

GO Committee #1
April 30, 2014

Worksession

MEMORANDUM

April 28, 2014

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: FY15 proposed Operating Budget General Services: Procurement and Business Relations and Compliance, Section 30 in the Executive's Recommended Budget

The following are expected to attend:

David Dise, Director, General Services
Beryl Feinberg, Chief Operating Officer and Deputy Director
Pam Jones, Division Chief, Office of Procurement
Grace Denno, Manager, Office of Business Relations and Compliance
Representative, Office of Management and Budget

The relevant pages from the recommended FY15 operating budget are attached on ©1-10, with the budget figures primarily represented in ©2, 3 and 8.

Summary of Staff Recommendations

1. **Accept** the Executive's recommended FY15 Office of Procurement budget of \$2,742,924, effectively decreasing the budget from FY14 levels by \$41,154.
2. **Accept** the Executive's recommended FY15 Office of Business Relations and Compliance budget of \$427,370, effectively increasing the budget from FY14 levels by \$40,836.

Overview

This packet covers two elements of the Department of General Services: the Office of Procurement and the Office of Business Relations and Compliance (OBRC). Together, they represent 8.5% of the overall budget for the Department of General Services. The following table presents the recommendations of the proposed FY15 Operating Budget for these two offices.

	FY14 Approved	FY15 CE Recommended	Change from FY14 Approved Budget to FY15 Recommended Budget	
			Amount	%
Procurement expenditures	\$2,784,078	\$2,742,924	-\$41,154	-1.5%
Business Relations and Compliance expenditures	\$386,534	\$427,370	+\$40,836	+10.6%
Procurement FTEs	26.3	23.9	+2.4	-9.1%
Business Relations and Compliance FTEs	4.0	4.0	0	0%

Performance metrics

Both offices have metrics tracked in the recommended budget; these metrics, their FY13 actual, estimated FY14, and target FY15 levels are summarized below.

	Metric	Actual FY13	Estimated FY14	Target FY15
Procurement	% procurements completed in agreed time	81.0%	77.3%	79.0%
Business Relations and Compliance 1	% contract \$s awarded to MFD firms	20.0%	20.0%	20.0%
Business Relations and Compliance 2	Value of contracts awarded to LSBs	\$96.7m	\$60m	\$60m

The Office of Business Relations and Compliance and the Office of Procurement underwent a recent review by the CountyStat office on March 5, 2014, as part of an overall DGS review. Relevant pages from the report are on ©11-12, showing time trend metrics for the two offices.

Additional items of interest

Council staff raised a number of issues upon review of the budget information proposed by the Executive. The questions and responses from the Department of General are provided.

1. Please provide an organization chart with current positions and indicate whether they are filled or vacant, as well as a set of responsibilities; there appears to be a 37% vacancy rate cited in the most recent CountyStat review- why so high?

The CountyStat review on March 5, 2014, for DGS Performance was for FY13. Since FY13 we have completed recruitment to fill the vacancies. Please see the attached org chart. OHR has the classification description for procurement specialists;

<http://www6.montgomerycountymd.gov/content/ohr/ResourceLibrary.asp/jobclass.asp>. The procurement specialist series was revised to allow for a career path and support retention of specialists, which maximizes training investment and continuity of services to customers.

2. There is a perception that it takes too long to complete procurement tasks, both for internal (for example Council procurements) and external processes. Can you provide metrics to show this perception is untrue (if so) and also provide some indication of how additional resources (in increments of one) in staff would improve this performance.

DGS strives to ensure access and opportunity for all businesses. We recognize that for businesses, especially small businesses, these processes can be complicated but they're in place to address a number of regulatory requirements including Executive and Council legislative mandates to ensure compliance. Steps are also put in place to create a level playing field, promote transparency, provide notices and hold contractors accountable. Whether spending hundreds of thousands or millions of dollars, we do not take that responsibility lightly. While we strive for efficiencies and effectiveness we will stop and ask questions if there are scope concerns, pricing clarity, barriers, appearance of conflicts, etc. We recognize and hold in highest regards that these are public funds and that we have a fiduciary responsibility to maintain that public trust. In doing so, the process involves checks and balances and involvement from other stakeholders like County Attorney, Risk Management, the Using Department, Businesses, Business Relations and Compliance, Management and Budget and Finance. Procurements range from novelty items, to tasers, from consulting services to implementation of systems or new construction builds, which require individual analysis and are not one-type fits all.

The table below provides a benchmark with other jurisdictions. In keeping with best practices, DGS-Office of Procurement continues to look for improvements and received NACo awards in 2010, 2011, and 2012, and was recently awarded a 2013 National Procurement Institute Award for Achievement of Excellence in Procurement.

**FY13 Jurisdictional Timeline Comparisons:
(DGS-Procurement)**

Jurisdictions	IFB	RFP	Constr.	Compliance: MFD/Living Wage/LSBRP
Montgomery County, MD	4.6 months	7.8 months	4.7 months	Yes/Yes/Yes
State of MD (Transp. Authority)	6 months	9 months*	6 months	Yes/reviewed each time/Yes
Fairfax County	+/-4 months	10 months	Not reported separately	No/No/No; try good faith
Anne Arundel County	3-4 months	6+ months	6+ months	No/No/No
Frederick County	4 months	6-9 months	Not reported separately	No/No/No; try good faith

*State of MD (18-24 months for A/E including expressions, RFP and pricing)

For the Council example mentioned, contract actions that Council processed during FY13 until now were looked at. The majority of those actions were Informal Procurements, seven in total. The timing of Informals is heavily influenced by the using department since the process was streamlined to allow using departments to handle the front end. Our office receives and reviews the recommendation to award the Informal with contract and for these seven informals the average number of days to execution was 9.7 days.

There was only one RFP that was issued by Council during this period and that process from beginning to end took a little over six months (including solicitation review/finalization, issuance, advertising period with external vendor inquiries, QSC review, contract negotiations-including legal terms and conditions, award posting, compliance of Living Wage, MFD, contract development, insurance and cost & price analysis).

The recent new hires for the Office of Procurement will allow it to revisit the assigned workload and redistribute assignments across positions since the vacancies are filled. For metrics overall, please see response to question No. 3

3. The CountyStat Headline measure of % of procurements completed in agreed-upon time remains at the 70% level. As it is mutually agreed between user and the department and not an arbitrary target, why does it persist at such low levels? (also see question #2)

The Executive's Recommended FY15 budget identifies the Actual FY13 level as 81% and the estimated/target for the subsequent three fiscal years as follows: FY14: 77.3, FY15: 79.0 and FY16: 79.0, taking into account learning curve for the new hires. Additionally, the chart below is what is listed on the CountyStat website for FY13 breakdown:

<u>Dept</u>	<u>Measure Text</u>	<u>Detail</u>	<u>Current Value</u>	<u>Previous Value</u>	<u>Fiscal Year</u>	<u>Performance</u>
DGS	Procurement - Percent of procurements meeting agreed-upon timeline (IFB)	<u>Detail</u>	71%	67%	FY13	
DGS	Procurement - Percent of procurements meeting agreed-upon timeline (RFP)	<u>Detail</u>	76%	75%	FY13	
DGS	Procurement - Percent of procurements meeting agreed-upon timeline (Construction)	<u>Detail</u>	96%	97%	FY13	

For OBRC

1. There is a perception that local businesses, and small and disadvantaged businesses have a hard time doing business with the County. Can you provide metrics to show this perception is untrue (if so) and also provide some indication of how additional resources (in increments of one) in staff would improve this performance.

The perception is not true. For example, in FY13, the County spent \$220m with small and minority owned businesses. This counted for about a quarter of all Procurement spending. In FY13, we issued 46 LSBRP solicitations, and 65 LSBRP vendors received awards (some solicitations resulted multi awards). Out of those awards, 18 were more than \$100,000 in contract value. (Details see LSBRP FY13 annual report).

To assist small and disadvantaged businesses access County contracting opportunities, DGS has been conducting workshops and training seminars to educate vendors on topics such as “How to do business with Montgomery County”, “How to write a good proposal (this seminar was videotaped, captioned, and is available on Youtube)”, “How to get certified as a Minority Business”, “What is the Local Small Business Reserve Program”, etc. OBRC sends out weekly newsletters to informing vendors on upcoming outreach events, LSBRP solicitations when they are posted and any foreseeable LSBRP contracting opportunities. OBRC also has an open door policy that welcomes vendors to have 1:1 meetings with OBRC staff to better explore contracting opportunities with the County and refer the vendors to department contract administrators to further discuss their opportunities.

For some small and disadvantaged businesses, the assumption is that local government contracting should be less sophisticated than the federal government contracting. This is not the case. Montgomery County procurement process promotes fair and open competition for all and emphasizes transparency. Because of this, we have many local laws and regulations attached to our procurement process. For example: Living Wage Law (to make sure contractor employees are paid fairly), MFD Law (to make sure minority subcontracting objectives is met), Prevailing Wage Law (to make sure construction workers are compensated by their labor categories), etc. The LSBRP program levels the playing field for local small businesses, but at the same time it requires certification and validation of the business status. All of these add layers and forms, and add time and efforts for businesses to comply.

Annual Reports: <http://www.montgomerycountymd.gov/DGS/OBRC/Reports.html>

2. Summarize LSBRP and MFD amounts (in \$s) awarded in FY13 and FY14 YTD against targets

	LSBRP \$ encumbered	LSBRP %	MFD \$ encumbered	MFD %
FY13	\$ 97m	24.5%	\$ 148m	20.0%
FY14 Q1 & Q2	\$ 35m	25%	\$ 88m	19.6%

3. Please provide an organization chart with current positions and indicate whether they are filled or vacant, as well as a set of responsibilities.

-- Org Chart attached. 4 positions:

- Grace Denno, MIII. Manages and oversees all programs and office processes. Works with the offices of the County Executive, County Council, County Attorneys, Department Directors, business owners, associations, Chambers of Commerce and other stakeholders on developing legislation and policies on County's social-economic and business compliance programs. Host and attend vendor fairs and outreach events.
- John (Jack) Gibala, Program Manager II. Manages the Wage Requirements (Living Wage) Program, Prevailing Wage Program, and the Equal Benefits Program.
- Alvin Boss, Program Specialist II. Manages the Minority, Female, Disabled owned Businesses Program (MFD)
- Michal Brown, Program Manager I. Manages the Local Small Business Program (LSBRP)

The Living Wage (passed in 2003) and Prevailing Wage (passed in 2006) programs has been managed by 1 FTE. In recent years, we have seen increased issues and work load on both programs. Any new mandates/laws that may be passed (i.e. Local sub-contracting Program, Equal Pay, Health Care Bill), the current staff will not be able to absorb the added responsibilities.

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 FY15 Operating Budget for the Department of General Services is \$37,478,330, an increase of \$2,490,263 or 7.1 percent from the FY14 Approved Budget of \$34,988,067. Personnel Costs comprise 46.7 percent of the budget for 251 full-time positions and four part-time positions, and a total of 189.75 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 53.3 percent of the FY15 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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The Department of General Services added two Project Search interns in the Division of Facilities Management and Central Services to assist with customer follow up, file maintenance for Americans with Disabilities Act (ADA) Compliance, and vendor contact.***
- ❖ ***The Office of Procurement received the prestigious Achievement of Excellence in Procurement Award (AEP) from the National Procurement Institute for 2013 performance. The award recognizes organizational excellence in public procurement. Montgomery County is one of only six agencies in Maryland that received this award.***
- ❖ ***The Office of Procurement hosted Contract Administrator Forums for knowledge enrichment and contract administrator enhancement through discussions, lectures, problem-solving exercises, and practical interactive sessions. Sessions included Sustainable Purchasing: Best Practices and Practical Uses and Demystifying the Myth of Oracle and Compliance Issues in Contract Administration.***
- ❖ ***The Office of Procurement is a member of the State of Maryland's Strategic Subcommittee on green purchasing working on legislative issues, communications, and information exchange/networking. It coordinated new desktop computer modernization and copier contracts promoting green certification language and environmentally friendly disposal requirements.***
- ❖ ***The Division of Building Design and Construction (DBDC) works to ensure that all new County buildings meet LEED Silver Certification. DBDC continues to work on the Energy Services Company (ESCO) Pilot Project to save over \$200,000 in energy costs per year.***

- ❖ **The Executive Office Building/Council Office Building (EOB/COB) Garages Lighting Replacement and Update Project leveraged a grant from the U.S. Department of Energy to replace 685 energy lighting fixtures at two parking facilities with energy-efficient and long-lasting equipment. The project is expected to save over \$71,000 in electricity costs annually and an additional \$42,000 in maintenance costs due to the long lasting nature of the new lamps for a total cost savings of \$113,000. The project will prevent the emission of over 1,037,772 pounds of carbon dioxide (CO2), save 4,746 pounds of sulfur dioxide (SO2), and save 2,729 pounds of nitrous oxides (NOx). These savings are equivalent to planting over 156 trees or removing 87 cars from roads.**
- ❖ **The Office of Business Relations and Compliance hosted or participated in 15 outreach events to promote networking and matchmaking for key initiatives including the Silver Spring Library project and the IT Vendor Open House in support of the Local Small Businesses Reserve Program (LSBRP) and the Minority Female Disabled (MFD) Program.**
- ❖ **DGS implemented a demand response program where small operational adjustments are made during periods of high electricity consumption. The County receives rebates while contributing to regional electricity grid reliability by reducing strain during periods of high demand. Environmental benefits also accrue as power plants need to run less, especially during hot days, improving air quality.**
- ❖ **Productivity Improvements**
 - **With in the Office of Business Relations and Compliance, spending on its Local Small Business program rose to 24.5% in FY13 from 23.7% in FY12.**
 - **The Office of Business Relations and Compliance increased the contracting awards with businesses owned by Minority Female Disabled (MFD) persons to 20.08% in FY13 from 19.33% in FY12.**
 - **The Office of Business Relations and Compliance expanded its Central Vendor Registration System enrollment which resulted in a 17% increase in MFD business with County contracts from 517 to 607 and a 13% increase in the number of businesses participating in the Local Small Business Reserve Program (LSBRP) from 1043 to 1183.**

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

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, transparent, and fair procurement process in accordance with the County Code and the Procurement Regulations. Program staff also educates vendors about the County's procurement process and procedures.

Procurement staff also provides County departments with training, assistance and guidance of department contract administrators. Procurement works collaboratively with the Office of Business Relations and Compliance, the Office of Community Partnerships and other departments to build relationships with and provide training to local small and minority businesses and non-profit organizations 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.

Procurement staff participates with local, state, and national procurement buying associations to promote and teach continuing procurement education and learning credits; latest industry trends; latest source selection methods; and cooperative purchases. Also, staff participates in and leads recognized professional purchasing organizations at the local, state, and national levels.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Procurements Completed in Agreed Upon Time ¹	79.6	81.0	77.3	79.0	79.0

¹ This figure represents the average for the following: Invitation For Bid - 71%; Request For Proposals - 76.3%; and Construction: 95.50% for FY13.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	2,784,078	26.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-41,154	-2.40
FY15 CE Recommended	2,742,924	23.90

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 business owners and Montgomery County small businesses. The office administers the County's Living and Prevailing Wage programs as well as the Domestic Partner Benefits Law for service and construction contracts. The OBRC is solely responsible for ensuring County government contracting compliance with the socio-economic laws, programs, and policies of the County.

- **Minority, Female and Disabled Persons (MFD):** The MFD program objectives focus on ensuring that contracts awarded by Montgomery County include equitable participation by certified minority, female, or disabled-owned businesses. 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 Local Small Business Reserve Program ensures that County departments award a minimum of 20 percent of total eligible contract dollars issued for goods, services or construction to registered local small businesses. The program certifies local small businesses that meet the requirements set by law, assists County departments to identify contracting opportunities and solicitations appropriate for LSBRP competition, and 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 Living Wage Law program ensures that County contractors and subcontractors pay employees a "living wage" in compliance with the annually adjusted rate established by the Montgomery County Wage Requirements Law.
- **Prevailing Wage:** The Prevailing Wage program ensures that contractors and subcontractors performing construction services over \$500,000 pay prevailing wages, as established by the Maryland State Commissioner of Labor and Industry for the Montgomery County region.
- **Domestic Partner Benefits:** The Domestic Partner Benefits program ensures the County's contractors or subcontractors, as employers, provide the same benefits to an employee with a domestic partner as provided to an employee with a spouse.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Contract Dollars Awarded to Minority/Female/Disabled owned businesses	19.0	20.0	20.0	20.0	20.0
Value of County contracts awarded to local small businesses (\$000)	72,500	96,750	60,000	60,000	60,000

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	386,534	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.	40,836	0.00
FY15 CE Recommended	427,370	4.00

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.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	601,258	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.	-158,790	-1.00
FY15 CE Recommended	442,468	4.00

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 FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Condition of Non-critical Building Systems and Aesthetics ¹	4,324,115	4,512,148	6,335,328	7,343,395	7,343,395
Hours Offline for Critical Building Systems ²	229.5	243	250	250	250

¹ This dollar figure represents the custodial and ground maintenance on all County properties.

² FY13 includes 180 hours for hurricane Sandy

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	20,618,427	97.28
Increase Cost: Annualization of maintenance of new facilities opened in FY14	1,008,067	0.00
Increase Cost: Chargebacks to Other Departments	296,926	3.70
Increase Cost: Maintenance Contracts due to CPI	193,799	0.00
Increase Cost: Maintenance of new facilities opening in FY15	144,454	0.00
Increase Cost: Motor Pool Rate Adjustment	12,364	0.00
Decrease Cost: Estimated Maintenance Cost Savings from ESCO Improvements	-15,611	0.00
Decrease Cost: Chargeback from the Department of Correction and Rehabilitation	-87,379	-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.	641,745	3.92
FY15 CE Recommended	22,812,792	103.90

Energy and Sustainability

The 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 FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Environmental Stewardship: Carbon Footprint of Montgomery County Government (in metric ton carbon dioxide equivalents)	151,615	154,322	161,496	161,496	161,496

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	101,441	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.	129	0.00
FY15 CE Recommended	101,570	1.00

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 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.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	8,340,516	29.50
Shift: Personnel Costs from General Fund to Central Duplicating Fund	22,140	0.20
Increase Cost: Annualization of FY14 Compensation Increases	19,411	0.00
Increase Cost: Printing and Mail	9,127	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.	-320,889	1.05
FY15 CE Recommended	8,070,305	30.75

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 FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
County Rent vs. Average Market Rent for Leased Space ¹	19.10	20.20	21.72	22.80	23.95

¹ In FY13 the Market Rent for space was \$29.08, per square foot. The savings on the rent paid by the County versus the Average Market Rent for leased space is \$8.08, per square foot. FY15 and FY16 include 5% increase.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	991,975	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.	-91,452	0.00
FY15 CE Recommended	900,523	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 FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Projects Meeting Initial Design and Construction Costs	87	88	88	88	88
Percent of Projects Meeting Initial Design and Construction Timeline ¹	68	82	85	85	85

¹ Taking average of design and construction.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 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, 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 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; 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.

<i>Program Performance Measures</i>	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Customer Service: DGS Function Average ¹	2.85	2.85	2.87	2.90	3.0

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 = lowest, 4 = highest).

<i>FY15 Recommended Changes</i>	Expenditures	FTEs
FY14 Approved	1,163,838	13.00
Enhance: Project Search Interns- to assist with customer follow up and file maintenance in Central Services & Facilities	63,688	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	752,852	0.20
FY15 CE Recommended	1,980,378	15.20

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,248,861	9,884,346	10,751,357	11,014,618	11.4%
Employee Benefits	3,953,658	3,901,345	4,279,472	4,091,250	4.9%
County General Fund Personnel Costs	14,202,519	13,785,691	15,030,829	15,105,868	9.6%
Operating Expenses	16,796,400	12,861,860	14,579,421	14,302,157	11.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	30,998,919	26,647,551	29,610,250	29,408,025	10.4%
PERSONNEL					
Full-Time	216	220	220	221	0.5%
Part-Time	6	3	3	3	—
FTEs	152.68	153.58	153.58	159.00	3.5%
REVENUES					
Clerk of the Court Business Licenses	-30	0	0	0	—
Electrical Licenses and Permits	-20	0	0	0	—
Miscellaneous Revenues	84,658	100,420	100,420	85,000	-15.4%
Other Charges/Fees	0	13,040	13,040	0	—
County General Fund Revenues	84,608	113,460	113,460	85,000	-25.1%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCG Personnel Costs	0	0	0	0	—
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	0	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	1,586,080	1,614,862	1,623,823	1,697,306	5.1%
Employee Benefits	587,835	693,398	683,533	717,108	3.4%
Printing and Mail Internal Service Fund Personnel Costs	2,173,915	2,308,260	2,307,356	2,414,414	4.6%
Operating Expenses	6,103,036	5,546,876	6,026,895	5,523,891	-0.4%
Capital Outlay	0	485,380	0	132,000	-72.8%
Printing and Mail Internal Service Fund Expenditures	8,276,951	8,340,516	8,334,251	8,070,305	-3.2%
PERSONNEL					
Full-Time	30	29	29	30	3.4%
Part-Time	1	1	1	1	—
FTEs	30.90	29.50	29.50	30.75	4.2%
REVENUES					
Imaging/Archiving Revenues	113,551	0	0	0	—
Mail Revenues	2,192,998	2,325,815	2,325,815	2,424,973	4.3%
Miscellaneous Revenues	1,470	0	0	0	—
Print Revenues	2,377,044	3,413,156	3,413,156	3,357,627	-1.6%
Other Charges/Fees	2,452,187	2,772,905	2,772,905	3,094,244	11.6%
Printing and Mail Internal Service Fund Revenues	7,137,250	8,511,876	8,511,876	8,876,844	4.3%
DEPARTMENT TOTALS					
Total Expenditures	39,275,870	34,988,067	37,944,501	37,478,330	7.1%
Total Full-Time Positions	246	249	249	251	0.8%
Total Part-Time Positions	7	4	4	4	—
Total FTEs	183.58	183.08	183.08	189.75	3.6%
Total Revenues	7,221,858	8,625,336	8,625,336	8,961,844	3.9%

FY15 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	26,647,551	153.58
<u>Changes (with service impacts)</u>		
Enhance: Project Search Interns- to assist with customer follow up and file maintenance in Central Services & Facilities [Administration]	63,688	2.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of maintenance of new facilities opened in FY14 [Facilities Management]	1,008,067	0.00
Increase Cost: FY15 Compensation Adjustment	596,171	0.00
Increase Cost: Annualization of FY14 Personnel Costs	546,276	0.72
Increase Cost: Chargebacks to Other Departments [Facilities Management]	296,926	3.70
Increase Cost: Maintenance Contracts due to CPI [Facilities Management]	193,799	0.00
Increase Cost: Maintenance of new facilities opening in FY15 [Facilities Management]	144,454	0.00
Increase Cost: Retirement Adjustment	56,802	0.00
Increase Cost: Group Insurance Adjustment	30,790	0.00
Increase Cost: Motor Pool Rate Adjustment [Facilities Management]	12,364	0.00
Increase Cost: Printing and Mail [Central Duplicating, Imaging, Archiving & Mail Svcs.]	9,127	0.00
Decrease Cost: Estimated Maintenance Cost Savings from ESCO Improvements [Facilities Management]	-15,611	0.00
Decrease Cost: Chargeback from the Department of Correction and Rehabilitation [Facilities Management]	-87,379	-1.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-95,000	0.00
FY15 RECOMMENDED:	29,408,025	159.00
PRINTING AND MAIL INTERNAL SERVICE FUND		
FY14 ORIGINAL APPROPRIATION	8,340,516	29.50
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	66,847	0.00
Increase Cost: Shelving Units at Records Center	50,000	0.00
Increase Cost: New Copier Maintenance	47,867	0.00
Shift: Personnel Costs from General Fund to Central Duplicating Fund [Central Duplicating, Imaging, Archiving & Mail Svcs.]	22,140	0.20
Increase Cost: Annualization of FY14 Compensation Increases [Central Duplicating, Imaging, Archiving & Mail Svcs.]	19,411	0.00
Increase Cost: Retirement Adjustment	8,194	0.00
Increase Cost: Group Insurance Adjustment	5,738	0.00
Increase Cost: Printing and Mail	1,203	0.00
Decrease Cost: Motor Pool Rate Adjustment	-535	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-16,176	1.05
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment	-121,520	0.00
Decrease Cost: Equipment Replacement	-353,380	0.00
FY15 RECOMMENDED:	8,070,305	30.75

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Procurement	2,784,078	26.30	2,742,924	23.90
Business Relations and Compliance	386,534	4.00	427,370	4.00
Automation	601,258	5.00	442,468	4.00
Facilities Management	20,618,427	97.28	22,812,792	103.90
Energy and Sustainability	101,441	1.00	101,570	1.00
Central Duplicating, Imaging, Archiving & Mail Svcs.	8,340,516	29.50	8,070,305	30.75
Real Estate	991,975	7.00	900,523	7.00
Building Design and Construction	0	0.00	0	0.00
Administration	1,163,838	13.00	1,980,378	15.20
Total	34,988,067	183.08	37,478,330	189.75

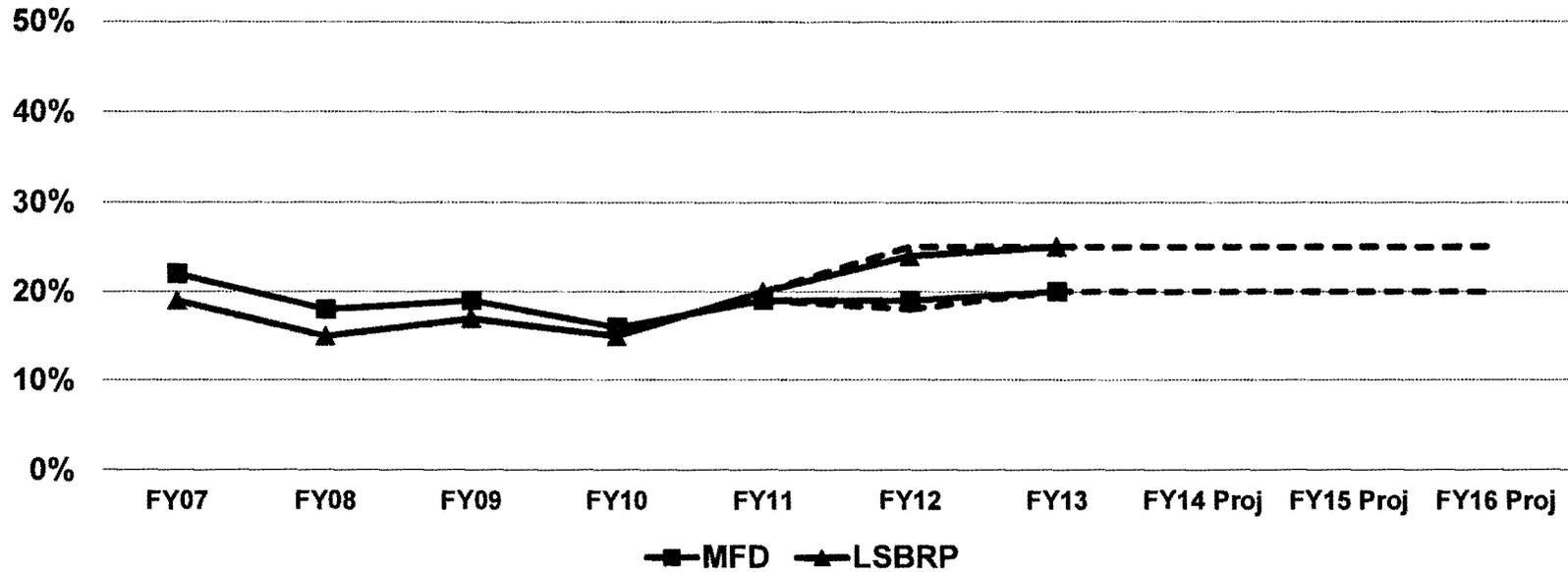
CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Totals	FTEs	Totals	FTEs
COUNTY GENERAL FUND					
CIP	CIP	7,265,605	56.90	7,701,345	57.58
Fleet Management Services	Motor Pool Internal Service Fund	555,313	3.80	561,065	3.10
Liquor Control	Liquor Control	344,032	1.20	348,960	1.20
Parking District Services	Bethesda Parking District	5,268	0.05	6,165	0.05
Parking District Services	Silver Spring Parking District	5,269	0.05	6,165	0.05
Solid Waste Services	Solid Waste Disposal	97,670	0.60	105,717	0.60
Transit Services	Mass Transit	91,026	0.80	23,533	0.20
Undefined Work Orders	Undefined Fund	0	0.00	449,029	3.50
Utilities	County General Fund	195,060	0.00	0	0.00
Total		8,559,243	63.40	9,201,979	66.28

FUTURE FISCAL IMPACTS

Title	CE REC.		(S000's)			
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	29,408	29,408	29,408	29,408	29,408	29,408
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	152	152	152	152	152
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-21	-21	-21	-21	-21
These figures represent other negotiated items included in the labor agreements.						
Annualization of New Building Maintenance	0	85	85	85	85	85
MCPS & M-NCPPC Maintenance Facilities Relocation (P361109)	0	0	0	1,698	1,698	1,698
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Recommended Capital Improvements Program.						
Subtotal Expenditures	29,408	29,623	29,623	31,321	31,321	31,321
PRINTING AND MAIL INTERNAL SERVICE FUND						
Expenditures						
FY15 Recommended	8,070	8,070	8,070	8,070	8,070	8,070
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	19	19	19	19	19
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-3	-3	-3	-3	-3
These figures represent other negotiated items included in the labor agreements.						
Master Lease Payments	0	0	-320	-320	-320	-320
Portions of the Master Leases will expire in the outyears reducing the cost until they all expire in FY16.						
Replacement of Printing, Mail, and Imaging Equipment per Schedule	0	2	329	139	162	83
Reflects projected need for capital outlay replacement on an annual basis.						
Retiree Health Insurance Pre-Funding	0	-6	-14	-20	-29	-37
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	8,070	8,083	8,082	7,885	7,900	7,813

Headline Measure: Percent of Contract Dollars Awarded to MFD and LSBRP Vendors



	FY11	FY12	FY13	FY14 (Proj)	FY15 (Proj)	FY16 (Proj)
MFD	19%	19%	20%	20%	20%	20%
LSBRP	20%	24%	25%	25%	25%	25%

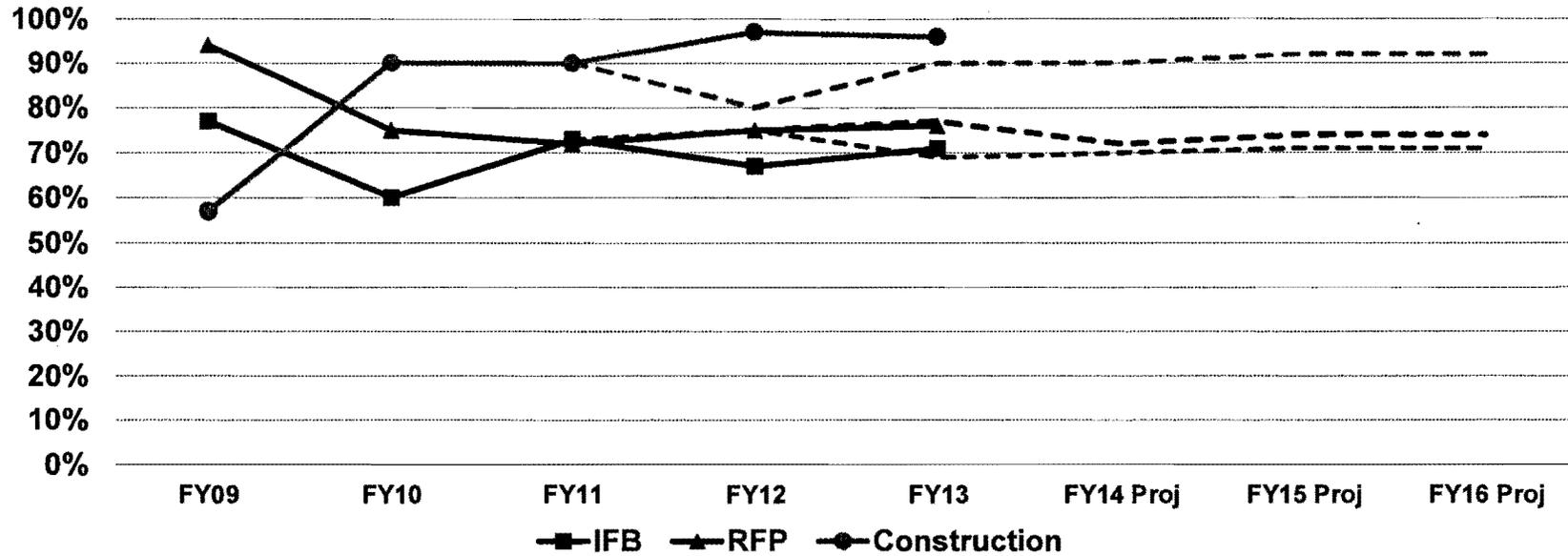
The percent of total dollars awarded to MFD and LSBRP remained consistent with FY12 levels.

MFD: Minority/Female/Disabled
 LSBRP: Local Small Business Reserve Program Vendors



③

Headline Measure: Percent of Procurements Completed in Agreed-Upon Time



	FY09	FY10	FY11	FY12	FY13	FY14 (Proj)	FY15 (Proj)	FY16 (Proj)
IFB	77%	60%	73%	67%	71%	70%	71%	71%
RFP	94%	75%	72%	75%	76%	72%	74%	74%
Construction	57%	90%	90%	97%	96%	90%	92%	92%

FY13 IFB and RFP completion was consistent with projections, while construction exceeded the projection and remained consistent with the FY12 percentage.



* FY09 measurement began mid-year.

FY14 DEPARTMENT OF GENERAL SERVICES
Office of Business Relations & Compliance
(4 Positions)

Beryl Feinberg
Chief Operating Officer & Deputy Director

Office of Business Relations & Compliance

Grace Denno, Manager III

Living Wage
John Gibala, Program Manager II

Local Small Business Reserve Program
Michael Brown, Specialist

Minority, Female, and Disabled Program
Alvin Boss, Program Specialist II

FY14 DEPARTMENT OF GENERAL SERVICES
Office of Procurement
 (26 Positions)

Beryl Feinberg
Chief Operating Officer & Deputy Director

Pam Jones, Division Chief
Office of Procurement
 1 Position

John Lee, Operations Manager
 1 Position

