



# General Services

## APPROVED FY21 BUDGET

\$40,020,440

## FULL TIME EQUIVALENTS

169.30

 DAVID DISE, DIRECTOR

## MISSION STATEMENT

The Department of General Services (DGS) 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 FY21 Operating Budget for the Department of General Services is \$40,020,440, a decrease of \$273,694 or 0.68 percent from the FY20 Approved Budget of \$40,294,134. Personnel Costs comprise 43.80 percent of the budget for 232 full-time position(s) and one part-time position(s), and a total of 169.30 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 56.20 percent of the FY21 budget.





In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

-  **A Greener County**
-  **Effective, Sustainable Government**
-  **A Growing Economy**

## INITIATIVES

-  The Printing and Mail program has saved 121 trees, 1.38 million gallons of water, and reduced 113,460 pounds of carbon dioxide by implementing eco-friendly practices.
-  The Division of Facilities and Maintenance (DFM) program manages the County's Building Automation Systems (BAS), remotely responds and controls energy and environmental conditions at approximately 100 County facilities.
-  DFM performs preventive maintenance, repair, and groundskeeping for 435 County-owned and County-leased facilities.
-  DFM inspects and maintains 121 emergency generators located throughout the County, ensuring that systems are operational for emergency situations.

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## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ☀ Secured funds for green initiatives. In FY19, Department of General Services received over \$400,000 for energy-saving and advanced energy projects and over \$900,000 for streetlight upgrades. Received a total of \$4 million in grants and incentives since FY13 with an additional \$3.5 million expected in FY20.
- ☀ Installed the new IM 5000 Mail Meters with Enhanced Shipping and Mailing (ESM). The County saves five cents from every First-Class mail and nine cents for every pre-sorted First-Class mail with the postage meters. Department of General Services is in the process of establishing Intelligent Mail Bar Codes (IMB) and Intelligent Mail Package Bar Codes capability, with the Postal Service providing further discounts on Flat Mail and Priority Mail.
- ☀ Installed the new DS 600i Folder Inserter with IM 5000 Mail Meter inline. The new DS 600i Folder Inserter cuts production time by half as it eliminates pre-folding inserts and the Inline IM 5000 mail meter enhances efficiencies.
- ☀ Working with the United States Postal Service to integrate AS 980S Address Printer with BCC Bulk Mailer Software, to provide address validation and barcoding. Validation of addresses will reduce returned mail and barcoding will provide further discounts on postage from the Postal Service.

## PROGRAM CONTACTS

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Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Gary Nalven of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

## PROGRAM DESCRIPTIONS

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### ☀ 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 supports the County Executive's redevelopment 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; management and administration of information technology; oversight of all personnel activities; and oversight and management for compliance with the Americans with Disabilities Act (ADA), and 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.

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,320,378</b>	<b>15.03</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(422,109)	0.00
<b>FY21 Approved</b>	<b>2,898,269</b>	<b>15.03</b>

## 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, design, 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 best practices in project design and construction estimating and the timely delivery of facilities based on project schedules in the County CIP. This program is fully charged to the CIP.

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY21 Approved</b>	<b>0</b>	<b>0.00</b>

## Central Duplicating, Imaging, Archiving, & Mail Services

This is an Internal Service fund program that provides timely and efficient document management to County Government through high-speed digital printing services, graphic design, electronic publishing, high-speed color digital printing, full-service bindery, large format and banner printing, digital imaging, electronic and physical archiving of County records. The program administers and manages the countywide paper and multi-functional printer contracts, as well as a full-service mail operation that processes and scans all classes of incoming/ interoffice mail. Mail operations also processes outgoing mail to the U.S. Postal Service and deliver's mail/partial packages to all County departments and agencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of printing orders completed	7,853	8,004	8,050	8,075	8,100
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.36	3.40	3.41	3.42	3.43
Print/Mail/Archives: Internal customer survey responsiveness rating (scale of 1-4)	3.08	3.41	3.42	3.42	3.42

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,222,221</b>	<b>34.57</b>
Increase Cost: Lease and Maintenance Costs	21,382	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.	(85,999)	0.00

FY21 Approved Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>8,157,604</b>	<b>34.57</b>

## ☀ Energy and Sustainability

The Energy and Sustainability (ES) program is responsible for facilitating comprehensive energy and sustainability strategies across County operations. It leads the County's green government programs which crosscuts County Departments and DGS Divisions. Specifically, ES supports, 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	222,234	1,306,250	3,583,517	1,077,057	500,000
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	961,674	1,303,806	1,992,656	1,992,119	1,989,119
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	2,020	5,952	11,431	11,412	11,393
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent)	126,957	132,059	131,210	125,000	120,000

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>811,074</b>	<b>5.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,681	0.00
<b>FY21 Approved</b>	<b>849,755</b>	<b>5.00</b>

## ☀ Facilities Management

The Division of Facilities Management's mission is to provide 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, and corrective maintenance;
- custodial and housekeeping, grounds maintenance, recycling, and trash removal services;
- building structure and building envelope maintenance;
- engineering support services and various project management services;
- electrical/mechanical systems operations and maintenance;
- small to mid-sized building remodeling projects;
- snow removal and storm damage repair from snow, wind, rain, and storm events; and
- internal customer services.

Through Building Automation Systems (BAS), 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 operations to protect and extend the life of the County's investment in facilities and equipment.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties (\$000) <sup>1</sup>	\$6,150	\$6,725	\$7,438	\$7,438	\$7,438
Average percent of work orders completed in quarter	80.1%	78.6%	80.0%	80.0%	80.0%
Number of hours offline for heating/cooling systems	11	0	0	0	0
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	2.90	2.72	2.73	2.75	2.76

<sup>1</sup> Dollars reflect budget numbers.

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>26,922,582</b>	<b>107.70</b>
Add: Fire Watch Services	3,120	0.00
Add: Fall Protection Equipment Annual Inspections	2,500	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.	190,158	0.00
<b>FY21 Approved</b>	<b>27,118,360</b>	<b>107.70</b>

## 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of square feet of leased space managed	1,010,130	951,399	1,098,630	1,098,630	1,098,630
Average amount Montgomery County pays in rent (in dollars per square foot)	\$19.34	\$25.85	\$26.75	N/A	N/A
Average rent paid by Montgomery County as a percent of average market rent for leased space <sup>1</sup>	71.9%	90.9%	N/A	N/A	N/A
Leased Space Needs: Internal customer survey responsiveness rating (scale of 1-4)	3.34	2.94	2.95	2.97	2.98
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	3.08	2.97	2.98	3.00	3.01

<sup>1</sup> For competitiveness, DGS does not provide real estate projections for future years.

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,017,879</b>	<b>7.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(21,427)	0.00
<b>FY21 Approved</b>	<b>996,452</b>	<b>7.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	11,231,693	10,784,069	11,405,064	10,975,578	1.8 %
Employee Benefits	3,912,300	3,844,650	3,946,263	3,581,377	-6.9 %
<b>County General Fund Personnel Costs</b>	<b>15,143,993</b>	<b>14,628,719</b>	<b>15,351,327</b>	<b>14,556,955</b>	<b>-0.5 %</b>
Operating Expenses	20,544,120	17,443,194	25,951,429	17,305,881	-0.8 %
Capital Outlay	2,176	0	0	0	—
<b>County General Fund Expenditures</b>	<b>35,690,289</b>	<b>32,071,913</b>	<b>41,302,756</b>	<b>31,862,836</b>	<b>-0.7 %</b>
<b>PERSONNEL</b>					
Full-Time	198	198	198	198	—
Part-Time	1	1	1	1	—
FTEs	135.73	134.73	134.73	134.73	—
<b>REVENUES</b>					
Miscellaneous Revenues	87,150	120,000	120,000	120,000	—
<b>County General Fund Revenues</b>	<b>87,150</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>
<b>PRINTING &amp; MAIL INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,900,765	2,121,425	2,061,866	2,192,245	3.3 %
Employee Benefits	737,448	832,381	795,746	780,321	-6.3 %
<b>Printing &amp; Mail Internal Service Fund Personnel Costs</b>	<b>2,638,213</b>	<b>2,953,806</b>	<b>2,857,612</b>	<b>2,972,566</b>	<b>0.6 %</b>
Operating Expenses	5,252,458	4,909,005	4,862,530	4,825,628	-1.7 %
Capital Outlay	0	359,410	359,410	359,410	—
<b>Printing &amp; Mail Internal Service Fund Expenditures</b>	<b>7,890,671</b>	<b>8,222,221</b>	<b>8,079,552</b>	<b>8,157,604</b>	<b>-0.8 %</b>
<b>PERSONNEL</b>					
Full-Time	33	34	34	34	—
Part-Time	1	0	0	0	—
FTEs	34.07	34.57	34.57	34.57	—
<b>REVENUES</b>					
Imaging/Archiving Revenues	1,475,812	1,508,760	1,508,760	1,513,588	0.3 %
Investment Income	44,785	7,804	7,804	28,330	263.0 %
Mail Revenues	1,993,563	2,246,857	2,246,857	2,332,546	3.8 %
Other Charges/Fees	1,969,605	1,843,208	1,843,208	1,828,260	-0.8 %
Print Revenues	2,086,474	2,488,079	2,488,079	2,604,674	4.7 %
<b>Printing &amp; Mail Internal Service Fund Revenues</b>	<b>7,570,239</b>	<b>8,094,708</b>	<b>8,094,708</b>	<b>8,307,398</b>	<b>2.6 %</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>43,580,960</b>	<b>40,294,134</b>	<b>49,382,308</b>	<b>40,020,440</b>	<b>-0.7 %</b>
<b>Total Full-Time Positions</b>	<b>231</b>	<b>232</b>	<b>232</b>	<b>232</b>	<b>—</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
<b>Total Part-Time Positions</b>	2	1	1	1	—
<b>Total FTEs</b>	169.80	169.30	169.30	169.30	—
<b>Total Revenues</b>	7,657,389	8,214,708	8,214,708	8,427,398	2.6 %

## FY21 APPROVED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>32,071,913</b>	<b>134.73</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Fire Watch Services [Facilities Management]	3,120	0.00
Add: Fall Protection Equipment Annual Inspections [Facilities Management]	2,500	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	304,625	0.00
Increase Cost: Annualization of FY20 Compensation Increases	118,414	0.00
Increase Cost: Annualization of FY20 Personnel Costs	109,624	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,312	0.00
Increase Cost: Print and Mail Adjustment	1,571	0.00
Decrease Cost: Motor Pool Adjustment	(144,504)	0.00
Decrease Cost: Retirement Adjustment	(271,130)	0.00
Decrease Cost: Council Compensation Adjustment	(336,609)	0.00
<b>FY21 APPROVED</b>	<b>31,862,836</b>	<b>134.73</b>
<b>PRINTING &amp; MAIL INTERNAL SERVICE FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>8,222,221</b>	<b>34.57</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	72,272	0.00
Increase Cost: Annualization of FY20 Compensation Increases	31,938	0.00
Increase Cost: Annualization of FY20 Personnel Costs	24,390	0.00
Increase Cost: Lease and Maintenance Costs [Central Duplicating, Imaging, Archiving, & Mail Services]	21,382	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00
Increase Cost: Print and Mail Adjustment	929	0.00
Decrease Cost: Motor Pool Adjustment	(17,908)	0.00
Decrease Cost: Retirement Adjustment	(32,776)	0.00
Decrease Cost: Council Compensation Adjustment	(81,145)	0.00
Decrease Cost: OPEB Adjustment	(87,780)	0.00
<b>FY21 APPROVED</b>	<b>8,157,604</b>	<b>34.57</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	3,320,378	15.03	2,898,269	15.03
Building Design and Construction	0	0.00	0	0.00
Central Duplicating, Imaging, Archiving, & Mail Services	8,222,221	34.57	8,157,604	34.57
Energy and Sustainability	811,074	5.00	849,755	5.00
Facilities Management	26,922,582	107.70	27,118,360	107.70
Real Estate Program	1,017,879	7.00	996,452	7.00
<b>Total</b>	<b>40,294,134</b>	<b>169.30</b>	<b>40,020,440</b>	<b>169.30</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
General Services	Central Duplicating (Printing & Mail)	56,241	0.52	0	0.00
Fleet Management Services	Motor Pool	636,303	2.80	0	0.00
Recycling and Resource Management	Solid Waste Disposal	68,652	0.10	72,033	0.10
Alcohol Beverage Services	Liquor	564,025	1.20	602,077	1.20
CIP	Capital Fund	8,190,054	55.65	8,178,578	55.65
Administration and Support	General Fund	0	0.00	749,029	3.50
Not Defined	Not Defined	749,029	3.50	0	0.00
<b>Total</b>		<b>10,264,304</b>	<b>63.77</b>	<b>9,601,717</b>	<b>60.45</b>

## FUNDING PARAMETER ITEMS

CC APPROVED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Approved</b>	<b>31,863</b>	<b>31,863</b>	<b>31,863</b>	<b>31,863</b>	<b>31,863</b>	<b>31,863</b>
No inflation or compensation change is included in outyear projections.						
<b>Subtotal Expenditures</b>	<b>31,863</b>	<b>31,863</b>	<b>31,863</b>	<b>31,863</b>	<b>31,863</b>	<b>31,863</b>
<b>PRINTING &amp; MAIL INTERNAL SERVICE FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Approved</b>	<b>8,158</b>	<b>8,158</b>	<b>8,158</b>	<b>8,158</b>	<b>8,158</b>	<b>8,158</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(5)</b>	<b>(13)</b>	<b>(13)</b>	<b>(13)</b>	<b>(3)</b>



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## FUNDING PARAMETER ITEMS

CC APPROVED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>Subtotal Expenditures</b>	<b>8,158</b>	<b>8,153</b>	<b>8,145</b>	<b>8,145</b>	<b>8,145</b>	<b>8,155</b>

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