

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Facilities' Operations and Maintenance (O&M) Program includes the operation, maintenance, and repair of County properties, including mechanical, electrical and structural systems. The goal is to provide well maintained, sustainable and safe facilities, ensuring all regulatory codes and mandates are met, that meet the needs of all people who reside, work in or visit County facilities. To achieve this, the O&M teams include a diverse workforce and apply the lens of equity and inclusion to build collaborative teams, incorporate continuous review and improvement of policies, procedures and "Think Yes" problem solving methodology. Decisions are made to improve the quality of the County's building portfolio, extend the life of buildings, reduce the environmental footprint, and improve the safety and health of all facilities.

**Program Summary**

The O&M Program consists of multiple trade groups who cover the 24/7 year round activities necessary to effectively maintain the County's diverse facility portfolio. Staff complete two types of maintenance activities: proactive and reactive work. Examples of proactive activities include changing filters on HVAC units, generator run tests, roof inspections, fire/life system testing, and video and building systems maintenance. These activities reduce the need for capital improvements, reduce the number of unscheduled shutdowns, and extend the life of equipment. Reactive work activities including making small repairs, and addressing more significant issues such as a failed boiler, air handler, power distribution system, electronic system, plumbing system, building security or access, or other building structure or system components. The O&M teams also identify and prioritize short term and long term capital planning projects. For the last two years, COVID-19 has impacted how O&M has functioned; some buildings were scaled down in operation due to limited staff while shelters were added in expeditious fashion. COVID-19 also affected the ability to procure materials and hire contractors. O&M staff are available 24/7 and respond to electronic requests through the TRIRIGA system, and requests through the Dispatch Center.

The O&M program goals are to properly and safely operate and maintain facilities, conserve energy and resources through the optimization of more efficient equipment and systems, provide welcoming, safe, and functional facilities to effectively serve County stakeholders and all populations that the County serves. Work prioritization is made based on safety, equity and operational needs.

The O&M Program endeavors to align with County Department and stakeholder values to provide facilities that serve all populations served by County departments at all times, including during severe weather and disaster events, using a "Think Yes" approach.

**Performance Measures**

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Preventive Maintenance Work Order Costs as a percent of Total Maintenance Work Order Costs	39%	N/A	40%	45%
Outcome	Customer Satisfaction surveys with a result of "very satisfied" out of 100%	73%	95%	85%	90%

**Performance Measures Descriptions**

PM#1 - Refined metric: Change in output based on work order costs vs number of tasks. The percentage of proactive maintenance work orders demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

PM #2 - Customer satisfaction surveys: Percentage of submitted customer reviews marked "very satisfied" out of 100%

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$11,174,320	\$0	\$11,923,788
Contractual Services	\$0	\$353,465	\$0	\$318,808
Materials & Supplies	\$0	\$13,397,783	\$0	\$13,191,682
Internal Services	\$0	\$1,945,471	\$0	\$2,109,160
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$26,871,039</b>	<b>\$0</b>	<b>\$27,543,438</b>
<b>Program Total:</b>	<b>\$26,871,039</b>		<b>\$27,543,438</b>	
<b>Program FTE</b>	0.00	76.50	0.00	78.50

Program Revenues				
Other / Miscellaneous	\$0	\$37,402,011	\$0	\$39,640,846
Beginning Working Capital	\$0	\$951,000	\$0	\$431,732
Service Charges	\$0	\$993,661	\$0	\$1,053,157
<b>Total Revenue</b>	<b>\$0</b>	<b>\$39,346,672</b>	<b>\$0</b>	<b>\$41,125,735</b>

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers. In FY 2023, \$350K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project and \$121K of prior years' one-time only funding for Security programming is carried over.

Significant Program Changes

Last Year this program was: FY 2022: 78202 Facilities Operations and Maintenance

- One FTE Building Automation Specialist (BAS) is added to allow adequate coverage for FPM's one BAS with increased building portfolio.
- One FTE Carpenter is added to meet demands of increased building portfolio with Joint Office Expansions.