



General Services

Recommended FY18 Budget

\$38,746,966

Full Time Equivalents

171.00

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 recommended FY18 Operating Budget for the Department of General Services is \$38,746,966, an increase of \$1,458,233 or 3.91 percent from the FY17 Approved Budget of \$37,288,733. Personnel Costs comprise 41.96 percent of the budget for 231 full-time position(s) and two part-time position(s), and a total of 171.00 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 58.04 percent of the FY18 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 FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 recommended budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Building Design and Construction: Percent of projects meeting initial design timeline	100	100	95	95	95
Building Design and Construction: Percent of projects meeting initial construction timeline	92	91	95	95	95
Building Design and Construction: Percent of projects meeting initial design costs	100	100	95	95	95
Building Design and Construction: Percent of projects meeting initial construction costs	92	91	95	95	95

Accomplishments

- ✓ Initiated and implemented, with the support of the Office of Emergency Management and Homeland Security, a 'Facility Status' message board on the webEOC portal. During an emergency, webEOC users will have the ability to search remotely for facility readiness status in terms of overall accessibility and power, water, telephone, and gas.
- ✓ Reduced the combined annual greenhouse gas emissions of County buildings and fleets by 67% since fiscal year 2005. Greenhouse gas reductions were achieved through the purchase of electricity generated by clean energy technologies, solar energy installations on County facilities, building energy efficiency initiatives, improved fleet vehicle mileage and fleet alternative fuel use.
- ✓ Enriched communities through public-private partnerships with new public investment including hiker/biker trails and sidewalks, pedestrian and vehicular connections to Metro and regional utility infrastructure at the former County Service Park.
- ✓ Redeveloped Site II in East County to create a unique hub that will capitalize on the surrounding and nearby regulatory, higher education, and medical resources with land uses that reflect the County's policy to encourage employment, community revitalization, and economic development with an anticipated focus on the biomedical and biotechnology industries and the innovation economy.
- ✓ Partnered with the State and local business owners to implement the Wheaton Facade Easement Program to improve and reinvest in existing commercial building exteriors in an environmentally friendly and sustainable manner.

Innovations and Productivity Improvements

- ✦ Implemented cutting edge energy data management software to capture utility information and display data on a dashboard allowing County staff to identify anomalies and take action.
- ✦ ERP Work Order System Reimplementation: This project will enhance the current Asset Management (eAM) functionalities and usage through implementing additional features not currently enabled, including full inventory capabilities. This effort will involve eAM Work Request, Work Order, Asset Hierarchy, Inventory, Purchasing, and Mobile App modules. Through this reimplementation, the Department of General Services (DGS) will be able to track expenses and labor by asset number down to specific components, significantly improving the efficiency in providing maintenance services and better allocating resources. With the additional tools provided by this reimplementation, DGS will be able to perform short- and long-term planning for asset replacement.
- ✦ Comprehensive Asset Inventory: This initiative will gather all the data needed to populate the Work Order system, while tagging individual pieces of equipment and assessing condition to determine maintenance and replacement priorities. The effort will serve as the new basis for asset management within the eAM Oracle Work Order System, allowing long-term planning while building the foundation for a shift from "break-fix" to a predictive maintenance approach. The initiative has been phased to commence with critical public safety buildings.

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.

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	7,963,862	28.75
Shift: Personnel Costs and FTE from General Fund to Align to Actual Labor Effort	28,724	0.32
Technical Adj: Shift Operating Expenses to Personnel Costs to Replace Temporary Contract Staff with Permanent Employees	0	5.00
Decrease Cost: Staff turnover and staff reclass	(29,166)	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.	82,969	0.00
FY18 Recommended	8,046,389	34.07

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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	22.27	27.67	28.58	29.15	29.44

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	947,561	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.	30,577	0.00
FY18 Recommended	978,138	7.00

Energy and Sustainability

The Office of Energy and Sustainability (ES) is responsible for facilitating comprehensive energy and sustainability strategies across County operations. ES leads the County's green government programs which crosscut County Departments and DGS Divisions. ES specifically implements or facilitates programs to improve energy efficiency, expand clean energy use, promote sustainable sites, enable clean transportation, encourage environmentally preferable purchasing and foster resource saving behaviors by County employees. These initiatives foster collaboration, leadership, innovation, and performance measurement to ensure the County delivers the highest quality services at the lowest environmental impact.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Environmental Stewardship: Carbon footprint from facilities and fleet operations (in metric ton carbon dioxide equivalents) ¹	128,714	37,755	37,755	37,755	37,755

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

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	675,396	5.00
Increase Cost: Annualization of FY17 Energy Technician Position	17,550	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.	119,289	0.00
FY18 Recommended	812,235	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, corrective, 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. Through the Building Automation Systems, technicians implement an energy management program to monitor and maintain heating and cooling systems, ensuring the most efficient use of these services. In addition, Facilities Management oversees moving services and 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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Facilities Maintenance: Number of hours offline for power systems	170.5	153	161.75	161.75	161.75
Facilities Maintenance: Number of hours offline for elevator systems	921	1443	1182	1182	1182
Facilities Maintenance: Number of hours offline for heating / cooling systems	347	74	210.5	210.5	210.5
Facilities Maintenance: Number of hours offline for water sewage systems ¹	102	81	91.5	91.5	91.5
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties (\$000) ²	7,537	7,881	6,615	5,899	5,899
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings	3.62	3.68	3.7	3.7	3.7

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.

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	24,660,112	107.90
Add: Comprehensive Asset Inventory - Public Safety Facilities	540,000	0.00
Increase Cost: Code Compliance: Public Safety Headquarters Lab Eyewash Station	240,000	0.00
Increase Cost: Manager III position	190,765	1.00
Increase Cost: Contract CPI	154,700	0.00
Increase Cost: Annualization of New Building Maintenance	73,861	0.00
Increase Cost: Contract Increase - The ARC Montgomery County	43,365	0.00

FY18 Recommended Changes	Expenditures	FTEs
Increase Cost: New Buildings Opening in FY18	18,347	0.00
Reduce: Recreation Deferred Maintenance	(100,000)	0.00
Reduce: Libraries Deferred Maintenance	(150,000)	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.	29,541	0.00
FY18 Recommended	25,700,691	108.90

Administration

The Administration program provides services in three key areas: 1) The Director's Office provides overall leadership for the Department, including policy development, strategic planning, emergency preparedness and operations, accountability, service integration, performance measures, and customer service. 2) The Office of Planning and Development in the Director's Office oversees the County Executive's Strategic Growth Initiative and other key strategic capital initiatives. 3) The Division of Central Services provides oversight and direction for 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 compliance with the Americans with Disabilities Act (ADA) 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, and oversight of procurements and contract management for the department

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Internal customer satisfaction: Average score given to all DGS operations in a survey across Montgomery County Government	2.83	2.982	3.00	3.01	3.03

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	3,041,802	15.35
Increase Cost: Manager III position	230,243	1.00
Decrease Cost: American Film Institute Contract	(34,914)	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.	(27,618)	(0.32)
FY18 Recommended	3,209,513	16.03

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. Each County project includes an array of sustainable features to reduce the impact of the facility on the environment and lifecycle costs. These features are derived from an integrated design process that evaluates each measure, such as energy efficiency, onsite renewables environmental site design, and enhanced monitoring, collectively reducing utility and other costs. The planning and design of facilities follows the 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.

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	0	0.00
FY18 Recommended	0	0.00

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Recommended FY18	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,440,609	9,209,628	10,310,289	9,842,468	6.9 %
Employee Benefits	3,790,238	3,556,552	3,799,589	3,685,712	3.6 %
County General Fund Personnel Costs	14,230,847	12,766,180	14,109,878	13,528,180	6.0 %
Operating Expenses	19,373,795	16,558,691	18,232,473	17,172,397	3.7 %
County General Fund Expenditures	33,604,642	29,324,871	32,342,351	30,700,577	4.7 %
PERSONNEL					
Full-Time	194	196	196	198	1.0 %
Part-Time	1	1	1	1	—
FTEs	131.90	135.25	135.25	136.93	1.2 %
REVENUES					
Miscellaneous Revenues	70,604	120,000	120,000	120,000	—
County General Fund Revenues	70,604	120,000	120,000	120,000	—
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	1,553,711	1,685,320	1,587,597	1,971,933	17.0 %
Employee Benefits	623,887	683,435	643,443	759,127	11.1 %
Printing & Mail Internal Service Fund Personnel Costs	2,177,598	2,368,755	2,231,040	2,731,060	15.3 %
Operating Expenses	5,323,140	5,235,697	5,373,412	4,955,919	-5.3 %
Capital Outlay	0	359,410	359,410	359,410	—
Printing & Mail Internal Service Fund Expenditures	7,500,738	7,963,862	7,963,862	8,046,389	1.0 %
PERSONNEL					
Full-Time	29	28	28	33	17.9 %
Part-Time	1	1	1	1	—
FTEs	29.75	28.75	28.75	34.07	18.5 %
REVENUES					
Imaging/Archiving Revenues	1,440,693	1,342,906	1,342,906	1,314,059	-2.1 %
Investment Income	3,887	710	710	0	-100.0 %
Mail Revenues	2,044,030	2,366,078	2,366,078	2,357,694	-0.4 %
Other Charges/Fees	6,623	1,618,080	1,618,080	1,825,650	12.8 %
Print Revenues	4,483,498	2,918,115	2,918,115	2,510,012	-14.0 %
Printing & Mail Internal Service Fund Revenues	7,978,731	8,245,889	8,245,889	8,007,415	-2.9 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Recommended FY18	%Chg Bud/Rec
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	419,125	0	0	0	—
Grant Fund - MCG Expenditures	419,125	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					
State Grants	419,125	0	0	0	—
Grant Fund - MCG Revenues	419,125	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	41,524,505	37,288,733	40,306,213	38,746,966	3.9 %
Total Full-Time Positions	223	224	224	231	3.1 %
Total Part-Time Positions	2	2	2	2	—
Total FTEs	161.65	164.00	164.00	171.00	4.3 %
Total Revenues	8,468,460	8,365,889	8,365,889	8,127,415	-2.9 %

FY18 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	FY17 ORIGINAL APPROPRIATION	29,324,871 135.25
<u>Changes (with service impacts)</u>		
Add: Comprehensive Asset Inventory - Public Safety Facilities [Facilities Management]	540,000	0.00
Reduce: Recreation Deferred Maintenance [Facilities Management]	(100,000)	0.00
Reduce: Libraries Deferred Maintenance [Facilities Management]	(150,000)	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY18 Compensation Adjustment	275,302	0.00
Increase Cost: Code Compliance: Public Safety Headquarters Lab Eyewash Station [Facilities Management]	240,000	0.00
Increase Cost: Manager III position [Administration]	230,243	1.00
Increase Cost: Manager III position [Facilities Management]	190,765	1.00
Increase Cost: Contract CPI [Facilities Management]	154,700	0.00
Increase Cost: Annualization of New Building Maintenance [Facilities Management]	73,861	0.00
Increase Cost: Retirement Adjustment	46,307	0.00

FY18 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Contract Increase - The ARC Montgomery County [Facilities Management]	43,365	0.00
Increase Cost: New Buildings Opening in FY18 [Facilities Management]	18,347	0.00
Increase Cost: Annualization of FY17 Energy Technician Position [Energy and Sustainability]	17,550	0.00
Increase Cost: Annualization of FY17 Compensation Increases	17,395	0.00
Increase Cost: Annualization of FY17 Personnel Costs	13,162	0.00
Decrease Cost: Printing and Mail	(9,467)	0.00
Shift: Personnel Costs and FTE to Central Duplicating to Align to Actual Labor Effort	(28,724)	(0.32)
Decrease Cost: American Film Institute Contract [Administration]	(34,914)	0.00
Decrease Cost: Motor Pool Adjustment	(162,186)	0.00
FY18 RECOMMENDED	30,700,577	136.93

PRINTING & MAIL INTERNAL SERVICE FUND

	FY17 ORIGINAL APPROPRIATION	7,963,862	28.75
<u>Other Adjustments (with no service impacts)</u>			
Increase Cost: FY18 Compensation Adjustment		54,713	0.00
Shift: Personnel Costs and FTE from General Fund to Align to Actual Labor Effort [Central Duplicating, Imaging, Archiving, & Mail Services]		28,724	0.32
Increase Cost: Annualization of FY17 Compensation Increases		14,151	0.00
Increase Cost: Anniversary Circle Lease		10,200	0.00
Increase Cost: Property Taxes for Anniversary Circle		10,053	0.00
Increase Cost: Retirement Adjustment		5,896	0.00
Increase Cost: Annualization of FY17 Personnel Costs		4,873	0.00
Technical Adj: Shift Operating Expenses to Personnel Costs to Replace Temporary Contract Staff with Permanent Employees [Central Duplicating, Imaging, Archiving, & Mail Services]		0	5.00
Decrease Cost: Motor Pool Adjustment		(1,195)	0.00
Decrease Cost: Printing and Mail		(1,352)	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding		(14,370)	0.00
Decrease Cost: Staff turnover and staff reclass [Central Duplicating, Imaging, Archiving, & Mail Services]		(29,166)	0.00
FY18 RECOMMENDED		8,046,389	34.07

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 REC Expenditures	FY18 REC FTEs
Central Duplicating, Imaging, Archiving, & Mail Services	7,963,862	28.75	8,046,389	34.07
Real Estate Program	947,561	7.00	978,138	7.00
Energy and Sustainability	675,396	5.00	812,235	5.00
Facilities Management	24,660,112	107.90	25,700,691	108.90
Administration	3,041,802	15.35	3,209,513	16.03

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 REC Expenditures	FY18 REC FTEs
Building Design and Construction	0	0.00	0	0.00
Total	37,288,733	164.00	38,746,966	171.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total\$	FY17 FTEs	FY18 Total\$	FY18 FTEs
COUNTY GENERAL FUND					
General Services	Central Duplicating (Printing & Mail)	0	0.00	52,765	0.52
Fleet Management Services	Motor Pool	557,381	2.80	567,439	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	7,676,651	54.45	7,911,313	54.45
Not Defined	Not Defined	749,029	3.50	749,029	3.50
Total		9,390,849	62.05	9,688,334	62.57

FUTURE FISCAL IMPACTS

CE RECOMMENDED (\$000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Recommended	30,701	30,701	30,701	30,701	30,701	30,701
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY18	0	(780)	(780)	(780)	(780)	(780)
Items recommended for one-time funding in FY18, including Phase I of the Comprehensive Asset Inventory and Public Safety Headquarters Eyewash Station, will be eliminated from the base in the outyears.						
Labor Contracts	0	76	76	76	76	76
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	30,701	29,997	29,997	29,997	29,997	29,997
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY18 Recommended	8,046	8,046	8,046	8,046	8,046	8,046
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-Funding	0	1	2	3	3	3
Labor Contracts	0	23	23	23	23	23

FUTURE FISCAL IMPACTS

CE RECOMMENDED (\$000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	8,046	8,070	8,071	8,072	8,072	8,072