

Agenda #37
May 10, 2010

MEMORANDUM

May 5, 2010

TO: County Council
FROM: ^{CHP} Charles H. Sherer, Legislative Analyst
SUBJECT: Recommendations from the Transportation, Infrastructure, Energy, & Environment Committee regarding the Department of General Services in the FY11 Operating Budget (section 30), selected programs; **and** the NDA for Leases (page 67-10)

Committee recommendations: The Committee met on April 21, 2010 to review selected programs in DGS and recommends:

- 1. Approval** of the programs in the table on page 2 as the Executive recommended.
- 2. Approval** of the expenditures in the Printing and Mail Service Internal Service Fund as the Executive recommended: \$6,486,530
- 3. Approval of the lease NDA as follows:** \$20,945,540

The Committee noted the decrease in contracts for Facilities Maintenance and asked Executive staff for a table showing the FY10 budget, the FY11 budget, and the change from FY10 to FY11. The requested table is on ©24.

The following may attend:

David Dise, Director, DGS
 Annette Cheng, Harold Adams, DGS
 Alex Espinosa, Bruce Meier, OMB

Additional background from the Committee's April 21 meeting follows. Relevant pages from the operating budget are attached starting at ©1. These pages provide a description of each program. This review covers all programs in this Department **except** Procurement, Business Relations and Compliance, and Fleet Management Services. In the savings plans in FY10, the Department reduced its budget by \$629,350 in round 1 and \$820,250 in round 2, for a total reduction of \$1,449,600/5.2%.

The following tables summarize the budget for the programs being reviewed in this memorandum, showing the budget for the current year, the Executive's recommended budget for next year, the amount of change and the % change:

I. Expenditures in the General Fund

| Program | FY10 Approved | FY11 CE Recom. | \$ change | % change |
|---------------------------|------------------|-------------------|-------------|-------------|
| Automation | 521,010 | 521,800 | 790 | 0.2% |
| Facilities Management | 21,610,900 | 17,878,220 | (3,732,680) | -17.3% |
| Environmental Stewardship | 188,310 | 91,210 | (97,100) | -51.6% |
| Real Estate Program | 923,420 | 925,610 | 2,190 | 0.2% |
| Administration | 1,663,720 | 1,787,460 | 123,740 | 7.4% |
| Total | 24,907,360 | 21,204,300 | (3,703,060) | -14.9% |

II. Workyears in the General Fund

| Program | FY10 Approved | FY11 CE Recom. | # change | % change |
|---------------------------|------------------|-------------------|----------|-------------|
| Automation | 4.0 | 4.9 | 0.9 | 22.5% |
| Facilities Management | 108.8 | 92.3 | (16.5) | -15.2% |
| Environmental Stewardship | 2.1 | 1.3 | (0.8) | -38.1% |
| Real Estate Program | 7.0 | 7.0 | 0.0 | 0.0% |
| Administration | 13.0 | 15.0 | 2.0 | 15.4% |
| Total | 134.9 | 120.5 | (14.4) | -10.7% |

Changes from FY10-11 The changes are summarized on ©8 and the major changes are explained below. As an overview of the workforce reductions, the OLO report based on OHR data showed that 18 positions are being abolished, of which 17 are filled and 1 is vacant. Two positions are grade M2, three are grade 18, five are grade 17, one is grade 13 (the only vacant position), and seven are grade 12. Many of the reductions made in the two FY10 savings plans continue in

FY11. OMB prepared the table on ©18 that shows the position changes proposed for FY11 for all programs in the Department: a net change of +6 positions are shifts within the County Government OB and CIP; 5 positions are created; and 17 positions are abolished.

1. Add one position to the operating budget to implement the changes necessary to comply with the requirements of the ADA act, as determined by the Federal Department of Justice in their Project Civic Access, \$156,420. OMB staff explained that “The Recommended budget actually adds four FT positions for Project Civic Access, three workyears of which are charged to CIPs.” The background on these positions follows:

On December 8, 2009, Executive staff briefed the Council in closed session on some compliance issues identified in the Project Civic Access review of County facilities by the Federal Department of Justice. Following this briefing, the FY11-16 CIP had a new project on page 7-3 titled “Americans with Disabilities Act (ADA) Compliance”, which the Council approved. This project will: 1) correct deficiencies identified by the Federal Department of Justice in their Project Civic Access review of County facilities; 2) assess facilities not included in that review; 3) correct any deficiencies found; and 4) develop policies and training to try to ensure that future County projects comply with ADA standards so that they do not need to be fixed later.

The Council approved the CIP project on March 16, 2010.

2. Add two building service workers (1.5 workyears) for the new Silver Spring Civic Building, \$59,010, which is expected to open in late July 2010.
3. Reduce contract maintenance of plumbing, grounds, painting, and masonry: (\$246,650).
4. Reduce clerical support in the Director’s office by abolishing one Senior Executive Administrative Aide position, (\$97,300).
5. Reduce deep cleaning of libraries, (\$300,000).
6. Reduce additional cleaning at recreation centers, (\$413,950).
7. Reduce contract HVAC maintenance, (\$425,700).
8. Reduce contract structural maintenance, (\$447,690). “Structural repairs will be determined on unsafe conditions versus enhancements. This is a continuation of the FY10 savings plan.”
9. Reduce oversight of cleaning and maintenance by abolishing ALL seven Building Service Inspectors, all are filled, grade 12, (\$514,110). These building inspectors “oversee vendors providing non-skilled daily building services such as custodial, grounds, trash hauling, and snow removal.”

10. Abolish ALL seven carpenter positions, all are filled (two grade 18 and five grade 17), (\$635,420).

11. Reduce: Professional Services DREAMS, (\$87,390).

With regard to the two reductions above, the Council received a letter dated April 6, 2010 from the President of the Strathmore Hall Foundation asking that the Council retain some of the positions proposed to be abolished (©19).

Council staff asked several questions about these abolishments, and DGS/OMB provided a thorough and detailed response (©20-23). **The purpose of the questions was to determine whether some of the abolished positions could be restored by making reductions elsewhere.**

a) Why were the abolishments concentrated in two job classes rather than being spread among more job classes? The response on ©22 is that these two job classes are a lesser priority than the other job classes which are “mission critical” and which provide “life safety” services: electrical, mechanical, plumbing, fire safety and building ventilation. “The elimination of 7 carpenters, 7 inspectors and the related 14 assigned vehicles based on their services categories will provide \$1.2M savings with less impact on internal customers and building maintenance services.”

They also state that the demand for skilled carpentry has decreased “to virtually nothing”, that most of the work required is “of a non-skilled nature”, and that the 14 full time Public Craftworkers will do most of the work. This is their rationale for not abolishing some of the public services craft workers and using the savings to restore some of the carpenter and inspector positions.

“The building inspectors report to seven Area Managers who are responsible to insure service quality at County facilities in their respective areas. To compensate for the elimination of the building inspectors, other staff will be reassigned to support the Area Managers overseeing vendor services. This will include two Public Craft Workers being assigned to each Area Manager. These positions will assist each Area Manager to inspect building conditions and landscaping contract services in addition to performing minor repairs noted during routine inspections.

“All DFM employees assigned to building areas will provide feedback through daily inspections on their assigned facilities. This includes reporting conditions on building components and environmental status to DFM managers.” This appears to Council staff to be an effective response to the budget need to abolish the seven inspector positions.

b) Which buildings will be cleaned by County building service workers instead of by contract, what is the cost of cleaning each building by County staff, and what is the estimated cost to clean those buildings by contract instead of by County staff? If expenditures could be reduced by shifting cleaning from County staff to contract, then the savings could be used to retain some of the abolished positions.

The response to this question reflects significant work by DGS and OMB (©20-21). The County employees 18 full time custodians for the 11 facilities on ©20 at an annual cost of

\$655,200. The County has three contracts for the remaining 229 buildings at an annual cost of \$3.5 million. The total cost is almost \$4.2 million. DGS makes two points:

- The cost per hour is roughly the same: \$17.50 per hour for County staff and \$17.25 per hour for contract staff. “If the cost of administering contractors is added to the analysis, then DFM estimates no budgetary savings or improvement of service would occur by changing service providers for County staff or vice versa.”
- Therefore, the only way to reduce janitorial costs would be to reduce the number of hours of County staff and/or contract staff:

“The DFM plan was based on reducing cost with the lowest possible impact on services. Savings on janitorial services have to include reduction or elimination of in-house services to attain significant savings.” If total hours were reduced 25%, the savings would be roughly \$1.0 million. If total hours were reduced 50%, the savings would be roughly \$2.0 million. Any such savings could be used to retain some carpenters, **OR** to contribute to the expenditure reduction needed as a result of the additional \$168 million reduction in estimated revenues the Council learned about on April 13.

Note that the maintenance contracts for custodial services will be reduced \$775,000 in #12 below.

12. Reduce contract electrical maintenance, (\$621,200).
13. Reduce the maintenance contracts for custodial services, (\$775,000). This relates to the options mentioned after #10 above.
14. On May 13, 2009, the Council approved the Executive’s FY09 \$12,893,000 supplemental appropriation and CIP amendment for lease/purchase and renovation of the GE Tech Park Building which opened in FY10. OMB staff explained that “While the County began using a part of the facility in April 2009, it did not take possession until October 2009.” The Department calculates that the full year cost of maintaining the GE facility is \$717,440 more in FY11 than in FY10.
15. Shift the Silver Spring Redevelopment Program and the Wheaton Redevelopment Program to DGS, two positions and \$260,450. The net impact of this shift to the County as a whole is \$0.
16. Shift three Energy Engineers from the OB to the CIP, (\$230,830). The net impact of this shift to the County as a whole is \$0.
17. Decrease cost of contract services to maintain the Public Safety Headquarters, Edison Park Campus, (\$100,000). “Impact consists of reduced services appropriate to the reduced occupancy during construction phase FY11.” OMB staff explained that “During parts of FY11, as buildout is done for those moving in, maintenance will not be needed.”
18. Furlough days, (\$428,690).

III. Expenditures in the Printing and Mail Service Internal Service Fund

| Program | FY10 Approved | FY11 CE Recom. | Amount | % |
|---|------------------|-------------------|----------|-------|
| Central Duplicating, Imaging, Archiving, and Mail Services | 6,528,490 | 6,486,530 | (41,960) | -0.6% |

IV. Workyears in the Printing and Mail Service Internal Service Fund

| Program | FY10 Approved | FY11 CE Recom. | Amount | % |
|---|------------------|-------------------|--------|-------|
| Central Duplicating, Imaging, Archiving, and Mail Services | 31.4 | 29.3 | (2.1) | -6.7% |

Changes from FY10-11 The changes are summarized on ©8-9 and the major changes are explained below. OLO’s report based on data from OHR show that two positions are being abolished: one full time filled printing technician, grade 16, attributed to the paper reduction initiative; and one part time mail clerk, grade 11.

The proposed 0.6% reduction in expenditures in the table above does not appear to be excessive, given the reductions in other departments and the expected impact of the CAO’s paper reduction initiative. (In the Executive’s March 15, 2010 operating budget message, he noted that one examples of CountyStat’s impact in FY10: “Initiated and managed a paper reduction initiative that in FY10 saved the County approximately \$1 million in paper, printing, and related costs while enhancing the County’s commitment to environmental stewardship.”)

1. Equipment and a part time position will be needed for the mail room at Edison Park to serve the Public Safety Building and the Liquor Warehouse, \$92,450.
2. New software for the electronic records management system, \$54,640. As the County expands the ERMS, the Department states that they need “more software licenses to scan and operate the system.”
3. The cost of leasing existing equipment will increase \$377,750, in accordance with a schedule of lease payments that vary from year to year.
4. Based on the fact that “Demand for our shredding services is increasing”, the Department will buy a shredder at cost of \$73,250.
5. Furlough days, \$65,600.
6. The budget will be reduced by \$252,710 for one position and supplies to be saved by the paper reduction initiative.
7. Based on the equipment replacement schedule, DGS will replace less equipment in FY11 than in FY10, saving \$462,380.

LEASE NDA (©12)

The Division of Real Estate administers the County's many leases for the County's use of leased space (and the County's leases to non-government entities who lease surplus County owned space). As shown on ©12, the cost will increase \$1,719,740, from \$19,225,800 in FY10 to \$20,945,540 in FY11. The major increase in FY11 is the \$4.5 million increased cost of leasing Edison Park, which is partially offset by eight reductions.

1. With regard to the \$4.5 million increase for Edison Park, OMB explained that "We have not purchased the building yet. We signed a lease/purchase agreement and will lease it until we decide to purchase it."
2. The increase of \$242,390 results from DLC's moving its warehouse from Southlawn (and also from Crabbs Branch Way) to the Finmark building. The budget for DLC decreases by the amount of the FY10 lease. The County will continue to lease the space, so the General Fund will pay the cost starting in FY11. The new County tenant will be determined later: "As the complement and budgetary decisions are finalized, we will be reviewing the needs of County agencies in leased space to seek the right fit in County owned space."
3. The increase of \$90,420 for the building at 981 Rollins for outpatient addiction services is for the cost of real estate taxes (\$28,420), utilities and maintenance adjusted for vacant period (\$32,500) and security (\$29,500).

Councilmember Elrich asked the following questions: "Have all avenues been explored for cost savings regarding leased space? For example, DOCR has reduced their administrative costs by ~\$175,000 by abolishing their Management Services Division and closing their Central Office at 51 Monroe. Their Central Office staff has been dispersed to a variety of other county-owned DOCR facilities, including the Director moving his office to a smaller space at MCDC. Have any other departments made similar arrangements? For example, how much do the Commission for Women and other small offices and agencies pay for their leased space, and are there other county-owned properties that could accommodate them? With the significant reduction in staffing at our Regional Service Centers, might that free up some space for other small offices to relocate at a reduced cost?"

OMB's response follows.

"A spreadsheet is attached showing each lease (©13-17).

"We have been diligently exploring the termination of leases with the goal of moving agencies from leased spaces into owned spaces - or at least less expensive leased spaces, or leased spaces that we will not be terminating. As you can see from the submission, we anticipate terminating the following leases by non-appropriation in FY11.

1. Corrections Administrative Offices @ 51 Monroe - moving them to various DOCR owned facilities
2. Commission for Women @111 N. Washington St - moving them to 401 Hungerford

3. Clarksburg Ombudsman Office will be terminated as the position also goes away
4. We also are proposing to move the Sheriff's Office and the Inspector General to the Grey Courthouse when it is returned to us by the State. This depends on landlords being willing to accept a mid-year termination - which we have assumed -, as opposed to a full year. If they don't, these will be FY12 terminations.

We are also looking at:

5. Terminating the Elkin Street lease for Gilchrist Center and moving it into newly available space at the Mid County RSC and the Wheaton Library (assumed in budget).
6. Terminating the lease at One Bank Street and moving DTS staff into newly available space at 1300 Quince Orchard Blvd that becomes free as a result of Homeland Security moving to Public Safety HQ (not assumed in budget).
7. By FY12, we anticipate terminating Community Use of Public Facilities at 600 E. Jefferson and moving them to 255 Rockville Pike (assumed), after the new Public Safety Headquarters is filled and the Fire Inspectors vacate their space in 255 Rockville Pike.

We continue to search for leases that can be consolidated into owned spaces. As departments deal with the downsizing and reorganization of staff, more space is being identified as available. This is an ongoing effort.”

Issues discussed last year in reviewing the FY10 budget As shown below, reductions to DGS started before the two FY10 savings plans.

Facilities At the Council lunch meeting on March 24, 2009, Mr. Leventhal suggested that the fiscal situation might force the Council to consider the need to close temporarily some facilities that are already open. Another option is to delay the opening of new facilities that have not yet opened. The savings would include this amount for maintenance, some utility expense, and personnel costs for positions that would not be needed.

Deferred maintenance The Department defines deferred maintenance as “Items that are currently physically or operationally defective and have not been scheduled for corrective action due to lack of resources.” In prior years, facilities staff highlighted their needs for repairs and maintenance, which have been significantly underfunded. The Committee has expressed its concern that spending on maintenance is too low. Some maintenance needs will be fixed in the operating budget and most in the capital budget. Estimated deferred maintenance continues to increase: \$25.5 million in FY07, \$27.9 million in FY08, \$30.4 million in FY09, and \$32.8 million in FY10. The County has received some complaints that County buildings are not maintained at the same level the County requires for non-County buildings.

Grounds maintenance The Department notes that the limited budget allows them to mow only 10 times per year and to prune trees and shrubs only once. They do not mulch, aerate, seed, or edge.

Window cleaning is not funded. The cost to clean windows in all County facilities once a year is \$112,500.

Carpet repair and cleaning is not funded and will only be done when carpets suffer a spill or similar staining or when carpets become sufficiently worn to become a tripping hazard.

Painting is not funded and can only be done only to protect building structure or when requesting agencies can pay for painting.

Last year, the Department had to make the following reductions for FY10.

Decrease \$235,000 by reducing miscellaneous maintenance operating expenses. Department staff explained that “These funds came from Miscellaneous Operating Expenses. Historically, these funds were largely used by facilities mechanics to buy hardware supplies ‘on the road’ doing work in various County facilities. These are mostly small purchases of supplies and parts that it would be impractical and inefficient to return to the Seven Locks shop to pick up.”

Decrease \$442,000 by assuming efficiencies in Administration from digitizing the work processes. Department staff explained that “Savings will come in form of paper, toner, copier use, paper storage, filing space (cabinets and floor space for them) and general administrative costs. The documents to be digitized include contracts, vendor information including invoices, and construction documents which now take up large expanses of storage space. These documents will be more efficiently retrieved online and save much ‘search time’ looking for paper documents. Some personnel costs savings will also occur, but these will be shifted to use “in-house” resources as a partial offset to some of the contractual service reductions cited below; thereby, minimizing service impacts.”

Decrease \$1.4 million by assuming that the cost of the various service contracts for maintaining County facilities can be reduced 11.2% without reducing the level of service. This seems reasonable due to the fact that the economic recession has reduced the demand for such services and the contractors must reduce their prices to attract customers. Department staff explained that “We will accomplish these savings while minimizing impact on services by performing services such as cleaning, emptying trash cans and hauling trash on an “as needed” basis instead of a scheduled basis, e.g. twice per week.”

General Services

MISSION STATEMENT

The Department of General Services proactively serves the diverse business and service requirements of all County departments, providing a single point of government-to-government service, enabling departments to successfully complete their respective missions and, thereby, adding value to the services performed by Montgomery County to county residents. In so doing, the Department of General Services contributes directly towards the County Executive's objectives of "A Responsive and Accountable County Government", "Healthy and Sustainable Neighborhoods", and "A Strong and Vibrant Economy."

BUDGET OVERVIEW

The total recommended FY11 Operating Budget for the Department of General Services is \$30,374,310, a decrease of \$4,125,130 or 12.0 percent from the FY10 Approved Budget of \$34,499,440. Personnel Costs comprise 52.2 percent of the budget for 242 full-time positions and six part-time positions for 178.7 workyears. Operating Expenses and Capital Outlay account for the remaining 47.8 percent of the FY11 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**
- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **Strong and Vibrant Economy**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY10 estimates incorporate the effect of the FY10 savings plan. The FY11 and FY12 targets assume the recommended FY11 budget and FY12 funding for comparable service levels.

| Measure | Actual FY08 | Actual FY09 | Estimated FY10 | Target FY11 | Target FY12 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Multi-Program Measures | | | | | |
| Customer Service: DGS Function Average ¹ | 2.86 | 3.00 | 3.14 | 3.28 | 3.28 |
| Environmental Stewardship: Carbon Footprint of Montgomery County Government (in metric ton carbon dioxide equivalents) ² | 158,558 | 165,184 | TBD | TBD | TBD |

¹ Represents an average of Building Services, Capital Development Needs, Fleet Services, Leased Space Needs, Print/Mail/Archives Services, and Procurement Services average ratings. (Scale: 1 to 4, 1= poor, 4= good).

² Projections are under construction because of pending projects scheduled to come on line FY10 and FY11.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Completed the records inventory and up-dated the retention schedules for the Department of General Services and Health and Human Services.**
Will begin the records inventory for Public Safety.
- ❖ **The Central Vendor Registration System allows online registration of all vendors. It is linked to the Local Small Business Reserve so that the vendor registration becomes a "one-stop shop" for local small businesses seeking to do business with the County.**
- ❖ **Local Small Business Reserve has implemented regulatory changes which increase thresholds and effectively double opportunities for local business to participate in this County program.**
- ❖ **The Environmental Stewardship Program is aggressively implementing energy conservation as part of the Sustainability Work Group. Building by building outreach to County facilities encourages behavior changes which**

promote energy conservation.

- ❖ *The Division of Building Design and Construction website allows County residents to access information on facility construction projects of interest to the community.*
- ❖ *The department is focusing on long-term planning and infrastructure in support of the redevelopment initiatives for Wheaton and Silver Spring.*
- ❖ **Productivity Improvements**
 - *The Print Shop now has the capability to design e-brochures for the County's Intranet and Internet. This additional method of disseminating information has reduced paper usage and met the standards established by the County's Green Initiative.*
 - *Hard wiring of the Record Center has increased processing speed by 60% and productivity in the areas of quality control and re-scanning.*
 - *The DGS IT Group is the driving force behind productivity improvements such as E-Leave Slips, E-Brochures and E-Forms all of which support the Executive's paper reduction initiative.*

PROGRAM CONTACTS

Contact Annette Cheng of the Department of General Services at 240.777.6121 or Bruce R. Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Office of Procurement

The mission of the Office of Procurement is to preserve the public trust and ensure the integrity of the public procurement process through the efficient, effective, and economical procurement of goods, services, and construction in accordance with nationally recognized best practices; resulting in the highest value for County government and its residents.

The core components of this program are to purchase goods, services, and construction required by County departments in the most timely and cost-effective manner possible. Program staff assists departments in the development of procurement strategies and documents to ensure a competitive and fair procurement process in accordance with the County Code and the Procurement Regulations. Program staff also helps vendors understand the County's procurement process and procedures.

Procurement staff also provides County departments with training, assistance and guidance of department contract administrators. Further, Procurement works collaboratively with the Office of Business Relations and Compliance, the Office of Partnerships and other departments to build relationships with and provide training to businesses and non-profits interested in doing business with Montgomery County. Procurement Specialists develop contract administration procedures and research, review, and recommend revisions to County procurement policies and regulations to streamline the procurement process. In addition, testimony and other evidence regarding claims and contract disputes with contractors are reviewed to resolve issues.

| FY11 Recommended Changes | Expenditures | WYs |
|--|---------------------|-------------|
| FY10 Approved | 2,463,180 | 27.8 |
| Add: Manager II Position - Temporary ERP backfill | 0 | 1.0 |
| Shift: Procurement Specialist II increased cost to Special Funds | -15,740 | 0.0 |
| Reduce: Increase procurement time: clerical support | -80,900 | -1.0 |
| Shift: Procurement Specialist II to CIP | -101,090 | -1.0 |
| Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 8,700 | -1.0 |
| FY11 CE Recommended | 2,274,150 | 25.8 |

Office of Business Relations and Compliance

The mission of the Office of Business Relations and Compliance (OBRC) is to plan and implement programmatic strategies to expand business opportunities for Minority, Female and Disabled Persons business owners and small businesses in Montgomery County. The office administers the County's Living and Prevailing Wage programs for service and construction contracts. The

OBRC is solely responsible for ensuring the socio-economic programs of the County are compliant with applicable laws.

Minority, Female and Disadvantage Persons (MFD)

The MFD program objectives focus on annual goals of awarding a designated percentage of the total dollar value of negotiated contracts over \$50,000 to Maryland Department of Transportation certified minority, female, or disabled-owned businesses by procurement source. In addition, the program identifies MFD firms; encourages and coordinates their participation in the procurement process through community outreach and internal seminars; and monitors contracts subject to MFD participation to ensure compliance.

Local Small Business Reserve Program (LSBRP)

The mission of the Local Small Business Reserve Program is to ensure that County departments award a minimum of 10 percent of total contract dollars issued for goods, services or construction to registered local small businesses. The program assists County departments to identify contracting opportunities and solicitations appropriate for LSBRP competition. The program provides training and networking to help local small businesses compete with businesses of similar size and resources for County contracts strengthening in the local small business sector.

Living Wage

The mission of the Living Wage program is to ensure that County contractors and subcontractors pay employees, at a minimum, a "living wage" in compliance with the annually adjusted rate established by the Montgomery County Wage Requirements Law on qualifying contracts.

Prevailing Wage

The mission of the Prevailing Wage program is to ensure that contractors and subcontractors pay prevailing wages, as established by the Maryland State Commissioner of Labor and Industry for the Montgomery County region, to workers on certain construction projects awarded by the County.

| Program Performance Measures | Actual FY08 | Actual FY09 | Estimated FY10 | Target FY11 | Target FY12 |
|--|--------------------|--------------------|-----------------------|--------------------|--------------------|
| Percent of Contract Dollars Awarded to Minority/Female/Disabled owned businesses | 18.0 | 21 | 21 | 21 | 21 |
| Value of County contracts awarded to local small businesses (\$000) ¹ | 12,078 | 15,000 | 20,000 | 20,000 | 20,000 |

¹ The Local Small Business Reserve Program began in January 2006.

| FY11 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY10 Approved | 600,410 | 4.8 |
| Shift: Half of Prevailing Wage personnel cost to CIP | -61,100 | -0.5 |
| Shift: Program Manager to MC 311 | -131,480 | -1.0 |
| Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 1,500 | -0.2 |
| FY11 CE Recommended | 409,330 | 3.1 |

Automation

The Automation Program provides staffing, material, and support to develop and maintain information systems in support of the Department's business operations. This includes purchase and maintenance of Information Technology (IT) equipment, service and support for major end use systems on a County-wide basis. IT management of system and website design and maintenance is included in this program as well as coordination with the County Department of Technology Services.

| FY11 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY10 Approved | 521,010 | 4.0 |
| Shift: Information Technology Specialist III position from Fleet Mgmt. Svcs. to DGS - DREAMS | 0 | 1.0 |
| Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 790 | -0.1 |
| FY11 CE Recommended | 521,800 | 4.9 |

Division of Facilities Management

The Division of Facilities Management's mission is to provide for the comprehensive planning and delivery of maintenance services and oversight of building-related operations at County facilities used by County staff and residents. Components of these programs are routine, preventive, correctional and conditional maintenance; housekeeping; grounds maintenance; recycling; building structure and envelope maintenance; electrical/mechanical systems operations and maintenance; small to mid-sized remodeling projects; snow removal, and damage repair from snow, wind, rain, and storm events; and customer service. The energy management program provides technicians to monitor and maintain heating and cooling systems to ensure the most efficient use of these services. In

addition, Facilities Management manages several comprehensive Capital Improvements Program (CIP) projects aimed at sustaining efficient and reliable facility operation to protect and extend the life of the County's investment in facilities and equipment.

| Program Performance Measures | Actual FY08 | Actual FY09 | Estimated FY10 | Target FY11 | Target FY12 |
|--|------------------------|------------------------|---------------------------|------------------------|------------------------|
| Hours Offline for Critical Building Systems ¹ | NA | TBD | TBD | TBD | TBD |
| Condition of Non-critical Building Systems and Aesthetics ² | NA | NA | TBD | TBD | TBD |

¹ Hours Offline for Critical Building Systems, Percent of Projects Meeting Initial Design and Construction Costs, and Percent of Projects Meeting Initial Design and Construction Timeline Performance Measures are near completion and data will be collected accordingly.

² Survey is being developed to collect data for the above measures going forward.

| FY11 Recommended Changes | Expenditures | WYs |
|--|---------------------|--------------|
| FY10 Approved | 21,610,900 | 108.8 |
| Increase Cost: Annualization of GE Facility Maintenance | 717,440 | 0.0 |
| Shift: Food Services from Agency Fund | 65,820 | 0.0 |
| Add: Civic Building: Building Services Worker (day shift) (DGS) | 37,350 | 1.0 |
| Add: Civic Building: Building Services Worker (evening/weekend) (DGS) | 21,660 | 0.5 |
| Reduce: Maintenance of Buildings and Structures | -23,760 | 0.0 |
| Reduce: Maintenance - Contractual Plumbing Services | -50,750 | 0.0 |
| Reduce: Facilities Maintenance - Contractual Grounds Services | -50,900 | 0.0 |
| Decrease Cost: Motor Pool charges for 14 vehicles | -62,890 | 0.0 |
| Reduce: Facilities Maintenance - Contractual Painting Services | -65,000 | 0.0 |
| Reduce: Facilities Maintenance - Contractual Masonry Services | -80,000 | 0.0 |
| Decrease Cost: Facilities Maintenance - Contractual Services at the Public Safety Headquarters (Edison Park Campus) | -100,000 | 0.0 |
| Decrease Cost: Motor Pool Rate Adjustment | -184,780 | 0.0 |
| Reduce: Deep Cleaning for Libraries | -300,000 | 0.0 |
| Reduce: Additional cleaning at Recreation facilities | -413,950 | 0.0 |
| Reduce: Maintenance - Contractual HVAC Services | -425,700 | 0.0 |
| Reduce: Structural Maintenance - Contractual Services | -447,690 | 0.0 |
| Reduce: Cleaning and Maintenance oversight: Building Services Inspectors | -514,110 | -7.0 |
| Reduce: Maintenance - Contractual Electrical Services | -621,200 | 0.0 |
| Reduce: Carpentry | -635,420 | -7.0 |
| Reduce: Maintenance - Contractual Custodial Services | -775,000 | 0.0 |
| Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 176,200 | -4.0 |
| FY11 CE Recommended | 17,878,220 | 92.3 |

Environmental Stewardship

This newly developed program focuses on maintaining Montgomery County's leadership in environmentally sensitive maintenance, construction, and operation of County facilities. In this role, the program will develop and oversee the energy and facility environmental programs; monitor new and renovated building systems to ensure proper functioning; obtain necessary permits where applicable and ensure compliance with the terms of the permits; perform building systems diagnostics to analyze failures and recommend and coordinate corrective measures implementation; conduct facility assessments of building conditions and retrofit buildings where appropriate, evaluate maintenance standards; and investigate indoor air quality complaints. This program also oversees the utilities management function and implements strategies to maximize cost savings and reduce energy use from utility deregulation throughout the County. In addition this program provides and coordinates the required maintenance of the County's Stormwater Management facilities.

| FY11 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY10 Approved | 188,310 | 2.1 |
| Shift: Energy Engineer to CIP | -97,760 | -0.7 |
| Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 660 | -0.1 |
| FY11 CE Recommended | 91,210 | 1.3 |

Central Duplicating, Imaging, Archiving & Mail Svcs.

This program provides timely and efficient document management through: high-speed photocopying service to all County agencies; desktop and electronic publishing; high-speed color copying; bindery; digital imaging; and electronic and physical archiving of County records. This program also serves as point of contact for County printing material produced and completed by Montgomery County Public Schools (MCPS). A print shop consolidation took effect in FY00 in which all County offset printing is provided by MCPS. This program also provides for the daily receipt, sorting, and distribution of mail deliveries from the U.S. Postal Service and inter-office mail to County agencies.

| FY11 Recommended Changes | Expenditures | WYs |
|--|---------------------|-------------|
| FY10 Approved | 6,528,490 | 31.4 |
| Increase Cost: Master Lease Payments | 377,750 | 0.0 |
| Increase Cost: Retiree Health Insurance Pre-Funding | 112,240 | 0.0 |
| Increase Cost: Shredding | 73,250 | 0.0 |
| Add: Edison Park Mail Room equipment | 58,000 | 0.0 |
| Enhance: Software for Electronic Records Management System | 54,640 | 0.0 |
| Add: Staff for Edison Park sub station | 34,450 | 0.5 |
| Increase Cost: Retirement Adjustment | 31,660 | 0.0 |
| Increase Cost: Group Insurance Adjustment | 13,580 | 0.0 |
| Increase Cost: Printing and Mail Adjustment | 200 | 0.0 |
| Decrease Cost: Motor Pool Rate Adjustment | -6,820 | 0.0 |
| Reduce: Mail service | -32,150 | -0.5 |
| Decrease Cost: Furlough Days | -65,600 | -1.1 |
| Decrease Cost: Paper Reduction Initiative | -252,710 | -1.0 |
| Decrease Cost: Replacement of Printing, mail and Imaging Equipment per Schedule | -462,380 | 0.0 |
| Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 21,930 | 0.0 |
| FY11 CE Recommended | 6,486,530 | 29.3 |

Real Estate Program

This program provides for leasing, site acquisition/disposition, space management and site evaluation. The leasing function recommends, plans, coordinates, implements, and administers the leasing of real property for both revenue and expense leases, including closed school facilities at the best economic and operational value to the County. Site acquisition/disposition is the purchase of property for County use and disposition is the sale or lease of surplus property. The space management function provides for the efficient and aesthetic utilization of space in County-owned and leased facilities. The site evaluation function provides technical support to site evaluation committees for Capital Improvements Program (CIP) projects.

| FY11 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY10 Approved | 923,420 | 7.0 |
| Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 2,190 | 0.0 |
| FY11 CE Recommended | 925,610 | 7.0 |

Building Design and Construction

This program provides for the overall management of the Department's facility Capital Improvements Program (CIP). This program includes the comprehensive, timely, economic and environmentally efficient planning, designing and construction of buildings for County use as well as public venues owned by the County. This program also provides comprehensive architectural and engineering services from planning through design. Functional elements include programming, contract administration, planning management, design management, and project management. The planning, design, and construction of facilities is accomplished in accordance with LEED Silver standards as required by County regulation, and following best practices in project design and construction estimating, and the timely delivery of facilities based on project schedules developed for and published in the County CIP.

| FY11 Recommended Changes | Expenditures | WYs |
|---------------------------------|---------------------|------------|
| FY10 Approved | 0 | 0.0 |
| FY11 CE Recommended | 0 | 0.0 |

Administration

Administration services in the Department are provided in three key areas:

- The Director's Office provides overall leadership for the Department, including policy development, planning, accountability, service integration, customer service, the formation of partnerships and the oversight of socio-economic programs which include the Business Relations and Compliance Program. The Director's Office also handles administration of the day-to-day operations of the Department, including direct service delivery, operating and capital budget preparation and administration, training, contract management logistics, and facilities support and human resources.
- The County Executive's Strategic Growth Initiative and other key strategic capital initiatives are also directed through the Office of Planning and Development in the Director's office.
- The Division of Real Estate and Management Services provides oversight and direction of the preparation and monitoring of

the Operating and Capital Improvements Program (CIP) budgets for the department; fuel management; payment processing; Invitations for Bid (IFB), Requests for Proposal (RFP) and contracts; inventory and facility management; the management and administration of computer and office automation activities; oversight of all personnel activities of the Department of General Services; Strategic Planning for the Director; and oversight and management for increasing access to County facilities for residents and employees with disabilities.

| FY11 Recommended Changes | Expenditures | WYs |
|--|---------------------|-------------|
| FY10 Approved | 1,663,720 | 13.0 |
| Shift: Redevelopment Program to DGS | 260,450 | 2.0 |
| Enhance: Americans with Disabilities Act (ADA) Compliance: Project Civic Access | 156,420 | 1.0 |
| Reduce: Professional services - Division of Real Estate and Management Services | 87,390 | 0.0 |
| Increase Cost: Supplies and Materials | 78,160 | 0.0 |
| Increase Cost: Annualization of FY10 Personnel Costs | 21,930 | 0.0 |
| Shift: Administrative Specialist III position moved from Fleet Mgmt. Svcs. to DGS - DREAMS. (HR Specialist) | 0 | 1.0 |
| Shift: Program Manager I position moved from Fleet Mgmt. Svcs. to DGS -DREAMS (Contracts Manager) | 0 | 1.0 |
| Decrease Cost: Printing and Mail Reduction Target | -15,690 | 0.0 |
| Decrease Cost: Return of staff vehicles and annualization of motor pool reduction | -30,000 | 0.0 |
| Reduce: Professional Services | -45,000 | 0.0 |
| Reduce: Clerical support: Abolish Senior Executive Administrative Aide | -97,300 | -1.0 |
| Shift: Energy Engineers to CIP | -133,070 | -2.0 |
| Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | -159,550 | 0.0 |
| FY11 CE Recommended | 1,787,460 | 15.0 |

BUDGET SUMMARY

| | Actual FY09 | Budget FY10 | Estimated FY10 | Recommended FY11 | % Chg Bud/Rec |
|--|-------------------|-------------------|-------------------|---------------------|------------------|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 11,137,482 | 10,662,560 | 11,039,000 | 9,312,520 | -12.7% |
| Employee Benefits | 3,855,596 | 4,237,710 | 4,058,150 | 4,221,160 | -0.4% |
| County General Fund Personnel Costs | 14,993,078 | 14,900,270 | 15,097,150 | 13,533,680 | -9.2% |
| Operating Expenses | 17,326,216 | 13,070,680 | 11,424,190 | 10,354,100 | -20.8% |
| Capital Outlay | 48,492 | 0 | 0 | 0 | — |
| County General Fund Expenditures | 32,367,786 | 27,970,950 | 26,521,340 | 23,887,780 | -14.6% |
| PERSONNEL | | | | | |
| Full-Time | 216 | 220 | 220 | 212 | -3.6% |
| Part-Time | 6 | 6 | 6 | 6 | — |
| Workyears | 166.7 | 167.5 | 167.5 | 149.4 | -10.8% |
| REVENUES | | | | | |
| Strathmore: Maintenance & Utilities | 0 | 250,000 | 0 | 0 | — |
| Grey Courthouse: Maintenance | 0 | 467,000 | 467,000 | 467,000 | — |
| Solicitation Fee: Non-Construction | 5,364 | 0 | 0 | 0 | — |
| Solicitation Fee: Formal On-Line | 12,745 | 3,210 | 3,210 | 3,210 | — |
| Solicitation Fee: Formal | 14,495 | 8,130 | 8,130 | 8,130 | — |
| Protest Fees | 500 | 1,000 | 1,000 | 1,000 | — |
| Photocopying Fees | 0 | 100 | 100 | 100 | — |
| Information Requests | 952 | 600 | 600 | 600 | — |
| County General Fund Revenues | 34,056 | 730,040 | 480,040 | 480,040 | -34.2% |
| PRINTING AND MAIL INTERNAL SERVICE FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,632,145 | 1,783,670 | 1,748,420 | 1,674,010 | -6.1% |
| Employee Benefits | 555,712 | 671,900 | 621,940 | 659,990 | -1.8% |
| Printing and Mail Internal Service Fund Personnel Costs | 2,187,857 | 2,455,570 | 2,370,360 | 2,334,000 | -5.0% |
| Operating Expenses | 3,832,155 | 3,526,540 | 3,415,900 | 3,944,280 | 11.8% |
| Debt Service Other | 158,815 | 0 | 0 | 0 | — |
| Capital Outlay | 73,610 | 546,380 | 546,380 | 208,250 | -61.9% |
| Printing and Mail Internal Service Fund Expenditures | 6,252,437 | 6,528,490 | 6,332,640 | 6,486,530 | -0.6% |
| PERSONNEL | | | | | |
| Full-Time | 31 | 30 | 30 | 30 | — |
| Part-Time | 1 | 1 | 1 | 0 | — |
| Workyears | 31.0 | 31.4 | 31.4 | 29.3 | -6.7% |
| REVENUES | | | | | |
| Mail Revenues | 2,339,030 | 2,272,510 | 2,272,510 | 2,131,740 | -6.2% |
| Print Revenues | 3,155,368 | 3,489,360 | 3,489,360 | 3,083,270 | -11.6% |
| Investment Income | 3,562 | 0 | 600 | 600 | — |
| Imaging/Archiving | 914,590 | 911,180 | 911,180 | 1,003,780 | 10.2% |
| Printing and Mail Internal Service Fund Revenues | 6,412,550 | 6,673,050 | 6,673,650 | 6,219,390 | -6.8% |
| DEPARTMENT TOTALS | | | | | |
| Total Expenditures | 38,620,223 | 34,499,440 | 32,853,980 | 30,374,310 | -12.0% |
| Total Full-Time Positions | 247 | 250 | 250 | 242 | -3.2% |
| Total Part-Time Positions | 7 | 7 | 7 | 6 | -14.3% |
| Total Workyears | 197.7 | 198.9 | 198.9 | 178.7 | -10.2% |
| Total Revenues | 6,446,606 | 7,403,090 | 7,153,690 | 6,699,430 | -9.5% |

FY11 RECOMMENDED CHANGES

| | Expenditures | WYs |
|---|-------------------|--------------|
| COUNTY GENERAL FUND | | |
| FY10 ORIGINAL APPROPRIATION | 27,970,950 | 167.5 |
| <u>Changes (with service impacts)</u> | | |
| Enhance: Americans with Disabilities Act (ADA) Compliance: Project Civic Access [Administration] | 156,420 | 1.0 |
| Reduce: Professional services - Division of Real Estate and Management Services [Administration] | 87,390 | 0.0 |
| Add: Civic Building: Building Services Worker (day shift) (DGS) [Division of Facilities Management] | 37,350 | 1.0 |
| Add: Civic Building: Building Services Worker (evening/weekend) (DGS) [Division of Facilities Management] | 21,660 | 0.5 |
| Add: Manager II Position - Temporary ERP backfill [Office of Procurement] | 0 | 1.0 |
| Reduce: Maintenance of Buildings and Structures [Division of Facilities Management] | -23,760 | 0.0 |
| Reduce: Professional Services [Administration] | -45,000 | 0.0 |
| Reduce: Maintenance - Contractual Plumbing Services [Division of Facilities Management] | -50,750 | 0.0 |
| Reduce: Facilities Maintenance - Contractual Grounds Services [Division of Facilities Management] | -50,900 | 0.0 |
| Reduce: Facilities Maintenance - Contractual Painting Services [Division of Facilities Management] | -65,000 | 0.0 |
| Reduce: Facilities Maintenance - Contractual Masonry Services [Division of Facilities Management] | -80,000 | 0.0 |
| Reduce: Increase procurement time: clerical support [Office of Procurement] | -80,900 | -1.0 |
| Reduce: Clerical support: Abolish Senior Executive Administrative Aide [Administration] | -97,300 | -1.0 |
| Reduce: Deep Cleaning for Libraries [Division of Facilities Management] | -300,000 | 0.0 |
| Reduce: Additional cleaning at Recreation facilities [Division of Facilities Management] | -413,950 | 0.0 |
| Reduce: Maintenance - Contractual HVAC Services [Division of Facilities Management] | -425,700 | 0.0 |
| Reduce: Structural Maintenance - Contractual Services [Division of Facilities Management] | -447,690 | 0.0 |
| Reduce: Cleaning and Maintenance oversight: Building Services Inspectors [Division of Facilities Management] | -514,110 | -7.0 |
| Reduce: Maintenance - Contractual Electrical Services [Division of Facilities Management] | -621,200 | 0.0 |
| Reduce: Carpentry [Division of Facilities Management] | -635,420 | -7.0 |
| Reduce: Maintenance - Contractual Custodial Services [Division of Facilities Management] | -775,000 | 0.0 |
| <u>Other Adjustments (with no service impacts)</u> | | |
| Increase Cost: Annualization of GE Facility Maintenance [Division of Facilities Management] | 717,440 | 0.0 |
| Increase Cost: Retirement Adjustment | 343,820 | 0.0 |
| Shift: Redevelopment Program to DGS [Administration] | 260,450 | 2.0 |
| Increase Cost: Group Insurance Adjustment | 101,600 | 0.0 |
| Increase Cost: Supplies and Materials [Administration] | 78,160 | 0.0 |
| Shift: Food Services from Agency Fund [Division of Facilities Management] | 65,820 | 0.0 |
| Increase Cost: Annualization of FY10 Personnel Costs | 35,690 | 0.5 |
| Shift: Administrative Specialist III position moved from Fleet Mgmt. Svcs. to DGS - DREAMS. (HR Specialist) [Administration] | 0 | 1.0 |
| Shift: Information Technology Specialist III position from Fleet Mgmt. Svcs. to DGS - DREAMS [Automation] | 0 | 1.0 |
| Shift: Program Manager I position moved from Fleet Mgmt. Svcs. to DGS -DREAMS (Contracts Manager) [Administration] | 0 | 1.0 |
| Decrease Cost: Printing and Mail Reduction Target [Administration] | -15,690 | 0.0 |
| Shift: Procurement Specialist II increased cost to Special Funds [Office of Procurement] | -15,740 | 0.0 |
| Decrease Cost: Return of staff vehicles and annualization of motor pool reduction [Administration] | -30,000 | 0.0 |
| Shift: Half of Prevailing Wage personnel cost to CIP [Office of Business Relations and Compliance] | -61,100 | -0.5 |
| Decrease Cost: Motor Pool charges for 14 vehicles [Division of Facilities Management] | -62,890 | 0.0 |
| Shift: Energy Engineer to CIP [Environmental Stewardship] | -97,760 | -0.7 |
| Decrease Cost: Facilities Maintenance - Contractual Services at the Public Safety Headquarters (Edison Park Campus) [Division of Facilities Management] | -100,000 | 0.0 |
| Shift: Procurement Specialist II to CIP [Office of Procurement] | -101,090 | -1.0 |
| Shift: Program Manager to MC 311 [Office of Business Relations and Compliance] | -131,480 | -1.0 |
| Shift: Energy Engineers to CIP [Administration] | -133,070 | -2.0 |
| Decrease Cost: Motor Pool Rate Adjustment [Division of Facilities Management] | -184,780 | 0.0 |
| Decrease Cost: Furlough Days | -428,690 | -5.9 |
| FY11 RECOMMENDED: | 23,887,780 | 149.4 |
| PRINTING AND MAIL INTERNAL SERVICE FUND | | |
| FY10 ORIGINAL APPROPRIATION | 6,528,490 | 31.4 |
| <u>Changes (with service impacts)</u> | | |
| Add: Edison Park Mail Room equipment [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 58,000 | 0.0 |
| Enhance: Software for Electronic Records Management System [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 54,640 | 0.0 |
| Add: Staff for Edison Park sub station [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 34,450 | 0.5 |

| | Expenditures | WYs |
|--|------------------|-------------|
| Reduce: Mail service [Central Duplicating, Imaging, Archiving & Mail Svcs.] | -32,150 | -0.5 |
| Other Adjustments (with no service impacts) | | |
| Increase Cost: Master Lease Payments [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 377,750 | 0.0 |
| Increase Cost: Retiree Health Insurance Pre-Funding [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 112,240 | 0.0 |
| Increase Cost: Shredding [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 73,250 | 0.0 |
| Increase Cost: Retirement Adjustment [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 31,660 | 0.0 |
| Increase Cost: Annualization of FY10 Personnel Costs [Administration] | 21,930 | 0.0 |
| Increase Cost: Group Insurance Adjustment [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 13,580 | 0.0 |
| Increase Cost: Printing and Mail Adjustment [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 200 | 0.0 |
| Decrease Cost: Motor Pool Rate Adjustment [Central Duplicating, Imaging, Archiving & Mail Svcs.] | -6,820 | 0.0 |
| Decrease Cost: Furlough Days [Central Duplicating, Imaging, Archiving & Mail Svcs.] | -65,600 | -1.1 |
| Decrease Cost: Paper Reduction Initiative [Central Duplicating, Imaging, Archiving & Mail Svcs.] | -252,710 | -1.0 |
| Decrease Cost: Replacement of Printing, mail and Imaging Equipment per Schedule [Central Duplicating, Imaging, Archiving & Mail Svcs.] | -462,380 | 0.0 |
| FY11 RECOMMENDED: | 6,486,530 | 29.3 |

PROGRAM SUMMARY

| Program Name | FY10 Approved | | FY11 Recommended | |
|--|-------------------|--------------|-------------------|--------------|
| | Expenditures | WYs | Expenditures | WYs |
| Office of Procurement | 2,463,180 | 27.8 | 2,274,150 | 25.8 |
| Office of Business Relations and Compliance | 600,410 | 4.8 | 409,330 | 3.1 |
| Automation | 521,010 | 4.0 | 521,800 | 4.9 |
| Division of Facilities Management | 21,610,900 | 108.8 | 17,878,220 | 92.3 |
| Environmental Stewardship | 188,310 | 2.1 | 91,210 | 1.3 |
| Central Duplicating, Imaging, Archiving & Mail Svcs. | 6,528,490 | 31.4 | 6,486,530 | 29.3 |
| Real Estate Program | 923,420 | 7.0 | 925,610 | 7.0 |
| Building Design and Construction | 0 | 0.0 | 0 | 0.0 |
| Administration | 1,663,720 | 13.0 | 1,787,460 | 15.0 |
| Total | 34,499,440 | 198.9 | 30,374,310 | 178.7 |

CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY10 | | FY11 | |
|----------------------------|----------------------------------|------------------|-------------|------------------|-------------|
| | | Total\$ | WYs | Total\$ | WYs |
| COUNTY GENERAL FUND | | | | | |
| CIP | CIP | 6,043,940 | 49.6 | 7,005,100 | 57.6 |
| Environmental Protection | Water Quality Protection Fund | 238,010 | 2.0 | 0 | 0.0 |
| Fleet Management Services | Motor Pool Internal Service Fund | 281,850 | 0.8 | 281,850 | 0.8 |
| General Services | County General Fund | 0 | 0.0 | 121,910 | 1.0 |
| General Services | Motor Pool Internal Service Fund | 0 | 0.0 | 221,750 | 2.0 |
| Liquor Control | Liquor Control | 327,790 | 0.5 | 344,030 | 0.5 |
| Parking District Services | Bethesda Parking District | 5,010 | 0.1 | 5,010 | 0.1 |
| Parking District Services | Silver Spring Parking District | 5,010 | 0.1 | 5,010 | 0.1 |
| Transit Services | Mass Transit | 10,020 | 0.1 | 10,020 | 0.1 |
| Utilities | County General Fund | 195,060 | 0.0 | 195,060 | 0.0 |
| Total | | 7,106,690 | 53.2 | 8,189,740 | 62.2 |

FUTURE FISCAL IMPACTS

| Title | CE REC. | | (\$000's) | | | |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 |
| This table is intended to present significant future fiscal impacts of the department's programs. | | | | | | |
| COUNTY GENERAL FUND | | | | | | |
| Expenditures | | | | | | |
| FY11 Recommended | 23,888 | 23,888 | 23,888 | 23,888 | 23,888 | 23,888 |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| Americans with Disabilities Act (ADA): Compliance | 0 | 30 | 70 | 90 | 90 | 90 |
| These figures represent the impacts on the Operating Budget (maintenance, utilities, staff) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Brookville Service Park | 0 | 300 | 300 | 300 | 300 | 300 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Colesville Depot | 0 | 0 | 0 | -3 | -3 | -3 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Elevator Modernization | 0 | -6 | -12 | -18 | -24 | -30 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Energy Conservation: MCG | 0 | -25 | -25 | -25 | -25 | -25 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Fuel Management | 0 | 42 | -110 | -110 | -110 | -110 |
| These figures represent the impacts on the Operating Budget (maintenance, utilities, staff) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| HVAC/Elec Replacement: MCG | 0 | -9 | -21 | -33 | -45 | -57 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Life Safety Systems: MCG | 0 | -5 | -10 | -16 | -22 | -28 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Montgomery County Radio Shop Relocation | 0 | 0 | 49 | 194 | 194 | 194 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Motor Pool Rate Adjustment | 0 | 186 | 186 | 186 | 186 | 186 |
| Multi-Agency Driver Training Facility | 0 | 0 | -35 | -35 | -35 | -35 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| North County Maintenance Depot | 0 | 0 | 0 | 0 | 0 | 847 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Public Safety Headquarters | 0 | 1,581 | 3,162 | 3,162 | 3,162 | 3,162 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Restore Personnel Costs | 0 | 429 | 429 | 429 | 429 | 429 |
| This represents restoration of funding to remove FY11 furloughs. | | | | | | |
| Seven Locks Technical Center Phase II | 0 | 0 | -117 | -117 | -117 | -117 |
| These figures represent the impacts on the Operating Budget (maintenance and utilities) of projects included in the FY11-16 Recommended Capital Improvements Program. | | | | | | |
| Subtotal Expenditures | 23,888 | 26,410 | 27,753 | 27,891 | 27,867 | 28,690 |
| PRINTING AND MAIL INTERNAL SERVICE FUND | | | | | | |
| Expenditures | | | | | | |
| FY11 Recommended | 6,487 | 6,487 | 6,487 | 6,487 | 6,487 | 6,487 |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| Annualization of Positions Recommended in FY11 | 0 | 31 | 31 | 31 | 31 | 31 |
| New positions in the FY11 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears. | | | | | | |
| Elimination of One-Time Items Recommended in FY11 | 0 | -70 | -70 | -70 | -70 | -70 |
| Items recommended for one-time funding in FY11, including equipment for the Edison Park mail room, will be eliminated from the base in the outyears. | | | | | | |
| Master Lease Payments | 0 | 0 | -240 | -240 | -240 | -560 |
| Motor Pool Rate Adjustment | 0 | 7 | 7 | 7 | 7 | 7 |

| Title | CE REC. | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| | FY11 | FY12 | FY13 | (\$000's) | | |
| | FY14 | FY15 | FY16 | | | |
| Replacement of Printing, Mail, and Imaging Equipment per Schedule Reflects projected need for capital outlay replacement on an annual basis. | 0 | 407 | 224 | 416 | 60 | 60 |
| Restore Personnel Costs This represents restoration of funding to remove FY11 furloughs. | 0 | 66 | 66 | 66 | 66 | 66 |
| Retiree Health Insurance Pre-Funding These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce. | 0 | 56 | 69 | 82 | 96 | 111 |
| Subtotal Expenditures | 6,487 | 6,982 | 6,572 | 6,778 | 6,436 | 6,131 |

ANNUALIZATION OF PERSONNEL COSTS AND WORKYEARS

| | FY11 Recommended | | FY12 Annualized | |
|---|------------------|------------|-----------------|------------|
| | Expenditures | WYs | Expenditures | WYs |
| Add: Staff for Edison Park sub station [Central Duplicating, Imaging, Archiving & Mail Svcs.] | 31,150 | 0.5 | 62,300 | 1.0 |
| Total | 31,150 | 0.5 | 62,300 | 1.0 |

| FY11 Recommended Changes | Expenditures | WYs |
|---------------------------------|---------------------|------------|
| FY10 Approved | 3,740 | 0.0 |
| FY11 CE Recommended | 3,740 | 0.0 |

↳ **Leases**

This NDA provides the funds necessary to lease privately owned real estate to accommodate County programs. Real property leased by the County includes office, warehouse, and retail space; hangar facilities; child care space in schools; parking spaces; and space for communication antennas. Leasing property allows the County the flexibility to locate programs in the communities they serve and provides space for programs to operate when there is no County-owned space available. Further, it is an economical way to procure highly specialized, location sensitive, or temporary space. Currently, there are approximately 75 leased facilities. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

| FY11 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY10 Approved | 19,225,800 | 0.0 |
| Increase Cost: Edison Park | 4,459,900 | 0.0 |
| Shift: Part of Department of Liquor Control lease at Southlawn | 242,390 | 0.0 |
| Increase Cost: Move Outpatient Addiction Services to 981 Rollins | 90,420 | 0.0 |
| Decrease Cost: Move Silver Spring Regional Services Center to Silver Spring Civic Building | -43,490 | 0.0 |
| Decrease Cost: Move Inspector General to Grey Courthouse January 1 | -44,270 | 0.0 |
| Decrease Cost: Move Sheriff's Office from 199 E. Montgomery to Grey Courthouse January 1 | -98,010 | 0.0 |
| Decrease Cost: Move Corrections from 51 Monroe to County-owned Space | -215,980 | 0.0 |
| Shift: DEP Lease at 255 Rockville Pike to Water Quality Protection Fund | -381,370 | 0.0 |
| Decrease Cost: Renegotiations savings | -400,000 | 0.0 |
| Decrease Cost: Move Commission for Women to County-owned Space | -479,790 | 0.0 |
| Decrease Cost: FY11 Lease Complement miscellaneous changes | -1,410,060 | 0.0 |
| FY11 CE Recommended | 20,945,540 | 0.0 |

Montgomery Coalition for Adult English Literacy (MCAEL)

This NDA provides funding for the Montgomery Coalition for Adult English Literacy (MCAEL). MCAEL's mission is to strengthen the countywide adult English literacy community of providers' network with resources, training, collaborations, and advocacy to support a thriving community and an optimal workforce. Funding for MCAEL supports program grants to organizations that provide adult English literacy services; technical assistance, training, and networking opportunities that improve program quality and coordination; information resources for the community; and operating expenses to administer the grants and provide the support services. The County's contribution is implemented by a contract between the Department of Public Libraries and MCAEL.

| FY11 Recommended Changes | Expenditures | WYs |
|---|---------------------|------------|
| FY10 Approved | 842,420 | 0.0 |
| Increase Cost: Rent for ESOL classes at Eastern | 25,000 | 0.0 |
| Reduce: Reduce Operational expenses and grants | -149,570 | 0.0 |
| FY11 CE Recommended | 717,850 | 0.0 |

Motor Pool Fund Contribution

This NDA funds the acquisition of new, additional Motor Pool fleet vehicles, as opposed to replacement vehicles, which are financed through an established chargeback mechanism.

| FY11 Recommended Changes | Expenditures | WYs |
|---|---------------------|------------|
| FY10 Approved | 30,000 | 0.0 |
| Decrease Cost: Elimination of One-Time Items Approved in FY10 | -30,000 | 0.0 |
| FY11 CE Recommended | 0 | 0.0 |

Municipal Tax Duplication

The Montgomery County Tax Duplication Program, authorized by Chapter 30A of the Montgomery County Code, reimburses municipalities for those public services they provide that would otherwise be provided by the County. County Council Resolution No. 9-1752, enacted April 27, 1982, increased the scope of program coverage from street-related expenditures to include other public services, such as police supplemental aid; animal control; elderly transportation; parks maintenance; Board of Appeals; and Human Rights.

| | A | B | C | D | E | F |
|----|--|------------------------------|---------------|-----------------|-----------------|---------------------|
| 1 | FY 11 LEASE NDA - Submission | | | | | |
| 2 | Rev.2/11/10 | | | | | |
| 3 | | | Square | FY09 | FY10 | |
| 4 | Location/Occupant | Use | Foot | Approved | Approved | FY11 Request |
| 5 | | | | | | |
| 6 | 8513 Piney Branch Rd | TESS Center | 4,800 | 89,452 | 91,241 | 76,570 |
| 7 | | | | | | |
| 8 | Metropolitan CAM Charges | BCC Center Office/Day care | 6,000 | 89,861 | 91,658 | 104,900 |
| 9 | | | | | | |
| 10 | 199 E. Montgomery Ave | Sheriff's Office | 6246 | 192,178 | 196021.56 | 98011 |
| 11 | 6 mos rent. Terminate 9/30/10; Move to Grey Cths after State vacate | | | | | |
| 12 | 255 Rockville Pike | General Offices | 128,509 | 3,954,598 | 4033689.96 | 4,385,540 |
| 13 | | OCO | | 138,370 | 0 | |
| 14 | 255 Rockville Pike | Treasury Division | 15,262 | 620,683 | 633,097 | 637,230 |
| 15 | | | | | | |
| 16 | 51 Monroe Street, 802 | Inspector General | 1,952 | 86,811 | 88,547 | 44,274 |
| 17 | 6 mos rent. Terminate 9/30/10; Move to Grey Cths after State vacates | | | | | |
| 18 | Bussards Farm | Coop Extension | 15,070 | 104,656 | 106,749 | 106,749 |
| 19 | | | | | | |
| 20 | 11319 Elkin Street | Multicultural Center | 6,100 | 99,564 | 101,555 | 0 |
| 21 | Move to MidCo. RSC | | | | | |
| 22 | Core Pkg - 255 Rock Pk & 51 Monroe | 100 spaces | N/A | 49,079 | 98,334 | 98,334 |
| 23 | | | | | | |
| 24 | 8435 Georgia Avenue | SS Regional SC | 3,400 | 127,138 | 64,840 | 21,346 |
| 25 | 2 mos rent. Lease to terminate upon completion of SS Civic Bldng 7/10. lease term with 120 day notice | | | | | |
| 26 | 7940 Airpark Rd. | Hangar Lease | 1131 | 9,186 | 9369.72 | 9370 |
| 27 | | | | | | |
| 28 | 1109 Spring Street | DPWT Parking Maint. | 2,486 | 49,429 | 50417.58 | 50,418 |
| 29 | | | | | | |
| 30 | 1109 Spring St. Suites 110 & 300 | HHS Offices | 4,366 | 100,185 | 102,189 | 93,310 |
| 31 | | | | | | |
| 32 | 101 Orchard Ridge | DPWT Operations | 29,854 | 1,268,227 | 1,293,592 | 0 |
| 33 | lease terminated | and Homeland Security | 5,677 | | | |
| 34 | | | | | | |
| 35 | 8516 Anniversary Circle | Warehouse | 14,400 | 111,341 | 113,568 | 103,000 |
| 36 | | | | | | |
| 37 | 8536 Anniversary Circle | Records Center | 26,000 | 201,417 | 205,445 | 191,300 |
| 38 | | | | | | |
| 39 | 9125 Gaither Road | Police SOD | 15,994 | 358,593 | 365,765 | 213,360 |
| 40 | 7 mos rent: consolidates to PSHQ lease terminates 2/9/10, need to go mo-mo | | | | | |
| 41 | 9210 Corporate Blvd | Police SID | 9897 | 326,023 | 332543.46 | 332543 |
| 42 | | | | | | |
| 43 | 15800 Crabbs Branch Way | Police Stress Reduction Unit | 2,474 | 78,934 | 80512.68 | 80,513 |
| 44 | | | | | | |
| 45 | 1901 Research Blvd | DFRS Stress Management | 706 | 26,348 | 26,875 | 26,875 |
| 46 | | | | | | |
| 47 | 800 South Frederick Avenue | Police Internal Affairs | 3,352 | 103,513 | 105,583 | 52,792 |
| 48 | try to terminate at 6 mos; otherwise nonappropriate at FY12 | | | | | |
| 49 | 9121-B Gaither Road | Police Evidence Storage | 4,000 | 80,723 | 0 | 78,821 |
| 50 | | | | | | |
| 51 | 18749 Frederick Rd | Police - Gaith/MV | 8,070 | 261,344 | 133,571 | 0 |
| 52 | terminated 1/10 | | | | | |
| 53 | 1300 Quince Orchard | ECC | 54,874 | 1,051,838 | 1,072,875 | 1,072,875 |
| 54 | | | | | | |
| 55 | 8641 Grovemont | Police Auto Theft | 6,000 | 99,616 | 0 | 0 |
| 56 | terminated 4/09 | | | | | |

(13)

| | A | B | C | D | E | F |
|-----|---|----------------------------|--------|-----------|-----------|--------------|
| 4 | Location/Occupant | Use | Foot | Approved | Approved | FY11 Request |
| 57 | 8653 Grovemont | MCFRS - SCBA | 3000 | 47,564 | 48515.28 | 16171 |
| 58 | 4 mos rent; lease ends 9/30/10, need to go mo-mo until consolidates into PSHQ | | | | | |
| 59 | 8663 Grovemont | MCFRS - Fire Investigation | 11,662 | 150,823 | 248839 | 136,572 |
| 60 | 7 mos rent, plus \$6k fee; lease ends 9/30/10 for suites A&B. Need to go mo-mo until consolidation. | | | | | |
| 61 | lease ends 9/30/13 for suite C. early termination fee \$6k during LY3 w/180 days notice | | | | | |
| 62 | \$25k deducted for 1 time buildout of expansion space in FY10 | | | | | |
| 63 | 15825 Shady Grove Rd | DFRS Internal Affairs | 3,769 | 136,669 | 139,402 | 81,317 |
| 64 | 7 mos rent; lease exp. 6/30/2010; need to go mo-mo until consolidation | | | | | |
| 65 | 4848 Cordell Ave | Bethesda Shelter | 4,000 | 182,000 | 185,640 | 185,640 |
| 66 | | | | | | |
| 67 | Page Elementary | Integrated Daycare | 1,397 | 21,618 | 22,050 | 22,050 |
| 68 | | | | | | |
| 69 | 11711 Joseph Mill Road | Viers Mill Daycare | 3,091 | 36,122 | 36,844 | 36,844 |
| 70 | | | | | | |
| 71 | 12260 McDonald Chapel Dr. | T. Marshall Daycare | 4,095 | 49,056 | 50,037 | 50,037 |
| 72 | | | | | | |
| 73 | Glen Haven Elementary | Integrated Daycare | 2,461 | 31,632 | 32,265 | 32,265 |
| 74 | | | | | | |
| 75 | 12250 Wilkins Ave | Homeless Shelter | 8,900 | 105,111 | 107,213 | 123,000 |
| 76 | | | | | | |
| 77 | 451 Hungerford Additional Parking | Parking | N/A | 18,930 | 19,309 | 19,309 |
| 78 | | | | | | |
| 79 | 8630 Fenton St | Health Center | 21,063 | 547,665 | 558,618 | 525,000 |
| 80 | | | | | | |
| 81 | 1335 Piccard Dr | Health Center | 27,500 | 653,434 | 666,503 | 666,503 |
| 82 | | | | | | |
| 83 | 255 N. Washington | HHS Parking | N/A | 12,620 | 12,872 | 12,872 |
| 84 | | | | | | |
| 85 | 7300 Calhoun Drive | Juvenile Assmt. Ctr. | 63,594 | 1,386,723 | 1,414,457 | 1,391,000 |
| 86 | | | | | | |
| 87 | Bethesda Metro Center | DTS Antenna | | 12,645 | 12,898 | 12,898 |
| 88 | | | | | | |
| 89 | Berkshire Towers - Lockwood Dr | DTS Antenna | | 23,838 | 24,315 | 24,315 |
| 90 | | | | | | |
| 91 | NRC Bldg - White Flint | DTS Antenna | | 41,010 | 41,830 | 41,830 |
| 92 | | | | | | |
| 93 | Kenwood CC, River Road | DTS Antenna | | 125,276 | 127,782 | 127,782 |
| 94 | | | | | | |
| 95 | 17101 Darnestown-Germantown Rd | DTS Antenna | | 97,492 | 99,442 | 99,442 |
| 96 | | | | | | |
| 97 | 21200 Martinsburg Rd - Mirant | DTS Antenna | | 74,382 | 75,870 | 75,870 |
| 98 | | | | | | |
| 99 | Riverbend Antenna - Fairfax | DTS Antenna | | 2,479 | 2,529 | 2,529 |
| 100 | | | | | | |
| 101 | 6601 New Hampshire Ave, Takoma Pk | DTS Antenna | | 94,602 | 96,494 | 96,494 |
| 102 | | | | | | |
| 103 | 401 N. Washington St | Comm. For Women | 12,230 | 470,386 | 479,794 | 0 |
| 104 | Non-appropriate and move to owned location | | | | | |
| 105 | 600 E. Jefferson Street | CUPF | 7,247 | 282,477 | 250,000 | 0 |
| 106 | Non-appropriate and move to 255 Rockville Pike | | | | | |
| 107 | 12500 Ardennes | Corrections | 21,778 | 488,201 | 497,965 | 525,000 |
| 108 | | | | | | |
| 109 | 51 Monroe St, Suite 1100 | Corrections | 4,535 | 211,747 | 215,982 | 0 |
| 110 | Non-appropriate and move to other Correctional facilities | | | | | |

14

| | A | B | C | D | E | F |
|-----|--|---------------------------------|--------|-----------|-----------|--------------|
| 4 | Location/Occupant | Use | Foot | Approved | Approved | FY11 Request |
| 111 | 19627 Fisher Ave. | Poolesville Library | 7000 | 216,654 | 220,987 | 220,987 |
| 112 | | | | | | |
| 113 | 455 E. Gude Dr. | DSWS Storage | | 4,593 | 4,685 | 4,685 |
| 114 | | | | | | |
| 115 | 47 State Circle, Annapolis | Legislative Affairs | 1695 | 63,326 | 64,593 | 66,900 |
| 116 | | | | | | |
| 117 | 51 Monroe St, suite 1700 | HHS Children/Youth/Family | 7517 | 228,117 | 232,679 | 223,500 |
| 118 | | | | | | |
| 119 | 20400 Observation Drive | PS 2000 Training | 7536 | 190,423 | 194,231 | 113,301 |
| 120 | 7 mos rent; lease ends 7/31/10, need to go mo-mo until consolidation | | | | | |
| 121 | 2729 University Blvd | Wheaton Day Laborers | 1,863 | 115,452 | 117,761 | 117,761 |
| 122 | Cty to pay lease for contractor | | | | | |
| 123 | 111 Rockville Pike | DED space plus pkng | 13013 | 474,387 | 483,875 | 483,875 |
| 124 | | | | | | |
| 125 | Rockville Core Parking - Colonial | 99 spaces | N/A | 264,500 | 269,790 | 0 |
| 126 | Remove Duplicate | | | | | |
| 127 | 8300 Helgerman Court | Police Evidence Warehouse | 8836 | 163,141 | 166,404 | 166,404 |
| 128 | NNN | | | | | |
| 129 | 701-C Dover Road | MCFRS Warehouse | 33451 | 701,126 | 715,149 | 715,149 |
| 130 | | | | | | |
| 131 | 14900 Southlawn Lane | Conservation Corps | 6451 | 130,567 | 133,178 | 133,178 |
| 132 | | | | | | |
| 133 | 11 N. Washington Street, 4th floor | HHS | 10000 | 228,638 | 271,211 | 271,211 |
| 134 | | | | | | |
| 135 | 22610 Gateway Center | Clarksburg Interim FS | 9823 | 219,368 | 223,755 | 200,000 |
| 136 | NNN; adj based on actual | | | | | |
| 137 | 8316 Helgerman Ct | Police- FARU, Red Light, Fraud | 19462 | 74,963 | 76,462 | 44,602 |
| 138 | 7 mos rent; lease ends 7/31/10, need to go mo-mo until consolidation | | | | | |
| 139 | Connecticut Park Elementary Child Care | HHS child care in BOE space | 1867 | 44,096 | 44,978 | 23,000 |
| 140 | | | | | | |
| 141 | 7676 New Hampshire | Youth Opportunity Center | 950 | 27,560 | 28,111 | 55,500 |
| 142 | | | | | | |
| 143 | 8505 Piney Branch Road | Police Sub/LongBranch Red | 1800 | 98,510 | 175,480 | 88,000 |
| 144 | NNN | | | | | |
| 145 | 2-1 & 2-4 Metropolitan Court | Libraries Materials Mngmnt | 19800 | 270,022 | 275,422 | 275,422 |
| 146 | NNN | | | | | |
| 147 | 7-1 Metropolitan Ct | Mercy Clinic | 7200 | 199,482 | 203,472 | 203,472 |
| 148 | NNN; expansion being planned, at Mercy's expense | | | | | |
| 149 | 8434 Helgerman | Police Speed Camera Van | 2958 | 79,140 | 80,723 | 55,000 |
| 150 | NNN | | | | | |
| 151 | 14935 Southlawn | MCFRS and DLC | 117000 | 2,138,030 | 2,180,791 | 2,180,791 |
| 152 | | | | | | |
| 153 | 51 Monroe St. 3rd Floor | ERP Office | 9669 | 302,232 | 308,277 | 291,050 |
| 154 | pkng only paid from NDA | | | | | |
| 155 | 8413 Ramsey | Driver's lounge and Fare Retail | 3100 | 101,900 | 103,938 | 115,700 |
| 156 | adj based on actual | | | | | |
| 157 | 1110 Bonifant | Transit Offices | 5590 | 136,097 | 138,819 | 0 |
| 158 | Non-appropriation. Moved to EOB 10th fl | | | | | |
| 159 | 17 B Firstfield | MCFRS Stress Management | 1005 | 27,350 | 27,897 | 27,897 |
| 160 | | | | | | |
| 161 | 4901-43 Nicholson Ct | Transit Small Buses | 25000 | 833,144 | 849,807 | 849,807 |
| 162 | NNN | | | | | |
| 163 | 23201 Stringtown Road | Clarksburg Ombudsman | 1350 | 8,730 | 8,905 | 0 |
| 164 | Terminate | | | | | |

(15)

| | A | B | C | D | E | F | |
|-----|---|-------------------------------------|------------------|----------------------|---------------------|---------------------|---------|
| 4 | Location/Occupant | Use | Foot | Approved | Approved | FY11 Request | |
| 165 | One Bank Street | DTS overflow from PSCC | 2739 | 72,580 | 74,032 | 74,032 | |
| 166 | Try to terminate at 7 mos, otherwise, non-appropriate in FY12 | | | | | | |
| 167 | 600 E. Jefferson St | Family Justice Center | 23,907 | 750,000 | 765,000 | 725,300 | |
| 168 | 12 mos rent; removed buildout | | | | | | |
| 169 | 18753 N. Frederick Ave. | Board of Elections | 54,190 | 375,000 | 975,420 | 975,420 | |
| 170 | 12 mos rent plus NNN expenses | | | | | | |
| 171 | 8663 Grovemont | MCFRS Fire Investigation | 0 | 100,000 | 0 | 0 | |
| 172 | consolidated to line 59 | | | | | | |
| 173 | 51 Monroe, Plaza | MC-311 | 10511 | 0 | 255,264 | 255,264 | |
| 174 | | | | | | | |
| 175 | 45 W. Watkins Mill Road | Interim 6th District Police Station | 18924 | 0 | 208,160 | 416,320 | |
| 176 | 12 mos rent plus NNN expenses | | | | | | |
| 177 | Lakeforest Mall (????) | Interim Gaithersburg Library | TBD | 0 | 400,000 | 400,000 | |
| 178 | | | | | | | |
| 179 | 100 Edison Park Drive | GXS sublease | 408,000 | | -158,000 | 4,459,897 | |
| 180 | Incl rent and taxes | | | | | | |
| 181 | One time Payments for Operating Expenses, Taxes, Common Area Maintenance | | | | 400,000 | 408,949 | 400,000 |
| 182 | Sub Total Existing Leases | | 1,419,149 | 24,022,737 | 25,395,707 | 26,837,585 | |
| 183 | | | | | | | |
| 184 | NEW LEASES FOR FY11 | | | | | | |
| 185 | 1110 Bonifant | SS Transit Center CIP Offices | 800 | | 0 | 22,400 | |
| 186 | New lease due to termination of shared lease | | | | | | |
| 187 | 981 Rollins | OAS | | | | 90,420 | |
| 188 | FY11: Taxes 28,420; Util & Maint 32,500 Security 29,500 | | | | | | |
| 189 | Moving & buildout expenses | | | | | | |
| 190 | | | | | | | |
| 191 | Subtotal New Leases for FY11 | | | | | 212,820 | |
| 192 | | | | | | | |
| 193 | Renegotiations savings | | | | | -400,000 | |
| 194 | | | | | | | |
| 195 | Total Gross Leases Budget | | 1,419,149 | 24,022,737 | 25,395,707 | 26,650,405 | |
| 196 | | | | | | | |
| 197 | | | | | | | |
| 198 | | | | | | | |
| 199 | LESS CHARGEBACKS: | | Sq. Feet | FY09 Approved | FY10 Request | FY11 Request | |
| 200 | 255 Rockville Pike | Permitting Services | 57,066 | 1,754,260 | 1,789,345 | 1,717,806 | |
| 201 | Reduced need | | | | | | |
| 202 | 255 Rockville Pike | MCFRS Code Enforcement | 6,782 | 208,407 | 212,575 | 231,118 | |
| 203 | 256 Rockville Pike | DEP - WQPF | | | | 381,370 | |
| 204 | Funding adjustment | | | | | | |
| 205 | 255 Rockville Pike | CUPF | 7,247 | 282,477 | 250,000 | 227,620 | |
| 206 | Moved from E. Jefferson | | | | | | |
| 207 | 7940 Airpark Rd. | Hangar Lease | 4,211 | 9,186 | 9,370 | 9,370 | |
| 208 | 1109 Spring Street | DPWT Parking Maint. | 2,486 | 49,429 | 50,418 | 50,418 | |
| 209 | 255 N. Washington | HHS Parking | N/A | 12,620 | 12,872 | 12,872 | |
| 210 | 11319 Elkin Street | Multicultural Center | 6100 | 99,564 | 101,555 | 0 | |
| 211 | Move to MidCo. RSC | | | | | | |
| 212 | 8653 Grovemont | MCFRS SCBA | 2000 | 47,564 | 48,515 | 16,171 | |
| 213 | 4 mos rent; lease ends 9/30/10, need to go mo-mo until consolidates into PSHQ | | | | | | |
| 214 | 451 Hungerford Additional Parking | Parking/HHS | N/A | 18,930 | 19,309 | 19,309 | |
| 215 | 455 E. Gude Drive | DSWS Storage | | 4,593 | 4,685 | 4,685 | |
| 216 | 1901 Research | DFRS Stress Management | 706 | 26,348 | 26,875 | 26,875 | |

16

| | A | B | C | D | E | F |
|-----|--------------------------------------|---------------------------------|----------------|-------------------|-------------------|-------------------|
| 4 | Location/Occupant | Use | Foot | Approved | Approved | FY11 Request |
| 217 | 101 Orchard Ridge | PLD partial chrgbck | 6146 | 253,645 | 258,718 | 0 |
| 218 | lease terminated | | | | | |
| 219 | 8536 Anniversary Circle | DGS Ops Records Center | 26000 | 201,417 | 205,445 | 191,300 |
| 220 | 14900 Southlawn Lane | Conservation Corps/HHS | 6435 | 130,567 | 133,178 | 133,178 |
| 221 | 11 N. Washington St. 4th Floor | HHS/grant funded | 10000 | 228,638 | 271,211 | 271,211 |
| 222 | 51 Monroe St. 3rd Floor | ERP Office | 9,669 | 302,232 | 308,277 | 291,050 |
| 223 | 8413 Ramsey | Driver's lounge and Fare Retail | 3,100 | 101,900 | 103,938 | 115,700 |
| 224 | 1110 Bonifant | Transit Offices | 5,590 | 136,097 | 138,819 | 0 |
| 225 | Non-appropriation. Moved to 10fl EOB | | | | | |
| 226 | 4901-43 Nicholson Ct | Transit Small Buses | 25,000 | 833,144 | 849,807 | 849,807 |
| 227 | 23201 Stringtown Road | Clarksburg Ombudsman | 1,350 | 8,730 | 8,905 | 8,905 |
| 228 | 14935 Southlawn | DLC portion | 117,000 | 947,147 | 966,090 | 723,700 |
| 229 | Funding adjustment | | | | | |
| 230 | Lakeforest Mall | Interim Gaithersburg Library | TBD | 0 | 400,000 | 400,000 |
| 231 | 1110 Bonifant | SS Transit Center CIP Offices | 800 | | 0 | 22,400 |
| 232 | | | | | | |
| 233 | Subtotal Chargebacks | | 296,888 | 5,656,896 | 6,169,907 | 5,704,865 |
| 234 | | | | | | |
| 235 | TOTAL NET LEASES BUDGET | | | 18,365,841 | 19,225,800 | 20,945,540 |
| 236 | Net Change | | | | | 1,719,740 |

(17)

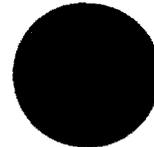
| | A | B | C | D | E |
|----|---|------------|-----------|--------------|---|
| 1 | DGS GENERAL FUND POSITION CHANGES | | | | |
| 2 | | | | | |
| 3 | CLASSIFICATION | FT | PT | WYs | Notes |
| 4 | I. SHIFTS | | | | |
| 5 | Engineer | 1 | -1 | 0.5 | From Part to Full Time |
| 6 | Program Manager I | 1 | | 0.0 | From Fleet to DREAMS; WY charged back to Fleet |
| 7 | Admin Spec III | 1 | | 0.0 | From Fleet to DREAMS; WY charged back to Fleet |
| 8 | IT Spec III | 1 | | 0.0 | From Fleet to DREAMS; WY charged back to Fleet |
| 9 | MII | 1 | | 1.0 | From SS Redevelop. |
| 10 | MII | 1 | | 1.0 | From Wheaton Redevelop. |
| 11 | Business Development Spec | 1 | | 1.0 | From DED, redevelopment |
| 12 | Construction Rep III | -1 | | 0.0 | To DEP, charged to WQPF |
| 13 | Procurement Spec II | 0 | | -1.0 | Charged to CIP |
| 14 | Senior Engineer * | 0 | | -2.7 | Charges to CIP for energy conservation |
| 15 | Program Manager I | -1 | | -1.0 | To MC311 |
| 16 | Program Manager II | 0 | | -0.5 | To administer Prevailing Wage costs related to CIPs |
| 17 | MIII | 1 | | 1.0 | From HHS, for Project Civic Access |
| 18 | SUBTOTAL | 6 | -1 | -0.7 | |
| 19 | | | | | |
| 20 | II. CREATIONS | | | | |
| 21 | MII | 1 | | 1.0 | Backfill for an ERP detail |
| 22 | Building Svcs Worker I | 1 | 1 | 1.5 | for SS Civic Building |
| 23 | Program Spec II | 1 | | 0.0 | For Project Civic Access, charged to CIP |
| 24 | Construction Rep II | 1 | | 0.0 | For Project Civic Access, charged to CIP |
| 25 | OSC | 1 | | 0.0 | For Project Civic Access, charged to CIP |
| 26 | SUBTOTAL | 5 | 1 | 2.5 | |
| 27 | | | | | |
| 28 | III. Abolishments | | | | |
| 29 | MII | -1 | | -1.0 | Redevelopment |
| 30 | Carpenter I | -5 | | -5.0 | |
| 31 | Carpenter II | -2 | | -2.0 | |
| 32 | Building Svcs Insp. | -7 | | -7.0 | |
| 33 | Sr. EAA | -1 | | -1.0 | Director's Office |
| 34 | PAA | -1 | | -1.0 | Procurement |
| 35 | SUBTOTAL | -17 | 0 | -17 | |
| 36 | TOTAL | -6 | 0 | -15.2 | |
| 37 | | | | | |
| 38 | * - These two positions were erroneously shown in the | | | | |
| 39 | Recommended Budget as reduced; only the Workyears change. | | | | |



STRATHMORE®

April 06, 2010

055651



2010 APR - 7 AM 8:44

RECEIVED
MONTGOMERY COUNTY
COUNCIL

The Honorable Nancy Floreen
President, Montgomery County Council
100 Maryland Avenue
Rockville, MD 20850

Reference: Reduction of Workforce in the Department of General Services

Dear Council President Floreen:

First and foremost, thank you and the rest of the County Council for your unwavering and ongoing support of Strathmore Hall Foundation. During these unprecedented economic times, your efforts to support the arts have not fallen on deaf ears. We have, however, become aware of the proposed reduction of the Department of General Services via the elimination of all Carpenter and Inspector positions and wish to let you know our position on this item.

With 11 acres (soon to be 19) and over 250,000 sq ft of educational and performance space, we need a watchful and *skilled eye* to ensure the timely and professional attention to the work orders that are issued each week on our campus. While general craftworkers are responsive, they have no specific expertise and often depend on the skills of our Carpenters to meet our campus' needs.

As the County continues to grow and take on more properties, the Inspector position becomes even more vital as another set of eyes for the Area Managers. Their meticulous eye and rapport with the trade workers push for timely results for all their properties. Strathmore has benefited from the efforts of these employees in that they allow buildings with varying schedules, such as The Music Center, operate at peak efficiency.

The elimination of these positions would create many difficulties in the continued maintenance of our campus and facilities. Strathmore hopes that the Council will keep this in mind as they are faced with the difficult choices ahead.

Sincerely,

Eliot Pfanstiehl
President and CEO

Mac Campbell
Operations Manager

Division of Facility Management Budget Recommendations
Saving Plan Fiscal Year 2011

General Services Budget Reductions on Division of Facility Management (DFM)

QUESTIONS:

Which buildings will be cleaned by County staff instead of contractors? Include cost to clean each facility by County staff and estimate to clean by contract staff. What would be the impact of cleaning by contractors instead of County staff?

Facilities cleaned by DFM and estimated labor rates on custodial services by in-house staff (\$17.50 per hour average including benefits) contract staff (\$17.25 per hour):

TABLE 1

**ENVIRONMENTAL SERVICE COST ANALYSIS ON FACILITIES CLEANING
BY IN-HOUSE FISCAL YEAR 2010**

**DAILY CUSTODIAL HOURS AND COST COMPARISONS BY IN-HOUSE VS. VENDOR
SERVICES AT CERTAIN COUNTY FACILITIES**

| Building | Hours Assigned (5) Days Per Wk. | Daily In-House Cost | Daily Vendor Est. Cost | Daily Est. Cost Difference In-House vs. Vendor |
|------------------------------------|--|----------------------------|-------------------------------|---|
| Executive Office Building | 40 | \$700.00 | \$690.00 | \$10.00 |
| Council Office Building | 16 | \$280.00 | \$276.00 | \$4.00 |
| Judicial Center | 40 | \$700.00 | \$690.00 | \$10.00 |
| 401 Hungerford | 16 | \$280.00 | \$276.00 | \$4.00 |
| Lone Oak Daycare | 8 | \$140.00 | \$138.00 | \$2.00 |
| Potomac | 4 hrs. 3 days per wk. | \$70.00 | \$69.00 | \$1.00 |
| Maintenance Shop | 3 hrs. 3 days per wk. | \$52.50 | \$51.75 | \$.75 |
| Grey Brick Courthouse | 3 | \$52.50 | \$51.75 | \$.75 |
| Red Brick Courthouse | 3 | \$52.50 | \$51.75 | \$.75 |
| 209 Monroe Street | 3 | \$52.50 | \$51.75 | \$.75 |
| Alternate Emergency Command Center | 3 | \$52.50 | \$51.75 | \$.75 |
| Total | 136.20 | \$2,432.50 | \$2,397.75 | \$34.75 |

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What would be the impact of cleaning by contractors instead of County staff?

There is no significant impact and not significant enough impact to meet the savings reduction goal, an estimated \$3.2M for fiscal year 2011. Savings listed in Table 1 under Daily Estimated Cost Difference In-house vs. Vendor Table 1 provides estimated savings based on labor rates used to support custodial environmental services.

The DGS Division of Facilities Management (DFM) manages three contracts providing daily and weekly environmental services on County facilities. These three contractors perform 3,900 weekly hours with 97.5 full time vendor custodians servicing approximately 240 buildings. A County staff of 18 full time custodians performs 720 hours of janitorial service at the 11 County buildings located in Rockville and Potomac as listed in Table 1 above.

The DFM plan was based on reducing cost with the lowest possible impact on services. Savings on janitorial services have to include reduction or elimination of in-house services to attain significant savings. If the cost of administering contractors is added to the analysis, then DFM estimates no budgetary savings or improvement of service would occur by changing service providers for County staff or vice versa

TABLE 2

**DFM TOTAL ESTIMATED LABOR ON CUSTODIAL SERVICES
APPROXIMATELY 240 FACILTIES**

| Custodial Service Category | Total Estimated Daily Hours | Total Estimated Weekly Hours | Total Estimated Full Time Custodians | Total Estimated Weekly Cost | Estimated Facilities Per Workforce |
|----------------------------|-----------------------------|------------------------------|--------------------------------------|-----------------------------|------------------------------------|
| All Vendor Services | 780 | 3,900 | 97.5 | \$67,275 | 229 |
| In-House | 144 | 720 | 18 | \$12,600 | 11 |

Average cleanable square footage per DFM custodian is approximately 45,000sf. Services provided by the DFM custodial workforce includes day porter services, grounds maintenance on all properties assigned to the facility, snow removal and special events. Vendor workforce provides day porter and custodial services on interior of the building and debris removal within 50 feet of the building perimeter, walkways, stoops, steps, or other pedestrian access. Vendors are not used to support snow removal, grounds maintenance and special events.

International Facility Management Association (IFMA) 2008 benchmarks on industry average per full time custodial services worker allows 24,000-30,000 of cleanable square foot for building interiors. The industry average does not include day porter services, grounds maintenance, snow removal and special events listed under DFM custodial duties.

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Why eliminate (7) carpenter positions and (7) inspector positions versus spreading the RIF over other trades?

Based on the saving plan DFM realigned its mission to support “mission critical” and “life safety” services on building trades as its top priority. Structural trades and inspectors are not classified as skilled trades that support servicing, repairs or monitoring on mission critical/life safety equipment, i.e., electrical, mechanical, plumbing, fire safety and building ventilation. The elimination of 7 carpenters, 7 inspectors and the related 14 assigned vehicles based on their services categories will provide \$1.2M savings with less impact on internal customers and building maintenance services.

Carpenters I & II:

Elimination of the carpenter positions is based on the decline of structural requests by internal customers to support interior renovations, cabinet and/or millwork carpentry. The Carpenter I position is classified as “journeyman” level and Carpenter II as “master” level and are required to provide simple to complex structural services including build-outs, finished carpentry and demolition on interior/exterior buildings structures. No DFM funds are designated in fiscal year 2011 to support renovations or demolitions on structural building components.

The requirement for regular skilled carpentry has diminished to virtually nothing. As an example, during third quarter FY10 the carpentry shop received approximately 400+ service tickets. None of these tickets required interior renovations, cabinet/mill work or other work typically performed by “journeyman” or “master” level carpenters. Instead, the work requested was for only minor repairs such as door closures/hinges/handles, drywall repair, and the like. As a result, in the past five years DFM has reduced its in-house carpentry services by steadily reducing and eliminating carpentry equipment, shop workspace, supplies and materials through previous budget saving reductions.

Since the majority of work required is of a non-skilled nature, DFM will utilize its 14 full time in-house Public Craft Worker positions for most work. These positions perform multi-skilled trades and services on building repairs, furniture assembly/repairs, and also serve as support labor for skilled trade workers such as electrical, plumbing, ventilation and non skilled trades such as grounds maintenance, custodial services, and building inspections.

Over the past 10 years other structural trades (painters, plasters and masonry) have also been reduced or eliminated. Eliminating the seven carpenter positions will also reduce fleet requirements of and estimated \$35,000 annually.

Building Inspectors:

DFM building inspectors oversee vendors providing non-skilled daily building services such as custodial, grounds, trash hauling, and snow removal. Estimated annual savings

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from eliminating this classification is \$514,000, with an additional savings of \$35,000 by eliminating all support vehicle requirements.

DFM building inspectors report to seven Area Managers who are responsible to insure service quality at County facilities in their respective areas. To compensate for the elimination of the building inspectors other staff will be reassigned to support the Area Managers overseeing vendor services. This will include two Public Craft Workers being assigned to each Area Manager. These positions will assist each Area Manager to inspect building conditions and landscaping contract services in addition to performing minor repairs noted during routine inspections.

All DFM employees assigned to building areas will provide feedback through daily inspections on their assigned facilities. This includes reporting conditions on building components and environmental status to DFM managers.

How many of the (7) carpenter positions and (7) building inspector positions are filled and how many are vacant?

All positions are currently filled.

How many carpenter positions and inspector positions were in fiscal year 2010 approved budget? Did you eliminate any in fiscal year 2010 savings plans?

Seven full time carpenter positions and seven full time inspector positions are listed in DFM fiscal year 2010 budget. No carpenters or inspector positions were eliminated in FY10 savings plans.

| | A | B | C | D |
|----|---|----------------------|-----------------------|---------------------|
| 1 | FACILITIES CONTRACT SERVICES BUDGET - FY11 | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | <u>Type</u> | <u>FY10 Amount</u> | <u>Change</u> | <u>FY11 Amount</u> |
| 5 | Engineering and Architectural | \$ 882,984 | | \$ 882,984 |
| 6 | Pool Maintenance | \$ 233,400 | | \$ 233,400 |
| 7 | Maint - Building Structure | \$ 1,801,834 | \$ (447,690) | \$ 1,354,144 |
| 8 | Maint - Electrical | \$ 970,965 | \$ (621,200) | \$ 349,765 |
| 9 | Maint - Flooring | \$ - | | \$ - |
| 10 | Maint - Roofing | \$ 158,000 | | \$ 158,000 |
| 11 | Maint - Carpentry | \$ 40,980 | | \$ 40,980 |
| 12 | Maint - Grounds | \$ 754,157 | \$ (50,900) | \$ 703,257 |
| 13 | Maint - HVAC | \$ 914,832 | \$ (425,700) | \$ 489,132 |
| 14 | Maint - Janitorial | \$ 3,692,279 | \$ (775,000) | \$ 2,917,279 |
| 15 | Maint - Masonry | \$ 100,180 | \$ (80,000) | \$ 20,180 |
| 16 | Maint - Painting | \$ 65,000 | \$ (65,000) | \$ - |
| 17 | Maint - Pest Control | \$ 50,000 | | \$ 50,000 |
| 18 | Maint - Plumbing | \$ 230,560 | \$ (50,750) | \$ 179,810 |
| 19 | Maint - Wastewater | \$ 55,390 | | \$ 55,390 |
| 20 | Maint - Snow and Storms | \$ 24,080 | | \$ 24,080 |
| 21 | Maint - Fences | \$ 28,500 | | \$ 28,500 |
| 22 | Maint - EMS system | \$ 60,000 | | \$ 60,000 |
| 23 | Maint - Elevators | \$ 385,000 | | \$ 385,000 |
| 24 | Maint - Trash hauling | \$ 474,610 | | \$ 474,610 |
| 25 | Maint - Fire Extinguishers | \$ 28,000 | | \$ 28,000 |
| 26 | Maint - other professional and non professional | \$ 163,841 | | \$ 163,841 |
| 27 | | | | |
| 28 | Total | \$ 11,114,592 | \$ (2,516,240) | \$ 8,598,352 |