

## **Business Case for Resource to Provide County Cafes and County Daycare Lease & Service Management**

### Current Areas to Consider for Resource

- Jo's Café Facility Lease and Service Management
- 1441 Café Facility Lease and Service Management
- County Daycare Facility Lease Management

There are three leases that require oversight and management as listed above. The two County café locations also require *service* oversight. Contracts & Purchasing (C&P) has been unsuccessful in receiving bid proposals through the formal solicitation process due to the pandemic for the 1441 café location. C&P is, however, currently negotiating with a Contractor for Jo's Cafe and hope to re-open the facility by the end of 2022.

There has not been oversight of the County café services, and at this point, no one is willing to ensure the appropriate oversight of these areas. Public Works Facility and Parks (PWFP), which may be the logical choice to handle such, has determined that they do not have the capacity or the inclination to manage the cafes or the Daycare lease and services. The County Administrative Office receives calls and written petitions by County staff who desire for the café services to be in place.

Continual efforts are being made to secure a vendor at the 1441 Schilling Place location. If the County is successful in securing a suitable vendor to provide food services, the County Cafe lease and services require oversight. In addition, oversight is necessary to ensure facility management and maintenance for the County Daycare.

Oversight for these areas include, but may not be limited to the following:

- a) Ensure a suitable lesser/contractor,
- b) Manage and maintain the contracts,
- c) Address facility and operational issues,
- d) Communicate consistently with the contractor and County staff,
- e) Coordinate and manage maintenance and safety, and,
- f) Ensure service levels to County standard.

The County terminated its original Agreement with the vendor providing café management at the two locations due to the vendor breaching their contract. C&P secured an alternate vendor that was unable to remain solvent due to the pandemic; and, after a year, the vendor decided to terminate their contract with the County. C&P has been unsuccessful in securing a vendor for the 1441 location. Industry professionals have looked at the space and determined that they may not be able to make a suitable profit without considering using the public building for private events. This is obviously not appropriate as there are constraints with security, safety and the serving of alcohol.

## *Attachment A*

It is evident that the management of these leases and services do not require a full-time employee; however, it would be too difficult to hire a half-time employee in the current employment market. Managing lease and services for cafes and the daycare does not fit in the traditional role of Contracts & Purchasing; however, if the Board decides to address the concerns of County staff and wishes to pursue the food services program through the cafes, resources are required to manage the program, the leases and the operational costs associated. In addition, the Board may need to determine if it is willing to subsidize the café at the 1441 location to make it lucrative for a vendor to take on the lease.

The core function of C & P is to engage independent contractors to perform services for the County and the offices thereof, with or without the furnishing of material by conducting formal solicitations, which at times, can be highly sensitive and require expert communication skills and the ability maintain poise and professionalism. This includes managing change orders, Amendments, ensuring Master Agreement developments and fiscal amounts to support County-wide continuity of business. In addition, participate in the coordination of the County-wide Emergency Support Services Pool of over 30 Agreements to ensure master service Agreements for County-declared emergencies. Each C & P Deputized Purchasing Agent is assigned to at least three County Departments to provide ongoing training, proctoring and support with the Contracts and Purchasing, policies, processes and programs as outlined above. In addition, the C & P team manages approximately 10 to 15 RFP/RFQ formal solicitations consistently with moderate complexity (i.e., custodial services, temporary staffing services, etc.), as well as manage approximately 6 to 8 complex formal solicitations (i.e., ambulance services, enterprise resource project, etc.).

C & P clearly does not have staff to manage cafe services or the lease for the County Daycare; however, C&P could utilize an additional Management Analyst II level position to manage the County procurement processes as described above and leverage this position to also handle the management of the County café and Daycare leases and services.

The operational budget for managing the café and Daycare leases and service is outlined in Attachment B.