



TO: Mayor and Councilmembers

FROM: Matthew R. Fore, General Services Director

SUBJECT: General Services Department Priority Setting Workshop – Fiscal Year 2023/24 Annual Work Program

RECOMMENDATION:

Discuss work priorities and adopt the Annual Work Program for Fiscal Year 2023/24 for the General Services Department.

BACKGROUND:

The General Services Department Annual Work Program provides a regular, structured mechanism to allow the Council to review and discuss the Department's work commitments and staffing resources, consider individual Council member's project ideas, and provide direction on Department work priorities for the next fiscal year. The draft Fiscal Year (FY) 2023/24 Annual Work Program also summarizes work progress and accomplishments for the past fiscal year and lays the groundwork for the Department budget.

Where available budget and staffing are finite and the list of possible Department programs and work efforts are growing, a priority-setting process is useful to allow the City Council to establish policy priorities. A regular priority setting process allows the Department to plan for and assign work within available resources in a structured manner. This system is more effective and is more efficient than attempting to shift resources ad hoc to new work priorities as Council members identify and introduce new ideas and work priorities during the year.

DISCUSSION:

Purpose

The purpose of this workshop is to update the Council on existing work commitments and to provide the Council an opportunity to discuss work priorities for the General Services Department for the upcoming fiscal year. The Annual Work Program creates a regular mechanism for the Council to establish the Department's work priorities. It is also an opportunity for Council to propose and consider ideas for new work projects.

Staffing and Budget Constraints

Setting of work priorities must of course occur within the constraints of budget and available staffing. Goleta is a small city with limited staff and finite resources. Given the large number of competing, possible work priorities, the City must take care not to overcommit at any given time and instead be prepared to take a measured approach at delivery of services and projects. Over time, much can be accomplished, if available staffing resources are concentrated and projects are tackled sequentially.

Staff's Fiscal Year 2023-24 work programs reflect the day-to-day responsibilities of each department, as well as those priority projects that the department reasonably expects it can achieve in the coming fiscal year. Each department's work program also shows a list of long-range projects that exceed the department's projected capacity to take on next fiscal year, but which staff will attempt to tackle either as staff capacity unexpectedly becomes available, or in future year work programs. If the City Council wants to move some of these long-range projects or new projects into the upcoming fiscal year priorities, staff will need to take other projects out of the work program. Alternatively, if Council desires more work to be completed sooner, the City Manager may recommend that Council approve adding more staff or consulting resources. However, staff and Council must carefully consider the long-term impacts to the General Fund of simply adding staff. In addition, Council must take into account the realistic constraints of managerial and administrative capacity to oversee and support more staff or consultants and work.

Effective in January 2024, the passage of Measure B will increase revenues to allow the City to complete many of the previously unfunded priorities that have been identified by Council. The expenditure categories for these funds will be reflected in the upcoming two-year financial plan, even where the specific expenditure has not yet been identified. Addressing new and expanded projects and priorities will require new commitments of staff time. However, rather than staffing up sharply next year, staff will be recommending a measured implementation of new staffing and projects to ensure the most responsible balance of those new funds between staffing and program expenses over the short- and long-term horizons. Therefore, while staff are requesting very modest staffing increases in Fiscal Year 2023-34, Council can expect some as-yet-unidentified new staffing requests in Fiscal Year 2024-25 (and in some cases, before then) to address this new workload.

Scope

The Annual Work Program covers the work of the main divisions of the Department: Facilities Management, Information Technology, Fleet Management, Citywide Procurement, and Administration.

FISCAL IMPACTS:

The Annual Work Program is consistent with the adopted budget with respect to existing work commitments. It also lays the groundwork for the next budget cycle assuming a

continuation of existing staff resources. As a result, there are no new fiscal impacts, unless the Council chooses to devote new resources to the Department. Any budget implications would depend on the amount of additional resources or the number of additional FTEs assigned.

When initially created, the General Services Department was staffed solely with three existing positions from other departments, with the anticipation that staff would be added, as the department grew into its full workload. Consistent with this plan, one new full-time position will be recommended as part of the Fiscal Year 2023/24 Budget, a Facilities and Fleet Maintenance Coordinator, to allow the department to more effectively address City maintenance needs. The cost of the additional staff would come from the General Fund.

Staff has made its best effort to forecast Department-related work efforts for Fiscal Year 2023/24. However, we are still assessing deferred maintenance needs, and the nature of the Department's functions are such that unanticipated immediate needs are likely to arise during the year. Should needs arise that fall outside of the proposed budget and Work Program, Staff will reprioritize work efforts and, if necessary, return to Council for additional appropriations. Such needs may include any major repair necessary to protect health and safety or to prevent further costly degradation of a City asset, or other short-term intervention that will materially extend an asset's useful life.

It should be noted that Council has identified the following priorities for new Measure B funds that are likely to directly affect the General Services Department's workload in coming years:

- Critical Facility Maintenance and Assets (including reserve funding)
- Capital Improvement Program Projects (including Library and Community Center master plan related projects)

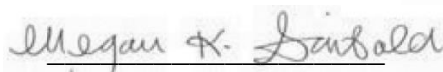
Addressing these priorities may necessitate new staff and/or contractor resources, and the administrative structures to support the new activity. We anticipate that most of the impacts of these new opportunities, if any, will be reflected in the General Service Department Fiscal Year 2024-25 work program.

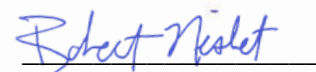
Reviewed By:

Legal Review By:

Approved By:


Kristine Schmidt
Assistant City Manager


Megan Garibaldi
City Attorney


Robert Nisbet
City Manager

ATTACHMENTS:

1. Proposed Fiscal Year 2023/24 General Services Annual Work Program
2. PowerPoint Presentation

ATTACHMENT 1

Fiscal Year 2023/24 General Services Department Workplan

**FISCAL YEAR 2023/24 ANNUAL WORK PROGRAM
GENERAL SERVICES DEPARTMENT**



March 9, 2023

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FISCAL YEAR (FY) 2023/24 ANNUAL WORK PROGRAM
GENERAL SERVICES DEPARTMENT

Introduction and Purpose

The FY 2023/24 Annual Work Program below summarizes projects and work efforts proposed for the General Services Department (Department) for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of current work and an opportunity to consider and give direction concerning future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

Role of the General Services Department

The General Services Department is the City's newest department, created by the City Council on July 20, 2021. It was formed to address areas of need that had been previously assigned to other departments but lacked available staff capacity and focus. Its mission is to maintain City assets and provide City departments with the space and equipment necessary to support their own core missions. Major areas of focus include:

- Facilities Management
- Fleet Management
- Information Technology
- Purchasing and Procurement

The first staff member was hired in late January 2022, so the Department is still in the process of maturing.

Facilities

The City owns an increasing portfolio of facilities that are now managed and maintained by General Services including:

Facility	Sq. Foot	Tenant(s)
City Hall	40,049	City operations
Goleta Valley Library	15,773	City operations
Corporation Yard	4,000	City operations
Goleta Community Center (GCC)	38,652	City operations and various private parties
Rancho La Patera & Stow House	12,960	Goleta Valley Historical Society
Historic Train Depot	5,000	South Coast Railroad Museum
Former Mission Auto Leasing/Waters Business Condos Site	4,836	Various private parties
Boys & Girls Club	10,740	Private party

27 S. La Patera (Former Direct Relief Warehouse)	39,800	City operations (Future Train Depot) Foodbank, Listos
Stow Grove Park (caretaker, restrooms, and outbuilding)	2,000	City operations
Fire Station 10 (Future)	N/A	None

General Services is responsible for all activity related to City facilities including:

- Property acquisition and disposition
- Facility maintenance
- Leasing and tenant relations
- Security
- Facility capital improvements

Property acquisition and disposition activity may be needed for the long-term, such as the purchase of a new City building, or for the short-term, such as acquisitions needed to complete a right-of-way project. Facilities maintenance involves establishing maintenance schedules and workorder systems, responding to planned and unplanned maintenance needs with staff and contract services, and planning and budgeting for regular replacement of equipment and fixtures as they reach the end of their useful life. The Department also serves as a landlord, negotiating and renewing leases and maintaining relationships with the City's tenants. Other activities include facility security and risk management.

Finally, the Department has assumed leadership for facility-related Capital Improvement Program (CIP) projects, which involves coordinating interdepartmental project teams for both maintenance/improvement and new facility construction projects. In Fiscal Year 2023, General Services assumed leadership for both the Seismic Improvement Project (CIP 9067) and the Americans with Disabilities Act Project (CIP 9121), both at the Goleta Community Center. However, other construction projects that are currently underway will continue to be managed by other departments, namely Neighborhood Services for Fire Station 10 and the new Train Depot.

Fleet Management

General Services oversees the City's fleet of approximately 30 vehicles. This involves recommending standards for vehicle purchases, including standards set forth in the City's Green Fleet Policy, locating inventory, negotiating prices, and effecting purchases. The Department sets vehicle use policies, tracks vehicle availability and use, and oversees regular cleaning, maintenance, and inspection of the existing fleet. The Department maintains vehicle replacement schedules and conducts related long-range financial planning for the fleet.

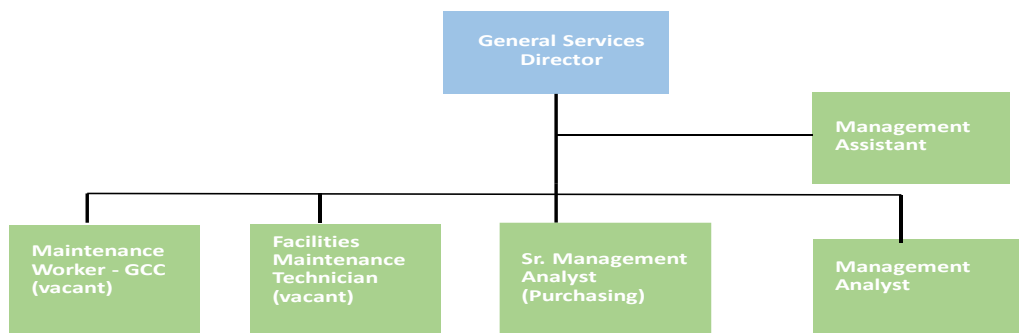
Information Technology

The General Services Department oversees the City's Information Technology (IT) program. The Department Director chairs the IT Steering Committee charged with citywide policy development and priority setting. The Department provides oversight of IT services delivered under an IT vendor contract. Department staff purchase and manage the City's IT inventory, including servers (on premises and cloud-based), network switches, access points, desktops, laptops, and other mobile devices. The Department also contracts for the City's phone system. Staff evaluates, selects, purchases, implements, and maintains a variety of enterprise software applications for all departments and is responsible for updating and implementing the City's IT Strategic Plan.

Purchasing

The Department's purchasing function provides training, guidance, and support to staff throughout the agency on the City's purchasing code and state or federal regulations, developing requests for proposal (RFPs) and bid documents, contracting, and opportunities for cooperative purchasing savings. This function is currently in transition to General Services from the Finance Department and City Attorney. Once fully formed, the General Services Department will create, update, and disseminate written policies, procedures, forms, and templates. The Department will maintain the City's bidding and asset surplus software and services.

Figure 1: Department Staffing and Organizational Structure



In Fiscal Year 2023, the Department successfully recruited and filled both the Management Analyst and Senior Management Analyst (Purchasing and Procurement) positions. Current regular staff for Fiscal Year (FY) 2023/24 include:

Table 1: Current Staffing for Fiscal Year 2023/2024

Position	Full-time	Part-time (FTEs)
General Services Director	1.00	-
Sr. Management Analyst (Purchasing and Procurement)	1.00	-
Management Analyst	1.00	-
Management Assistant	0.75	-
Facilities Maintenance Technician	1.00	-
Maintenance Worker I (Goleta Community Center)*	1.00	-
Total FTE	5.75	

**Maintenance Worker I budgeted in Program 6510 – Goleta Community Center*

One new full-time position (1.0 FTE) has been requested for FY 2023-24, a Fleet and Facilities Coordinator. This Coordinator position would coordinate and develop maintenance programs for City-owned facilities and assets, including ongoing maintenance, fleet replacement, and capital improvement projects. In addition to leading the maintenance program, the position would coordinate the daily activities of the fleet and facilities divisions and associated contractors and in-house staff, ensuring effective and efficient work schedules and that work priorities meet ongoing program requirements.

Similar to Fiscal Year 2023, General Services proposes to continue the use of an hourly Department Aide to perform upkeep of City fleet vehicles, including delivering them to local shops for mechanical work, monthly washing, and smog checks, and conducting weekly safety and mechanical inspections.

Workload Considerations

General Services has made strides this year toward maturing as a new department. In Fiscal Year 2023/24, staff will focus on: 1) addressing the significant backlog of deferred maintenance with City facilities; 2) leveraging the asset management software to shift the ratio of emergency, unplanned maintenance and repair to predictable and systematic preventative maintenance; 3) developing a centralized purchasing and procurement program; and 4) enhancing Information Technology oversight.

In Fiscal Year 2023, the Department has completed or expects to complete the following projects.

Table 2: Key Accomplishments and Milestones, FY 2022/23

PROJECT	STATUS (Completed/ Projected Date)
Hired and onboarded a new Management Analyst, Senior Management Analyst (Purchasing and Procurement) and General Services Aide (Fleet Maintenance)	Completed
Assisted City Manager's Office with development of lease terms and transferred to City control, all utilities, security systems, IT networking equipment, and keys at GCC	Completed
Developed workspace for 7 newly created positions and relocated the Finance Department and certain Planning staff to the second floor of City Hall	Completed
Secured an extension to the FEMA Grant, successfully bid and awarded contract for Seismic Improvement Project at GCC	<ul style="list-style-type: none">• Contract Awarded; Construction• Completion and Grant Closeout: Projected Summer of 2023
Successfully applied for Community Project Funding for the ADA Improvements Project at GCC	Completed
Tented and fumigated the Historic Railroad Museum for termites and dry rot	Completed
Upgraded fire safety systems at City Hall and Goleta Valley Library	Projected March 2023
Updated Facility Condition Assessments and Reserve Studies for all City Facilities	Contract Awarded – Projected June 2023
Implemented Asset Management Software for City facilities, fleet, and other City assets	Contract Awarded – Projected June 2023
Developed Green Fleet Policy for Management and Replacement of City Vehicles	Completed
Negotiated and Purchased 8 New and Replacement Vehicles for City Fleet	<ul style="list-style-type: none">• Procured 6 vehicles as of February 2023• Remaining purchases - Projected June 2023
Regularly maintained mechanical and aesthetic components of City Fleet; ensured that all vehicles passed	Completed

regulatory air emissions testing	
Replace 4 HVAC units at City Hall that reached end of life	Projected June 2023
Successfully bid and onboarded contractor to regularly maintain HVAC systems at City Hall and Library	Completed
Responded to Gov Assist tickets for facilities-related service requests	Projected Tickets by Fiscal Year-End: 300

Day-To-Day Responsibilities

Table 3 below lists the ongoing responsibilities and programs which the General Services Department carries out on an ongoing basis, regardless of special studies, analyses, and projects with which the Department may be tasked throughout the year.

Table 3: Day-to-Day Staff Responsibilities for FY 2023/24

ADMINISTRATION
Supervision of Staff (hiring, evaluating, performance management, payroll, development, and direct training)
Financial Oversight (budgeting, purchasing, accounts payable)
City Council, Subcommittees, Weekly Updates
Interdepartmental Coordination and Support
Research, Policy Development, Data, and Report Preparation
Administrative Support
FACILITIES MANAGEMENT
Work Requests - define scope, procure supplies and services, contractor oversight
Supplies and Inventory Management
Set and Maintain Resource Priorities for Citywide Assets
Develop Scopes of Work for Various Repair Types
Contract Oversight (landscaping, janitorial, security, HVAC maintenance) and Regulatory Reporting (UFT, Generators)
Management of City Leases & Tenant Relations
GCC-setup/breakdown, simple maintenance, meeting contractors
INFORMATION TECHNOLOGY

IT Steering Committee - policy development, priority setting
IT Inventory Management
Evaluate New Applications and Devices
IT Strategic Plan Implementation
Oversight of IT Vendor Contract
FLEET MANAGEMENT
Mechanical and Aesthetic Maintenance of City Fleet
Negotiation and Purchase of New and Replacement City Vehicles
PROCUREMENT
Review and Approval of Requisitions and Contracts
Surplus and Disposal of City Assets
Provide Guidance to Departments on Preparation of Quick Quotes, Informal and Formal Bids, and Emergency Procurement
Audit Procurement Actions
Resolution of Difficult Procurements
Management and Retention of Procurement Records
Development of Training Materials and Delivery of Training to Staff on all Aspects of Purchasing and Procurement

General Services Projects for Fiscal Year 2023/24

Beyond routine tasks and responsibilities, the General Services Department proposes to undertake the following projects during the upcoming fiscal year.

Table 4: Fiscal Year 2023/24 Projects

ADMINISTRATIVE
Hiring, Onboarding, and Training New Staff (Fleet and Facilities Coordinator)
Develop public engagement process to Identify Options for the “Triangle Property” adjacent to City Hall
FACILITIES MANAGEMENT
Develop the scope, plans, and bid documents for the City Hall Remodel Project (subject to capital funding)
Develop a preliminary scope for Americans with Disabilities Act Improvements and Refresh of the Goleta Valley Library (subject to capital funding)
Develop the scope and budget for critical repairs and building preservation to the Historic Railroad Museum (subject to capital funding)
Evaluate the risk of tree root intrusion to the GCC building foundation and develop options to mitigate identified risks (subject to CDBG funding)
INFORMATION TECHNOLOGY

Develop Specs, Prepare RFP, Evaluate Proposals, Negotiate Terms, and Award a Contract for IT Services
Develop Specs, Prepare RFP, Evaluate Proposals, Negotiate Terms, and Onboard Vendor for new Telephone System
Migrate Legacy Servers to the Cloud
Enhance Cybersecurity Protection on Internet Traffic Outside of City Facilities
FLEET MANAGEMENT
Develop a Driver Training Policy
PROCUREMENT
Implement Findings and Recommendations from Procurement Consultant Contract, including Deployment of Purchasing Templates
Provide Two Training Modules to City Staff
Purchase Vehicles for the City Fleet

The following prospective projects represent long range work efforts that exceed the departments expected FTE capacity for Fiscal Year 2023/24. However, in the event staff capacity becomes available, then new projects will be taken up in the priority shown below.

Table 5: Long Range Projects Contingent on Staff Capacity

Develop Unified Protocols for IT File Management
Research and Evaluate models for IT Governance
Investigate options and opportunities to develop a Pooled Vehicle Program for the City Fleet

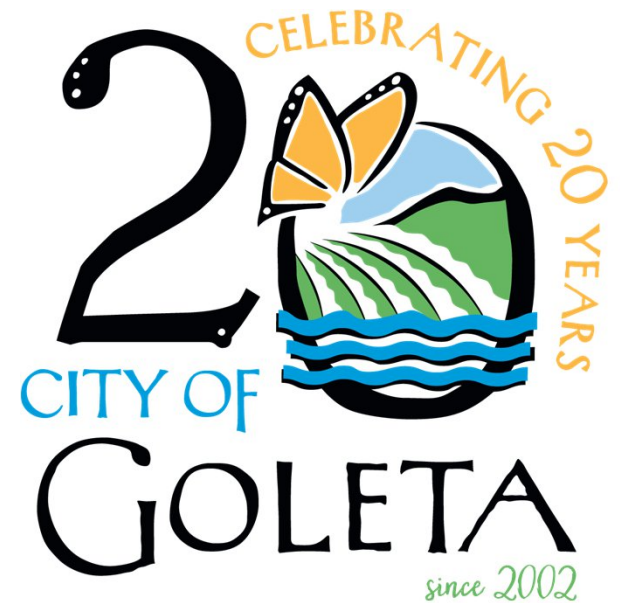
ATTACHMENT 2

PowerPoint Presentation

FY 2023/24 Annual Work Program GENERAL SERVICES DEPARTMENT

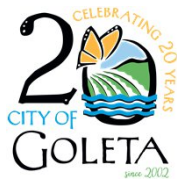
City Council Workshop
March 9, 2023

Presentation by:
Matt Fore, General Services Director



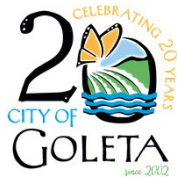
Purpose of Workshop

- ☐ Role and Responsibilities of General Services Department
- ☐ Review Staffing and Ongoing Work Efforts
- ☐ Discuss Proposed FY 2024 Day-to-Day Workload and Projects
- ☐ Establish General Services Department Work Priorities for FY 2023/24



Workshop Agenda

- ☐ Presentation
- ☐ Questions from Council
- ☐ Public Comment on Draft FY 2023/24 Annual Work Program
- ☐ Council Discussion, Feedback, and Direction
- ☐ Adopt FY 2023/24 Annual Work Program

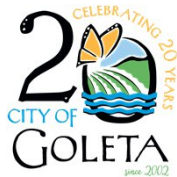


General Services Overview

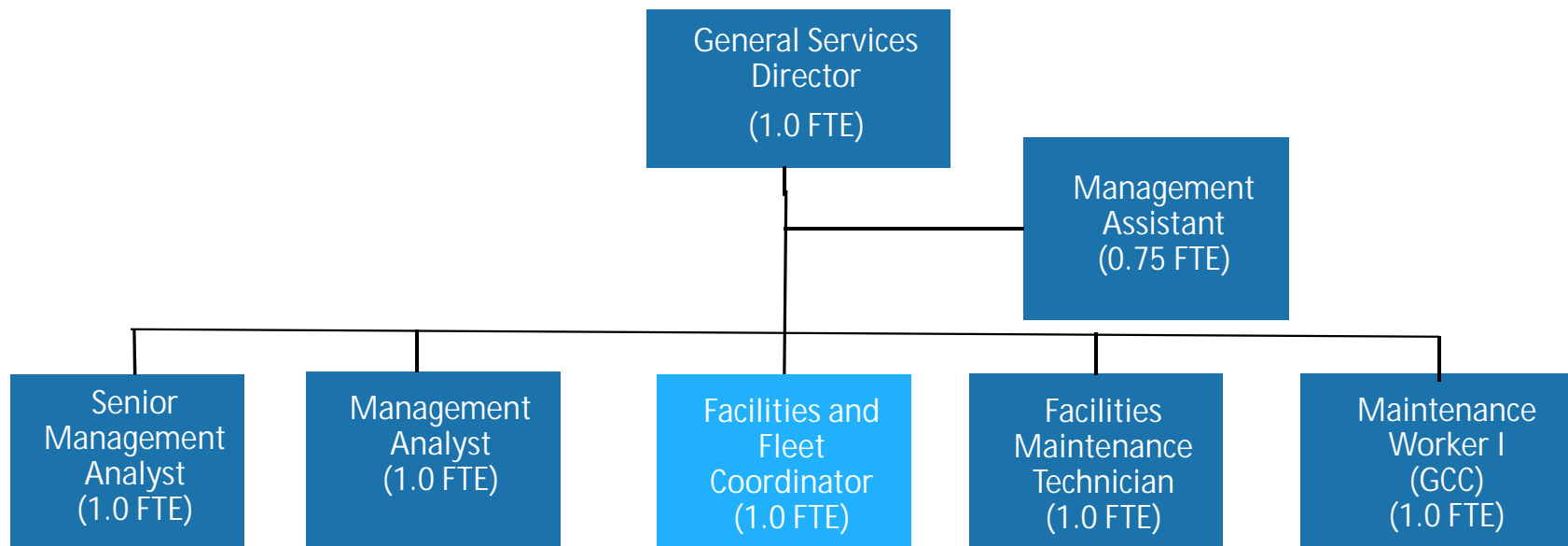
□ 5.75 FTE Full-Time Staff, + 1.0 Proposed for FY 2023/24

□ Areas of Responsibility

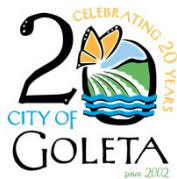
- Facilities Management
 - Property acquisition and disposition
 - Facility maintenance
 - Facility capital improvements
 - Leasing and tenant relations
 - Security
- Fleet Management: maintenance and procurement
- Information Technology: assets, strategic planning, cyber-security
- Purchasing and Procurement - Citywide



General Services Department Structure Proposed Fiscal Year 2023/24

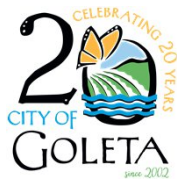


5.75 FTE + 1.0 FTE Proposed



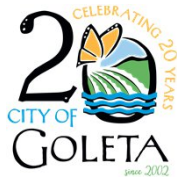
General Services Key Accomplishments Fiscal Year 2023/24

- Hired Management Analyst and Sr. Management Analyst (Purchasing and Procurement)
- Developed workspace for 7 new positions, relocated Finance Dept. and certain Planning Dept. staff to 2nd Floor of City Hall
- Implemented asset management software for City facilities, fleet, and other City assets
- Conducted Facility Condition Assessments and Reserve Studies for all City Facilities
- Capital Projects
 - Secured grant extension from FEMA, successfully bid and awarded contract for Seismic Retrofit Project at GCC
 - Secured Community Project Funding for ADA Improvements Project at GCC



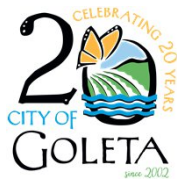
General Services Key Accomplishments Fiscal Year 2023/24 (cont'd)

- Facilities Maintenance and Repair
 - Replaced 4 HVAC Units at City Hall
 - Successfully bid and awarded HVAC maintenance contract for City Facilities
 - Tented and fumigated Historic Railroad Museum for termites and dry rot
 - Upgraded fire safety systems at City Hall and Goleta Valley Library
 - Responded to Gov Assist Tickets for facilities-related service requests – est. 300
- Fleet Management
 - Developed Green Fleet Policy for Management and Replacement of City Fleet
 - Negotiated and Purchased 8 new and replacement Vehicles for City Fleet



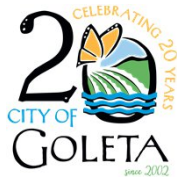
Day-to-Day Staff Responsibilities - FY 2023/24

- Asset Management (Facilities, Fleet, IT Equipment)
 - Achieve Useful Life
 - Accumulate Reserves for Replacement
 - Preventative Maintenance and Repair to reach Useful Life (direct or by third party)
 - Surplus and Disposal of Retired Assets
- Information Technology
 - Cybersecurity
 - Strategic Planning
 - Vendor Oversight



Day-to-Day Staff Responsibilities - FY 2023/24

- Purchasing and Procurement
 - Review and Approve Requisitions and Contracts
 - Guidance and Training to City Staff
 - Audit Procurement Actions
 - Procurement Records Management
- Administration
 - Council and Subcommittees
 - Budget Development and Management
 - Personnel Management

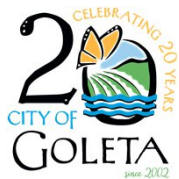


Fiscal Year 2023/24 Projects

ADMINISTRATION

Hiring, onboarding, and training new staff (Fleet and Facilities Coordinator)

Develop public engagement process to identify options for the “Triangle Property” adjacent to City Hall



Fiscal Year 2023/24 Projects

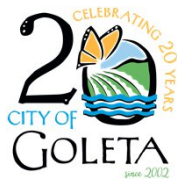
FACILITIES MANAGEMENT

Develop the scope, plans, and bid documents for the City Hall Remodel Project (subject to capital funding)

Develop a preliminary scope for Americans with Disabilities Act Improvements and Refresh of the Goleta Valley Library (subject to capital funding)

Develop the scope and budget for critical repairs and building preservation to the Historic Railroad Museum (subject to capital funding)

Evaluate the risk of tree root intrusion to the GCC building foundation and develop options to mitigate identified risks (subject to CDBG funding)



Fiscal Year 2023/24 Projects

FLEET MANAGEMENT

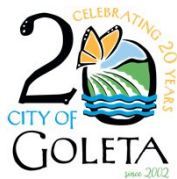
Develop a Driver Training Policy

PROCUREMENT

Implement procurement consultant findings and recommendations and deploy new procurement templates

Provide two training modules to City staff

Purchase vehicles for the City fleet

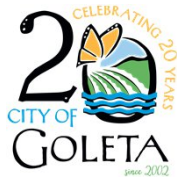


Long Range Projects Contingent on Staff Capacity

Develop unified protocols for IT file management

Research and evaluate models for IT governance

Investigate options and opportunities to develop a pooled vehicle program for the City Fleet



Measure B Impacts- General Services

- Effective January 2024
- Identified Council priorities affecting General Service Department:
 - Critical Facility Maintenance and Assets (including reserve funding)
 - Capital Improvement Program Projects (including Library and Community Center master plan related projects)
 - Potential impacts of all programs and projects citywide on purchasing, IT, fleet and facilities
- Budget will include partial year allocations
- Most impacts to Work Program in FY 2024-25

Questions?

FY 2023-24 General Services Department Annual Work
Program

15

Recommendation

Discuss work priorities and adopt the Annual Work Program for Fiscal Year 2023-24 for the General Services Department

