FY2013 Performance and Accountability Report

Montgomery County Department of General Services

CountyStat

DGS Alignment to County Priority Objectives

Montgomery County Priority Objectives

- **A Responsive and Accountable Government**
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- **Healthy and Sustainable Communities**
- Safe Streets and Secure Neighborhoods
- **A Strong and Vibrant Economy**
- Vital Living for All of Our Residents

DGS Headline Performance Dashboard

Headline Performance Measure	FY12 Results	FY13 Results	Performance
Average Customer Satisfaction Score - Average score given to all Department of General Services operations in a survey of managers across Montgomery County government	2.85	2.85	⇔
Environmental Stewardship – Carbon footprint from Facilities and Fleet Operations (in million metric tons carbon dioxide equivalent)	0.151	0.153	⇔
Facilities Maintenance – (POWER) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	229	243	↓
Facilities Maintenance – (ELEVATOR) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	1,333	296	↑
Facilities Maintenance – (Heating/Cooling) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	68	34	↑
Facilities Maintenance – (Water Sewage) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	7	15	↓
Facilities – Customer rating of the aesthetics and comfort of County-maintained buildings	3.34	3.5	⇔
Fleet Maintenance and Operations – Mean distance between failure: Transit equipment (in miles)	5,728	8,359	↑
Fleet Maintenance and Operations – Mean distance between failure: Heavy equipment (in miles)	9,097	11,927	↑
Fleet Maintenance and Operations – Mean distance between failure: Public safety light equipment (in miles)	15,407	17,760	↑
Fleet Maintenance and Operations – Mean distance between failure: Administrative light equipment (in miles)	11,702	12,590	↑

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Headline Performance Measure	FY12 Results	FY13 Results	Performance
Fleet Maintenance and Operations – Turnaround time, average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	2.8	1.9	↑
Fleet Maintenance and Operations – Turnaround time, average amount of time equipment is unavailable for operations during each shop visit: Heavy equipment (in days)	8.7	6.9	↑
Fleet Maintenance and Operations – Turnaround time, average amount of time equipment is unavailable for operations during each shop visit: Public safety light equipment (in days)	1.6	2.0	↓
Fleet Maintenance and Operations – Turnaround time, average amount of time equipment is unavailable for operations during each shop visit: Administrative light equipment (in days)	1.7	2.1	↓
Building Design and Construction – Percent of projects meeting initial design timeline	57%	75%	↑
Building Design and Construction – Percent of projects meeting initial construction timeline	80%	88%	↑
Building Design and Construction – Percent of projects meeting initial design costs	86%	83%	↔
Building Design and Construction – Percent of projects meeting initial construction costs	87%	94%	↑
Business Relations and Compliance – MFD percentage of contract dollars	19%	20%	↔
Business Relations and Compliance – small, local business percentage of contract dollars	24%	25%	↔
Procurement – Percent of procurements meeting agreed-upon timeline (IFB)	67%	71%	↑
Procurement – Percent of procurements meeting agreed-upon timeline (RFP)	75%	76%	↔
Procurement – Percent of procurements meeting agreed-upon timeline (Construction)	97%	96%	↔
Real Estate – Average amount Montgomery County pays in rent (in dollars per square foot)	$19.52	$20.20	↔

DGS At A Glance

What Department Does and for Whom	How Much / How Many
The Department of General Services serves the diverse business and service requirements of all County departments, providing a single point of government-to-government service, enabling departments to complete their missions, adding value to services, and contributing directly towards several County priority objectives.	Total Operating Budget: $104,016,385 Total Work Years (WYs): 388.7 General Fund: $24,726,123 and 152.7 FTEs Printing and Mail: $8,503,416 and 30.9 FTEs Motor Pool ISF: $70,786,846 and 205.1 FTE
The Office of Procurement preserves the public trust and ensures the integrity of the public procurement process through the efficient, effective, and economical procurement of goods and services, and construction in accordance with nationally recognized best practices.	Budget: $2,322,982 Work Years (WYs): 27.3
The Office of Business Relations and Compliance (OBRC) plans and implements programmatic strategies to expand business opportunities for Minority, Female and Disabled Persons (MFD) business owners, and local small businesses (LSBRP), and complies with the Living and Prevailing Wage program rates.	Budget: $405,809 Work Years (WYs): 3.2
The Automation Program provides staffing, material, and support of the Department's business operations. This includes the purchase, maintenance, and service of IT equipment; support for major end user systems on a County-wide basis; IT management of website design; and coordination with the County DTS.	Budget: $511,270 Work Years (WYs): 5.0

DGS At A Glance (cont.)

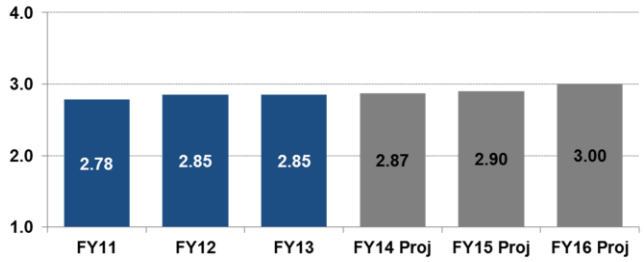
What Department Does and for Whom	How Much / How Many
The Division of Facilities Management provides for the comprehensive planning and delivery of maintenance services, the oversight of building-related operations at County facilities used by County staff and residents, as well as the management of several Capital Improvements Program (CIP) projects.	Budget: $19,036,848 Work Years (WYs): 95.48
The Environmental Stewardship Program focuses on maintaining County leadership roles in the maintenance, construction, and operation of County facilities, and to develop and oversee facility environmental and utilities management programs in new and renovated buildings as well as Stormwater Management facilities.	Budget: $8,960 Work Years (WYs): 0.3
The Central Duplicating, Imaging, Archiving & Mail Services Program provides document management through: high-speed photocopying and color copying services; desktop and electronic publishing; bindery; digital imaging; the electronic and physical archiving of County records; as well as U.S. Postal Service and inter-office mail delivery to/from County agencies.	Budget: $8,503,416 Work Years (WYs): 30.9
The Real Estate Program provides for: the leasing of real property; the purchase of property for County use; the sale, or lease of surplus property; the utilization of space in County-owned and leased facilities; as well as technical support to site evaluation committees for Capital Improvements Program (CIP) projects	Budget: $931,728 Work Years (WYs): 7 • Lease NDA of $23,650,520 included 81 Expense Leases and 83 Revenue Leases • Managed 277 Leases and Licenses with No Money attached

DGS At A Glance (cont.)

What Department Does and for Whom	FY 2013 Facts and Figures
The Building Design and Construction Program provides for the management of the Department's facility Capital Improvements Program (CIP) projects by following best practices in project design including: planning and constructing buildings for County use as well as County-owned public venues.	Budget: *see note Work Years (WYs):*see note *Staff salaries for this division are charged to individual CIP projects
Administration comprises three key areas: The Director's Office handles policy and overall leadership; the County Executive's Strategic Growth Initiative is under the Office of Planning and Development; and the Division of Central Services includes budget preparation, HR, Contracts, Moving & Storage, and ADA Compliance.	Budget: $1,508,526 Work Years (WYs): 14.4
The Division of Fleet Management Services provides a comprehensive fleet management program that responsibly meets the needs of our County customers, leading through best practices, environmental stewardship and sustainability. We strategically plan, maintain, acquire, and dispose of County fleet vehicles and equipment, providing the highest level of cost-effective and efficient fleet operations, ensuring transparency and accountability through a dedicated, highly trained, and certified fleet staff.	Budget: $70,786,846 Work Years (WYs): 205.10 • The fleet consisted of 2,194 motor vehicles, 463 pieces of heavy equipment and 412 transit ride-on buses • PM compliance in Transit exceeded MTA Compliance Target of 80% • During FY13, improved and expanded program measurements. These analytics enabled identification of areas for efficiency and productivity gains in future years.

Headline Measure 1: Customer Satisfaction – Average Score Given to all DGS Operations in a Survey of Managers across Montgomery County Government

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY15
Actual	2.78	2.85	2.85			
Projection			2.87	2.90	3.00	3.00

Factors Contributing to Current Performance

- Emphasize culture that promotes customer service "Delivering Great Service"
- Conduct building services customer satisfaction survey quarterly

Factors Restricting Performance Improvement

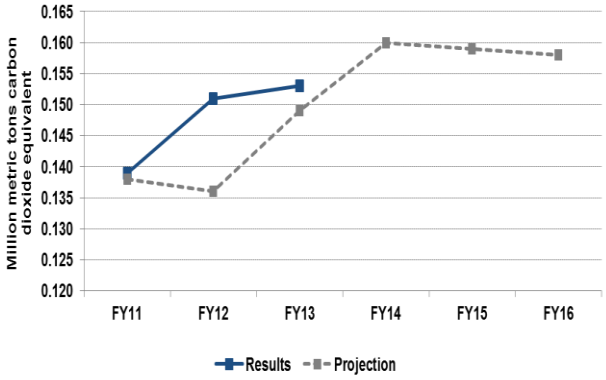
- Shortages of staff
- Shortages of resources

Performance Improvement Plan

- Create and distribute an on-line survey instrument to get feedback on Facility maintenance operations (currently conduct a manual survey)
- Listen to our customers on ways to improve our processes and make them more customer-friendly
- Lead by example with management
- Screen all levels of new employees for customer service orientation
- Incorporate technological improvements to make processes quicker and more predictable from customers' perspective (finding an efficient way to say "yes we can")

Headline Measure 2: Environmental Stewardship – Carbon Footprint from Facilities and Fleet Operations (in metric tons carbon dioxide equivalent)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	0.139	0.151	0.153			
Projection	0.138	0.136	0.149	0.160	0.159	0.158

Factors Contributing to Current Performance

- Follow Leadership in Energy and Environmental Design (LEED) standards

Factors Restricting Performance Improvement

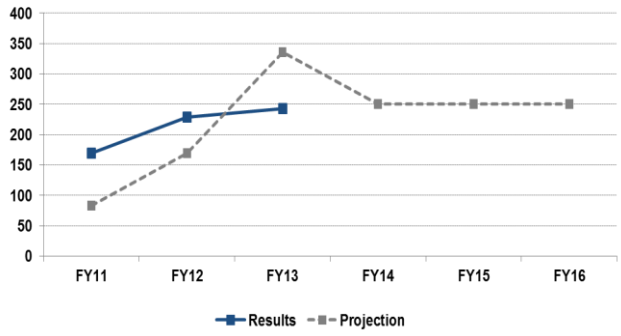
- Economic pressures and budget limits
- Technical training for staff

Performance Improvement Plan

- Achieve a 30% level of clean energy purchases; exceeding the County's Energy Policy level of 20% established under Resolution 16-757
- Implement energy savings performance contracting using the HHS headquarters building as a pilot project
- Recruit and fill Environmental Stewardship Program Coordinator position to implement strategies to maximize savings, reduce energy use, and oversee the energy and facility environmental programs
- Enter into an energy demand response program to monitor and reduce energy use during peak load events
- In concert with DEP, completed the ARRA-funded energy savings project at Strathmore Hall

Headline Measure 3: Facilities Maintenance: Hours Offline for Critical Building Systems (Power)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	169	229	243			
Projection	83	169	336	250	250	250

Factors Contributing to Current Performance

- Monitoring equipment through EMS
- 24 hour call center reporting

Factors Restricting Performance Improvement

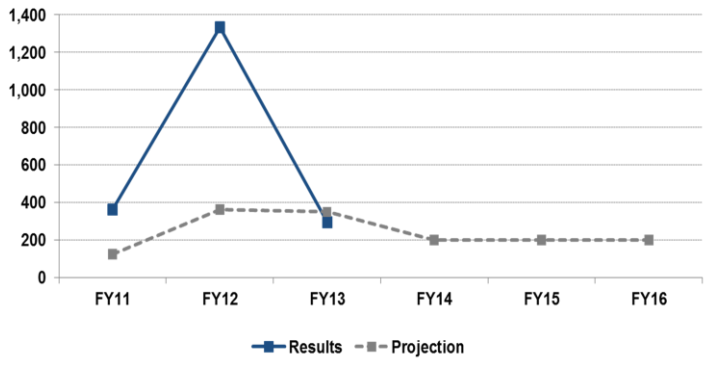
- Staff shortages
- Emergency hurricane/storm events (180 hrs. for FY13 due to Sandy)
- No control over public utilities
- Not all facilities retro-fitted to EMS monitoring

Performance Improvement Plan

- Increase recruitment of skilled staff to provide direct preventative maintenance and emergency services
- Implement and optimize use of Property Management module in Oracle to support a preventative maintenance program
- Assess restructuring the Division to determine services to be assigned to in-house versus outsourcing based on licensure, certifications, skills, equipment, and resources required to service our critical equipment
- Propose upgrades on critical equipment requiring redundancy on incoming feeders, chillers, and control monitoring

Headline Measure 4: Facilities Maintenance: Hours Offline for Critical Building Systems (Elevator)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	363	1,333	296			
Projection	125	363	350	200	200	200

Factors Contributing to Current Performance

- Aging vertical transportation equipment
- Annual regulatory testing and inspection on vertical transportation equipment

Factors Restricting Performance Improvement

- Insufficient CIP funding for increasing multiple modernization projects per fiscal year

Performance Improvement Plan

- Elevator modernization completed carry over to FY13:

  a) Martin Luther King Memorial Swim Center

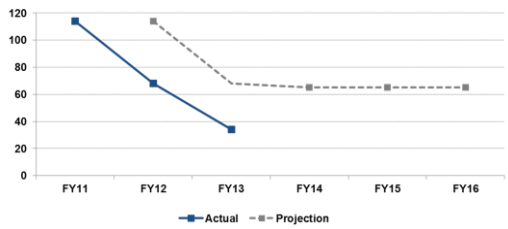
- Planned for FY13:

  a) 8818 Georgia Avenue HHS Health Services

  b) PSHQ elevators

Headline Measure 5: Facilities Maintenance: Hours Offline for Critical Building Systems (Heating/Cooling)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	114	68	34			
Projection		114	68	65	65	65

Factors Contributing to Current Performance

- Customer satisfaction with building temperatures year round
- Industry standards in maintaining moderate temperatures 78 degrees cooling season and 72 degrees heating season year round

Factors Restricting Performance Improvement

- Shortage of in-house HVAC staff and resources reduces preventive maintenance scheduled being completed on time
- Aging equipment requiring CIP replacement

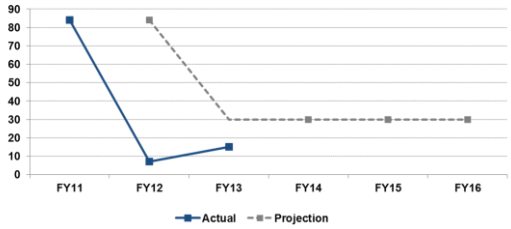
Performance Improvement Plan

DFM has developed priority list of HVAC maintenance:

- mission critical sites, i.e., Data Center, PSHQ, ECC, Clarksburg Corrections, etc., receive 1st priority services on all preventive maintenance requirements
- non-mission critical sites, i.e., libraries, HHS, recreation, etc., receive 2nd priority in being serviced for preventive maintenance
- emergencies are handled within 4 hours per notification 24/7
- Adjust building temperatures according to weather conditions impacting building interior environment
- Recruitment on all vacant HVAC positions

Headline Measure 6: Facilities Maintenance: Hours Offline for Critical Building Systems (Water Sewage)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	84	7	15			
Projection		84	30	30	30	30

Factors Contributing to Current Performance

- Federal, State and local water conservation requirements
- WSSC regulatory requirements for Connections and FROG grease abatement

Factors Restricting Performance Improvement

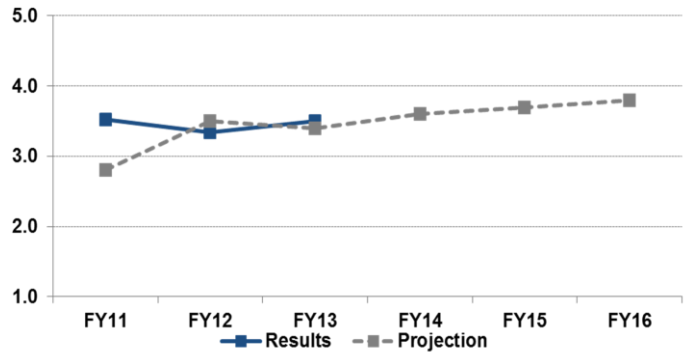
- Shortage of in-house staff and resources

Performance Improvement Plan

- Complete all notices of inspections on all building fresh water connections for recertification
- Complete all notices on FROG grease abatement for recertification
- Recruitment on vacant plumber positions

Headline Measure 7: Facilities Maintenance: Customer Rating of the Aesthetics and Comfort of County-Maintained Buildings

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	3.52	3.34	3.5			
Projection	2.8	3.5	3.4	3.6	3.7	3.8

Factors Contributing to Current Performance

- Conduct building service aesthetics surveys for feedback
- Customer complaints
- DFM inspections on buildings

Factors Restricting Performance Improvement

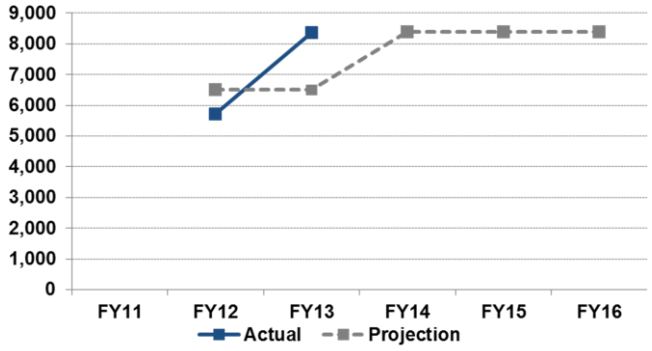
- Increase funding on custodial hours to ensure project work (i.e., window washing, floor restoration, high dusting, etc.) is being completed

Performance Improvement Plan

- FY13 averages for the past three quarters 3.4 out of 5.0. Increased rating .48 noticed at HHS, libraries and recreation sites based on the increased hours implemented July 2012
- Recruitment of (3) building inspectors used to inspect facilities to ensure service levels and coordinator building services on behalf of DFM

Headline Measure 8: Fleet Maintenance and Operations: Mean Distance Between Failure Transit Equipment (in miles)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	*	5,728	8,359			
Projection		6,500	6,500	8,400	8,400	8,400

*Current method of measurement introduced in FY12

Factors Contributing to Current Performance

- Adopted a new calculation method
- Replaced older buses requiring constant repair

Factors Restricting Performance Improvement

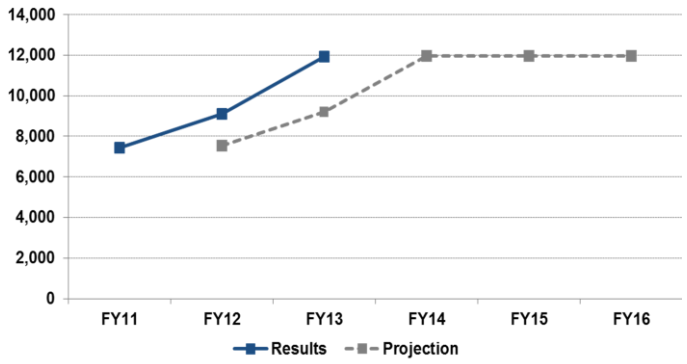
- Staff Shortages
- Lengthy staffing process
- Salary Competitiveness
- Candidate Quality
- Maintenance Program Effectiveness

Performance Improvement Plan

- The Division of Fleet Management Services adopted a new calculation method for mean distance between failures that is in line with WMATA's Transit Cooperative Research Program's Guidebook for Developing Transit Performance Measures. This compatibility in measurements will provide the ability to compare progress and capitalize on the experiences and improvements of the other municipalities.
- During FY13, the Division continued the emphasis on preventive maintenance and the accompanying productivity enhancements resulted in achieving the Federal Transit Administration 80% on time mark. This will continue to be a major focus item.
- Utilize features available in the new EMOC facility once the move is completed

Headline Measure 9: Fleet Maintenance and Operations: Mean Distance Between Failure Heavy Equipment (in miles)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	7,444	9,097	11,927			
Projection		7,556	9,200	11,950	11,950	11,950

Factors Contributing to Current Performance

- Improved reporting
- Mild winter
- Began replacing older dump trucks

Factors Restricting Performance Improvement

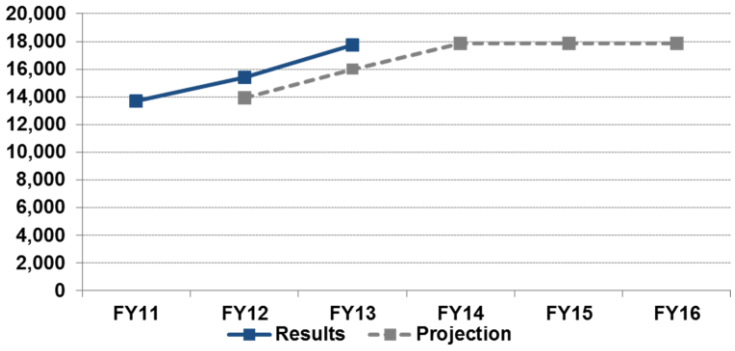
- Staff Shortages
- Weather events
- Aging Fleet

Performance Improvement Plan

- As heavy equipment replacements occur, the aging fleet will be disposed of and vehicles with increased reliability will be serving the County and its constituents
- Streamline and reevaluate the preventive maintenance program
- Attend military recruiting events to acquire candidates for open positions
- Leveraging analytics to identify high frequency repairs areas and incorporate into PM program and training efforts
- Utilize features available in the new EMOC facility once the move is completed

Headline Measure 10: Fleet Maintenance and Operations: Mean Distance Between Failure Public Safety Light Equipment (in miles)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	13,696	15,407	17,760			
Projection		13,901	16,000	17,850	17,850	17,850

Factors Contributing to Current Performance

- Public Safety Replacement Vehicles
- Mild Winter

Factors Restricting Performance Improvement

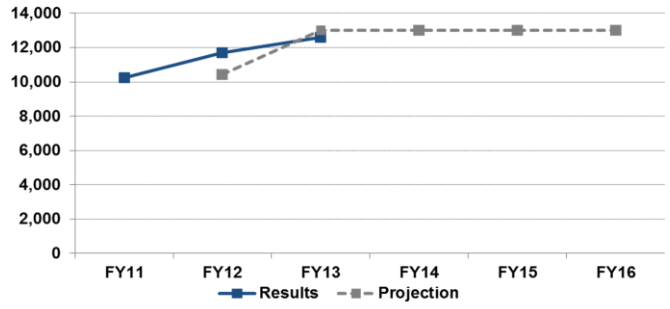
- Weather events

Performance Improvement Plan

- DFMS received capital replacement funds for the first time in 6 years. These new vehicle replacements will directly help improve this measure
- New Fleet replacement evaluation process includes conducting lifecycle evaluation and approval prior to completing high dollar end of life repairs
- The Automotive Equipment Shop, in collaboration with the police, will utilize the newly constructed Police video office at the Seven Locks facility to reduce downtime and improve efficiencies

Headline Measure 11: Fleet Maintenance and Operations: Mean Distance Between Failure Administrative Light Equipment (in miles)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	10,260	11,702	12,590			
Projection		10,414	13,000	13,000	13,000	13,000

Factors Contributing to Current Performance

- Increased Focus on Contract Monitoring

Factors Restricting Performance Improvement

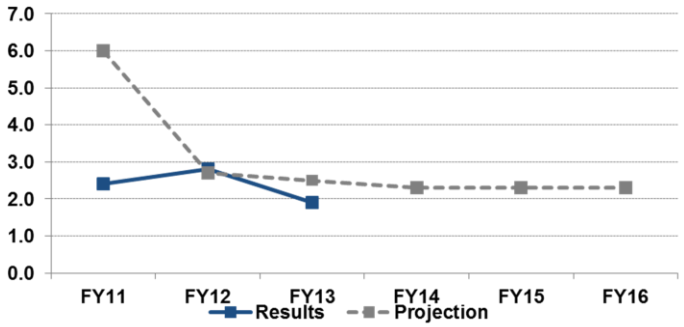
- Aging Fleet
- Increasing maintenance costs

Performance Improvement Plan

- DFMS received capital replacement funds for the first time in 6 years. These new vehicle replacements will directly help improve this measure
- New Fleet replacement evaluation process includes conducting lifecycle evaluation and approval prior to completing high dollar end of life repairs
- Fleet Management will continue to increase the communication and data provided to the Departments to promote better informed decisions regarding the fleet size and composition
- Fleet Management will stress the importance of timely preventive maintenance, proper driving habits and keeping vehicles clean to promote driver responsibility for assigned vehicles

Headline Measure 12: Fleet Maintenance and Operations: Turnaround Time, Average Amount of Time Equipment is Unavailable for Operations During Each Shop Visit – Transit Equipment (in days)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	2.4	2.8	1.9			
Projection	6.0	2.7	2.5	2.3	2.3	2.3

Factors Contributing to Current Performance

- Replaced older, high maintenance buses
- Technician training program
- Failures in one series of buses
- Buses were removed from service
- Bought and renovated thirty fifteen year old buses

Factors Restricting Performance Improvement

- Staff Shortages
- Lengthy staffing process , candidate quality
- Salary Competitiveness

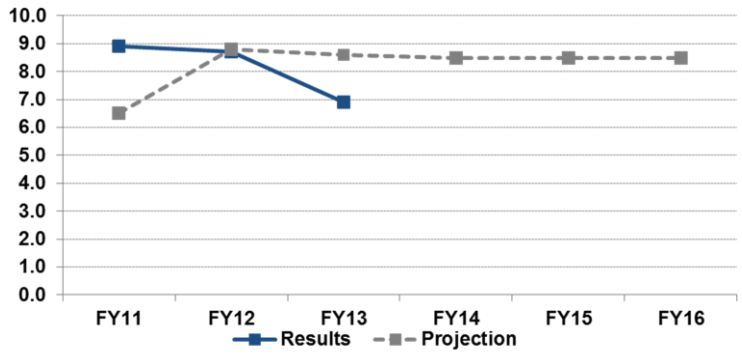
- Staff Shortages

Performance Improvement Plan

- Ensure any expansion of the transit fleet includes the associated increases in mechanic positions, parts, fuel and maintenance and operations
- New monthly analytics place focus on identifying process improvements
- New processes in place to ensure checks & balances for deadlines transit buses
- Continue to place emphasis on preventive maintenance
- Organizational realignment created training and quality assurance program
- Utilize features available in the new EMOC facility once the move is completed

Headline Measure 13: Fleet Maintenance and Operations: Turnaround Time, Average Amount of Time Equipment is Unavailable for Operations During Each Shop Visit – Heavy Equipment (in days)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	8.9	8.7	6.9			
Projection	6.5	8.8	8.6	8.5	8.5	8.5

Factors Contributing to Current Performance

- Mild winter
- No overlap between leafing season and snow season
- Replaced aging dump trucks

Factors Restricting Performance Improvement

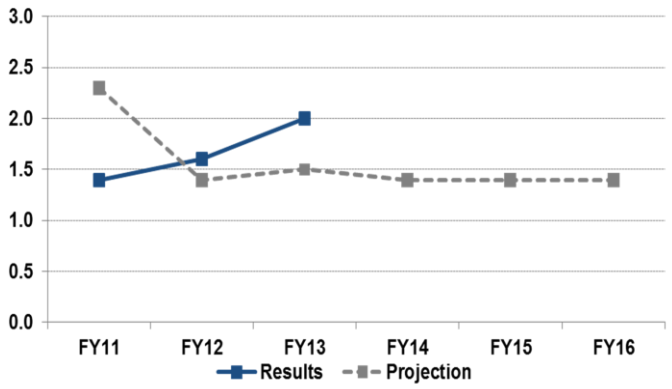
- Aging of the fleet
- Budget limitations

Performance Improvement Plan

- The replacement of the aging fleet, particularly dump trucks, will reduce operational costs, vendor repairs and down time of equipment
- Streamline and reevaluate the preventive maintenance program to reduce maintenance costs, prioritize repairs and meet maintenance compliance standards while ensuring the useful and productive life of equipment
- Acquired phones with push-to-talk feature compatible with Heavy Equipment's customers for enhanced communication especially during weather events. Will continue to improve daily communications by forwarding the crew chief office phone to a shared cell phone once the phone system is updated.
- Newly assigned Heavy Equipment Shop Superintendent is working to refocus resources and streamline operations to maximize efficiency
- Utilize features available in the new EMOC facility once the move is completed

Headline Measure 14: Fleet Maintenance and Operations: Turnaround Time, Average Amount of Time Equipment is Unavailable for Operations During Each Shop Visit – Public Safety Light Equipment (in days)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	1.4	1.6	2.0			
Projection	2.3	1.4	1.5	1.4	1.4	1.4

Factors Contributing to Current Performance

- Manufacturer recalls
- Service Campaigns

Factors Restricting Performance Improvement

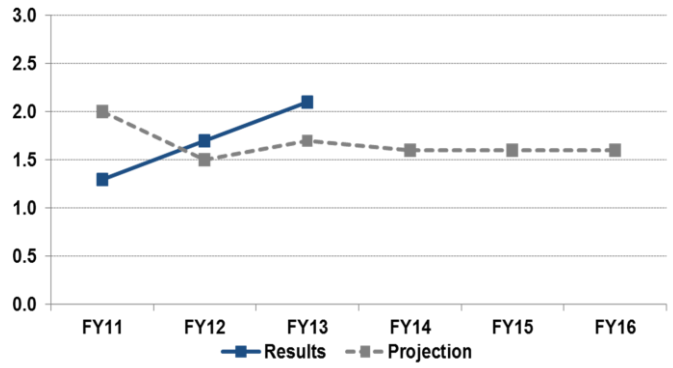
- Increase in number of vehicles needed
- Aging of existing fleet

Performance Improvement Plan

- DFMS received capital replacement funds for the first time in 6 years. These new vehicle replacements will directly help improve this measure
- New Fleet replacement evaluation process includes conducting lifecycle evaluation and approval prior to completing high dollar end of life repairs
- The Automotive Equipment Shop with the cooperation of the Police will utilize the newly created one stop shop providing the installation of radio, video, cage and gun rack for a complete package. This will improve the time required for preparing a new vehicle and provide cost efficiencies.
- Expand focus on contract monitoring

Headline Measure 15: Fleet Maintenance and Operations: Turnaround Time, Average Amount of Time Equipment is Unavailable for Operations During Each Shop Visit – Administrative Light Equipment (in days)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	1.3	1.7	2.1			
Projection	2.0	1.5	1.7	1.6	1.6	1.6

Factors Contributing to Current Performance

- Aging of the administrative fleet
- Repair versus replace due to budget limitations
- Number of vehicles beyond their life expectancy
- Service campaigns

Factors Restricting Performance Improvement

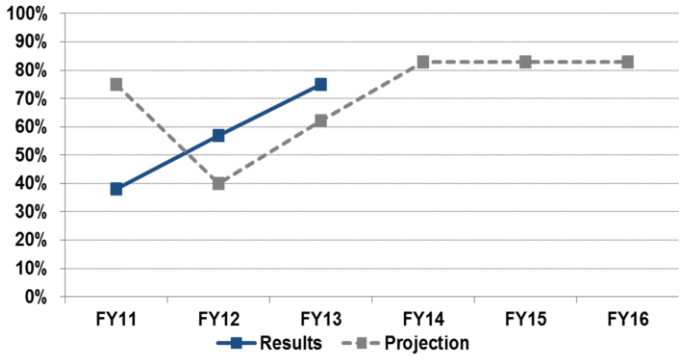
- Aging of the fleet
- Evaluation time required for repair vs. dispose determination, usually 3 days
- Budget limitations
- Increased maintenance costs

Performance Improvement Plan

- Utilize the redefined fleet replacement criteria using age, mileage, maintenance, reliability, mission criticality and condition for replacements
- Utilize the newly formulated class specification utilization and cost criteria including lifecycle cost models for each equipment class.
- Place emphasis on the return of the Customer Satisfaction cards to identify areas needing attention and determine the root cause of the problem
- Increase communication with the Fleet Coordinators and stress updates to fleet procedures and policies and provide training as needed. Incorporate driving tips and vehicle care as part of on-going communication

Headline Measure 16: Building Design and Construction – Percent of Projects Meeting Initial Design Timeline

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	38%	57%	75%			
Projection	75%	40%	62%	83%	83%	83%

Factors Contributing to Current Performance

- Good project management kept several projects on schedule
- Closer interaction with DPS lowered the time to issue permits
- PMs are working with quality control staff to expedite comments and shorten reviews

Factors Restricting Performance Improvement

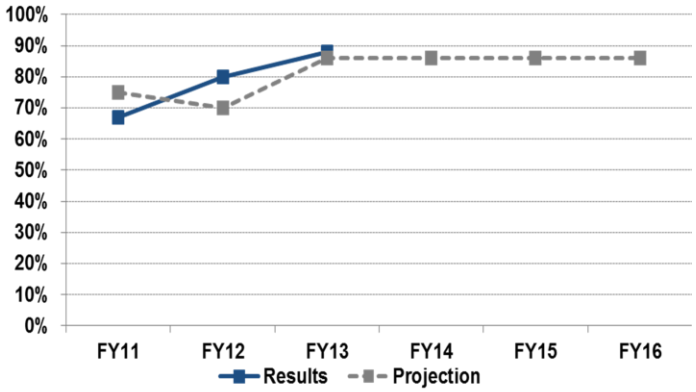
- Limits in CIP capacity caused delays in certain projects
- Planning Board recommendations caused re-examination of certain projects
- As fiscal constraints continue, more projects are subject to being affected

Performance Improvement Plan

- It is almost impossible to control external influences. Design is where the projects are delayed. We will continue close interaction with DPS. We will continue with the Request for Expression of Interest (REOI) process as this both saves time and ensures quality. We will continue with astute management of the quality control review process. This includes making sure that our Architect/Engineers' close-out comments before moving on to the next design phase.

Headline Measure 17: Building Design and Construction – Percent of Projects Meeting Initial Construction Timeline

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	67%	80%	88%			
Projection	75%	70%	86%	86%	86%	86%

Factors Contributing to Current Performance

- Rigorous quality control of design documents ensures less errors during construction-saves time
- The Request for Expression of Interest process ensures high quality contractors
- Good Architect/Engineer support during construction

Factors Restricting Performance Improvement

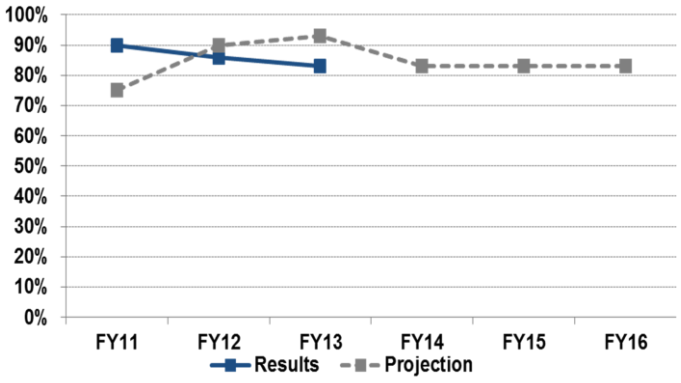
- SSTC will lower performance until it is completed
- Management of risk is an important factor in mitigating delays. Unknown site conditions continue to cause problems.
- Public participation restricts progress

Performance Improvement Plan

- Complete the SSTC. Our projects typically have a relatively low amount of change orders—this saves time and money—this is caused by having good design documents that are ensured by doing a rigorous Quality Control program which we will continue. We will continue to employ high quality contractors by implementing the Request for Expression of Interest process. The use of Contract Management services, particularly estimating, has led to quicker negotiation of proposed change orders.

Headline Measure 18: Building Design and Construction – Percent of Projects Meeting Initial Design Costs

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	90%	86%	83%			
Projection	75%	90%	93%	83%	83%	83%

Factors Contributing to Current Performance

- Changing the site of the Glenmont FS saved $2M
- Using 3rd party Value Management has saved considerable amounts on several project
- Checking estimates has assured costs

Factors Restricting Performance Improvement

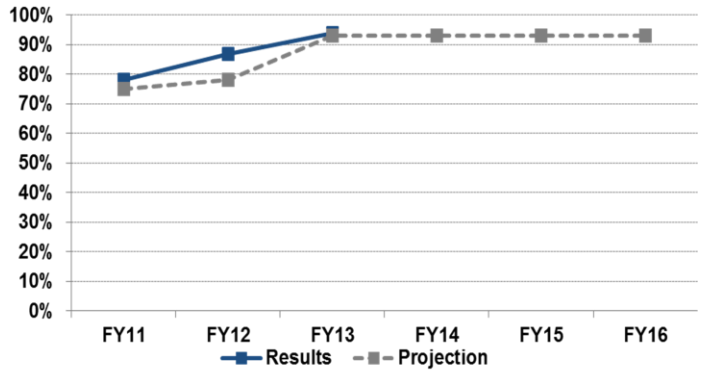
- Working with Parks on the Good Hope SPA issues caused a year delay
- Certain projects had an initial under-estimation of cost
- Regulatory constraints tend to raise the cost of projects

Performance Improvement Plan

- Value Management has made our projects better and saved a great deal of money. We will make the use of this process a Standard Operating Procedure. When projects are close to the Contingency Contract Award Price, we will do a 3rd party estimate prior to initiating procurement. We will have a viable roster of Deduct Alternates that can be implemented. We will continue to perform competitive negotiations as necessary. While difficult, we will continue to manage our customer's expectations in a cost-effective manner.

Headline Measure 19: Building Design and Construction – Percent of Projects Meeting Initial Construction Costs

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	78%	87%	94%			
Projection	75%	78%	93%	93%	93%	93%

Factors Contributing to Current Performance

- Preparation of Deduct Alternates ensures cost compliance
- Good construction documents minimize cost increases
- Having good estimates minimizes change order costs

Factors Restricting Performance Improvement

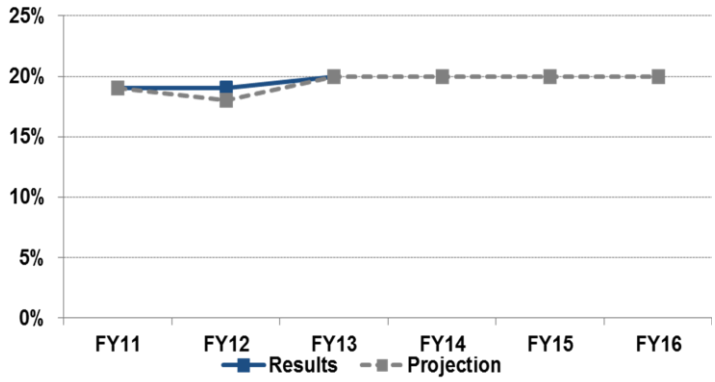
- Occasionally, the Architect/Engineer's cost estimate will be lower than the bid (Travilah FS)
- Sometimes, even a thorough review does not catch a mistake in design
- Unforeseen site conditions can increase costs (Scotland Rec Center)

Performance Improvement Plan

- Projected score for 2013 is very high and difficult to improve. Continue with the Return for Expressions of Interest process. Continue with the factors contributing to current performance. Continue to focus on high quality documents. Continue to emphasize that cost control is important. Use of construction management firms will lower change order costs. It is particularly important to have good estimates provided to support the negotiation of proposed change orders.

Headline Measure 20: Business Relations and Compliance – MFD Percentage of Contract Dollars

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	19%	19%	20%			
Projection	19%	18%	20%	20%	20%	20%

Factors Contributing to Current Performance

- Monitor departments contracting for compliance
- Provide outreach and assistance to raise awareness and assist with compliance
- Actively recruit eligible vendors and match their skills with department needs.

Factors Restricting Performance Improvement

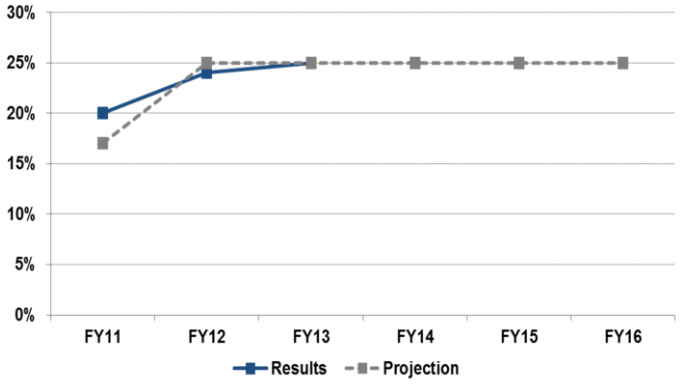
- Resistance from departments that see the MFD requirements as obstacles
- Economic conditions which limit staffing which in turn limits intervention strategies
- No established goal in the law/regulation makes it harder to require and enforce

Performance Improvement Plan

- Implement Compliance Software PRISM to help keep track of prime-sub-contractor payments and performance
- Conduct new disparity study (by County Attorney's Office) to get an updated outlook on Minority-Owned Business Enterprise (MBE)/Women-Owned Business Enterprise (WBE) status in the county
- Update MFD laws and regulations, based upon the findings from the disparity study
- Continue to improve office operation process by using technology (on-line forms, websites, workflow, tracking, etc.)
- Continue to improve reporting, with more details on Prime/Sub payments

Headline Measure 21: Business Relations and Compliance – Local Small Business Value of Contracts Awarded

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	20%	24%	25%			
Projection	17%	25%	25%	25%	25%	25%

Factors Contributing to Current Performance

- Increased awareness from the departments and the Local Small Businesses
- Increased training on the Program to the County users
- Detailed and open reporting system

Factors Restricting Performance Improvement

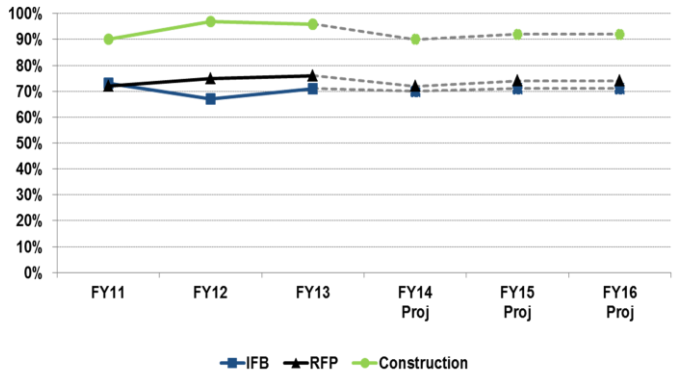
- Resistance from departments that see the MFD requirements as obstacles
- Ambiguous language in the regulation makes interpretation and enforcement harder

Performance Improvement Plan

- Propose necessary updates in the regulation to eliminate ambiguity
- Continue outreach to increase awareness of the program
- Continue to improve office operation process by using technology (on-line forms, websites, workflow, tracking, etc.)
- Recommend Law/Regulations updates
- Improve Annual Report with more details and breakdowns on exemption categories and purchasing categories

Headline Measure 22-24: Procurement – Percent of Procurements Meeting Agreed-Upon Timeline

Performance Trends



	FY11	FY12	FY13	FY14 Proj	FY15 Proj	FY16 Proj
IFB	73%	67%	71%	70%	71%	71%
RFP	72%	75%	76%	72%	74%	74%
Construction	90%	97%	96%	90%	92%	92%

Factors Contributing to Current Performance

- Continued use of technology in speeding up processes and reducing duplication
- Continuation of CA Forums
- Increased reporting tools & tracking
- Adherence to regulations, policies and processes

Factors Restricting Performance Improvement

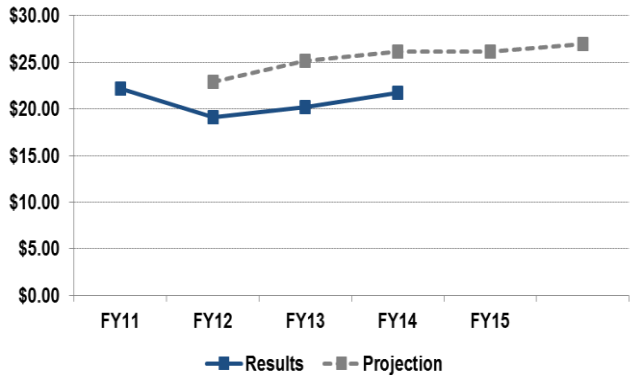
- Transition with new Public Administration Intern hires due to operations vacancies
- Loss of historical knowledge/trained CAs
- Oracle user challenges
- Legislative requirements/compliance
- Protests, legal Issues, grant requirements

Performance Improvement Plan

- Continuation of Contract Administrator (CA) Forums to develop knowledgeable CAs better versed in stages of the procurement process, regulatory requirements, and CA roles/responsibilities
- Develop Contract Review Committee (CRC) Checklist/Tips for CAs for improved submissions to CRCs and smoother processing of those actions
- Continue to work with cross-departmental stakeholders including OHR and County Attorney to launch topic-specific modules as part of the five-day Contract Administrator Training, managed through OHR
- Work with Finance on vendor modifications in Oracle and collaborate on changes
- Work with Office of Business Relations & Compliance and County Attorney on recommended regulation changes

Headline Measure 25: Real Estate – Average Amount Montgomery County Pays in Rent (dollars per square foot)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	$22.18	$19.10	$20.20	$21.72*		
Projection	$24.26	$22.93	$25.14	$26.17	$26.17	$26.95

Factors Contributing to Current Performance

- Taking advantage of depressed market for the past few years to renegotiate leases
- Negotiating skills which leverage landlord sense of stability for leases with County
- Presenting the County as a very desirable tenant
- Availability of suitable space in some desired locations

Factors Restricting Performance Improvement

- Shortage of available space in some desired locations
- Economic conditions such as rising market
- Which agency and the use being promulgated for the lease
- Shift to preferring environmentally friendly leases could cost more per square foot
- Leases must contain non-appropriation language, basically rendering every lease one year long

Performance Improvement Plan

- Continue to look for opportunities to consolidate out of leased spaces, reduce rates or reduce the size of the space we're occupying.
- Survey of County Agencies revealed that there is no pressing need for additional warehouse space. No consolidation will be pursued at this time. We will revisit as part of the biennial CIP.

Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:
Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) *37% increase in average overtime hours used by all full-time, non-seasonal employees.* (Source: CountyStat)*

b) *1.1 percentage point increase in average Net Annual Work hours for all full-time, non-seasonal employees.**
(Source: CountyStat)

**Values are based on the employee's HR Organization and not assigned Cost Center(s).*

2) Internal Controls and Risk Management:
Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations, policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) *91% of 22 Audit report recommendations were fully implemented since issuance of the audit report (Source: Internal Audit will provide to CountyStat)*

b) *7% increase in work related injuries. (from 67 in FY12 to 72 in FY13)*
(Source: Risk Management)

3) Succession Planning:
Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning (Source: Department Survey)

Real Estate Management Services:
-Program Specialist

Office of Special Projects:
-Manager, Office of Special Projects

Procurement:
-Procurement Specialist
-Senior Procurement Specialist
-Operations Manager
-Division Chief
-Proc. Services Coordinator
-IT Specialist
-OSCs

Central Services:
-Administrative Specialist III – HR
-Division Chief
-Management and Budget Specialist III

Fleet Management:
-Accountant/Auditor III
-Equipment Maintenance Crew Chief
-Equipment Services Coordinator
-Facilities and Maintenance Coordinator
-IT Specialist II
-Management and Budget Specialist III
-Manger III (3 positions)
-Mechanic Technician III
-Mechanic Technician II (4 positions)
-Program Manager II
-Program Manager I (4 positions)
-Senior Financial Specialist
-Senior Supply Technician
-Supply Technician III (2 positions)

Administrative Services:
-Imaging Operator II
-Government Records Coordinator
-Mail Clerk Leader
-Mail Services Supervisor
-Administrative Specialist I
-Program Manager I
-Print Shop Foreman
-Printing Technician III
-Central Duplicating Chief
-Division Chief

Cable Franchise Admin./Central Services-ADA:
-M-III ADA Title II Compliance Manager
-Capital Projects Manager
-Construction Representative II

Compliance:
-Program Manager II
-MFD Compliance Program Specialist
-LSBRP Compliance Specialist
-Manager

Building Design and Construction:
-Chief, Building Design and Construction
-Assistant Chief, Building Design and Construction
-Chief, Project Management Section

Director's Office:
-Director, DGS
-Deputy Director (2 positions)
-Senior Executive Admin. Aide

Facilities Management:
-Division Chief
-Deputy Chief
-Property Manager
-Operations Manger

b) 33% of those identified key position/functions have developed and implemented long-term succession planning (Source: Department Survey)

4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

XX% of employees have fulfilled mandatory County/State/Federal training requirements (Source: Department)

5) Workforce Diversity and MFD Compliance:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity: refer to or attach summary yearly report prepared by OHR
(Source: Department provides and CountyStat validates)

	African Amer	Native Amer	White	Asian	Hispanic	Other
DGS	23.7%	0.3%	52.3%	11.4%	8.6%	3.7%

MFD Compliance: refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) (Link to report)

Total $ Subject to MFD: $187,757,370; MFD Utilization: $31,242,124; % of MFD Utilization: 16.64%
% of Total MFD $: 21.27%

The Office of Business Relations and Compliance

- Expanded Central Vendor Registration System enrollment with the following outcomes:
  - 17% increase in MFD businesses from 517 to 607;
  - 13% increase in Local Small Businesses (LSBRP): from 1043 to 1183
  - 6% decrease in all vendors; from 11,157 to 10,484 due to cleaning up incomplete or duplicate accounts
- Additionally MFD County contracting rose to 20.08%in FY13 from 19.33% in FY12,
- Local Small Business spending rose to 24.5% in FY13 from 23.7% in FY12.
- Contracts with LSBRP firms stays at 38% in FY13.

Division of Central Services

- Participate in a Veteran's job fair to recruit for vacant positions
- Post recruitment ads in County Association publications to reach a diverse pool of applicants (LGBT, African-American, Asian, etc.)

Division of Fleet Management Services; Director's Office; Office of Special Projects

- Worked with Project SEARCH for intern placements

6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.
(Source: Department)
Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction.
(Source: Department)

The Division of Fleet Management Services (DFMS) continued to oversee the implementation of a new Fuel Management System. This system will put into operation better tracking and reporting of fuel transactions while allowing all County agencies to use any County Government funded fuel site.

DFMS implemented a Business Plan based on 5 core goals, Strong Leadership, Innovative programs, Cost Effective and Efficient Operations, High Performing Teams, and Customer Satisfaction; continued to realign the organization to increase program efficiency; and implemented a vehicle replacement and cost reduction strategy using age, mileage, maintenance, reliability, mission criticality and condition.

The Office of Procurement received the prestigious Achievement of Excellence in Procurement Award (AEP) for 2013 from the National Procurement Institute. The award recognizes organizational excellence in public procurement. Montgomery County is one of only six agencies in Maryland that received this award. The recognition encourages the development of excellence, as well as continued organizational improvement.

The Office of Business Relations and Compliance improved the Office of Business Relations & Compliance automation system on the intranet to reduce paper work for the Contract Administrators. Additionally they worked with the Office of Procurement to add functions in YODA to enhance the MFD process, and improved the automation functions on the LSBRP system so that all PO/DPOs are resolved automatically based on the ERP's contract table.

- Working with Procurement, Reviewing and remapping Office of Business Relations & Compliance processes. Compiled business process improvement recommendations for various Office of Business Relations programs, including MFD, LSBRP, Living Wage and Prevailing Wage.

- Improved communications with department Contract Administrators. Worked with OHR and Procurement to add an Office of Business Relations & Compliance module in the Contract Administrators training course.

7) <u>Collaborations and Partnerships</u>:
Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total $$ saved by through collaborations and partnerships with other departments (Under construction)

b) List your accomplishments and/or expected results (Source: Department)

Office of Business Relations and Compliance
Earned the MCCC 2012 Public Sector Chamber Partner of the Year Award. Recognized for work with the business community.

The office has also hosted or participated in the following outreach events:

- June 3, 2013 -- Montgomery County IT Open House
- May 24, 2013 -- Montgomery County Small Business Awards
- May 17, 2013 -- Montgomery County Chamber of Commerce
  GovConNet Procurement Conference
- Feb 27, 2012 -- Office of Business Relations & Compliance outreach event -- MC's LSBRP Program
- Nov 28, 2012 – Baltimore/Washington Region Government Procurement Fair
- Nov 28, 2012 – Baltimore/Washington Region Government Procurement Fair
- Nov 8, 2012 – Demystifying The Bonding Process (DED)
- October 31, 2012 -- 21st Baltimore-Washington Region Government Procurement Fair
- October 17, 2012 -- Baltimore County's "Meet the Primes" Event
- October 3, 2012 -- Montgomery County / Associated Builders & Contractors, Inc Meeting
- July 25, 2012 -- Office of Business Relations & Compliance outreach event 4 -- Silver Spring Library Prime/MFD vendor meet and greet
- May 3, 2012 -- 2012 Federal Procurement Conference
- April 24, 2012 -- Office of Business Relations & Compliance outreach event 3 -- MC's MFD Program
- Mar 27, 2012 -- MFD Application Assistance Workshop
- Mar 16, 2012 -- Office of Business Relations & Compliance outreach event 2 -- How to write a good proposal
- Feb 16, 2012 -- Office of Business Relations & Compliance outreach event 1 -- MC's LSBRP Program

Division of Building Design and Constructions

- Completed the PlumGar Neighborhood Recreation Center.
- Submitted recommendations to DPS regarding the implementation of the IgCC.
- Will open nine new facilities between now and the end of 2014.

(continued from previous page)

Office of Procurement

In addition to participating in events with the Office of Business Relations and Compliance, such as the GovConNet Procurement Conference and Presenting as a regional panel member and Moderator, the Office also participates in government contracting research with Universities and agencies such as with the American University in April 2013.

The Office of Procurement also hosted Contract Administrator Forums to continue the program goal of enriching and enhancing Contract Administrator knowledge and understanding of Contract Administration through discussions, lectures, problem-solving exercises, and practical interactive sessions and by offering practical day-to-day guidance on the most popular challenges facing departments:

- September 28, 2012 $ustainable Purchasing: Best Practices and Practical Uses
- February 22, 2013 Demystifying the Myth of Oracle and compliance Issues in Contract Administration

It also conducts or participates in cross-agency training with the Interagency Procurement Coordinating Committee (IPCC) through the CA Forums; participation from other County agencies.

Procurement also developed a revamped Contract Administrator 5-day Training Program, to include an Overview and topic specific modules taught by subject matter experts, along with County Attorney, OHR, and other stakeholders.

Division of Fleet Management Services (DFMS)

As part of its “one stop shop” initiative, the Automotive Equipment Shop (AES) integrated the installation of radio and video equipment into the initial prepping of new vehicles to eliminate processes involving the Department of Technology Services. This integration reduced the time needed to prep the new vehicles and eliminated unnecessary travel time. By AES and Police working together, this enabled Police to maintain its video systems at the Seven Locks Facility. Police now have administrative offices and work bays to accomplish the maintenance.

8) Environmental Stewardship:
Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) 1% increase in print and mail expenditures (Source: CountyStat)
b) 8% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)

EOB/COB Garages Lighting Replacement & Upgrade Project:

- Replaced 685 energy inefficient HID lighting fixtures at two (2) major indoor garages of the County facilities with much more energy-efficient and long-lasting "Induction" light bulb fixtures. The replacement light bulbs have the rating of 100,000 hours (written manufacturer warranty of 10 years).
- The metrics of total savings are as follows:
  - Over $71K in annual savings in electric utility cost corresponding to 556,195 KWH
  - Savings of 1,037,772 Lbs of CO2
  - Savings of 4,746 Lbs of SO2
  - Savings of 2,729 Lbs of NOx
  - The above savings translate into 156 acres of trees planted per year and 87 cars removed from the road per year
  - The 100,000 hour light bulb life translates into $42,353.80 in annual maintenance (replacement labor) costs

  Total annual project savings ($42,353.80 + $71,005.00) = $113,358.80

The Division of Building Design and Construction

- Works to ensure that all new county buildings meet LEED Silver Certification
- Continued work on ESCO Pilot Project—will save over $200K/year in energy costs. This project has now been awarded. Procurement of the ESCO RFP is complete and award of the contract is pending.
- The OLO Report on Design and Construction Best Practices indicated that DBDC met or exceeded the best practices of all jurisdictions surveyed.

The Office of Procurement

- Member of State of MD strategic subcommittee on green purchasing working on legislative issues, communications, and information exchange/networking.
- Conducted Contract Administrator Forum on Green Purchasing.
- Coordinating new Desktop Computer Modernization and Copier contracts with DTS and DGS for green certification language and environmentally friendly disposal requirements.

DFMS Use of Alternative Fuels

- In FY13 22% of DFMS fuel consumption was alternative fuels. This displaced 1,487,392 Gal/DGE of petroleum based fuels. DFMS continues to work towards the DGS Goal of 30% clean energy purchases.