Demand work orders. If this materializes, we will make policy corrections that will likely defer future PM work. As we now stand, we are looking to increase our PM program by 9% to 10% per year up to a level of approximately 50% PM without reducing the demand work order response time or customer satisfaction levels, an ambitious goal.

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

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
100%	100%	100%	99.5%	80%	100%	95%

**What:** Annual survey of user Departments would measure opinions about the condition of the facilities, the quality of staff service and the ease of doing business with Maintenance Services. This measure focuses on the overall quality of our building maintenance service.

**Why:** All of our efforts to provide transparent facilities for client Departments ultimately comes down to the satisfaction and opinions of those end users. Periodic surveys help staff better measure those opinions.

**How are we doing?** Annual surveys are conducted in the 4<sup>th</sup> quarter of the fiscal year. Maintenance continues to provide excellent customer service with 100% of our customers rating us at satisfactory or above. This is reflected in the fact of our quick turn around time for Demand (requested) work orders. Statistics show 98% of Demand work order requests from departments are started within 5 days of receipt. This is an increase over last fiscal years 93% start rate. Also, 74% of all Demand work orders were completed within 10 days, the same as last year. Efficiency in starting and completing client requested work orders is on the rise and will help maintenance continue its excellent customer service.

**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.**

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
95%	95%	100%	100%	95%	100%	90%

**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?** During the 2006/07 fiscal year, Real Property Services negotiated 13 leases (County as tenant) where the lease term began or renewed 07/01/06-06/30/07. All 13 (100%) were priced less than or equal to market rate per square foot, although one lease was at the upper limit of the market range. Larger commercial properties are in short supply in this County, especially in the North County. The County continues to benefit from a negotiating advantage due to its stability as a tenant, but rents are escalating overall. County acquisition of real property for future site development should be evaluated.

**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.**

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
N/A	New Measure	100%	92%	90%	100%	90%

**What:** Annual survey of the top four department (Library, Social Services, Parks and Mental Health) 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 is pleased to report a 100% rating of good to excellent in all rated categories, accompanied by some very positive comments from the Departments.

**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.**

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
N/A	100%	100%	100%	90%	73%	70%

**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?** The annual survey is distributed in June of every fiscal year. In recent years, the County implemented a new financial system, and most of General Services Divisions have implemented or upgraded software, which has produced more sophisticated and complex accounting entries, reconciliation processes and analysis. As a result, the Division has experienced an increased need for accountants and a decreased need for lower-level staff. However, the accounting division has not added staff or reorganized the levels of staffing in over 10 years. A recent proposal to replace a lower level vacant position with an accountant position did not occur. Therefore high-level administrative staff in the Division has absorbed some of the accounting work, leaving them less available to handle frequent ad hoc analysis and accounting requests from customers, which has impacted survey responses.

**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.

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
100%	100%	100%	100%	100%	100%	100%

**What:** Results of a customer satisfaction survey.  
**Why:** To ensure internal customer's needs are satisfactorily met.  
**How are we doing?** Surveys are conducted once a year in the 4<sup>th</sup> quarter. The postage fee increase did not effect our customers' satisfaction levels regarding the services we provide.  
**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.

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
28%	20%	24%	20%	20%	46%	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?** Purchasing reflects a significantly higher percentage than estimated due to new SAP inventory and Board processes. Additional purchase orders are being generated with competitive sourcing.

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

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Actual Results	07-08 Target
98%	100%	100%	100%	100%	100%	100%

**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?** A new customer satisfaction was conducted in the fourth quarter. We continue to reflect 100% customer satisfaction. Purchasing staff works hard to make customer satisfaction a top priority.