



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.

Budget Overview

The total approved FY17 Operating Budget for the Department of General Services is \$37,288,733, an increase of \$2,440,115 or 7.00 percent from the FY16 Approved Budget of \$34,848,618. Personnel Costs comprise 40.59 percent of the budget for 224 full-time position(s) and two part-time position(s), and a total of 164.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 59.41 percent of the FY17 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:

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

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 approved budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Building Design and Construction: Percent of projects meeting initial design timeline	83	100	88	88	88
Building Design and Construction: Percent of projects meeting initial construction timeline	86	92	88	88	88
Building Design and Construction: Percent of projects meeting initial design costs	83	100	88	88	88
Building Design and Construction: Percent of projects meeting initial construction costs	93	92	88	88	88

Accomplishments

- ☑ In support of the ADA Compliance Program, began a pilot project using a new technology, video remote interpreting, to expand the County government's capacity to provide effective communication in emergency or other situations where traditional in-person Sign Language interpreters are unavailable.
- ☑ Improved customer satisfaction by replacing coin-operated copiers with smart technology library card readers at multiple Library locations.
- ☑ During 2016, will complete the construction of solar photovoltaic arrays at 14 locations.

- ☑ Led a cooperative clean energy purchase of 430,000 kilowatt hours of electricity, offsetting 290,000 metric tons of greenhouse gas emissions annually with ten other County agencies and municipalities.
- ☑ Completed installation of a state of the art humidification system and temperature control improvements at the Strathmore Arts Center. This project has received a National Association of Counties (NACo) award.
- ☑ Upgraded and replaced mechanical and electrical systems at 401 Hungerford Health and Human Services office building to increase comfort and reliability and reduce energy costs.
- ☑ Provide "green" facility and maintenance services on LEED facilities including 3rd District Police Station, Animal Services and Adoption Center, and Scotland Neighborhood Recreation Center.
- ☑ Responded to 27 snow and ice events with total accumulation of approximately 46.6 inches during the winter of 2014-2015.
- ☑ Completed construction of a new modular structure on Crabbs Branch Way to serve as a new men's overflow shelter. The Department of Health and Human Services assumed operation in November 2015.
- ☑ Commenced construction of public infrastructure improvements at County Service Park.
- ☑ Updated and redesigned the Smart Growth Initiative website.

Productivity Improvements

- ☀ Implemented advanced utility bill management software package, improving the accuracy and usability of data.
- ☀ Implemented Phase 2 of the Oracle Property Manager module to streamline lease payments.

Program Contacts

Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this department's operating budget.

Program Descriptions

Central Duplicating, Imaging, Archiving, & Mail Services

This program provides timely and efficient document management to County Government through: high-speed digital printing services; desktop and electronic publishing; high-speed color digital printing; full service bindery; large format and banner printing, digital imaging; and electronic and physical archiving of County records. The program administers and manages the countywide paper and copier contracts. A full service mail operation processes all classes of incoming, interoffice, and outgoing mail to the U.S. Postal Service and County departments and agencies.

FY17 Approved Changes	Expenditures	FTEs
FY16 Approved	7,909,603	29.75
Increase Cost: Copier contract for multi-functional printers	106,717	0.00
Increase Cost: Equipment and Supplies	11,383	0.00
Decrease Cost: Printing Technician III Position	(106,717)	(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.	42,876	0.00
FY17 Approved	7,963,862	28.75

Real Estate Program

This program provides for leasing, site acquisition/disposition, space management and site evaluation. The leasing function recommends,

plans, coordinates, implements, and administers the leasing of real property for both revenue and expense leases, including closed school facilities, at the best economic and operational value to the County. Site acquisition 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	22.74	22.27	23.04	23.85	24.69

FY17 Approved Changes	Expenditures	FTEs
FY16 Approved	949,700	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.	(2,139)	0.00
FY17 Approved	947,561	7.00

Energy and Sustainability

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

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Environmental Stewardship: Carbon footprint from facilities and fleet operations (in metric ton carbon dioxide equivalents) ¹	164,894	128,714	34,318	34,318	34,318

¹ Beginning in FY15, the County significantly expanded its investment in the reduction of its greenhouse gas emissions.

FY17 Approved Changes	Expenditures	FTEs
FY16 Approved	575,118	4.00
Add: Energy Management Systems Technician to support program implementation for Bill 6-14 (includes \$30,000 for one-time vehicle and supplies purchase)	100,000	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.	278	0.00
FY17 Approved	675,396	5.00

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 oversees 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Facilities Maintenance: Number of hours offline for power systems	89.0	170.5	170.5	170.5	170.5
Facilities Maintenance: Number of hours offline for elevator systems	324	921	921	921	921

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Facilities Maintenance: Number of hours offline for heating / cooling systems	24	347	347	347	347
Facilities Maintenance: Number of hours offline for water sewage systems ¹	30	102	102	102	102
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ²	6,335,328	7,537,923	7,881,875	8,984,499	8,984,499
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings	3.80	3.62	3.70	3.80	3.80

¹ In the Facilities Maintenance measures shown above, increases in FY15 & beyond are related to improved internal monitoring systems and reflect more accurate measures.

² Dollars reflect budget numbers.

FY17 Approved Changes	Expenditures	FTEs
FY16 Approved	23,333,232	104.90
Increase Cost: Maintenance Costs for Buildings Opening in FY17	697,954	0.00
Increase Cost: Contract Inflation	236,360	0.00
Increase Cost: Annualization of Maintenance Costs for Buildings Opening in FY16	125,387	0.00
Increase Cost: Project Search Intern	34,264	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.	232,915	2.00
FY17 Approved	24,660,112	107.90

Administration

Administration services in the Department are provided in three key areas: 1) The Director's Office provides overall leadership for the Department, including policy development, strategic planning, accountability, service integration, performance measures, and customer service. 2) 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. 3) 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; payment processing; the management and administration of information technology; oversight of all personnel activities of the Department of General Services; and oversight and management for increasing access to County facilities for residents and employees with disabilities. The Division of Central Services also handles administration of the day-to-day operations of the Department, including direct service delivery, training, contract management logistics, and facilities support.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Internal customer satisfaction: Average score given to all DGS operations in a survey across Montgomery County Government	2.90	2.83	2.85	2.88	2.91

FY17 Approved Changes	Expenditures	FTEs
FY16 Approved	2,080,965	16.00
Shift: American Film Institute Contract from Department of Economic Development (includes increase of \$298,585)	895,589	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.	65,248	(0.65)
FY17 Approved	3,041,802	15.35

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	Approved FY17	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	12,330,394	8,744,628	10,460,657	9,209,628	5.3 %
Employee Benefits	4,602,536	3,559,347	3,870,672	3,556,552	-0.1 %
County General Fund Personnel Costs	16,932,930	12,303,975	14,331,329	12,766,180	3.8 %
Operating Expenses	22,223,491	14,635,040	18,008,558	16,558,691	13.1 %
County General Fund Expenditures	39,156,421	26,939,015	32,339,887	29,324,871	8.9 %
PERSONNEL					
Full-Time	222	194	194	196	1.0 %
Part-Time	3	1	1	1	---
FTEs	160.00	131.90	131.90	135.25	2.5 %
REVENUES					
Miscellaneous Revenues	91,760	120,000	100,000	120,000	---
Other Charges/Fees	(525)	0	0	0	---
County General Fund Revenues	91,235	120,000	100,000	120,000	---
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	1,558,176	1,716,797	1,576,607	1,685,320	-1.8 %
Employee Benefits	683,608	724,266	638,838	683,435	-5.6 %
Printing & Mail Internal Service Fund Personnel Costs	2,241,784	2,441,063	2,215,445	2,368,755	-3.0 %
Operating Expenses	5,441,964	5,336,540	5,466,831	5,235,697	-1.9 %
Capital Outlay	0	132,000	0	359,410	172.3 %
Printing & Mail Internal Service Fund Expenditures	7,683,748	7,909,603	7,682,276	7,963,862	0.7 %
PERSONNEL					
Full-Time	30	29	29	28	-3.5 %
Part-Time	1	1	1	1	---
FTEs	30.75	29.75	29.75	28.75	-3.4 %
REVENUES					
Imaging/Archiving Revenues	1,746,600	1,300,249	1,300,249	1,342,906	3.3 %
Investment Income	223	0	500	710	---
Mail Revenues	2,150,350	2,328,351	2,328,351	2,366,078	1.6 %
Other Charges/Fees	1,609,574	1,500,000	1,500,000	1,618,080	7.9 %
Print Revenues	2,954,888	2,851,559	2,851,559	2,918,115	2.3 %
Printing & Mail Internal Service Fund Revenues	8,461,635	7,980,159	7,980,659	8,245,889	3.3 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	8,951	0	0	0	---
Employee Benefits	2,758	0	0	0	---
Grant Fund - MCG Personnel Costs	11,709	0	0	0	---
Operating Expenses	329,536	0	0	0	---
Grant Fund - MCG Expenditures	341,245	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	---
REVENUES					
Federal Grants	513,530	0	0	0	---
Grant Fund - MCG Revenues	513,530	0	0	0	---
DEPARTMENT TOTALS					
Total Expenditures	47,181,414	34,848,618	40,022,163	37,288,733	7.0 %
Total Full-Time Positions	252	223	223	224	0.4 %

	Actual FY15	Budget FY16	Estimate FY16	Approved FY17	%Chg Bud/App
Total Part-Time Positions	4	2	2	2	—
Total FTEs	190.75	161.65	161.65	164.00	1.5 %
Total Revenues	9,066,400	8,100,159	8,080,659	8,365,889	3.3 %

FY17 Approved Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	26,939,015	131.90
<u>Changes (with service impacts)</u>		
Add: Energy Management Systems Technician to support program implementation for Bill 6-14 (includes \$30,000 for one-time vehicle and supplies purchase) [Energy and Sustainability]	100,000	1.00
<u>Other Adjustments (with no service impacts)</u>		
Shift: American Film Institute Contract from Department of Economic Development (includes increase of \$298,585) [Administration]	895,589	0.00
Increase Cost: Maintenance Costs for Buildings Opening in FY17 [Facilities Management]	697,954	0.00
Increase Cost: Contract Inflation [Facilities Management]	236,360	0.00
Increase Cost: Annualization of FY16 Personnel Costs	207,022	1.35
Increase Cost: FY17 Compensation Adjustment	200,875	0.00
Increase Cost: Annualization of Maintenance Costs for Buildings Opening in FY16 [Facilities Management]	125,387	0.00
Increase Cost: Group Insurance Adjustment	85,438	0.00
Increase Cost: Motor Pool Adjustment	43,241	0.00
Increase Cost: Annualization of FY16 Lapsed Positions	39,423	0.00
Increase Cost: Project Search Intern [Facilities Management]	34,264	1.00
Increase Cost: Printing and Mail	3,120	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(108,000)	0.00
Decrease Cost: Retirement Adjustment	(174,817)	0.00
FY17 APPROVED	29,324,871	135.25

PRINTING & MAIL INTERNAL SERVICE FUND

FY16 ORIGINAL APPROPRIATION	7,909,603	29.75
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Copier contract for multi-functional printers [Central Duplicating, Imaging, Archiving, & Mail Services]	106,717	0.00
Increase Cost: FY17 Compensation Adjustment	35,717	0.00
Increase Cost: Group Insurance Adjustment	17,625	0.00
Increase Cost: Equipment and Supplies [Central Duplicating, Imaging, Archiving, & Mail Services]	11,383	0.00
Increase Cost: Motor Pool Adjustment	8,862	0.00
Increase Cost: Annualization of FY16 Personnel Costs	2,646	0.00
Increase Cost: Printing and Mail	466	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(20)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(840)	0.00
Decrease Cost: Retirement Adjustment	(21,580)	0.00
Decrease Cost: Printing Technician III Position [Central Duplicating, Imaging, Archiving, & Mail Services]	(106,717)	(1.00)
FY17 APPROVED	7,963,862	28.75

Program Summary

Program Name	FY16 APPR		FY17 APPR	
	Expenditures	FTEs	Expenditures	FTEs
Central Duplicating, Imaging, Archiving, & Mail Services	7,909,603	29.75	7,963,862	28.75
Real Estate Program	949,700	7.00	947,561	7.00

Program Name	FY16 APPR		FY17 APPR	
	Expenditures	FTEs	Expenditures	FTEs
Energy and Sustainability	575,118	4.00	675,396	5.00
Facilities Management	23,333,232	104.90	24,660,112	107.90
Administration	2,080,965	16.00	3,041,802	15.35
Total	34,848,618	161.65	37,288,733	164.00

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool	553,836	2.80	557,381	2.80
Solid Waste Services	Solid Waste Disposal	48,223	0.10	48,223	0.10
Liquor Control	Liquor	359,565	1.20	359,565	1.20
CIP	Capital Fund	7,872,539	55.80	7,676,651	54.45
Not Defined	Not Defined	749,029	3.50	749,029	3.50
Total		9,583,192	63.40	9,390,849	62.05

Future Fiscal Impacts

Title	CC APPROVED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Approved	29,325	29,325	29,325	29,325	29,325	29,325
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	17	17	17	17	17
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	29,325	29,342	29,342	29,342	29,342	29,342

PRINTING & MAIL INTERNAL SERVICE FUND

EXPENDITURES						
FY17 Approved	7,964	7,964	7,964	7,964	7,964	7,964
No inflation or compensation change is included in outyear projections.						
Replacement of Printing, Mail, and Imaging Equipment per Schedule	0	137	160	81	81	81
Reflects projected need for capital outlay replacement on an annual basis.						
Retiree Health Insurance Pre-funding	0	(6)	(12)	(15)	(18)	(18)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	14	14	14	14	14
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	7,964	8,109	8,126	8,044	8,041	8,041

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