
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."

County Government Reorganization

In December 2014, the County Executive announced a Six Point Economic Development Plan which resulted in the creation of the Office of Procurement in order to improve effectiveness, customer service, accessibility, and efficiency. As part of this plan, the Office of Procurement was created to provide more emphasis on procurement programs. The new Office of Procurement will include procurement support, procurement operations, and Business Relations and Compliance which were previously housed in the Department of General Services.

BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of General Services is \$34,245,921, a decrease of \$3,292,409 or 8.8 percent from the FY15 Approved Budget of \$37,538,330. Personnel Costs comprise 42.6 percent of the budget for 221 full-time positions and two part-time positions, and a total of 158.55 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 57.4 percent of the FY16 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 FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Office of Energy and Sustainability***
 - ***Recognized by Maryland Energy Administration as a Smart Energy Community***
 - Looking ahead:***
 - ***Deploy Solar Photovoltaic systems throughout County facilities.***
 - ***Eliminate electricity supply disruptions to critical County facilities through microgrids and on-site generation.***
 - ***Benchmark energy performance for County facilities.***
 - ***Increase clean electricity purchases from 50 percent in FY15 to 100 percent in FY16.***
 - ***Purchase the cleanest and most environmentally responsible energy supply for County operations.***
 - ***Coordinate sustainability outreach with County building occupants.***
 - ***Forge public private partnerships, grants and other funds to support sustainability initiatives.***

- ❖ **The Office of Real Estate is "greening" the County's leases to include language that will allow DGS to comply with new energy benchmarking requirements.**
- ❖ **The Division of Facilities Management:**
 - Oversees 10 million square feet of County properties consisting of 410 buildings and 5000+ acres.
 - Reprogrammed 1st District Police Station into a multipurpose office building to support swing space and interim office hoteling for County programs.
 - Provides daily operational and maintenance services on newly constructed LEED facilities, including Equipment Maintenance Transit Operations Center (EMTOC) and Judicial Center Annex requiring "green" operational and maintenance services.
 - Stabilized dam systems supporting the campus of the County Public Safety Office Building.
 - Installed a self-contained modular building at the Silver Spring Worker Center.
 - Provided snow removal services and maintained buildings throughout over 300 buildings for 26 snow and storm events during the 2015 winter season.
 - Renovated former animal shelter for use by the Department of Health and Human Services Employment and Training Program.
 - Renovated the Ken-Gar Community Center providing for the renovation/repair/stabilization of the facility with partial support through a State bond bill.
- ❖ **The Division of Central Services:**
 - Piloted state of the art Assistive Listening capabilities in Executive Office Building 9th floor conference room in its Americans with Disabilities Act Program.
- ❖ **Productivity Improvements**
 - **Office of Real Estate**
 - Implemented Oracle's Property Manager module to more efficiently manage the property portfolio.
 - **Information Services**
 - Implemented the Work Order Requester pilot program which allows the Department of Recreation to create and monitor DGS Facilities Work Order requests in the County's ERP production system.
 - **Print and Mail**
 - Converted to the Smart Copier Initiative that saved an estimated one million sheets of paper per year.
 - **Implemented the Digital Store Front to allow for 24 hour on-line access to submit print jobs, streamlining the billing process and report capabilities.**

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Erika Lopez-Finn of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Procurement

This program has been moved to the Office of Procurement. Please refer to section 31.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Percent of Procurements Completed in Agreed Upon Time ¹	81.0	84.0	79.0	79.0	79.0

¹ This figure represents the average for the following: Invitation For Bid - 73%; Request For Proposals - 84%; and Construction: 96% for FY14.

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	2,742,924	23.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,742,924	-23.90
FY16 CE Recommended	0	0.00

Business Relations and Compliance

This program has been moved to the Office of Procurement. Please refer to section 31.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Business Relations and Compliance: small, local business percentage of contract dollars	25	25	25	25	25
Percent of Contract Dollars Awarded to Minority/Female/Disabled owned businesses	20	20	20	20	20

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	487,370	5.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-487,370	-5.00
FY16 CE Recommended	0	0.00

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 applications, databases, systems, and department website design and maintenance is included in this program as well as coordination with the County Department of Technology Services.

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	442,468	4.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-442,468	-4.00
FY16 CE Recommended	0	0.00

Notes: This reduction is associated with shifting a portion of operations to the Office of Procurement and the rest of operations to Administration.

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 FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Condition of Non-critical Building Systems and Aesthetics	4,512,148	6,335,328	7,343,395	7,343,395	7,343,395
Facilities Maintenance: (ELEVATOR) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	296	324	300	250	250
Facilities Maintenance: (Heating/Cooling) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	34	24	24	25	25
Facilities Maintenance: (POWER) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	243.0	89.0	250.0	250.0	250.0
Facilities Maintenance: (Water Sewage) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	15	30	30	30	30
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings	3.50	3.80	3.80	3.80	3.80

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	22,812,792	103.90
Increase Cost: Contract Inflation	224,045	0.00
Increase Cost: Annualization of Maintenance Costs for Buildings Opened in FY15	85,445	0.00
Increase Cost: Maintenance Costs for Buildings Opening in FY16	80,179	0.00
Decrease Cost: Supplies, equipment, and other operating expenses	-25,081	0.00
Decrease Cost: Lapse Building Services Worker I	-51,442	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-51,245	-0.10
FY16 CE Recommended	23,074,693	103.80

Energy and Sustainability

The Office of Energy and Sustainability (ES) is responsible for facilitating comprehensive energy and sustainability strategies across County facilities. ES specifically will reduce the environmental impacts of government operations through collaboration, leadership, special projects, innovative partnerships, and performance measurement. Areas of engagement include building energy performance; planning; water; biodiversity; clean energy; fleet and transit; purchasing; materials and resource recovery; and culture and innovation. Specific core functions include executing the County's utility purchasing strategy, monitoring day-to-day utility activities, managing data related to the environmental impacts of operations (e.g., greenhouse gas emissions), deploying renewable energy initiatives, and implementing energy efficiency projects.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Environmental Stewardship: Carbon Footprint from Facilities and Fleet Operations (in metric ton carbon dioxide equivalents)	154,322	164,894	130,992	71,726	71,726

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	101,570	1.00
Shift: Capital Projects Manager position to Office of Energy and Sustainability from the CIP	107,383	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,008	0.00
FY16 CE Recommended	227,961	2.00

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 administers and manages the countywide paper and copier contracts. 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.

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	8,070,305	30.75
Decrease Cost: Abolish Printing Technician III position- Stonestreet	-84,254	-1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-76,448	0.00
FY16 CE Recommended	7,909,603	29.75

Real Estate

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 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.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
County Rent vs. Average Market Rent for Leased Space	20.20	21.72	22.80	23.95	25.15
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	20.20	22.74	23.53	24.36	25.21

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	900,523	7.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	49,177	0.00
FY16 CE Recommended	949,700	7.00

Building Design and Construction

This program provides for the overall management of the Department's Capital Improvements Program (CIP) for facilities. 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. This program is fully charged to the CIP.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Building Design and Construction – Percent of projects meeting initial design timeline	75	83	83	83	83
Building Design and Construction: Percent of projects meeting initial construction costs	94	93	93	93	93
Building Design and Construction: Percent of projects meeting initial construction timeline	88	86	86	86	86
Building Design and Construction: Percent of projects meeting initial design costs	83	83	83	83	83

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	0	0.00
FY16 CE Recommended	0	0.00

Notes: This program is funded through the Capital Improvements Program budget, not the operating budget.

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, and customer service. 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 Central 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; 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.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Customer Satisfaction: Average Score Given to all DGS Operations in a Survey across Montgomery County Government	2.85	2.90	2.90	3.00	3.00

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	1,980,378	15.20
Decrease Cost: Turnover Savings from Property Manager I	-49,105	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	152,691	0.80
FY16 CE Recommended	2,083,964	16.00

BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,514,321	11,060,595	11,743,600	8,698,611	-21.4%
Employee Benefits	4,265,866	4,105,273	4,612,903	3,447,667	-16.0%
County General Fund Personnel Costs	15,780,187	15,165,868	16,356,503	12,146,278	-19.9%
Operating Expenses	22,563,821	14,302,157	15,533,365	14,190,040	-0.8%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	38,344,008	29,468,025	31,889,868	26,336,318	-10.6%
PERSONNEL					
Full-Time	220	222	222	192	-13.5%
Part-Time	3	3	3	1	-66.7%
FTEs	153.58	160.00	160.00	128.80	-19.5%
REVENUES					
Miscellaneous Revenues	100,571	85,000	120,000	120,000	41.2%
County General Fund Revenues	100,571	85,000	120,000	120,000	41.2%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	8,263	0	0	0	—
Employee Benefits	2,272	0	0	0	—
Grant Fund MCG Personnel Costs	10,535	0	0	0	—
Operating Expenses	161,044	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	171,579	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
PRINTING AND MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	1,580,429	1,697,306	1,572,607	1,716,797	1.1%
Employee Benefits	680,622	717,108	716,116	724,266	1.0%
Printing and Mail Internal Service Fund Personnel Costs	2,261,051	2,414,414	2,288,723	2,441,063	1.1%
Operating Expenses	3,970,634	5,523,891	5,533,891	5,336,540	-3.4%
Capital Outlay	0	132,000	0	132,000	—
Printing and Mail Internal Service Fund Expenditures	6,231,685	8,070,305	7,822,614	7,909,603	-2.0%
PERSONNEL					
Full-Time	29	30	30	29	-3.3%
Part-Time	1	1	1	1	—
FTEs	29.50	30.75	30.75	29.75	-3.3%
REVENUES					
Imaging/Archiving Revenues	1,381,446	0	3,100,000	1,300,249	—
Mail Revenues	2,010,942	2,424,973	2,335,317	2,328,351	-4.0%
Miscellaneous Revenues	30,675	0	0	0	—
Print Revenues	2,803,591	3,357,627	1,561,724	2,851,559	-15.1%
Other Charges/Fees	1,302,876	3,094,244	1,749,159	1,500,000	-51.5%
Printing and Mail Internal Service Fund Revenues	7,529,530	8,876,844	8,746,200	7,980,159	-10.1%
DEPARTMENT TOTALS					
Total Expenditures	44,747,272	37,538,330	39,712,482	34,245,921	-8.8%
Total Full-Time Positions	249	252	252	221	-12.3%
Total Part-Time Positions	4	4	4	2	-50.0%
Total FTEs	183.08	190.75	190.75	158.55	-16.9%
Total Revenues	7,630,101	8,961,844	8,866,200	8,100,159	-9.6%

FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY15 ORIGINAL APPROPRIATION	29,468,025	160.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY16 Compensation Adjustment	392,735	0.00
Increase Cost: Contract Inflation [Facilities Management]	224,045	0.00
Shift: Capital Projects Manager position to Office of Energy and Sustainability from the CIP [Energy and Sustainability]	107,383	1.00
Increase Cost: Retirement Adjustment	102,205	0.00
Increase Cost: Annualization of Maintenance Costs for Buildings Opened in FY15 [Facilities Management]	85,445	0.00
Increase Cost: Maintenance Costs for Buildings Opening in FY16 [Facilities Management]	80,179	0.00
Increase Cost: Group Insurance Adjustment	38,716	0.00
Decrease Cost: Printing and Mail	-18,857	0.00
Decrease Cost: Supplies, equipment, and other operating expenses [Facilities Management]	-25,081	0.00
Decrease Cost: Motor Pool Rate Adjustment	-32,778	0.00
Decrease Cost: Turnover Savings from Property Manager I [Administration]	-49,105	0.00
Decrease Cost: Lapse Building Services Worker I [Facilities Management]	-51,442	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-124,056	-0.20
Shift: Reorganization and Creation of Office of Procurement	-3,861,096	-32.00
FY16 RECOMMENDED:	26,336,318	128.80
PRINTING AND MAIL INTERNAL SERVICE FUND		
FY15 ORIGINAL APPROPRIATION	8,070,305	30.75
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY16 Compensation Adjustment	75,409	0.00
Increase Cost: Retirement Adjustment	27,080	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	19,260	0.00
Increase Cost: Group Insurance Adjustment	8,789	0.00
Increase Cost: Anniversary Circle lease	6,060	0.00
Decrease Cost: Motor Pool Rate Adjustment	-60	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-375	0.00
Decrease Cost: Printing and Mail	-2,977	0.00
Decrease Cost: Abolish Printing Technician III position- Stonestreet [Central Duplicating, Imaging, Archiving & Mail Svcs.]	-84,254	-1.00
Decrease Cost: Replacement Equipment Purchases	-98,000	0.00
Decrease Cost: Supplies and other operating expenses	-111,634	0.00
FY16 RECOMMENDED:	7,909,603	29.75

PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Procurement	2,742,924	23.90	0	0.00
Business Relations and Compliance	487,370	5.00	0	0.00
Automation	442,468	4.00	0	0.00
Facilities Management	22,812,792	103.90	23,074,693	103.80
Energy and Sustainability	101,570	1.00	227,961	2.00
Central Duplicating, Imaging, Archiving & Mail Svcs.	8,070,305	30.75	7,909,603	29.75
Real Estate	900,523	7.00	949,700	7.00
Building Design and Construction	0	0.00	0	0.00
Administration	1,980,378	15.20	2,083,964	16.00
Total	37,538,330	190.75	34,245,921	158.55

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	7,701,345	57.58	7,872,539	55.80

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
Fleet Management Services	Motor Pool Internal Service Fund	561,065	3.10	553,836	2.80
Liquor Control	Liquor Control	348,960	1.20	359,565	1.20
Parking District Services	Bethesda Parking District	6,165	0.05	0	0.00
Parking District Services	Silver Spring Parking District	6,165	0.05	0	0.00
Solid Waste Services	Solid Waste Disposal	105,717	0.60	48,223	0.10
Transit Services	Mass Transit	23,533	0.20	0	0.00
Undefined Work Orders	Undefined Fund	749,029	3.50	749,029	3.50
Total		9,501,979	66.28	9,583,192	63.40

FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY16 Recommended	26,336	26,336	26,336	26,336	26,336	26,336
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	47	47	47	47	47
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	26,336	26,383	26,383	26,383	26,383	26,383
PRINTING AND MAIL INTERNAL SERVICE FUND						
Expenditures						
FY16 Recommended	7,910	7,910	7,910	7,910	7,910	7,910
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	16	16	16	16	16
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Retiree Health Insurance Pre-funding	0	0	-6	-12	-15	-18
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	7,910	7,925	7,920	7,914	7,910	7,907