

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM: 2.7
(ID # 18907)

MEETING DATE:
Tuesday, September 20, 2022

FROM : PURCHASING AND FLEET SERVICES:

SUBJECT: PURCHASING & FLEET SERVICES: Receive and File the Purchasing & Fleet Director's 90-Day Report; All Districts. [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and File the Purchasing & Fleet Director's 90-Day Report.

ACTION:Consent


Sarah Franco, Director of Procurement & Fleet

9/8/2022

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Washington, seconded by Supervisor Jeffries and duly carried, IT WAS ORDERED that the above matter is received and filed as recommended.

Ayes: Jeffries, Washington, Perez and Hewitt
Nays: None
Absent: Spiegel
Date: September 20, 2022
xc: Purchasing

Kecia R. Harper
Clerk of the Board
By: 
Deputy



**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

FINANCIAL DATA	FY 21/22	FY 22/23	Total Cost:	Ongoing Cost
COST	\$ 0	\$ 0	\$ 0	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: N/A			Budget Adjustment: No	
			For Fiscal Year: 22/23	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

Pursuant to Board Policy C-1, newly appointed Department Heads shall file with the Board of Supervisors a written assessment of his/her agency/department's strengths, weaknesses, goals, and objectives. The attached 90-Day Report was prepared by Sarah Franco, Director of Procurement & Fleet Services, who was appointed on March 10, 2022. The Report includes an overview on the various aspects of departmental operations including the department's mission, organizational structure, goals, accomplishments, strategic plan, and budgetary position. The department is committed to continuous improvement and this report highlights department challenges and future internal reorganizational opportunities.

The Department of Purchasing & Fleet consists of the following 4 divisions: Purchasing Services, Fleet Services, Central Mail Services, and Surplus Services.

Impact on Residents and Businesses

The attached report provides an update on the department's activities.

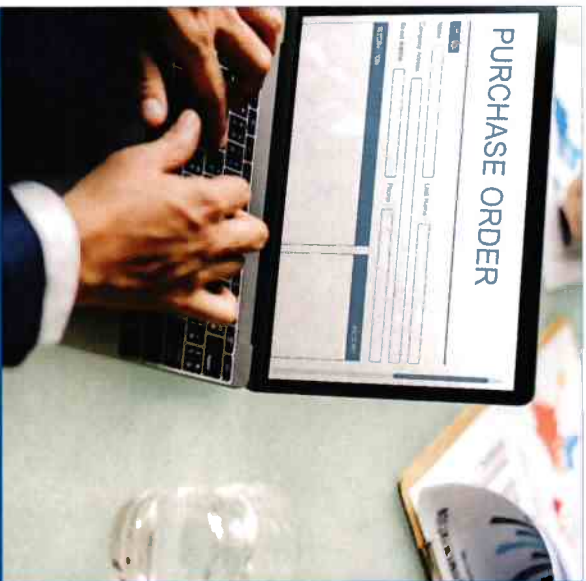
Attachments:

- A. Purchasing & Fleet Director's 90-Day Report

Meghan Hahn

 Meghan Hahn, Senior Management Analyst 9/8/2022





Sarah Franco

Director of Procurement & Fleet



County of Riverside
Purchasing & Fleet Department



AGENDA

1. Mission, Vision & Values

2. Organization

- Purchasing
- Fleet Services
- Central Mail
- Surplus Services

3. Goals & Objectives

4. Budget Overview





MISSION, VISION & VALUES

Mission

To provide materials, vehicles and services to county departments and agencies in the most effective and efficient manner and to serve our customers with integrity, professionalism, reliability and strive for excellence in performance.

Vision

We strive to be innovative and proactive in our purchasing and fleet operations to deliver outstanding customer service, increase efficiencies and look for ways to provide better service and added value.

Values

PEOPLE - People are our greatest asset and provide our collective intelligence and vitality. They will be empowered and respected.

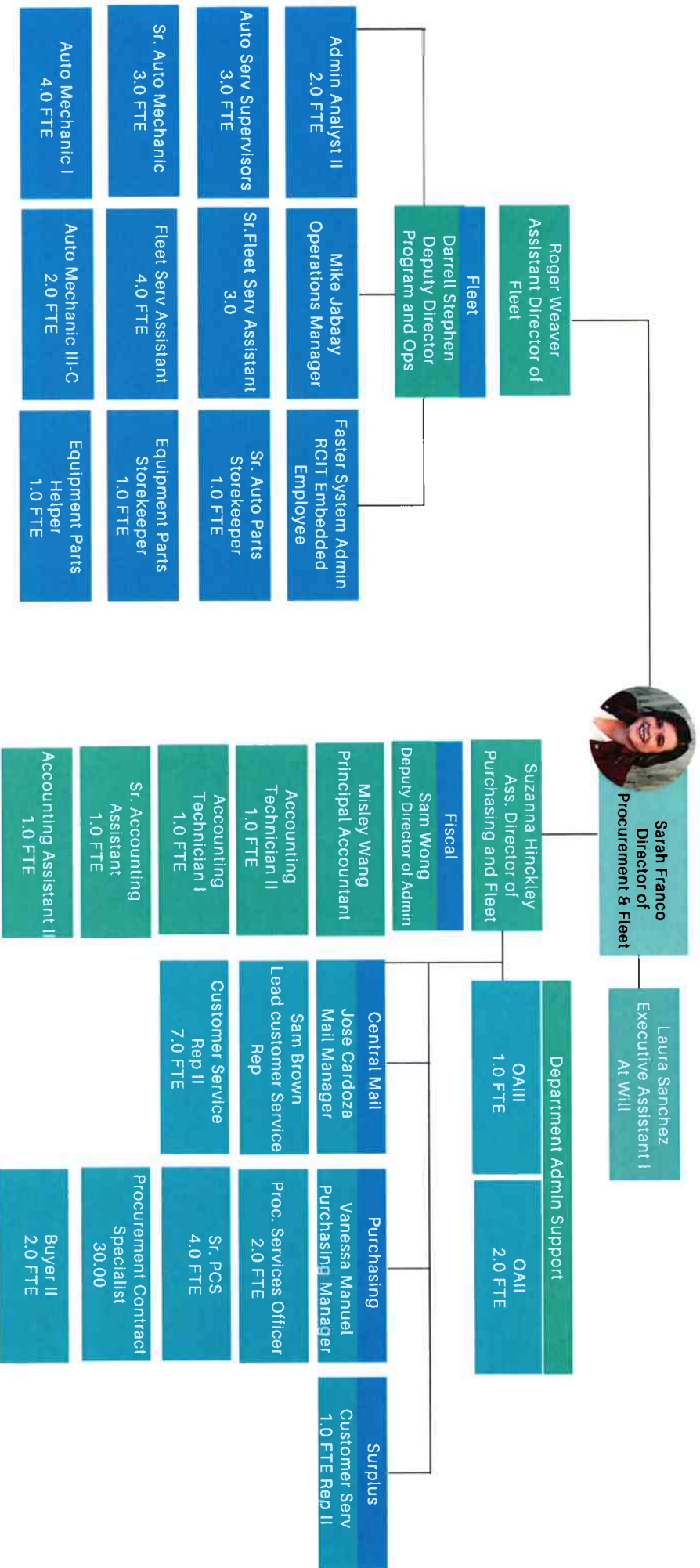
CUSTOMER-DRIVEN FOCUS - We are here to help. We strive to provide outstanding customer service to our internal and external customers.

FAIRNESS AND EQUITY - The department strives to provide vehicles, materials and services to county departments in a fair and equitable manner.

COST EFFECTIVENESS - As prudent stewards of public funds, we make every endeavor to ensure the decisions we make will be judged reasonable and proper by our taxpayers and customers.

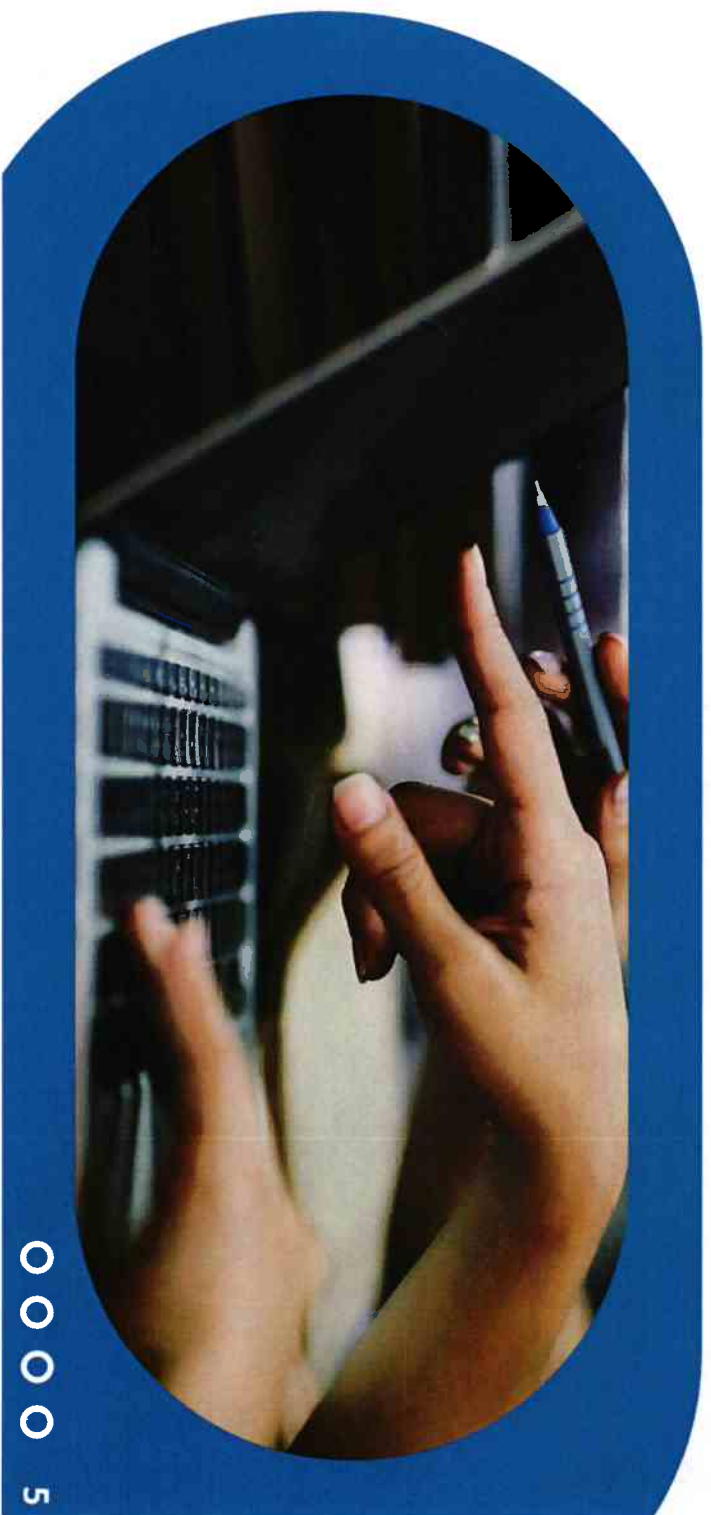
INNOVATION - The department will be agile and seek innovation to enhance operations. We are committed to seeking more efficient and effective ways of conducting our business.

ORGANIZATIONAL CHART



PURCHASING

○○○○



○○○○ 5

PURCHASING

PROCURE GOODS AND SERVICES FOR ALL COUNTY DEPARTMENTS AND AGENCIES



What We Do

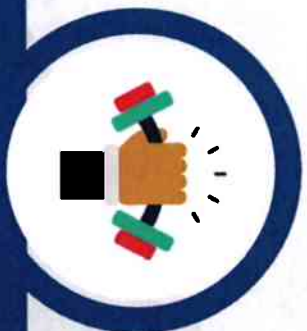
- Contract Development
- Requests for proposal/quotations
- Purchase Order issuance
- Vendor Registration
- Contract Compliance
- Audit Functions



Staffing and Budget

- 42 Full-Time Employees (Per FY 22/23 Budget Book)
- FY 21/22 Budget=\$8,150,993
- FY 22/23 Budget=\$7,111,859

Note: In FY 22/23, the cost and administration for RivcoPro was transferred to RCIT.



Strengths

- Readiness for Change
- Dedicated & Knowledgeable Team
- Experts in Procurement Compliance with laws, Ordinances and Policies



Weaknesses

- High Percentage of Vacancies & Turnover
- Policies & Procedures require update/clarification
- Multiple Technological Solutions in Use for similar functions
- Many processes remain manual and need to be automated

FY 21/22 Procurement Statistics & Achievements



Negotiated savings of \$5.85M by Procurement Contract Specialists through competitive bid solicitation



Procurement staff managed over 300 bid solicitations



75,971 Purchase Orders were created under the delegated authority of the Purchasing Agent



Administration of the County Procurement Card (P Card) Program
Total of 455 active cards across Riverside County



Vendor Pre-Qualification for Public works under \$200k
Current contractors preapproved for projects under \$25,000 – 25
Current contractors preapproved for projects under \$200,000 – 218



Achievement of Excellence in Procurement Award Recipient 20th consecutive year

Purchasing Team Goals



Enhancement of the training offerings for Purchasing and Department buying staff.

Internal training – to support our staff and provide a consistent customer experience

External training – offerings to support and enhance the knowledge of anyone involved in the procurement process



Continuing to build relationships with our Department Customers and find innovative procurement solutions to meet their unique needs.



Review of procurement manual processes and procedures for efficiency.



**County of Riverside
Purchasing & Fleet Department**

FLEET SERVICES

0000

FLEET SERVICES

PROVIDES COMPREHENSIVE FLEET MANAGEMENT PROGRAM FOR ALL VEHICLES IN CENTRAL COUNTY FLEET



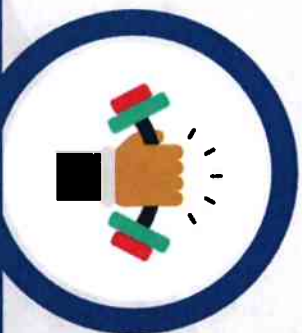
What We Do

- Vehicle acquisition
- Vehicle maintenance, repair & modification
- Fuel Sales
- Motor Pool
- Car Wash
- Vehicle Locators (GPS)
- Vehicle disposal



Staffing and Budget

- FY 21/22 Budget= \$44,176,104
 - FY 22/23 Budget= \$36,243,242
 - 36 Full-Time Employees (per the FY 22/23 Budget Book)
 - 27 Full-Time employees dedicated to directly supporting Fleet operations
- Note: Reduction in budget is due to closures of garages, reduction in staffing, and transfer of vehicles to Sheriff.



Strengths

- Skilled and Experienced Technicians
- Robust Fleet Management Information System
- Exceptional insight in the Fleet Management discipline
- Municipal Maintenance Management Expertise
- In-depth understanding of the customers we support
- Agile Multifunctional Staff



Operational Challenges

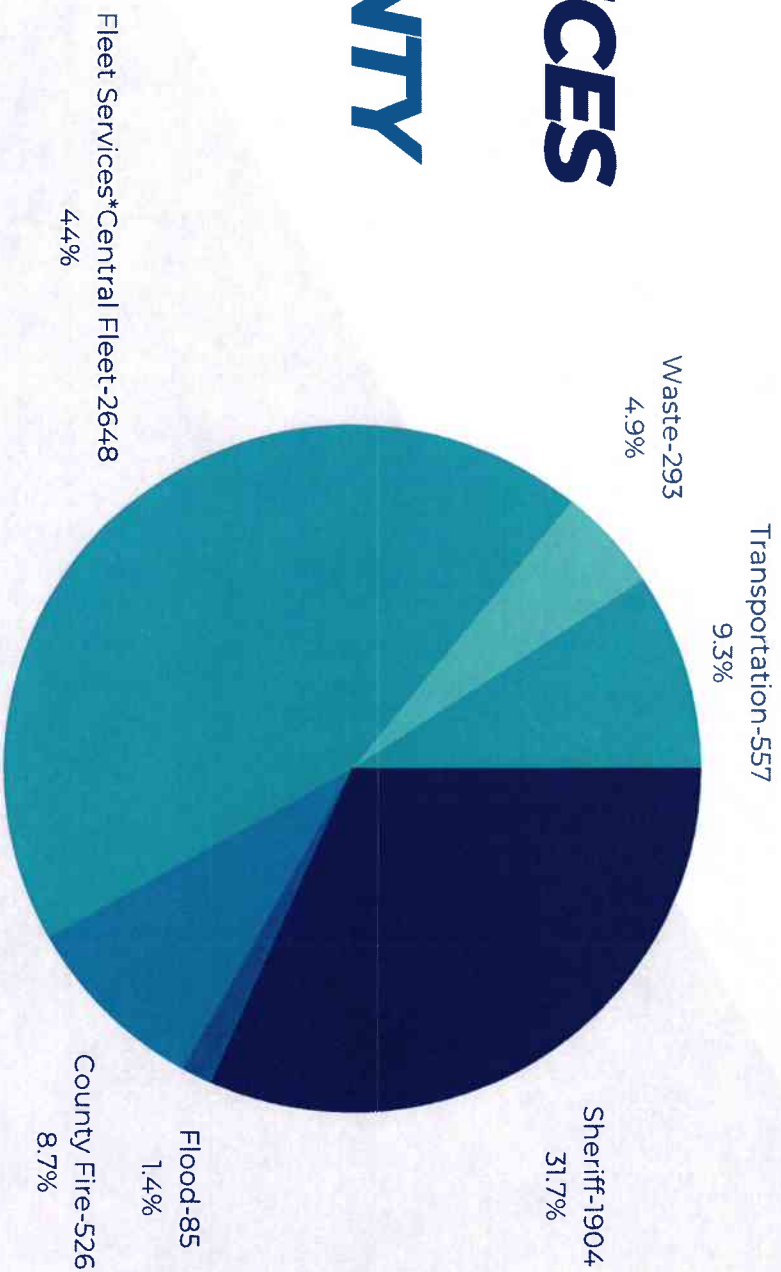
- Reduction in staffing requires improved automation
- Budgetary constraints impacting scheduled vehicle lifecycle replacements and Capital Projects
- Global Supply Chain Instability
- Inflation increasing the costs of materials (especially fuel) and vendor services

○○○○

FLEET SERVICES

○○○○

TOTAL COUNTY VEHICLES 6,013



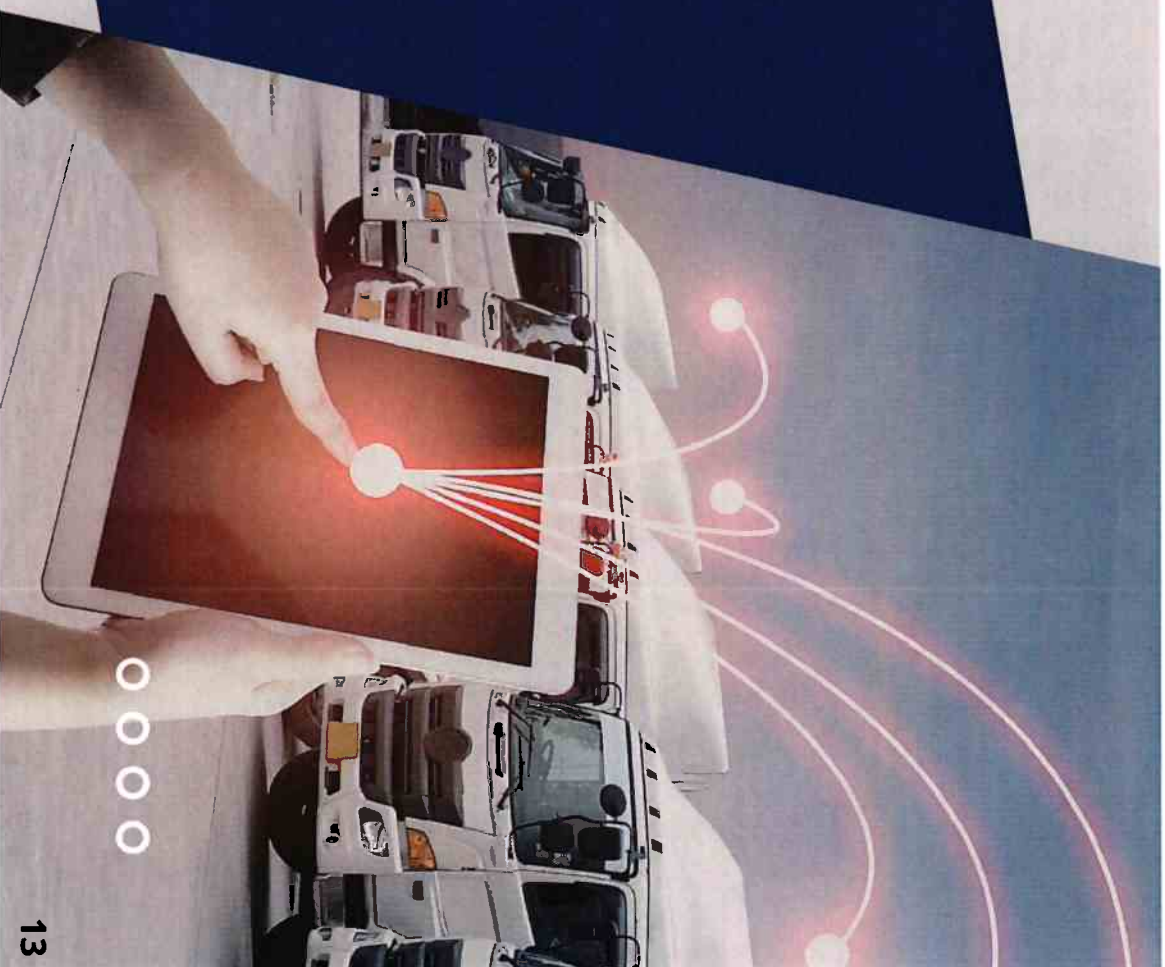
FLEET SERVICES DIVISION FACILITY SERVICES-STATUS

Location	Garage Operations	Motor Pool	Fuel Islands	Automated Carwash
Banning			✓	
Blythe			✓	✓
Cabazon			✓	
County Circle Garage			✓	
Hemet			✓	
Indio			✓	✓
Moreno Valley	✓	✓	✓	
Murrieta (Southwest)			✓	
Orange Street	✓	✓	✓	✓
Palm Desert Sheriff Station			✓	
Perris Sheriff Station			✓	
Thermal Sheriff Station			✓	
Open For Business	2	2	12	3

FLEET SERVICES

SERVICES DELIVERED (FY2020-21)

AVL/GPS (Active Units)	1,170
Invoices (Retail Supplemental Services)	6,724
Car Washes	35,345
Work Orders Hours	24,656
Work Orders	24,544
Motor Pool Rental Days	36,133
Fuel Gallons (All Fuel Types and Channels)	1,382,795
Parts Sales (Before Mark Up)	\$1,861,934
Customer Miles Driven	38,076,331



CENTRAL MAIL

○○○○

○○○○



○ ○ ○ ○ ○

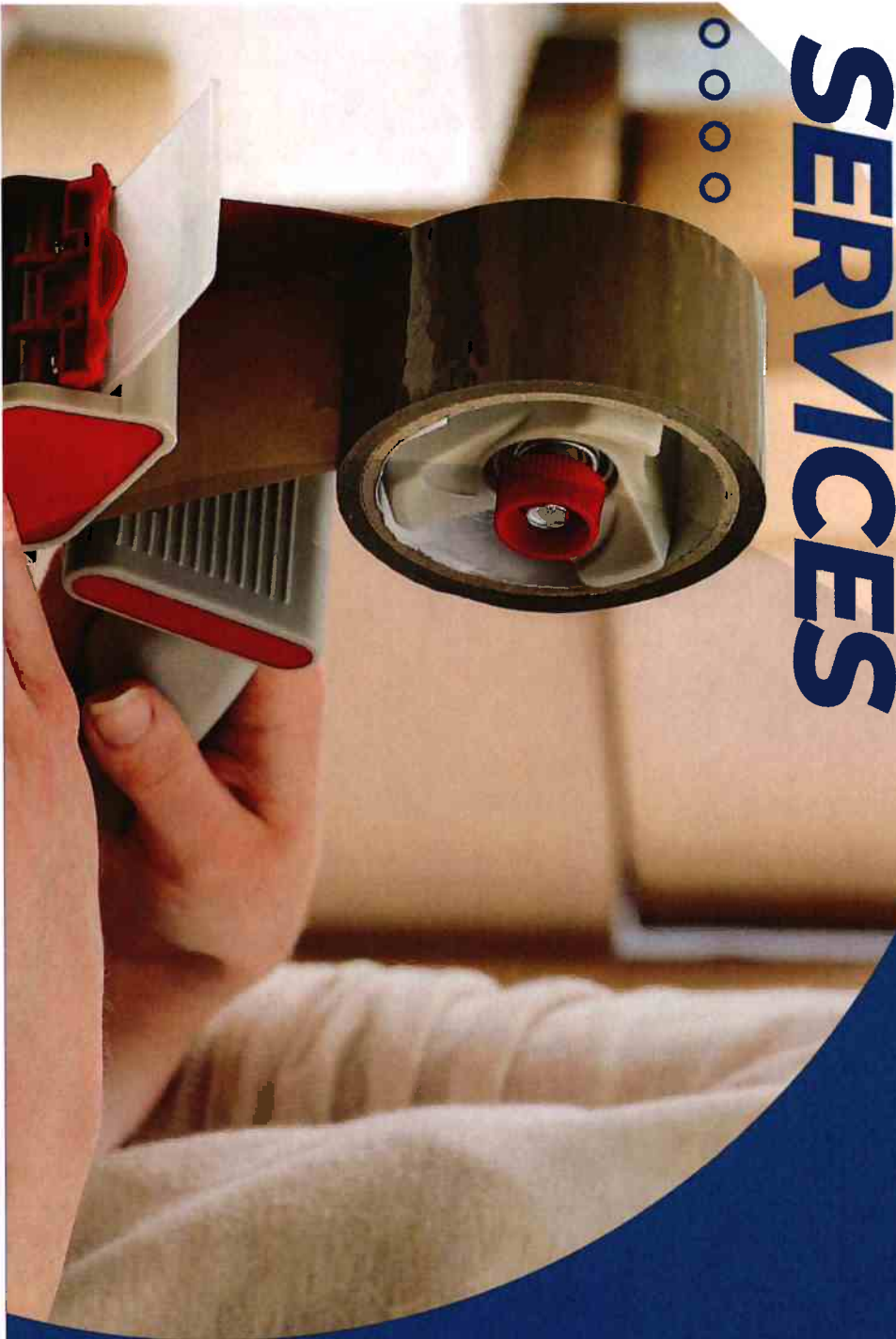
CENTRAL MAIL

PROVIDES COMPLETE MAILING SERVICES TO ALL COUNTY DEPARTMENTS

Central Mail is a fantastic team consisting of 9 incredible employees with a daily workload of:

- 8,500 mail pieces, average
- 5 metering machines
- 8 county vans
- 7 established routes
- special pickups/deliveries
- 600+ miles
- 295 service locations
- 415 mail stops

MAILING SERVICES



- USPS Presorted standard mail, First Class Mail, Priority Mail, Express Mail & Certified Mail
- FedEx Ground and Express Mail
- Signature confirmation mail
- Registered mail
- Tracking of all packages sent out through USPS and FedEx.
- Folding and Inserting of mail
- Overnight interoffice mail



CENTRAL MAIL

PROVIDES COMPLETE MAILING SERVICES TO ALL COUNTY DEPARTMENTS



What We Do

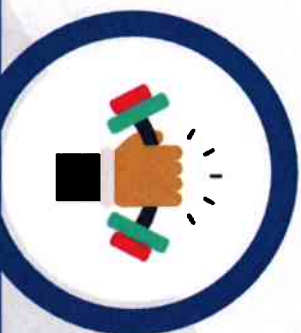
- Provide complete mailing services to all County Departments
- Delivery of over 8500 pieces of mail throughout the County daily at 295 locations.
- By utilizing Central Mail Services, the County realizes savings of over \$600K annually



Staffing and Budget

- 9 Full-Time Employees
- FY 21/22 Budget = \$3,385,732
- FY 22/23 Budget = \$3,433,447

Note: The Central Mail Division increased FY 22/23 appropriations with the use of fund balance for 2 delivery vehicles.



Strengths

- Punctual and Professional
- Team is dedicated to providing excellent customer service
- Long-term employees who are loyal to county service and take pride in their work



Weaknesses

- Slow decline of paper mail processes
- Small team - multiple absences are hard to cover
- Market review of salaries required
- Postage rate increases
- Retirements



County of Riverside
Purchasing & Fleet Department

SURPLUS SERVICES



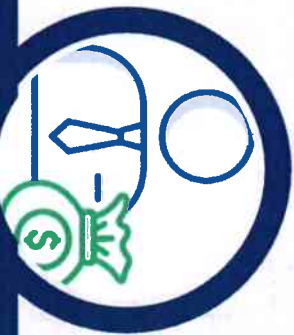
SURPLUS SERVICES

THE SURPLUS DIVISION MANAGES THE DISPOSAL OF COUNTY SURPLUS ITEMS SUCH AS OFFICE EQUIPMENT BY REDISTRIBUTING THEM TO OTHER COUNTY DEPARTMENTS OR AGENCIES. THE DIVISION ALSO FACILITATES SURPLUS BIDS THROUGH THE USE OF THIRD-PARTY AUCTION COMPANIES. THERE ARE VARIOUS OFFICE PRODUCTS AVAILABLE TO COUNTY DEPARTMENTS AT NO COST - ALL ITEMS ARE FREE!



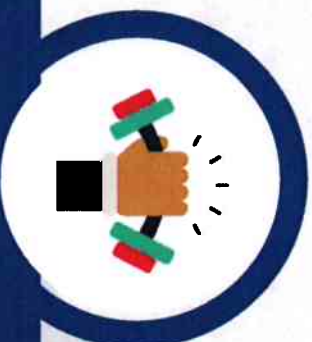
What We Do

- Responsible for all County Surplus, property transfers, Refuse accountability and disposal
- Recycles Scrap Metals
- Coordinates the transfer of Surplus between departments as needed



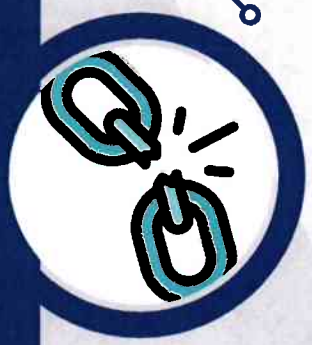
Staffing and Budget

- 1 Full-Time Employee
- FY 21/22 Budget = \$323,820
- FY 22/23 Budget = \$323,820



Strengths

- Expertise in Municipal surplus services
- Successfully diverts reusable surplus out of the waste stream
- Provides convenient and accessible means of disposal
- Maintains detailed records of all surplus transactions



Operational Challenges

- A dedicated facility for Surplus Services is needed to increase service capabilities
- Minimal staffing limits the range of services provided
- Limited Surplus revenue constrains future growth and limits the services available to the customer

DEPARTMENT-WIDE GOALS & OBJECTIVES

STRATEGIC PLANNING AND TRANSFORMATION INITIATIVES

Culture Initiatives

- Drive Employee Engagement
- Improve Communication
- Build Trust & Respect through Team Building efforts
- Empower & Encourage the Team
- Implement a Rewards System to drive performance

Org. Design Initiatives

- Strategic Planning & Long-Term Goal Establishment
- Review/Recommit to Mission, Vision & Values
- Organization Structure Changes
- Clarification of Roles & Responsibilities

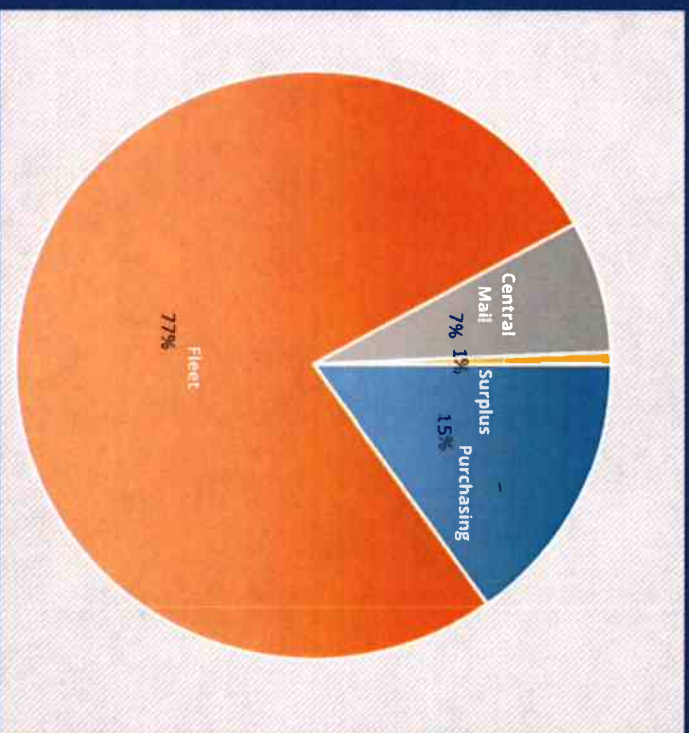
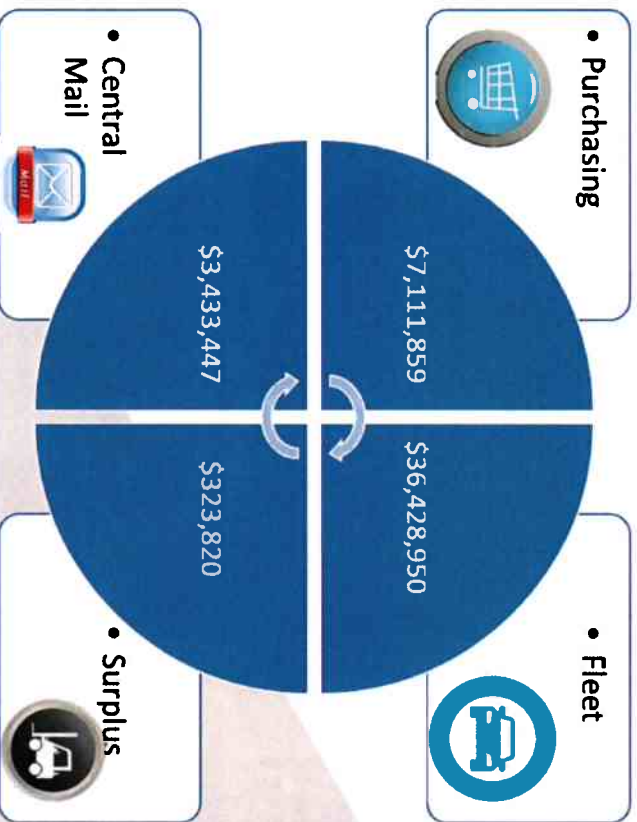
Services Initiatives

- Customer Service through Collaborative Relationships
- Internal & External Training Efforts
- Technology Innovations
- Process Improvement & Innovation
- Policy & Procedures Updates
- Onboarding & Mentorship Program
- Market our Services

EXPENSES BY DIVISION

0 0 0 0 0

MAJOR COMPONENTS AND APPROPRIATIONS FOR THE FY 22/23 PURCHASING AND FLEET SERVICES OPERATING BUDGET, SHOWING HOW RESOURCES (COST ALLOCATION TO DEPARTMENTS) ARE UTILIZED TO PROVIDE SERVICES TO COUNTY DEPARTMENTS.

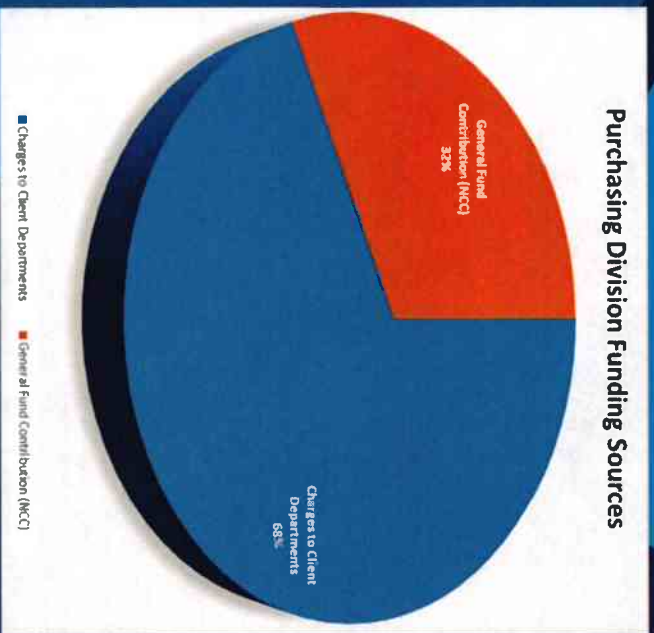


0 0 0 0 0 21

BUDGET OVERVIEW

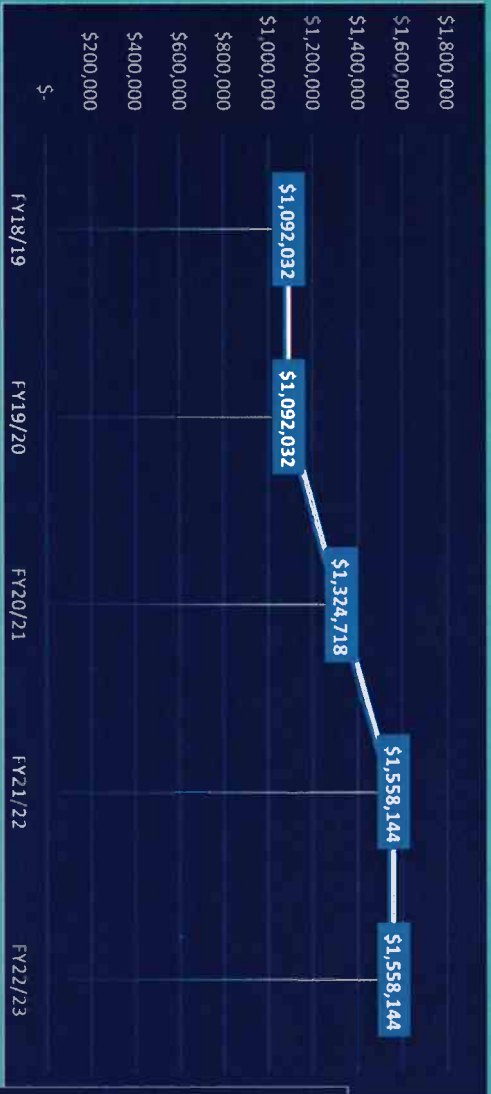
PURCHASING

The Purchasing Division is 68% funded by charges to departments requesting procurement contract specialists (PCS) along with a 32% General Fund contribution of \$1,558,144 in Net County Cost (NCC) to support central purchasing efforts and administrative cost.



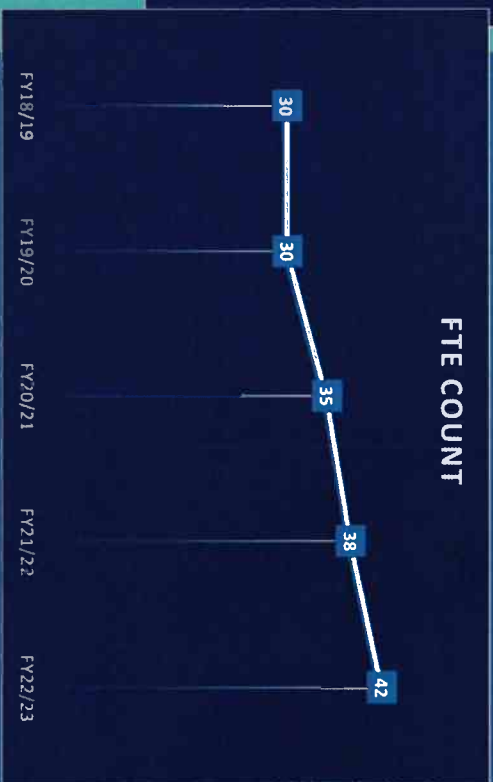


Purchasing Division-NCC



GENERAL FUND SUPPORT PURCHASING

In FY21/22 Purchasing was granted additional NCC to fund procurement positions in the Central Purchasing Office. Later the same year, 2 additional positions were added, funded by the respective departments that requested them.



5-YEAR BUDGET HISTORY

PURCHASING

○ ○ ○ ○ ○

○ ○ ○ ○ ○

PURCHASING SERVICES

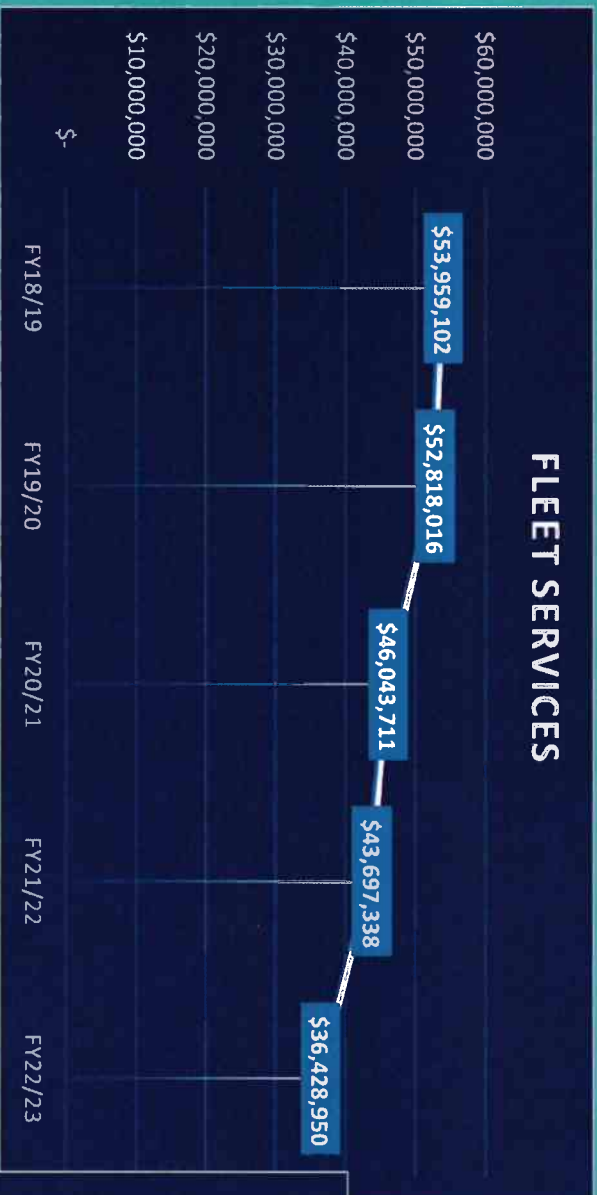




5-YEAR BUDGET HISTORY

FLEET SERVICES

The Fleet Services Division mainly charges for vehicle maintenance services. In FY 22/23, the Fleet Services Division expects a decrease in customer charges due to the closure of several shops and the transfer of vehicle maintenance to the Sheriff.



FLEET FTE COUNT

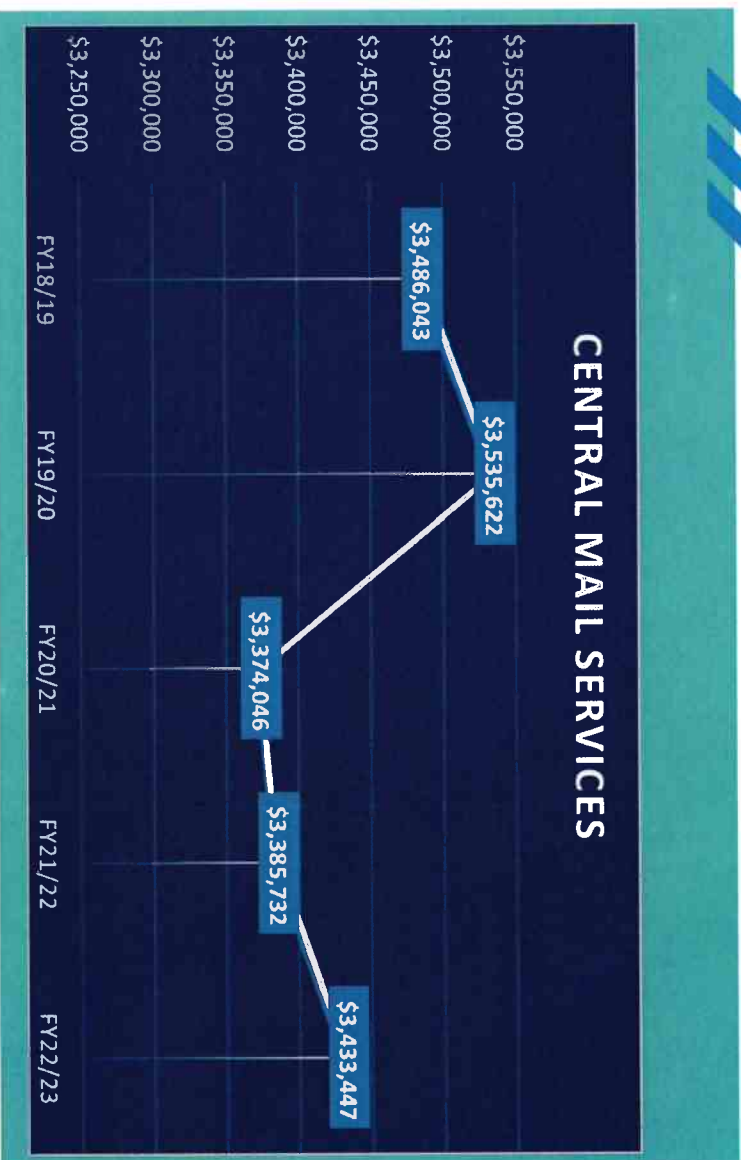
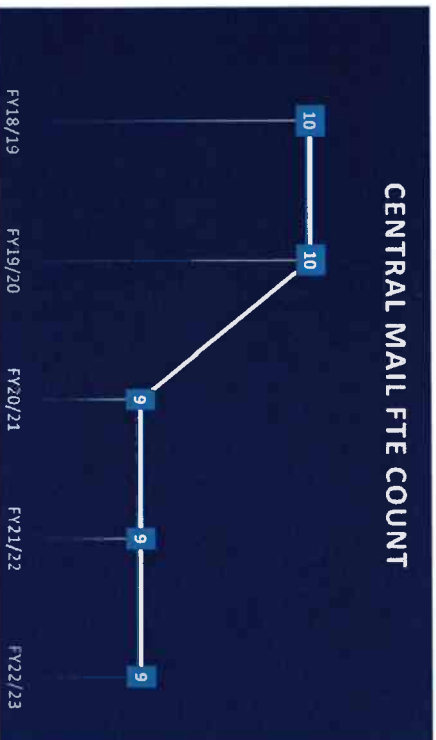


27 Full-Time Employees dedicated to directly supporting Fleet operations

5-YEAR BUDGET HISTORY

CENTRAL MAIL

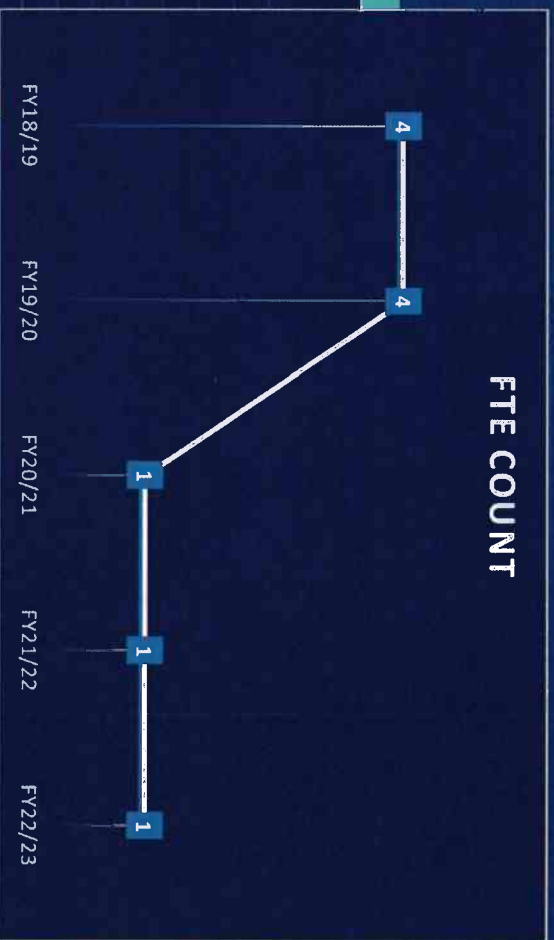
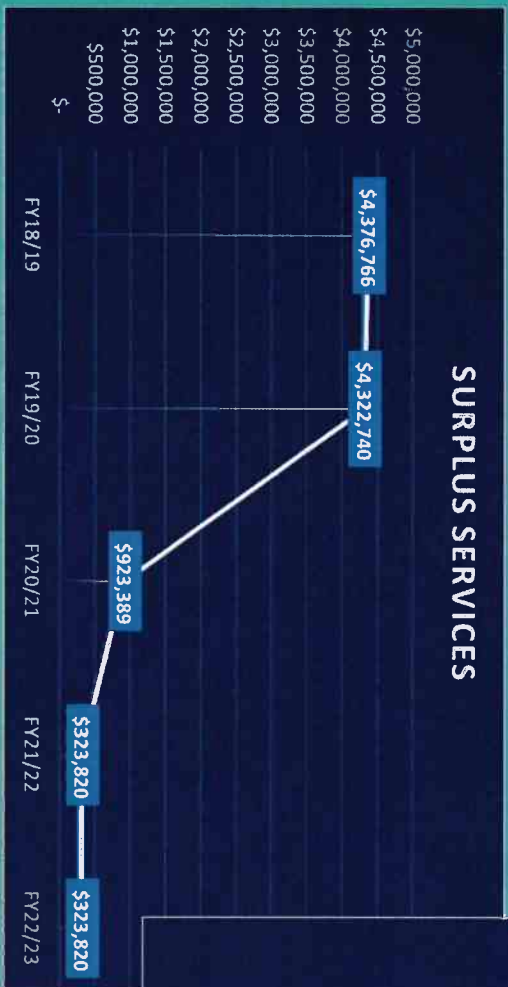
The Central Mail Services Division charges for mail stop deliveries and mail package services. Over that last few years, the division had budgeted increases in mail packages due to the pandemic. Demand for package services are expected to decrease in the new fiscal year to pre-pandemic levels.



5-YEAR BUDGET HISTORY

SURPLUS SERVICES

During FY 20/21, the Supply Services Division discontinued supply services and continues to operate as the Surplus Services Division. Rates have remained flat for 3 years in this transition.



- Purchasing moved to Riverside County Innovations Center – July 2022
- RivcopRO (Procurement Software) Review & Potential Replacement
- 2024 & Beyond Electric Vehicle (EV) Purchasing Requirements & Necessary Charging Infrastructure



SIGNIFICANT ACTIVE PROJECTS

- Central Fleet & Purchasing is experiencing significant delays in new/replacement vehicle deliveries due to global supply chain disruptions
- Shift of Surplus Services to the Fleet Services

OOOO

THANK YOU

OFFICE



3450 14th Street, 4th Floor,
Suite 420, Riverside, CA 92501



951-955-4937



<https://purchasing.co.riverside.ca.us/>

OOOO

