



JUDICIAL COUNCIL OF CALIFORNIA

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REPORT TO THE JUDICIAL COUNCIL

For business meeting on August 22, 2014

Title

Budget: Fiscal Year 2015–2016 Budget
Requests for Supreme Court, Courts of
Appeal, Judicial Council, and Judicial Branch
Facilities Program

Agenda Item Type

Action Required

Effective Date

August 22, 2014

Rules, Forms, Standards, or Statutes Affected
None

Date of Report

August 14, 2014

Recommended by

Advisory Committee on Financial
Accountability and Efficiency for the
Judicial Branch

Hon. Richard D. Huffman, Chair

Judicial Council staff

Mr. Curt Soderlund, Chief Administrative
Officer

Mr. Zlatko Theodorovic, Chief Financial
Officer, Director of Finance

Contact

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Executive Summary

The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch recommends approving the proposed fiscal year 2015–2016 budget requests for the Judicial Council, including the Judicial Branch Facilities Program. In addition, the Judicial Council staff recommends approving the proposed fiscal year 2015–2016 budget requests for the Supreme Court and Courts of Appeal and delegating authority to the Administrative Director to make technical changes to any budget proposals, as necessary. Submittal of budget change proposals (BCPs) is the standard process for proposing funding adjustments in the State Budget. This year, BCPs are to be submitted to the state Department of Finance by September 2, 2014.

Recommendation

Effective August 22, 2014:

1. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch recommends that the Judicial Council approve the proposed fiscal year 2015–2016 budget requests for the Judicial Council and the Judicial Branch Facilities Program for submission to the state Department of Finance; and
2. The Judicial Council staff recommends that the Judicial Council:
 - a. Approve the submission of budget change proposals to the state Department of Finance for fiscal year 2015–2016, which would communicate funding needs for the Supreme Court and Courts of Appeal as identified in this report;
 - b. Delegate authority to the Administrative Director to develop budget proposals for submission to the state Department of Finance; and
 - c. Delegate authority to the Administrative Director to make technical changes to budget proposals, as necessary.

Previous Council Action

The Judicial Council has statutory authority to approve budget requests on behalf of the Supreme Court, Courts of Appeal, Judicial Council, and Judicial Branch Facilities Program. The recommendations in this report are consistent with the council's past practice under this authority.

Rationale for Recommendation

Each year, the Judicial Council staff presents budget concepts for review by the council. Budget concepts approved by the council will be developed into full BCPs. The current estimated need is indicated in parentheses after the titles of programs described below.

Delegation of authority to make technical changes

To the extent that council staff receives additional information that requires technical changes to the funding requests identified in this report, there may be a need to modify the BCPs being submitted to the Department of Finance (DOF). For some of the proposals included in this report, the actual amounts may change as updated information is received. Rather than requesting that council staff return to the Judicial Council to seek authority to make minor adjustments to these proposals, having authority delegated to the Administrative Director to do so in advance will facilitate a dynamic budget process. In addition, each year during the course of developing the State Budget, issues arise that may need to be addressed on short notice. This possibility makes it advisable for the Administrative Director to have the ability to update and add funding proposals in an efficient and flexible manner. If the BCPs that are submitted to the DOF contain changes from the proposals contained in this report, council staff will report to the Judicial Council on these revisions.

Comments, Alternatives Considered, and Policy Implications

An alternative to recommendations 2(b) and (c) is for the council staff to return to the Judicial Council before submission of the BCPs any time technical adjustments are necessary or unanticipated issues arise. This approach could cause delays in timely updating and submitting proposals, and for this reason, this alternative is not recommended. Council staff will report to the Judicial Council on changes made to the proposals in this report.

Judicial branch budget proposals

Judicial Council approval is requested to proceed with the development of the following fiscal year 2015–2016 BCPs to address baseline resources for the state judiciary, as part of more global budget requests for the judicial branch. At the June 27, 2014, Judicial Council business meeting, the council approved the submittal of trial court proposals consistent with the Chief Justice's *Three-Year Blueprint for a Fully Functioning Judicial Branch*, including reinvestment and cost-of-living adjustments (COLAs) for employees.

Judicial Branch Reinvestment (\$TBD). Proposed General Fund augmentation for reinvestment in the entire branch, including the Supreme Court, Courts of Appeal, Judicial Council, and Habeas Corpus Resource Center, for the restoration of services to the public and access to justice. The branch has seen substantial reductions over the past several years, and despite some reinvestment over the past two fiscal years, additional reinvestment is necessary to ensure that the branch meets its constitutional and statutory mandates. All parts of the branch require additional resources to fulfill the branch's mandates. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Judicial Branch Cost of Living Adjustments (\$TBD). Proposed augmentation of the General Fund and various special funds to provide funding for a 4.5 percent COLA consistent with funding approved for the executive branch for all branch employees. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Judicial branch technology proposals

A predominantly paper-based court system in California is costly and inefficient. It inhibits access to justice and thwarts the public's growing expectations for online access for filings, payments, and other court services—expectations that can be mitigated by e-filing and a variety of other solutions. The branch continues to support initiatives that address immediate needs (such as maintaining current operating systems and continuing deployment of technologies such as the California Courts Protective Order Registry), while developing a technology plan for the courts. The strategic plan for judicial branch technology will be finalized in 2014 and will provide a structure, roadmap, and process for managing technology initiatives for which additional funding will be sought. In the interim, the proposals described below are necessary to ensure that the branch is moving forward to address critical technology needs.

At the June 27, 2014, Judicial Council business meeting, the Judicial Council approved the submittal of technology proposals for development of the fiscal year 2015–2016 budget. Following are the technology budget proposals that have been developed. Two of the proposals are “placeholders,” which are under development at this time and may be considered for submittal to the California Department of Finance as spring finance letters.

Telecommunications Trial Court Local Area Network/Wide Area Network (LAN/WAN) Architecture Program (\$5.509 million). Proposed ongoing General Fund augmentation for the statewide telecommunications trial court LAN/WAN program to support all 58 courts. The network and security infrastructure at all trial courts must be replaced consistent with a judicial branchwide technology refresh schedule to maintain a secure, robust, reliable, and flexible computing environment for all court operations. Funding will address the hardware refresh, ongoing training for court staff, and maintenance and security of the judicial branch network. This proposal is consistent with the Chief Justice’s *Three-Year Blueprint for a Fully Functioning Judicial Branch*. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Judicial Branch Information Systems Security Framework Implementation—Placeholder (\$TBD). Proposed General Fund augmentation for the initial implementation of a court information security program, which is required to ensure the security and reliability of court data. With the Judicial Branch Contract Law, enacted in 2011, the branch is now subject to biennial audits under which court procurement activities are inspected by the California State Auditor (Pub. Contract Code, § 19210). The auditors may also perform a “general systems” audit to assess the security and reliability of local court information technology infrastructure and the data hosted on that infrastructure. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Statewide Partner Data Exchange – Placeholder (\$TBD). Proposed ongoing General Fund augmentation for the statewide partner interface effort to support all 58 courts. Funding will address data exchange development, single portal solutions development, and outreach training, configuration, and implementation between case management systems and justice partners. Development of interface standards to meet a single exchange solution will need to be adopted between the courts and business partners. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Appellate Courts Document Management System (\$2.348 million). Proposed General Fund augmentation for the first year’s one-time costs to implement an electronic document management system (DMS) for the Supreme Court and the Courts of Appeal. The DMS will enable the appellate courts to capture, manage, store, share, and preserve essential case

documents and administrative records. The DMS is necessary to improve efficiency, reduce costs associated with record storage/retrieval, and improve customer service to the public. This project would be a phased-in deployment.

The Judicial Council Technology Committee will make a recommendation to the council for the approval of the proposal for the Appellate Courts Document Management System. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Judicial branch facilities program proposals

At the June 27, 2014, Judicial Council business meeting, the council approved the submittal of facilities program proposals (nonstaff proposals) for development of the fiscal year 2015–2016 budget. Staffing requirements have been identified for two of the proposals and are reflected below.

Ongoing Increase to Facility Modifications (\$12.625 million for transfer to the State Court Facilities Construction Fund). Proposed General Fund augmentation, including four positions and \$625,000 for staff costs, to support an ongoing increase to the facility modification program. The increase to the modification program will address major repairs, system life-cycle replacements, and renovation projects in existing courthouses to provide safe and secure facilities. The requested staff resources will enable effective and timely delivery of projects and oversight of the work related to the \$12 million and will ensure that contracts are processed and awarded in a timely manner. This proposal is consistent with the Chief Justice's *Three-Year Blueprint for a Fully Functioning Judicial Branch*. This is an open item with the Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch, pending information pertaining to the staffing portion of this request.

Increased Operations Costs for New/Renovated Courthouses (\$7.2 million). Proposed increased ongoing General Fund appropriation authority (for transfer to the Court Facilities Trust Fund) to address increased facility operating costs (operations and maintenance, utilities, and insurance) for 19 new or renovated court facilities (Plumas-Sierra, Contra Costa, Fresno-Sisk, Mono, Lassen, San Benito, Tulare, Calaveras, Riverside–Mid-County, San Bernardino, Solano, San Joaquin–Juvenile Justice Center, Madera, Butte, Sutter, Yolo, Kings, Santa Clara, and Merced). This proposal is consistent with the Chief Justice's *Three-Year Blueprint for a Fully Functioning Judicial Branch*. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Facilities Operations Costs Adjustment (\$27.605 million: \$27.0 million for transfer to the Court Facilities Trust Fund and \$605,000 for transfer to the State Court Facilities Construction Fund). Proposed General Fund augmentation, including four positions and \$605,000 for staff costs, to maintain trial court facilities at industry-standard levels using the

Building Owners and Managers Association average. Includes funding for ongoing baseline adjustment to offset inflationary cost increases and adjustment to maintain trial court facilities at industry-standard levels. The requested staff resources will be necessary to address the increased operations and maintenance workload that will require additional oversight. This proposal is consistent with the Chief Justice's *Three-Year Blueprint for a Fully Functioning Judicial Branch*. This is an open item with the Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch, pending information pertaining to the staffing portion of this request.

Judicial Branch Risk Management Program—Trial Courts (\$1.721 million). Proposed increased ongoing General Fund appropriation authority for transfer to the Court Facilities Trust Fund for facilities-related insurance premiums for effective risk management of trial court facilities. County facility payments provide \$2.862 million for insurance. Total property and liability costs associated with court facility operations are estimated at \$4.583 million. This request addresses the unfunded need. This proposal is consistent with the Chief Justice's *Three-Year Blueprint for a Fully Functioning Judicial Branch*. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Judicial council proposal

Trial Court Security System Maintenance and Replacement (\$1.892 million). Proposed ongoing State Court Facilities Construction Fund augmentation to maintain and replace camera, electronic access, and duress alarm and intrusion alarm systems in state trial court facilities. Existing systems will be maintained for the duration of their life cycle and replaced on either a 5- or a 10-year schedule depending on the system type. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Other state judiciary proposals

State Judiciary Rent Increases for Appellate Courts, Judicial Council Staff, and Judicial Branch Facilities Program (\$TBD). Proposed General Fund augmentation to fund 2015–2016 increased rent costs for state-owned and non-state-owned facilities. Increased costs are based on the Department of General Services estimates for state-owned facilities and lease rates for non-state-owned facilities. This proposal is consistent with the Chief Justice's *Three-Year Blueprint for a Fully Functioning Judicial Branch*. The Advisory Committee on Financial Accountability and Efficiency for the Judicial Branch reviewed this request as it pertains to Judicial Council funding and supports the submission of this BCP.

Supreme Court Workload (\$TBD). General Fund augmentation to provide the Supreme Court with additional resources to address required workload. This proposal is consistent with the Chief Justice's *Three-Year Blueprint for a Fully Functioning Judicial Branch*.

California Supreme Court, Courts of Appeal, and Habeas Corpus Resource Center Print and Online Subscriptions (\$TBD). General Fund augmentation to address the increased costs of law library print and online resources for the California Judicial Center Library and the law libraries of the Courts of Appeal. The amount requested represents observed and predicted increases in the costs of supplying library, judicial chambers, and staff collections in all court libraries and contractually required increases in the costs of providing access to the major online legal research services.

New Appellate Court Justices (\$TBD). Request for two additional appellate court justices for Division Two of the Fourth Appellate District to address increased workload. Addition of these two positions will prevent cases from being transferred from one district to another, which poses a hardship for litigants who bear the expense and burden of traveling to a distant district. It will also allow local issues to be decided in the geographic area in which the dispute arose. This proposal is consistent with the Chief Justice's *Three-Year Blueprint for a Fully Functioning Judicial Branch*.

Implementation Requirements, Costs, and Operational Impacts

Not applicable.

Relevant Strategic Plan Goals and Operational Plan Objectives

The funding proposals requested for the appellate courts, Judicial Council, and Judicial Branch Facilities Program will address the strategic plan goals of Access, Fairness, and Diversity (Goal I); Modernization of Management and Administration (Goal III); and Quality of Justice and Service to the Public (Goal IV).

Attachments and Links

1. Department of Finance 2015–16 Budget Policy Letter #14-12, issued July 15, 2014

BUDGET LETTER

SUBJECT: 2015-16 BUDGET POLICY	NUMBER: 14-12
REFERENCES: BL14-05, BL14-07	DATE ISSUED: July 15, 2014
	SUPERSEDES: 13-14

TO: Agency Secretaries
Department Directors
Department Chief Counsels
Department Budget and Accounting Officers
Department of Finance Budget and Accounting Staff

FROM: DEPARTMENT OF FINANCE

This Budget Letter sets forth the Governor's policy direction for his proposed 2015-16 Budget. As a reminder, BL14-05, issued April 14, 2014, outlines the technical and procedural requirements for preparation of the 2015-16 Governor's Budget.

Priorities

The Administration's primary budget focus continues to be maintaining a structurally balanced budget that preserves critical state services and pays down debt and obligations. Departments must continue to control costs, increase efficiency, and refrain from creating new—or expanding existing—programs. Also, this year we will be making a major transition from our legacy information technology systems to Financial Information System for California (FI\$Cal), which will require all departments to technically modify the format of budget submissions to adjust to the new requirements of FI\$Cal.

Budget Change Proposals (BCPs) and Enrollment/Caseload/Population (ECP) Policy

To maintain a structurally balanced budget, departments' ability to submit BCPs or ECP policy changes for the 2015-16 Budget remains limited, regardless of the funding source.

Accordingly, departments (including those not under the Governor's direct authority) should submit BCPs or ECP policy changes for the 2015-16 Budget only in the following circumstances:

- a. Statutory changes necessary for departments to manage within their budgets.
- b. Expected changes in programs' ECPs.
- c. Paying down state debts and liabilities.
- d. Reducing deferred maintenance.
- e. Existing or ongoing Information Technology (IT) projects.
- f. Existing or ongoing Capital Outlay projects.
- g. New Capital Outlay projects, if critical, such as fire, life, safety, or court-ordered projects.
- h. Cost-cutting measures or authorizing efficiencies to offset unavoidable costs.
- i. Improved budgeting practices related to zero-base budgeting, performance measures, and other efforts as directed by Executive Order B-13-11.

In the event there is a critical need that does not meet the criteria outlined above and the agency secretary believes a new BCP is needed to prevent adverse consequences, or to address adverse problems a department is already encountering, contact your Finance Program Budget Manager before the due date.

All other BCP requests that do not fit into the categories listed above will be returned to departments without review.

Departments should assess whether statutory changes (including budget bill language) are necessary to effectuate any BCP that is submitted. If statutory changes are necessary, the department's BCP must include a copy of the proposed legislation. This requirement is necessary for Finance to comply with its obligations under Government Code §13308 to submit proposed statutory changes to the Legislature, through the Legislative Counsel. BCPs, including requests for Budget Bill language changes, must be submitted to Finance no later than **September 2, 2014**. (This is a change from the due date stated in BL14-05.)

FI\$Cal Wave 1 departments will enter information directly into the new FI\$Cal System for 2015-16 BCPs and all non-Wave 1 departments will use the BCP template to be provided separately.

BCP Confidentiality

Information contained in BCPs is an integral part of the Governor's deliberation process. Accordingly, every BCP must be treated as privileged and confidential until and unless the BCP is released to the Legislature as part of the Governor's Budget, the April 1 Finance Letter process, or the May Revision. Disapproved, unapproved, and draft BCPs (i.e., BCPs not released to the Legislature) remain confidential indefinitely, and may not be released. Final BCPs are those that contain a Finance supervisor's signature/approval attesting that the BCP has been submitted to the Legislature.

Questions about Public Records Act or litigation discovery requests for budget documents should be directed to department legal staff and, if necessary, by department legal staff to Finance legal staff.

If you have any questions about this Budget Letter, please contact your Finance budget analyst.

/s/ Michael Cohen

MICHAEL COHEN
Director

**A&E Committee Meeting
Additional Questions/Follow Up
Judicial Branch Facility Program
FY 2015–16 BCPs
Questions from A&E Committee: Kim Dunning (OC Courts)**

FY 15-16 BCP Program Background and Staffing Status

The REFM Program currently has an approved staffing level of 81 staff members. 4.4 positions are currently vacant for which two positions have been approved for recruitment, and two are the result of recent staff vacancies and are pending approval to backfill.

Current Year Conditions and Risks:

For FY 14-15 the Governor and the Legislature approved a 10-year increase in appropriation of \$15 million for the Facility Modification Program from our State Court Facilities Construction Fund. This represented a 25% growth in facility modification program funding, increasing the budget from \$60 million (including reimbursements) to \$75 million.

In addition to the Governor's support of the \$15 million increase, the BCP included 4.0 positions that Department of Finance recognized as support for this additional funding. However, due to the significant number of staff vacancies within the Judicial Council, they directed us to use existing vacancies and resources to fill the 4.0 positions required to support our current FM budget.

We are prepared to do so with funding available from our existing Construction Fund appropriation authority as soon as we receive the green light from the Council to fill the positions.

Facility Modification BCP Request:

This request is a resubmission of a General Fund request originally submitted for funding in FY 14-15. Approval of the \$12 million General Fund augmentation and associated staffing would increase our current level of facility modification spending on trial courts by approximately 16%.

The FY 15-16 BCP proposes funding to support 4.0 positions to implement and oversee the work related to an additional \$12 million General Fund augmentation.

- 2.0 Design & Construction Project Managers III
- 1.0 Senior Facilities Planner
- 1.0 Senior Contract Specialist (Finance/Business Services)

The Project Manager (PM) III positions will be responsible for delivering facility modification services directly to the court and public customer. These projects are critical infrastructure renewals and renovations many of which will prevent system failures, and potential court closures, improve delivery of court services, and avoid service disruption to the public. Current resources are insufficient to meet the needs of this aged and failing infrastructure. This staffing will allow for additional work to be performed that will directly improve access to justice by proactively replacing systems prior to failure. The current 5.0 project management III staff

dedicated to support the ongoing budget allocations are not currently able to meet the additional workload created by the FY 14-15 augmentation, without assistance provided from 2.0 project management III staff pending hire. Augmenting the FM budget without sufficient staff resources to implement the program would further exacerbate the problems currently experienced by the FY 14-15 augmentation. See Additional Program Workload Attachment #1 – Project Manager III.

The Senior Planner will serve to improve short-term statewide facility modification project planning and also develop long-term infrastructure master plan, focused on facility modification needs in existing facilities. This will complement the annual Five-Year Infrastructure Plan that addresses replacement of existing infrastructure. This will allow for improved project execution by allowing a more strategic approach to future facility modification planning. Today the Judicial Council and courts are in a purely reactive mode, responding to actual or imminent system failures that can and will continue to shut down court facilities. Current resources are able to reasonably and efficiently plan for the current fiscal year, as a reaction to known and continuing identification of critical system failure, however lack of resources prevent a more holistic and long term approach. There is no one currently dedicated to plan and facilitate the development and execution of the 25 percent workload increase created by the FY 14-15 budget augmentation approved by the Governor and the Legislature, a Planner is pending approval to hire. If an additional augmentation is requested without sufficient staff resources to implement the program it would further exacerbate the problems currently experienced by the FY 14-15 augmentation. See Additional Program Workload Attachment #1 – Senior Planner/Planner.

The Senior Contract Specialist will ensure timely procurement and contracting services for facility modifications. Having contracts in place in a timely manner will prevent a significant lag time that occurs from inception and approval of a project into actual work being performed and completed. The current resources are insufficient to meet today's needs, thus if this position is not approved it may result in renovations being delayed, causing system failures to occur instead of being prevented, and potential delay in delivery of court services. Currently staffing limitations create significant delays in executing contracting actions. Project delays of 90-120 are commonplace. There is currently no additional bandwidth in existing staff to execute the 25 percent workload increase created by the new budget approved by the Governor and the Legislature, and providing an additional augmentation of \$12 million without staff resources will further exacerbate the problem.

Business Services currently has two full time contract staff that process solicitations, contracts, amendments, change orders, etc. for construction, facility maintenance and facility modification work. A third staff member starts this month.

Currently, existing contract work in the queue in these areas is backlogged for months and growing rapidly. There were 365 contract actions processed just for facilities non-construction last year. There was \$15 million dollars that was added to facility modification budget in the 2014-2015 fiscal year, and \$12 million dollars is being requested for the 2015-2016 fiscal year.

This year, the following solicitations (Requests for Proposals) will need to be processed for facility modifications and maintenance (FM) and/or capital programs (CP). See chart below.

<u>RFP</u>	<u>FM</u>	<u>CP</u>
Project Inspection	yes	Yes
Special Inspection/Material Testing		Yes
Plan Review	Yes	Yes
Estimating/technical review of CO's	Yes	Yes
Commissioning	yes	
Structural Engineering	Yes	Yes
Fire Protection	Yes	Yes

RFPs will be issued to award either standard agreements for specified projects or master agreements for indefinite delivery/indefinite quantity requirements (established for as-needed work). It is expected, for example, that master agreements for plan review or project inspection may each require 40 separate contracting actions (e.g., issuing of order), per year.

Additionally, over the next two years,
 10 Construction Manager at Risk;
 10 Construction Manager Agent master agreements;
 will be solicited and awarded, to manage construction/modification projects. Specific projects will be competed (e.g. mini-RFPs) from the master agreement holders and awards processed to the highest ranked contractors.

As more building titles are transferred to the Judicial Council, it may be necessary to repeat the solicitation and award cycle, above.

More courts are aging each year, requiring more funds and more contracting actions. Maintenance grows exponentially as the portfolio of buildings we own increases. Programs get more complicated each year as our process matures, and we are required to comply with building code requirements (e.g., current prevailing wage requirements), therefore requiring development and establishment of more sophisticated processes and procedures as well as adequate staffing levels.

A Senior Contract Specialist is necessary for Business Services to address the need to establish a streamlined contracting structure as well as assist in reducing turn-around time in meeting contracting actions for facilities.

Lack of sufficient staff and financial resources in these areas may result in failure to ensure compliance to federal, state, and local codes and regulations, exposing the state to liability; failure to control building condition degradation, and backlog of requirements to properly sustain court operations; and failure to meet legislative intent for equal access to justice with excessively delayed ADA and related modifications.

Staffing is critical to allow the branch to leverage the funding authority granted to it by the Governor and Legislature in order to develop, plan, and execute the Facility Modification Program on behalf of the trial courts. Without staff to support the program, work may not be executed in a timely manner, and resources would be subject to reversion at the end of the fiscal year. If additional staff is not recommended to support workload associated with the facility

modification augmentation request, the Judicial Council may want to reconsider recommendation of the \$12 million augmentation for FY 15-16 consideration.

Facilities Operations Costs Adjustment:

The second request with positions is for the Facility Management Program. We are requesting 4.0 positions to provide the staff implementation of a General Fund proposal requesting \$27 million to maintain trial court facilities at industry standard levels using the Building Owners and Managers Association average. This would increase our current level of O&M spending on trial courts by approximately 40% and would allow for implementation of standard maintenance program services such as scheduled painting of facility exterior and interior surfaces, proactive replacement of lamps, ballasts, and other similar components which are past their rated life, minor improvements to existing hardware and mechanical systems, exterior window washing, preventive maintenance to roofing systems, and other similar traditional maintenance methods used within the industry to extend the life cycle of buildings and their critical infrastructure components. In addition, funding would allow for implementation of a routine painting and exterior window washing program. This funding will replace the current run-to-fail operational methodology that both is inefficient from an overall cost management standpoint, but more importantly, puts court operations at increased risk to system failures, services outages and facility closures.

If we receive approval of the additional \$27 million it will result in an increase of O&M workload that will require additional management and oversight. The following positions are being requested (Additional Program Workload Attachment #3):

- 1.0 Mechanical, Electrical, Plumbing Engineer
- 2.0 Facilities Management Administrators
- 1.0 O&M Customer Support Representative

The Customer Service Representative supports data management of routine operations and maintenance and facility modification projects. As part of the AOC Customer Service Center, they act as the initial point of contact for the court customer for Operations and Maintenance services to report emergency conditions as well as routine requests for building system repair and maintenance. This staff provides the administrative and communication support team receiving over 80,000 contacts either via direct phone, e-mail or through the Computer Aided Facility Management system (CAFM) each year from the courts, contractors, public and other service organizations in need to services from the AOC. There are currently 0 Customer Service Representative available to service this 40 percent workload increase. This request will increase the CSR positions servicing facility operations from 2 to 3, a 50 percent increase. See Additional Program Workload Attachment #2 – Customer Service Representative.

The Facility Management Administrators are responsible for the implementation of a comprehensive facility operations and maintenance program for several court facilities within a county or multi-county territory; collaboratively plans and directs all on-site facilities management staff and contracted services engaged in managing and maintaining court facilities; ensures alignment of facility management priorities with those of regional and Superior Court administration; performs complex and specialized work associated with building maintenance and facility management services including procurement, contracting, grounds management and

maintenance services for the judicial branch at designated court locations; and implements strategic operational plans consistent with codes, regulations, guidelines and industry standard practices, including BOMA (Building Owners and Managers Association) and IFMA (International Facilities Management Association-an organization that provides facilities management best practices based on input from international facility management organizations). There are currently 0 Facility Management Administrators available to service this 40 percent workload increase. This request will increase the total FMA's to 19, a 12 percent increase. See Additional Program Workload Attachment #2 – Facility Management Administrator.

The Mechanical Electrical Plumbing Engineer position was previously approved but due to funding reductions targeted at the former OCCM this position was eliminated in 2012. However this position is still critical for program success. With the increase of Capital Construction projects entering the Design phases of construction, it becomes more critical to have the necessary resources to review designs and plans for constructability and maintainability. This resource also provides for much needed technical review and input on the additional FM funding within the program. Improving existing maintenance and installation standards this position provides for improved program efficiency today and into the future. There are currently 0 Mechanical Electrical Plumbing Engineer available to service a 40 percent workload increase. This request will increase the total from 1 to 2. See Additional Program Workload Attachment #2 – MEP Engineer.

Lack of sufficient staff and financial resources in these areas may result in failure to ensure compliance to federal, state, and local codes and regulations, exposing the state to liability; failure to control building condition degradation, and backlog of requirements to properly sustain court operations; and failure to meet legislative intent for equal access to justice with excessively delayed ADA and related modifications.

Staffing is critical to allow the branch to leverage the funding authority granted to it by the Governor and Legislature in order to develop, plan, and execute the Facility Management Program on behalf of the trial courts. Without staff to support the program, work may not be executed in a timely manner, and resources would be subject to reversion at the end of the fiscal year. If additional staff is not recommended to support workload associated with the facility operations augmentation request, the Judicial Council may want to reconsider recommendation of the \$27 million augmentation for FY 15-16 consideration.

Trial Court Facility Modification Advisory Committee Support:

The Court Facility Modification Advisory Committee, charged with oversight of the Judicial Council staff responsible for management of the branch Facilities Management function, reviewed these BCP proposals in detail. The committee unanimously approved submittal of these proposals both last year and again this year.

The Trial Court Facility Modification Advisory Committee has unanimously concurred with Judicial Council staff recommendation on the requirement for additional staff to support the increase in program workload.

In the Judicial Council meeting on July 29th Judicial Council Meeting, Judge David Power, Chair of the committee, advocated to the council for increased staffing levels. He said, “The increase in Facility Modification Funding from \$50 million to \$65 million is a good step towards restoring the numerous court facilities currently functioning at a sub-standard level. However, there are substantial hurdles in place preventing the court facilities from functioning at an acceptable level; including maintaining adequate technical staff levels to proactively plan needed facility modification work and having a proper operations and maintenance budget to cover routine and preventive maintenance tasks”

Questions from A&E committee:

1. Is the proposal for 4 new positions or 8 totals?

Response: There are two separate proposals for 4.0 positions, for 8.0 new positions in total:

- FY 15-16 BCP Ongoing Increase to Facility Modifications – 4.0 positions
- FY 15-16 BCP - Facilities Operations Costs Adjustment – 4.0 positions

2. How many FTES do we currently have in this dept? (authorized and filled)?

Response: As of July 31, 2014, the Office of Real Estate and Facilities Management has the following positions:

81.0 Authorized Positions (this does not include the 4.0 positions associated with the FY 14-15 approved BCP)
 76.6 Filled Positions (includes one part time staff)
 4.4 Vacant Positions

REFM Existing Positions	Existing Authorized Positions 2014-15	2014-15 BCP (Pending Hire)	2015-16 BCP FM BCP	2015-16 BCP Facility Ops	% Increase
Real Estate Management Unit	11				
Facilities Management Unit	59	4	3	4	18.6%
Environmental Compliance and Sustainability Unit	7				
Portfolio Management Systems Unit	4				
Total Staff	81	85	88	92	13.6%

3. How do these proposed positions differ from the roles performed by staff who worked on the facilities transfers and then transitioned into facilities maintenance?

Response: Facilities transfers were managed primarily by Real Estate and Capital Project Management staff resources. No Facility Management resources lead transfer teams. Those Real Estate staff members still working for the branch manage on-going leasing and real estate transactions. The Capital Project managers are currently managing new construction projects.

These new positions will support program growth based on the approval of additional funding. They will directly support ongoing facility operations and facility modification work on behalf of the branch. Without these positions the ability of the branch to execute the additional approved funding will be a risk of failure.

4. 4. Do we still outsource much of facilities maintenance for most courts?

Response: Unlike the Department of General Services, the Judicial Council does not hire the staff to do the day-to-day operations and maintenance in the facilities, this work is primarily contracted out. We have 3 service providers for O&M that service the 3 regions, and we have delegated the maintenance responsibility to four courts. The Judicial Council's staff role is to plan for, schedule, and oversee work. Verify completion and payment.

5. 5. Are the amounts requested (approx.. \$1.2 million total just for salaries and benefits or for anything else?

Response: Salaries and Benefits for the 8.0 positions total \$982,000 and associated operating costs for the 8.0 positions totals \$248,000, for a total of \$1.23 million.

Additional Program Workload Attachment #1 Senior Planner/Planner

WORKLOAD ANALYSIS WORKSHEET - NEW POSITIONS BUDGET CHANGE PROPOSAL FISCAL YEAR 2015-2016

Existing FM Budget (\$86 million + \$10 million reimbursements) + FM Augmentation (\$12 million)
Total Proposed FY 15-16 FM Budget = \$87 million

Division/Court:	Office of Real Estate and Facilities Management					
Unit:	Facilities Management Unit					
BCP Number/Title:	###Trial Court Facility Modification Program Augmentation					
Class Code/Title:	Senior Planner/Planner					
Activity Name:	Facilities Modification Program Planning and Support	Task Quantity	Number of Hrs. for each Task (or % of Hour)	Per Year/Month/Week/Day	Annual Hours	Percent of Total
Task Description: (list below)						
1. Prepare and submit Strategic Master Plan for Facility Modification Infrastructure Renewal to the Trial Court Facility Modification Advisory Committee.	1	100	year	100		
2. Prepare mid-year update to Strategic Master Plan for Facility Modification Infrastructure Renewal.	1	60	year	60		
3. Prepare meeting documents, reports, and presentation materials for Trial Court Facility Modification Advisory Committee Meetings, E&P Meetings, and JC Meetings.	28	15	year	448		
4. Prepare post-committee meeting updates for AOC web site.	16	4	year	64		
5. Respond to written questions from JCC, DOF, Pubinfo and LAO regarding Strategic Master Plan, project specific details, estimate justifications, etc.	30	4	year	120		
Total Annual Hours:					792	17%
Activity Name:	Project Planning for Facility System Renewal					
Task Description: (list below)						
1. Collaborate with courts, service providers, and regional team to develop project scope for complex and/or large scale system renewal projects. Typical project scope valuation in excess of \$2M.	15	30	year	450		
2. Conduct Project Feasibility Analysis and develop associated report. Feasibility analysis to include potential court operational impact, long term facility-specific court operational plan.	15	30	year	450		
3. Determine funding requirements to implement complex and/or large scale infrastructure renewal plan.	15	15	year	225		
4. Coordinate with other County, sheriff or other facility occupants	15	5	year	75		
Total Annual Hours:					1,200	26%
Activity Name:	Planning support for funded projects					
Task Description: (list below)						
1. Review and approve final project design plan for FM projects requiring the use of multiple	60	5	year	300		
2. Document variances from original approved FM project plan and final approved design	60	2	year	120		
3. Review project close out documentation for completeness and accuracy	60	3	year			
4.						
Total Annual Hours:					420	9%
Activity Name:	Senior level responsibilities					
Task Description: (list below)						
1. Provide lead directions, training, and work review	1	8	week	416		
2. Research, explain and interpret contractual documents, planning and design principles for project specific queries and concerns for later implementation by planner, project managers	5	10	month	600		
3. Complete monthly program cost analysis report	12	5	month	720		
4. Write reports and articles as requested each year (anticipate 12 requests per year)	12	20	year	240		
Total Annual Hours:					1,976	42%
Activity Name:	Professional development					
Task Description: (list below)						
1. Professional training and leadership - 40 hrs/person	3	40	year	120		
2. General training - 20 hrs/person	3	20	year	60		
3. Staff meetings - 4hrs/person	3	4	month	144		
4.						
Total Annual Hours:					324	7%
Grand Total Annual Hours :*					4,712	100%
Full Time Equivalents Required to Complete:					2.7	
**Currently Authorized Positions (Includes 2.0 FY 14-15 BCP Pending Hire):					1.0	
Additional Positions Needed:					1.7	
***Number of Positions Being Requested - FY 15-16 BCP:					1.0	

* Note: One full-time position = 1,776 hours - Percentage must equal 100% for positions.

** Includes FY 14-15 BCP workload associated with \$16 million annual increase, and assumed 1.0 Planner will be hired in FY 14-15 to address new workload

*** Workload supports facility modification planning functions associated with \$87 million FM proposed budget.

Additional Program Workload Attachment #1 Project Manager III

WORKLOAD ANALYSIS WORKSHEET - NEW POSITIONS BUDGET CHANGE PROPOSAL FISCAL YEAR 2015-16

Existing FM Budget (\$85 million + \$10 million reimbursements) + FM Augmentation (\$12 million)
Total Proposed FY 15-16 FM Budget = \$87 million

Division/Court:	Office of Real Estate and Facilities Management				
Unit:	Facilities Management Unit				
BCP Number/Title:	###/Trial Court Facility Modification Program Augmentation				
Class Code/Title:	Project Manager III - (Facility Modifications)				
Activity Name:	Project Design Analysis and Planning	Task Quantity	Number of Hrs. for each Task (or % of Hour)	Per Year/Month/Week/Day	Annual Hours
Task Description: (list below)					Percent of Total
1. Coordination of Design work and building program	251	2.22	year	580	
2. Review of feasibility studies, plans, reports and budget analysis	251	2.78	year	725	
3. Field investigations for project verification of proposed design	251	2.22	year	580	
4. Confirmation of conformance to building codes and standards	251	1.78	year	454	
Total Annual Hours:					2,348 14%
Activity Name:	Project Initiation and set-up				
Task Description: (list below)					
1. Develop management plan with court interface and approval (Avg. 29 major FM projects per year per PM III). Estimated value range \$100k - \$4.0M. Avg. Project value \$500k	251	3.50	year	914	
2. Collaborate with Court and FM Planning to develop execution plan for space.	251	1.00	year	251	
3. Create project contract means with estimates and schedules	251	2.00	year	522	
4. Conducts construction bid process- set project cost accounting	251	7.00	year	1,827	
Total Annual Hours:					3,524 21%
Activity Name:	Project oversight and Const. Management				
Task Description: (list below)					
1. Construction site review and management of General contractor and staff	251	17.00	year	4,437	
2. Administer design/construction contracts to ensure compliance	251	4.00	year	1,044	
3. Review of submittals, RFI's, change order requests.	251	4.00	year	1,044	
4. Make rational proactive decisions regarding field conditions	251	3.00	year	783	
Total Annual Hours:					7,308 44%
Activity Name:	Project Administration				
Task Description: (list below)					
1. Review and approve all invoices, payments and scope revisions	251	4.50	year	1,175	
2. Perform closeout operations to assure final occupancy permits	251	3.00	year	783	
3. Attend staff meetings, develop and submit progress reporting	108	4.00	year	432	
4. Attend project management training as deemed appropriate	9	15.00	year	144	
Total Annual Hours:					2,634 16%
Activity Name:	Professional Development				
Task Description: (list below)					
1. Professional training and leadership - 40hrs/person	9	40.00	year	360	
2. General training - 20 hrs/person	9	20.00	year	180	
3. Staff meetings - 4hrs/mo/person	9	4.00	month	432	
4.					
Total Annual Hours:					972 6%
Grand Total Annual Hours :*					18,888 100%
Full Time Equivalents Required to Complete:					9.4
**Currently Authorized Positions (Includes 2.0 FY 14-16 BCP Pending Hire):					7.0
Additional Positions Needed:					2.4
***Number of Positions Being Requested - FY 15-16 BCP:					2.0

* Note: One full-time position = 1,778 hours - Percentage must equal 100% for positions.

** Includes FY 14-16 BCP workload associated with \$16 million annual increase, and assumed 2.0 PM III's will be hired in FY 14-16 to address new workload.

*** Workload supports major FM projects associated with \$87 million FM proposed budget.

Additional Program Workload Attachment #2

Customer Service Representative I/II

WORKLOAD ANALYSIS WORKSHEET - NEW POSITIONS BUDGET CHANGE PROPOSAL FISCAL YEAR 2015-2016

Division/Court:	Office of Real Estate and Facilities Management				
Unit:	Facility Management Unit				
BCP Number/Title:	###/Trial Court Facility Modification Program Augmentation				
Class Code/Title:	Customer Service Representative I/II				
Activity Name:	Facility Modification (FM) Work Reception	Task Quantity	Number of Hrs. for each Task (or % of Hour)	Per Year/Month/Week/Day	Annual Hours
Task Description: (list below)					Percent of Total
1. Receives, analyzes, classifies and responds to new FM court facility work requests.	1600	0.25	year	400	
2. Analyze FM service work order update requests for accuracy, completeness, approval authority/limits and process.	6279	0.10	year	628	
3. Prepare, release FM Coordination Committee notifications, and support routine communications with the FM Coordination Committee	800	0.75	year	600	
Total Annual Hours:				1,628	25%
Activity Name:	CAFM & VFA Operations				
Task Description: (list below)					
1. Develop and provide a wide variety of monthly, annual, and ad-hoc reports for AOC staff and courts	36	6	year	216	
2. Develop and deliver monthly performance reports for FM program	12	16	month		
Total Annual Hours:				216	3%
Activity Name:	Database Management (CAFM and VFA)				
Task Description: (list below)					
1. Manage FM data, update project status, close projects, validate project exit criteria is met	1600	2.0	year	3,200	
2. Attend monthly FM Review meetings, Adjust databases from meeting input	3	8	month	288	
Total Annual Hours:				3,488	54%
Activity Name:	Support to Trial Court Facility Modification Advisory Committee				
Task Description: (list below)					
1. Provide data mining and raw documents to Planning team to include a variety of lists sorting completed, funded and unfunded requests	28	6	year	168	
2. Update process documentation, guidelines, procedures, etc developed by the team	6	20	year	120	
3. Support the development of statewide reports and semi annual court specific reports as required by Planning	8	6	year	48	
4. Support Working Group meetings	16	9	year	144	
Total Annual Hours:				480	7%
Activity Name:	Support to Customer Service Center (CSC) Operations				
Task Description: (list below)					
1. Provide Back up support to CCS daily operations	1	5	Week	280	
2. Provide support to CSC operations during emergency and disaster situations	1	0.5	Week	26	
Total Annual Hours:				286	4%
Activity Name:	Professional development				
Task Description: (list below)					
1. Professional training and leadership - 40 hr/yr/person	3	40	year	120	
2. General training - 20 hrs/yr/person	3	20	year	60	
3. Staff meetings - 4hrs/person	3	4.00	month	144	
4.					
Total Annual Hours:				324	5%
Grand Total Annual Hours -*				6,422	100%
Full Time Equivalents Required to Complete:				3.6	
Currently Authorized Positions:				2.0	
Additional Positions Needed:				1.6	
Number of Positions Being Requested				1.0	

* Note: One full-time position = 1,778 hours - Percentage must equal 100% for positions.

Additional Program Workload Attachment #2 Facility Management Administrator

WORKLOAD ANALYSIS WORKSHEET - NEW POSITIONS BUDGET CHANGE PROPOSAL FISCAL YEAR 2015-2016

Division/Court:	Office of Real Estate and Facility Management				
Unit	Facility Management Unit				
BCP Number/Title:	###/Trial Court Facilities Operations Cost Adjustment				
Class Code/Title	Facility Management Administrator				
		Task Quantity	Number of Hrs. for each Task (or % of Hour)	Per Year/Month/Week/Day	Annual Hours
Activity Name:	Administer Comprehensive Facility Management				
Task Description: (list below)					
1.	Coordinate meetings based on Master Court Visit calendar with field staff, contractors and courts ensuring proactive facility maintenance	3696	0.50	year	1,848
2.	Analyze building operations to ensure efficiency	3696	1.00	year	3,696
3.	Conduct court visits meeting with contractor and court staff	3696	2.00	year	7,392
4.	Confirmation of conformance of facility maintenance and management to building codes and standards	3696	0.50	year	1,848
Total Annual Hours:					14,784
					38%
Activity Name:	Performs Service Provider Quality Assurance				
Task Description: (list below)					
1.	Ensures contract compliance and approves O&M and FM project deliverables during weekly coordination meetings	52	1.50	month	936
2.	Complete monthly Quality Assurance Management Reports documenting contractors performance using Key Performance Indicators	12	7.00	month	1,008
3.	Review service providers monthly invoice submittals to ensure proper charges	12	0.50	month	72
4.				week	0
Total Annual Hours:					2,016
					5%
Activity Name:	Misc Facility Management Tasks				
Task Description: (list below)					
1.	Coordinate (on demand) with Real Estate and oversee all revenue generating licenses and leases for cafeteria, parking, rooftop, and tenant space. (Avg. 15 requests for support per month)	15	3.00	month	540
2.	Coordinate with JBCPO on new construction projects and their transitions (16 ongoing projects; 12 new buildings in FY 12-13 and FY 13-14)	20	2.00	week	2,080
3.	Support on-demand requests for utility conservation projects and environmental compliance issues	15	2.00	month	360
4.				week	0
Total Annual Hours:					2,980
					8%
Activity Name:	Manage Facility Modification Projects				
Task Description: (list below)					
1.	Identify, review and approve all scopes of work, budgets, and schedules	2,152	2.00	year	4,304
2.	Oversee work begin performed and ensure compliance with scope and quality (Projects generally range between \$1k - \$1.5M - Avg. Project value \$27k)	2,512	4.00	year	10,048
3.	Provides updated to court and AOC and approve changes	5,024	0.25	year	1,256
4.	Validates work completion, approve payments, and closes project	2,152	0.50	year	1,076
Total Annual Hours:					16,684
					43%
Activity Name:	Professional Development				
Task Description: (list below)					
1.	Professional training and leadership - 40hr/person	20	40.00	year	800
2.	General training - 20 hrs/person	20	20.00	year	400
3.	Staff meetings - 4hrs/mo/person	20	4.00	month	960
4.					
Total Annual Hours:					2,160
					6%
Grand Total Annual Hours :*					38,624
					100%
Full Time Equivalents Required to Complete:					21.7
**Currently Authorized Positions:					17.0
Additional Positions Needed:					4.7
Number of Positions Being Requested					2.0

* Note: One full-time position = 1,778 hours - Percentage must equal 100% for positions.

Additional Program Workload Attachment #2 Mechanical/Electrical/Plumbing (MEP) Engineer

WORKLOAD ANALYSIS WORKSHEET - NEW POSITIONS BUDGET CHANGE PROPOSAL FISCAL YEAR 2015-16

Division/Court: Office of Real Estate and Facilities Management						
Unit: Facilities Management Unit						
BCP Number/Title: ###Trial Court Facilities Operations Cost Adjustment		Task Quantity	Number of Hrs. for each Task (or % of Hour)	Per Year/Month/ Week/Day	Annual Hours	Percent of Total
Class Code/Title: Mechanical, Electrical, Plumbing (MEP) Engineer						
Activity Name: Develop and plan MEP needs for Annual and Capital projects in FY 12-13 (ongoing)						
Task Description: (list below)						
1. Prepare annual program goals for MEP systems repair and replacement projects		1	30	year	30	
2. Coordinate MEP component with architectural and structural renovation strategic plan		1	40	year	40	
3. Monitor program schedule and implementation		1	1	week	52	
Total Annual Hours:					122	3%
Activity Name: Perform Periodic Facility Inspection & Evaluation for Facility Modification Program						
Task Description: (list below)						
1. Review evaluations using site visit reports, audit reports prepared by others; refine and improve form and reporting / data gathering process, compile monthly MEP program report		1	20	month	240	
2. Perform site visits in alignment with master program schedule or based on identified need - travel, local court inspection - 4 hrs/facility		30	4	year	120	
3. Document collected site inspection information & update inspection/quality assurance database - 4 hrs/facility		30	4	year	120	
Total Annual Hours:					480	10%
Activity Name: Major Capital projects - develop and review plans and specifications (16 ongoing projects; 12 new buildings in FY 12-13 and FY 13-14)						
Task Description: (list below)						
1. Review design criteria based on project concepts and proposals from Capital Construction team		20	15	year	300	
2. Meet with and develop facility specific plans and specifications in conjunction with architects and engineers		20	12	year	240	
3. Attend recurring project team meetings		20	10	year	200	
4. Perform new construction site visits/inspections, commissioning report review and other related validation work related to project designs and compliance with Facilities Program Standards		20	8	year	160	
Total Annual Hours:					900	19%
Activity Name: Development of standards for court building engineering						
Task Description: (list below)						
1. Maintain and improve database of information on building systems, performance and regular maintenance		1	20	month	240	
2. Assist with development of annual funding requests for maintenance and infrastructure renewal program		1	120	year	120	
3. Annually review and update maintenance standards, performance specifications, and preferred equipment lists as required		1	120	year	120	
Total Annual Hours:					480	10%
Activity Name: Develop & oversee engineering contracts for Special Repair projects (20 contracts) and Manage complex repair projects (est. 5 projects)						
Task Description: (list below)						
1. Develop scope and prepare statement of work; Prepare and initiate RFP; combine with AE (20 projects) - 8 hrs/project		20	8	year	160	
2. Prepare for and direct pre-proposal conference; Review proposals; participate in contractor selection - 6 hrs/contract		20	6	year	120	
3. Assist w/ Negotiate scope/price/terms (inc. preparation & documentation) - 8 hrs/contract		20	8	year	160	
4. Project initiation meeting with all consultants (Includes travel/meeting time) (5 complex proj.) - 6 hrs/contract		5	6	year	30	
5. Contract, schedule, design & budget mgmt (inc. change orders) - (5 complex proj.) - 8 hrs/project/mo.		5	8	month	480	
6. Review / approve payment requests (average 10 invoices/month - total of 120)		10	1	month	120	
7. Participate in commissioning program as both direct project manager or as support to other complex projects as assigned. Review and validate reports and field results (10 complex proj. per year) - 10 hrs/month		10	10	month	1,200	
8. Evaluate contractor's performance (part of consultant Quality Imprvmt prgm) - 1 hr/contract/mo.		20	1	month	240	
Total Annual Hours:					2,610	62%
Activity Name: Professional development						
Task Description: (list below)						
1. Professional training and leadership - 40 hrs/yr/person		3	40	year	120	
2. General training - 20 hrs/yr/person		3	20	year	60	
3. Staff meetings - 4hrs/person		3	4	month	144	
Total Annual Hours:					324	7%
Grand Total Annual Hours :*					4,816	100%
Full Time Equivalents Required to Complete:					2.7	
Currently Authorized Positions:					1.0	
Additional Positions Needed:					1.7	
Number of Positions Being Requested					1.0	

* Note: One full-time position = 1,776 hours - Percentage must equal 100% for positions.