

**INVENTORY OF INTERNAL SERVICE
FUNCTIONS PERFORMED BY FIVE
MONTGOMERY COUNTY DEPARTMENTS**



OFFICE OF LEGISLATIVE OVERSIGHT
REPORT NUMBER 2007-10

July 31, 2007

Kristen Latham

INVENTORY OF INTERNAL SERVICE FUNCTIONS PERFORMED BY FIVE

MONTGOMERY COUNTY DEPARTMENTS

OFFICE OF LEGISLATIVE OVERSIGHT REPORT 2007-10

JULY 31, 2007

Internal service functions are business/ administrative activities that support the overall operation of an organization. This report provides an inventory of how Montgomery County Government organizes three internal service functions - human resources, information technology, and procurement in the following five County Departments:

- Department of Health and Human Services;
- Montgomery County Fire and Rescue Service;
- Montgomery County Police Department;
- Department of Public Libraries; and
- Department of Public Works and Transportation.

The Council asked OLO to prepare an inventory that describes the division of specific roles and responsibilities between the centralized departments and other departments. The inventory shows these five departments use a combination of centralized, decentralized, and shared administrative structure to perform internal service functions in the County departments. The Council anticipated that the inventory of internal service functions would provide topics for a follow-up study that examines an internal service function in greater detail.

CENTRAL DEPARTMENT OVERVIEW

The Office of Human Resources, the Department of Technology Services, and the Office of Procurement are centralized departments that provide internal service functions to support all County Government departments.

- The Office of Human Resources (OHR) provides training, recruitment, performance management, and classification/compensation services to all departments and employees.
- The Department of Technology Services (DTS) provides computing, networking, and telecommunications services to the County.
- The Office of Procurement works to acquire all goods, services, and construction necessary to carry out the functions of County Government in the most cost-effective and timely manner.

LEGAL FRAMEWORK

A network of laws and regulations largely dictates the roles and responsibilities of the OHR and Office of Procurement in the administration of human resources and procurement functions. In comparison, there are few laws and regulations that address how the County Government administers information technology functions.

- **Human Resources.** The Chief Administrative Officer and OHR must ensure compliance with all Federal and State employment laws, the Montgomery County Charter (Article 4 and Sections 510 and 511), County Code (Chapters 21 and 33), and Personnel Regulations (COMCOR 33), which establish detailed roles and responsibilities for all departments.
- **Procurement.** County Charter (Section 13) and Procurement Regulations (COMCOR § 11B.00.01) establishes the regulatory framework for all procurement, including the division of authority between the Office of Procurement and other departments.
- **Information Technology.** Montgomery County Code (§2-58D and §2-58E) outlines that DTS offers guidance and support for County IT activity; however, for most IT functions, there is no established law or regulation that defines the roles of DTS or other departments.

For a complete copy of OLO Report 2007-10, go to: www.montgomerycountymd.gov/olo

INTERNAL SERVICE FUNCTION ACTIVITIES

In collaboration with staff from the Office of Human Resources, Department of Technology Services, and the Office of Procurement, OLO developed a list of 63 activities that make up the delivery of the human resources, information technology, and procurement functions of government.

Human Resources (19 Activities)	
<ul style="list-style-type: none"> • Outreach • Selection and hiring • Workforce development; training • Workforce development; succession planning • Performance management • Personnel policy administration • Equal Employment Opportunity/Diversity • Labor negotiation • Labor contract administration • Benefits management 	<ul style="list-style-type: none"> • Gain Sharing/Rewards • Classification; Compensation • Maintenance of employee and retiree records • Personnel and pay actions • Accommodation of persons with disabilities • Creation and implementation of employee wellness programs • Assurance of a safe work place • Emergency preparedness

Information Technology (28 Activities)	
<ul style="list-style-type: none"> • Help Desk/Troubleshooting • Enterprise applications • Department specific applications • Database management • Electronic document management • Geographic Information Systems • Internet/Intranet content management • Internet/Intranet operational activities • Web design • Server administration – enterprise applications • Server administration – department specific applications • Email administration • Database support • Computer back-up 	<ul style="list-style-type: none"> • Disaster recovery • Implementation and maintenance of the desktop computers • Data security • Privacy/Records confidentiality and disclosure • Anti-virus/Firewall • Telephone system/Voicemail • Audio/Video • Wireless systems • Wireless infrastructure support • Emergency communications • IT policy and regulation enforcement • Technology standards • Technology governance • Training/Awareness

Procurement (16 Activities)	
<ul style="list-style-type: none"> • Solicitation of bids or proposals • Proposal selection • Contract development • Award of contract • Payment • Design, development, and maintenance of procurement database system • Fulfillment of contract/Contract management • Contract administration 	<ul style="list-style-type: none"> • Emergency procurement • Direct purchasing • Noncompetitive purchasing • Certification of procurement staff • Procurement policy research and development • Small, Disadvantaged or Minority-Owned Compliance Monitoring • Procurement governance • Cost and price analysis

ADMINISTRATION OF INTERNAL SERVICE FUNCTIONS

ORGANIZATIONAL STRUCTURE OF THE FIVE MONTGOMERY COUNTY DEPARTMENTS

The five County departments perform human resource, information technology, and procurement functions through different organizational structures:

- The Department of Health and Human Services has dedicated offices for human resource, information technology, and procurement administration. DHHS' Office of the Chief Operating Officer (COO) oversees these offices.
- The Montgomery County Fire and Rescue Services' Administrative Services Division administers and coordinates all internal services functions for MCFRS.
- The Montgomery County Police Department administers and coordinates internal service functions through eleven Divisions.
- The Department of Public Libraries' (DPL) Business Office oversees the management of internal service functions for the department.
- The Department of Public Works and Transportation's five Divisions operate largely independently of one another to administer human resources, information technology, and procurement functions.

The five departments have staff positions dedicated to performing internal service functions; these fully dedicated workyears can be tracked and calculated. However, each department also has other staff who spend a portion of their time administering one or more aspects of an internal service function; the time and cost from these other staff positions cannot easily be tracked.

CENTRALIZATION VS. DECENTRALIZATION

Of the 63 different human resources, information technology, and procurement functions on the previous page, only six are administered entirely by a central department (OHR, DTS, and Procurement). Similarly, only eight functions are decentralized entirely to all five other departments studied. For the other 49 other internal service functions, at least one of the five departments share the administration of the function with a central department.

Centralized Activities	Decentralized Activities
Human Resources	
<ul style="list-style-type: none"> • Benefits Administration 	<ul style="list-style-type: none"> • Succession Planning • Gain sharing/Rewards • Emergency Preparedness
Information Technology	
<ul style="list-style-type: none"> • Enterprise Applications • Enterprise Server Administration • Telephone/Voicemail System 	<ul style="list-style-type: none"> • Department-Specific Applications • Internet Content Management • Web Design
Procurement	
<ul style="list-style-type: none"> • Award of Contract 	<ul style="list-style-type: none"> • Payment of Contract • Certification of Procurement Staff

**ADMINISTRATION OF INTERNAL SERVICE FUNCTIONS
AND OLO RECOMMENDATIONS**

CENTRALIZATION VS. DECENTRALIZATION

OLO's review of the administrative practices in the five departments found that individual departments will often provide an enhancement or additional component to a centralized internal service function to meet specialized needs of the other departments. Examples include:

- All five departments maintain internal employee personnel files in addition to required personnel files maintained by OHR in accordance with Personnel Regulations;
- All five departments routinely attempt to troubleshoot technology problems specific to their department before utilizing DTS' Help Desk; and
- All five departments attempt to resolve minor contract disputes directly with the vendor and refer the handling of significant contract disputes to the Office of Procurement and County Attorney.

SATISFACTION WITH INTERNAL SERVICE FUNCTION ADMINISTRATIVE STRUCTURE

Executive Branch staff interviewed during the course of this study reported general satisfaction with the current division of responsibilities to administer the activities of the human resources, information technology, and procurement functions. Department staff report that they rely on the guidance, support, and expertise of the central department staff to augment the specialized skills and experience of their own departmental staff.

RECOMMENDATIONS

The Council asked OLO to prepare an inventory that describes the division of specific roles and responsibilities between the centralized departments and other departments. In assigning this project, the Council anticipated that the inventory of internal service functions would provide the basis for selecting topics for a follow-up study that examines an internal service function in greater detail. Based on the work performed in Phase I, OLO recommends the Council select one topic from the following four options. OLO will conduct the second phase of this project during FY08.

Option	Assignment	Summary Description
1	Conduct a base budget review of the Office of Procurement	Assess the Office's funding, organizational structure, staffing, workload, processing times, and service levels.
2	Examine DHHS' contract procurement function	Provide a detailed examination of the current DHHS contract procurement function including the division of responsibilities, staffing, workload, and service levels between DHHS and the Office of Procurement.
3	Review DPWT's management of web content	Examine DPWT's management and coordination of web content across the five DPWT Divisions.
4	Evaluate the reorganization of the human resources function in either the DPL and/or the Police	Evaluate one or both of these reorganizations, specifically to assess the effectiveness of transferring department human resources personnel to the Office of Human Resources.

**INVENTORY OF INTERNAL SERVICE FUNCTIONS PERFORMED BY
FIVE MONTGOMERY COUNTY DEPARTMENTS**

TABLE OF CONTENTS

Executive Summary i

I. Authority, Scope, and Organization of Report1

II. Definitions of Internal Service Functions of Government.....5

III. Overview of Montgomery County Government Internal
Service Providers20

IV. Department of Health and Human Services Internal
Service Functions.....36

V. Montgomery County Fire and Rescue Service Internal
Service Functions.....50

VI. Department of Police Internal Service Functions63

VII. Department of Public Libraries Internal Service Functions77

VIII. Overview of Department of Public Works and Transportation
Internal Service Functions87

IX. Division of Capital Development Internal Service Functions88

X. Fleet Management Services Internal Service Functions.....98

XI. Division of Operations Internal Service Functions.....108

XII. Division of Solid Waste Services Internal Service Functions120

XIII. Division of Transit Services Internal Service Functions132

XIV. Findings.....144

XV. Recommendations.....156

XVI. Agency Comments.....159

Appendix A: Glossary of Terms:A-1

**INVENTORY OF INTERNAL SERVICE FUNCTIONS PERFORMED BY
FIVE MONTGOMERY COUNTY DEPARTMENTS**

LIST OF TABLES AND EXHIBITS

Number	Tables	Page
2-1	Internal Service Function Activities	6
2-2	Human Resource Internal Service Functions	7
2-3	Information Technology Internal Service Functions	11
2-4	Procurement Internal Service Functions	16
2-5	Internal Service Function Delivery Models	19
3-1	Overview of Montgomery County Code Chapter 33, Personnel and Human Resources	21
3-1	Summary of Montgomery County Personnel Regulations COMCOR, Chapter 33	22
3-3	Summary of Montgomery County Information Technology Administrative Procedures	29
3-4	Summary of Montgomery County Procurement Regulations	33
Department of Health and Human Services		
4-1	Human Resources Internal Service Functions	37
4-2	Information Technology Internal Service Functions	41
4-3	Procurement Internal Service Functions	47
Montgomery County Fire and Rescue Service		
5-1	Human Resources Internal Service Functions	51
5-2	Information Technology Internal Service Functions	56
5-3	Procurement Internal Service Functions	60

LIST OF TABLES AND EXHIBITS (CONTINUED)

Number	Tables (Continued)	Page
Montgomery County Police Department		
6-1	Human Resources Internal Service Functions	65
6-2	Information Technology Internal Service Functions	70
6-3	Procurement Internal Service Functions	74
Department of Public Libraries		
7-1	Human Resources Internal Service Functions	78
7-2	Information Technology Internal Service Functions	81
7-3	Procurement Internal Service Functions	85
Department of Public Works and Transportation		
<i>Division of Capital Development</i>		
9-1	Human Resources Internal Service Functions	89
9-2	Information Technology Internal Service Functions	92
9-3	Procurement Internal Service Functions	95
<i>Division of Fleet Management Services</i>		
10-1	Human Resources Internal Service Functions	99
10-2	Information Technology Internal Service Functions	102
10-3	Procurement Internal Service Functions	105
<i>Division of Operations</i>		
11-1	Human Resources Internal Service Functions	109
11-2	Information Technology Internal Service Functions	113
11-3	Procurement Internal Service Functions	117

LIST OF TABLES AND EXHIBITS (CONTINUED)

Number	Tables (Continued)	Page
<i>Division of Solid Waste Services</i>		
12-1	Human Resources Internal Service Functions	121
12-2	Information Technology Internal Service Functions	126
12-3	Procurement Internal Service Functions	129
<i>Division of Transit Services</i>		
13-1	Human Resources Internal Service Functions	133
13-2	Information Technology Internal Service Functions	137
13-3	Procurement Internal Service Functions	141

CHAPTER I: AUTHORITY, SCOPE, AND ORGANIZATION OF REPORT

A. Authority

Council Resolution 15-1554, *FY 2007 Work Program of the Office of Legislative Oversight*, adopted July 25, 2006.

B. Purpose and Scope

The term “internal service function” refers to the business/administrative activities that support the overall operation of an organization. Internal service functions include activities in the areas of finance, budget, personnel, information technology, facilities management, and procurement.

This report represents the first part of a two-phase assignment from the Council to study how the County Government organizes and delivers three internal service functions: human resources, information technology, and procurement. In Montgomery County, the Office of Human Resources, the Department of Technology Services, and the Office of Procurement are centralized departments that provide internal service functions to support all County Government departments. Other County departments have, to varying degrees, hired individuals to perform selected aspects of these internal service functions.

OLO’s assignment was to prepare an inventory that describes the division of specific roles and responsibilities between the centralized departments (Office of Human Resources, Department of Technology Services, and Office of Procurement) and other departments. To accomplish this, the report begins with a comprehensive description of the internal service functions performed by the three centralized departments. It then examines how the following five County Departments perform specific human resources, information technology, and procurement functions:

- Department of Health and Human Services;
- Montgomery County Fire and Rescue Service;
- Police Department;
- Department of Public Libraries; and
- Department of Public Works and Transportation.

For each of these departments, the report identifies the extent to which internal service functions are performed by the centralized department and/or the department itself. For functions performed in a decentralized way, the report further describes the department’s relationship with the respective centralized internal service departments.

In assigning this project, the Council anticipated that the inventory of internal service functions across five County Government departments would provide the basis for selecting topics for a follow-up study that examines in greater detail: a particular internal service function; a centralized internal service department; internal management of a function within a department; and/or coordination across departments. As requested by the Council, OLO concludes this initial report with specific recommendations for a potential follow-up OLO study to be conducted during FY08.

C. Organization of Report

Chapter II, Definitions of Internal Service Functions, outlines the activities involved with the delivery of the human resources, information technology, and procurement functions of government. This chapter also identifies four models of how the staffing and division of responsibilities are organized along the centralized vs. decentralized continuum.

Chapter III, Overview of the Internal Service Departments, provides an overview of the three County Government's internal service departments that are the subject of this OLO review: the Office of Human Resources, Department of Technology Services, and Office of Procurement.

Chapters IV through XIII inventory the internal service functions of the five departments selected for review. The respective inventories for the Department of Health and Human Services, Montgomery County Fire and Rescue Service, Department of Police, and Department of Public Libraries are presented in Chapter IV through VII.

Due to the size and organizational structure found in the Department of Public Works and Transportation, the inventory of internal service functions for DPWT is the subject of six chapters (Chapters VIII –XIII). Following a general departmental overview, there are separate inventories presented for each of the Divisions: Capital Development; Fleet Management Services; Operations; Solid Waste Services; and Transit Services.

Chapter XIV presents a summary of the Office of Legislative Oversight's **Findings**; and **Chapter XV** offers OLO's **Recommendations**.

The final chapter contains the Executive Branch's comments on a final draft of this report.

D. Methodology

Office of Legislative Oversight (OLO) staff member Kristen Latham conducted this study, with assistance provided by Sue Richards and Rich Romer. OLO gathered information through document reviews, data analysis, and interviews with staff of the Department of Health and Human Services, Department of Police, Department of Public Libraries, Department of Public Works and Transportation, Department of Technology Services, Montgomery County Fire and Rescue Service, Office of Human Resources and the Office of Procurement. OLO conducted approximately 50 interviews for the completion of this report.

E. Acknowledgements

OLO received a high level of cooperation from everyone involved in this study. OLO appreciates the significant time commitment, information shared, and insights provided by the following people:

Montgomery County Fire and Rescue Service

Fire Chief Tom Carr
Division Chief Randy Wheeler
Division Chief Richard Bowers
Albert George
Assistant Chief Scott Graham
Captain Adam Jones
Richard Riffe
Debra Shaw
Assistant Chief David Steckel

Department of Health and Human Services

Uma Ahluwalia
Corrine Stevens
Kate Garvey
Jeri Cauthorn
Jon Frey
Judith Unger

Office of Human Resources

Joseph Adler
Carlos Vargas
Kaye Beckley
Belinda Fulco
Julie Mack
Debra Marshall
Dorothy Miller
Karen Plucinski
Eric Wallmark
Angela Washington

Department of Police

Police Chief Tom Manger
Assistant Chief Drew Tracy
Captain John Cunningham
Captain Tina Faass
Captain John M. Fitzgerald
Debbie Langford
David Linn
Captain Diane McCarthy
Captain Luther Reynolds
Joyce Spear

Office of Procurement

David Dise
Edward Stockdale

Department of Public Libraries

Parker Hamilton
Eric Carzon

Department of Public Works and Transportation

Arthur Holmes
Al Roshdieh

Division of Capital Development

Bruce Johnston
Holger Serrano

Division of Fleet Management Services

Millie Souders
Patrick Cauley
Jason Galey
Tammy Mulford
Linda Whitcomb

Division of Operations

Stephen Nash
Harold Adams
Linda Batchelder
Deborah Jenkins
Denise Martin
Valerie Myers

Division of Solid Waste Services

Dan Locke
Geeta Arurkar
Eileen Kao
Scott McClure
Melissa Nolan
Maureen O'Hara
Anthony Skinner
David Wagaman

Division of Transit Services

Carolyn Biggins
Michael Baggage
Jane Brown
Charlene Hicks
Phil Hutchinson
Arlene Robinson

Department of Technology Services

E. Steven Emanuel
Michael Knuppel

CHAPTER II: DEFINITIONS OF INTERNAL SERVICE FUNCTIONS

In collaboration with staff from the Office of Human Resources, Department of Technology Services, and the Office of Procurement, OLO developed a list of activities involved with the delivery of the human resources, information technology, and procurement functions of government. This chapter describes the major activities identified and defines four models to describe whether internal service functions are organized in a centralized vs. decentralized way.

The chapter is organized as follows:

- **Part A, Human Resources**, describes the activities that comprise human resources internal service functions;
- **Part B, Information Technology**, describes the activities that comprise information technology internal service functions;
- **Part C, Procurement**, describes the activities that comprise procurement internal service functions; and
- **Part D, Models of Service Delivery**, presents four models to describe the degree of centralization or decentralization of internal service functions.

Table 2-1 on the next page provides an overview of all internal service function activities identified for this report.

TABLE 2-1

Internal Service Function Activities

Human Resources	
<ul style="list-style-type: none"> • Outreach • Selection and Hiring • Workforce Development; Training • Workforce Development; Sucession Planning • Performance Management • Personnel Policy Administration • Equal Employment Opportunity/Diversity • Labor Negotiation • Labor Contract Administration • Benefits Management 	<ul style="list-style-type: none"> • Gain Sharing/Rewards • Classification; Compensation • Maintenance of Employee and Retiree Records • Personnel and Pay Actions • Accomondations of Persons with Disabilities • Creation and Implementation of Employee Wellness Programs • Assurance of a Safe Work Place • Emergency Preparedness
Information Technology	
<ul style="list-style-type: none"> • Help Desk/ Troubleshooting • Enterprise Applications • Department Specific Applications • Database Management • Electronic Document Management • Geographic Information Systems • Internet/Intranet Content Management • Internet/Intranet Operational Activities • Web Design • Server Administration – Enterprise Applications • Server Administration – Department Specific Applications • Email Administration • Database Support • Computer Back-up 	<ul style="list-style-type: none"> • Disaster Recovery • Implementation and Maintenance of the Desktop Computers • Data Security • Privacy/Records Confidentiality and Disclosure • Anti-virus/Firewall • Telephone System/Voicemail • Audio/Video • Wireless Systems • Wireless Infrastructure Support • Emergency Communications • IT Policy and Regulation Enforcement • Technology Standards • Technology Governance • Training/Awareness
Procurement	
<ul style="list-style-type: none"> • Solicitation of Bids or Proposals • Proposal Selection • Contract Development • Award of Contract • Payment • Design, Development, and Maintenance of Procurement Database System • Fulfillment of Contract/ Contract Management • Contract Administration 	<ul style="list-style-type: none"> • Emergency Procurement • Direct Purchasing • Noncompetitive Purchasing • Certification of Procurement Staff • Procurement Policy Research and Development • Small, Disadvantaged or Minority-Owned Compliance Monitoring • Procurement Governance • Cost and Price Analysis

A. Human Resources

Human resources includes the recruitment, management, and development of an organization's workforce. Table 2-2 contains descriptions of the specific activities that comprise the human resources function. The activities are divided into the following categories:

- Workforce planning;
- Employee relations;
- Total rewards;
- Administration; and
- Occupational medical services.

**TABLE 2-2
Human Resource Internal Service Functions**

Function	Description
WORKFORCE PLANNING	
Outreach	Searches for and attracts qualified candidates to apply for available positions. Uses marketing strategies, such as employer branding, and channels outreach through online advertising, campus career fairs, trade shows, and community festivals. Attracts, hires, and promotes candidates, which results in a highly skilled, competent, and diverse workforce.
Selection and Hiring	<p>Coordinates all details of the hiring process, including:</p> <ul style="list-style-type: none"> • Screening resumes for minimum qualifications; • Subject-manner expert review of preferred criteria; • Interviewing and reference checks; • Occupational medical review; • Background investigations; • Administers reduction-in-force • Internal salary equity analysis and negotiation; • Extension of job offers; and • Administration of reduction-in-force. <p>Provides and oversees exam administration including:</p> <ul style="list-style-type: none"> • Creation and preparation of the exam; • Scheduling applicants for the exam; • Proctoring of the exam; • Interpretation of exam results.

TABLE 2-2 (Continued)

Human Resource Internal Service Functions

Function	Description
WORKFORCE PLANNING (Continued)	
Workforce Development: Training	<p>Provides employee growth and development opportunities to ensure that the organization has a well-prepared and well-qualified workforce capable of meeting current and future needs. Includes:</p> <ul style="list-style-type: none"> • New hire orientation; • Training on current and new programs; • On-the-job training; • Coaching/mentoring; • Management development; • Compliance and mandated training; • Professional development training; • Technology training; • Tuition Assistance; and • Paid and unpaid internships.
Workforce Development: Succession Planning	<p>Develops and enhances networking and leadership competencies for current and future managers and teaches the importance of performance accountability, flexibility, fiscal responsibility, and professional development.</p> <p>Identifies the human capital required to meet agency goals and develops the strategies to meet these goals. Identifies and prepares suitable employees for management through mentoring, training, and job rotation to ensure the effective replacement of critical staff who may leave the agency. Succession planning may include demographic information, analysis of trends and emerging issues, analysis of staffing gaps, and evaluation techniques.</p>
Performance Management	<p>Creates and maintains procedures, training, and technical assistance for the development of a sound performance evaluation system. Provides consistent structure to managers and supervisors to ensure accountability for setting performance expectations and goals, monitoring and rating performance, and rewarding excellence in performance in order to improve effectiveness.</p>
EMPLOYEE RELATIONS	
Personnel Policy Administration	<p>Assists employees with work-related concerns and provides discipline, policy, and termination guidance and review. Provides advice and technical assistance to managers, supervisors, and human resource professionals related to personnel rules, regulations, policies, and contract administration issues.</p>

TABLE 2-2 (Continued)
Human Resource Internal Service Functions

Function	Description
EMPLOYEE RELATIONS (Continued)	
Equal Employment Opportunity/ Diversity	Assures that the organization administers its employment practices without regard to race, sex, color, national origin, religion, age, disability, or other protected classes established in various Federal, State and local laws. Receives, investigates, and responds to complaints of employment and/or Agency discrimination from applicants and employees. Produces EEO statistical reports and provides voluntary conflict mediation services. Designs and implements programs to create an inclusive and diverse workplace environment that values diversity as a core business practice.
Labor Negotiation	Negotiates competitive compensation and benefits through collective bargaining between representatives of unions and employers. Compensation and benefits include wages, hours of work, working conditions and grievance-procedures, and the rights and responsibilities of trade unions.
Labor Contract Administration	Oversees the implementation of collective bargaining agreements. Administers grievance and alternate dispute processes to address employee/management disputes concerning alleged violations of the collective bargaining agreements.
TOTAL REWARDS	
Benefits Management	Designs, implements, and administers the employee benefit programs, including group insurance, deferred compensation, and retirement plans. Provides direct benefits-related services to employees and retirees.
Gain Sharing/ Rewards	Creates programs and financial incentives for employees to create productivity improvements.
Classification; Compensation	Analyzes job duties and responsibilities, job classes, grade levels, and salary schedules to establish standards for class specifications for employment, including: <ul style="list-style-type: none"> • Development and implementation of compensation policy; • Development and administration of salary schedules and implementation of salary schedule changes; • Guidance to officials, departments and agencies on compensation issues and compliance with the Fair Labor Standards Act; • Administration of salary surveys; and • Resolution of compensation problems.

TABLE 2-2 (Continued)

Human Resource Internal Service Functions

Function	Description
HR ADMINISTRATION	
Maintenance of Employee and Retiree Records	Maintains official employee and retiree records. Ensures data integrity, accuracy, timeliness and compliance with personnel policies and regulations. Data may include: employment history, emergency contact information, payroll withholding documents, insurance and retirement records, performance evaluations and disciplinary actions.
Personnel and Pay Actions	Processes all personnel and pay actions affecting employees. Verifies employment for active and former employees.
OCCUPATIONAL MEDICAL SERVICES	
Accommodation of Persons with Disabilities	Provides job applicants or employees with disability needs assistance so they can complete the selection process, perform essential job functions, complete required training, or benefit from employer sponsored events. Allows the person with the disability to compete/perform as equally as possible with persons without disabilities.
Creation and Implementation of Employee Wellness Programs	Enhances the health and well-being of employees by: <ul style="list-style-type: none"> • Increasing employees' awareness of healthy lifestyle choices; • Providing support to employees in making healthy lifestyle choices; • Assisting in the development of supportive workplace environments in order to meet health promotion goals; and • Increasing employee awareness of health risks.
Assurance of a Safe Work Place	Promotes the health, safety and welfare of the workforce, including: <ul style="list-style-type: none"> • Workplaces free from serious recognized hazards and that comply with occupational safety and health standards; and • Inclusion of measures designed to make the workplace more secure from acts of violence.
Emergency Preparedness	Coordinates the organization's response to emergency situations and contributes to the organization's emergency preparedness plan.

B. Information Technology

Information technology is the system of computer-based information systems, telecommunications, and other devices that integrate data, equipment, personnel, and problem-solving methods in planning and controlling business activities. Information technology provides the means for collecting, storing, encoding, processing, analyzing, transmitting, receiving, and printing text, audio, or video information.

Table 2-3 describes the specific activities that comprise the information technology function; the activities are divided into the following categories:

- Support;
- Business applications;
- Web development;
- Hosting;
- Information security;
- Telecommunications; and
- Policy and planning.

TABLE 2-3

Information Technology Internal Service Functions

Function	Description
SUPPORT	
Help Desk/ Troubleshooting	Provides a central point for information and assistance to users of computers and similar technology products.
BUSINESS APPLICATIONS	
Enterprise Applications	Utilizes enterprise software to provide services to a large number of users, typically over a computer network. Enterprise application software performs business functions such as accounting, production scheduling, customer information tracking, or bank account maintenance.
Department Specific Applications	Utilizes software applications to create, update, manage, calculate, or display information for specific departmental needs or business purposes.
Database Management	Stores data, modifies/updates data, and retrieves database information for reports or other forms of data manipulation.
Electronic Document Management	Tracks and stores electronic documents and/or images of paper documents. Document management systems commonly provide security, indexing, and retrieval capabilities.

TABLE 2-3 (Continued)
Information Technology Internal Service Functions

Function	Description
BUSINESS APPLICATIONS (Continued)	
Geographic Information Systems	Allows users to create interactive queries, analyze spatial information, edit data, maps, and present the results of all these operations. Geographic information system technology can be used for scientific investigations, resource management, asset management, environmental impact assessment, and land use planning.
WEB DEVELOPMENT	
Internet/Intranet Content Management	Researches, gathers, and organizes information for publication on web sites.
Internet/Intranet Operational Activities	Monitors, edits, and maintains web pages to improve site performance. May include the following: <ul style="list-style-type: none"> • Modification and addition of website content; • Image manipulation and addition; • Updating announcements, articles, etc.; • Adding/removing pages; and • Repairing dead links.
Web Design	Designs and graphically presents the content shown on the Internet in the form of websites and other Web applications using many different forms of media.
HOSTING	
Server Administration – Enterprise Applications	Maintains and operates a computer system or network, including: <ul style="list-style-type: none"> • Applying operating system updates and configuration changes; • Installing and configuring new hardware and software; • Adding, removing, or updating user account information and resetting passwords; • Answering technical queries; • Overseeing server security; • Troubleshooting any reported problems; and • System performance tuning.
Server Administration – Department Specific Applications	Same function as Server Administration for Enterprise Applications, but for department specific functions.

TABLE 2-3 (Continued)
Information Technology Internal Service Functions

Function	Description
HOSTING (Continued)	
Email Administration	<p>Provides technical administration, support, and analysis for the electronic mail messaging enterprise, including:</p> <ul style="list-style-type: none"> • Configuring and administer various email platforms; • Managing and synchronizing directories; • Administering electronic distribution lists; • Integrating groupware and scheduling programs; • Resolving system problems; and • Supporting end users.
Database Support	<p>Provides database support through design, configuration, performance, and maintenance activities, including:</p> <ul style="list-style-type: none"> • Creating the physical design of databases; • Scheduling database backups; • Recovering databases/files with errors; • Assisting in the install and customization of database software; • Reorganizing databases/files; • Assisting programmers and users with program coding/design questions; and • Resolving database/software problems reported by users.
Computer Back-up	<p>Provides copies or duplication of files and systems in case primary disks or other equipment fail and data is damaged or deleted. Back-up often occurs on a regular basis.</p>
Disaster Recovery	<p>Regains access to the data, hardware, and software necessary to resume critical business operations after a natural or human-caused disaster.</p>
Implementation and Maintenance of the Desktop Computers	<p>Provides routine replacement of desktop (departmental and central systems) and network hardware and software. Incorporates plans for replacing resources and increasing computational power and communication bandwidth. Support includes the purchase, configuration, and maintenance of desktop computers.</p>

TABLE 2-3 (Continued)
Information Technology Internal Service Functions

Function	Description
INFORMATION SECURITY	
Data Security	<p>Implements a secure operating system by protecting data from unauthorized access, use, destruction, modification, or disruption, including:</p> <ul style="list-style-type: none"> • System access control including how to choose passwords, how to set up passwords, and log-in/log-off procedures; • Establishing system privileges and limiting system access; and • Data encryption.
Privacy/Records Confidentiality and Disclosure	<p>Ensures confidential information on websites, databases, and servers can only be accessed, used, copied, or disclosed by authorized persons. This includes the privacy of client personal information and of users.</p>
Anti-virus/Firewall	<p>Protects computer systems from outside risk, including:</p> <ul style="list-style-type: none"> • Firewalls - security devices designed to verify the origin and type of incoming data in order to control access and block suspicious behavior or high-risk activity. • Antivirus software - computer programs that attempt to identify, thwart, and eliminate computer viruses and other malicious software.
TELECOMMUNICATIONS	
Telephone System/Voicemail	<p>Provides and supports telephone installation and maintenance, faxing services, and the voicemail system.</p>
Audio/Video	<p>Provides technology for recording and reproducing, video and audio equipment, television monitors and monitor/receivers, television cameras, telecommunications equipment, closed circuit/surveillance equipment, and audio equipment. Can also include audio and video conferencing.</p>
Wireless Systems	<p>Provides and maintains wireless technology used for mobile IT equipment including cellular telephones, personal digital assistants (PDA), and global positioning system (GPS) units.</p>
Wireless Infrastructure Support	<p>Enables connection to the Internet or other machines that have wireless functionalities.</p>
Emergency Communications	<p>Creates and implements plans for emergency responders to establish regional communications to allow coordination and distribution of local, state, and federal public and private assets in the event of an emergency.</p>

TABLE 2-3 (Continued)

Information Technology Internal Service Functions

Function	Description
POLICY AND PLANNING	
IT Policy and Regulation Enforcement	Ensures compliance with technology and security related laws, regulations, and policies.
Technology Standards	<p>Develops new information technology standards and revises existing frameworks and instruments, including:</p> <ul style="list-style-type: none"> • Establishment of guidelines for agency technology plans and review and approval of information technology plans; • Review of agency information technology management; and • Review and approval of the lease, purchase, or contractual acquisition of information technology services or equipment.
Technology Governance	<p>Ensures that the organization's IT sustains and extends the organization's strategies and objectives, including:</p> <ul style="list-style-type: none"> • Evaluating and directing the use of IT to support the organization; and • Creating and implementing strategies and policies for using IT within the organization.
Training/Awareness	<p>Creates and implements education and training opportunities that provide fundamental knowledge of IT, including:</p> <ul style="list-style-type: none"> • Improvement of the awareness of accessible IT and telecommunications products and services; • Training in a particular IT discipline, such as programming, database management, or networking; • Preparation of workers for a specialized field, such as IT security or data mining; and • Preparation of IT workers for management positions.

C. Procurement

Procurement is the acquisition of goods or services at the best cost, in the right quantity, and at the right time. Procurement functions maximize competitive procurement and awards on all contracts, develop programs to expand business with minority business enterprises, and be executed in accordance with applicable statutes.

Table 2-4 describes the specific activities that comprise the procurement function; the activities are divided into two categories:

- Contracting process; and
- Policy and planning.

**TABLE 2-4
Procurement Internal Service Functions**

Function	Description
CONTRACTING PROCESS	
Solicitation of Bids or Proposals	A process for requesting submittal of offers through either a formal or informal communication with potential vendors as specifically authorized under procurement regulations. Vendors are typically provided with a specification or desired outcome and are asked to offer a bid or proposal to meet that goal. Includes public notice of solicitations issued by a contracting officer or authorized government official.
Proposal Selection	Reviews all proposals submitted in response to a public solicitation on the basis of selection criteria published in the solicitation. Ranking of proposals is typically based on scoring criteria covering quality, experience, expertise, service and price.
Contract Development	Drafts the contract which may include: <ul style="list-style-type: none"> • Scope of work; • Effective date; • Termination; • Insurance; • Liability; • Payment; • Deliverables; and • Duties and responsibilities of all parties.
Award of Contract	Delivers a fully executed contract to a selected bidder or vendor.
Payment	Provides payment for goods, services, or construction performed in accordance with a contract. Payment also includes reimbursement made to others, including employees, for authorized expenditures or purchases.

TABLE 2-4 (Continued)
Procurement Internal Service Functions

Function	Description
CONTRACTING PROCESS (Continued)	
Design, Development, and Maintenance of Procurement Database System	Maintaining a software application system to initiate and monitor purchases and contracts awarded under normal solicitation methods, grants, emergency, or sole source. Database systems are also used in response to public information requests and contract compliance monitoring.
Fulfillment of Contract/Contract Management	Ensures ongoing performance of the contract provisions (inspecting, performance monitoring, reviewing invoices, and authorizing payment). Ensures the delivery of goods, services, or construction and that the vendor adheres to the specifications, terms, conditions, and price written in the contract.
Contract Administration	Administers the wage/price/minority, female disability compliance review, possible dispute resolution, and final contract closeout. Oversees contract disputes between the department and vendor. Dispute resolution options include non-intrusive processes, such as negotiation and mediation, and intrusive processes (where an independent third party imposes a decision on the parties) to binding arbitration and/or litigation.
Emergency Procurement	Procures goods, services, or construction necessitated by any dangerous condition or unforeseen curtailment, diminution or termination of an essential service that poses an immediate danger to health, life or property and remedy cannot be accomplished through a timely procurement using normal procedures.
Direct Purchasing	Informally procures goods, services, or construction under the direct authority of the department director. Includes the purchase of goods without the use of formal procurement procedures.
Noncompetitive Purchasing	The public acquisition of goods, services, or construction without competition based on an official determination in advance that competition is not feasible due to an emergency or can be obtained only from a single source.

TABLE 2-4 (Continued)
Procurement Internal Service Functions

Function	Description
POLICY AND PLANNING	
Certification of Procurement Staff	Promotes professionalism and accountability in procurement officials to ensure that competent, trained individuals conduct all procurements. Certification ensures that all procurement personnel are skilled in procurement matters and eliminates or substantially reduces procurement errors.
Procurement Policy Research and Development	Researches the development of a competitive, efficient, fair and transparent procurement process. Provide overall direction for procurement policies, regulations and procedures and promotes economy, efficiency, and effectiveness in acquisition processes.
Small, Disadvantaged or Minority-Owned Compliance Monitoring	Ensures compliance with any laws, regulations, or programs that promote small, disadvantaged, or minority-owned businesses.
Procurement Governance	Establishes and implements policies and standards for creating a framework to monitor and report compliance with procurement policy.
Cost and Price Analysis	Determines fair and reasonable prices for goods and services. Cost analysis is the review and evaluation of each element of a price and the profit, fee, or other costs to determine reasonableness and effectiveness. Price analysis is the process of examining and evaluating a proposed price without evaluation of its separate cost elements and proposed profit.

D. Models of Service Delivery

Administration of internal service functions can be centralized or decentralized.

- *Centralization* consolidates functions into one center or department. Centralization focuses on coordination, standardization, and consolidation of equipment, processes, technology, and management.
- *Decentralization* distributes administrative control among department managers and staff.

Organizations with hybrid operational/administrative structures share administration of internal functions by the central department and other department. Table 2-5 (page 19) presents four models to describe the degree of centralization or decentralization of internal service functions. The abbreviations for the different models are used in the later chapters of this report.

TABLE 2-5

Internal Service Function Delivery Models

Abbreviation	Model of Service Delivery	Description
DWO	Decentralized without law or regulation	No authority in law or regulation for these functions. Budgeted and human capital resources determine administration of the function within the departments. In select cases, central department administers the function countywide and using department provides additional services throughout the department.
DW	Decentralized by law or regulation	Law or regulation establishes decentralized decision-making authority where central departments and using departments oversee different components of a function. In select cases, central department has delegated its management authority to the other departments while retaining supervisory role or the other departments will administer similar functions in addition to functions administered by central departments.
C	Centralized	Law or regulation assigns authority for administering function exclusively to a central department. The central department makes all management decisions.
D	Decentralized	The function is exclusively administered by the department. The central department gives all management authority to the department.

CHAPTER III: OVERVIEW OF COUNTY GOVERNMENT INTERNAL SERVICE PROVIDERS

This chapter provides an overview of the three Montgomery County departments that provide centralized internal service functions, summarizing these departments' missions, regulations and laws, and organizational structures. The chapter is organized as follows:

- **Part A, Office of Human Resources**, provides an overview of the mission, legal framework, and organizational structure of the Office of Human Resources;
- **Part B, Department of Technology Services**, provides an overview of the mission, legal framework, and organizational structure of the Department of Technology Services; and
- **Part C, Office of Procurement**, provides an overview of the mission, legal framework, and organizational structure of the Office of Procurement.

A. Office of Human Resources

The Office of Human Resources (OHR) provides a human resources program that attracts, develops, and retains a diverse, high-performing, and well-qualified workforce countywide. OHR provides complementary and coordinated training, recruitment, personnel services, performance management, and classification/compensation services to all departments and employees. OHR's approved FY08 budget is \$160.4 million. The total approved workyears for FY08 are 61.1.

Legal Framework. The Office of Human Resources must ensure compliance with all Federal and State employment laws. Human resource employment laws cover the following areas:

- Health and Safety
- Equal Employment Opportunity
- Diversity Management
- Disability
- Labor Standards
- Labor Unions
- Harassment
- Social Security
- Workers' Compensation
- Veteran's Benefits
- Unemployment

In addition, the Montgomery County Charter and Montgomery County laws and regulations create additional personnel requirements that supplement Federal and State laws.

1. Montgomery County Charter

The Montgomery County Charter has the following personnel requirements:

- **Article 4, Merit System and Conflicts of Interest**, states that the County Executive is responsible for adopting personnel regulations for the administration and implementation of the merit system law.
- **Sec. 510, Collective Bargaining - Police Officers and Sec. 510A, Fire Fighters**; requires the County Council to provide by law for collective bargaining with binding arbitration with an authorized representative for police officers and fire fighters.
- **Sec. 511, County Employees**, allows, but does not require, the County Council to provide by law for collective bargaining and arbitration with authorized representatives for other County employees.

2. Montgomery County Code

The Office of Human Resources must abide by County laws and regulations. County Code Chapter 33 governs the merit system, personnel administration, and collective bargaining within the County. The following table provides a brief outline of Chapter 33.

**TABLE 3-1
Overview of Montgomery County Code Chapter 33
PERSONNEL AND HUMAN RESOURCES**

Section	Title	Content
Article 1	In General	Provides for the continuation and administration of the merit system; establishes the Days of Commemoration.
Article 2	Merit System	Outlines the policies and procedures for the County Merit System.
Article 3	Employee's Retirement System	Establishes the employee retirement system, outlines eligibility and qualifications, and provides an overview of plan options and benefits.
Article 4	Employer-Employee Relations	Outlines employee rights and establishes procedures for certification or decertification of an employee organization.
Article 5	Police Labor Relations	Provides for the right of police to join, support, or refrain from an employee organization; establishes the selection, certification, and decertification procedures for employee organizations; and outlines the prohibited activities and collective bargaining processes for employees.
Article 6	Disability Benefits	Outlines the rights and procedures for disabled employees and provides an overview of types of benefits available.

TABLE 3-1 (Continued)
Overview of Montgomery County Code Chapter 33
PERSONNEL AND HUMAN RESOURCES

Section	Title	Content
Article 7	County Collective Bargaining	Provides for the right of employees to join, support or refrain from an employee organization; establishes the selection, certification, and decertification procedures for employee organizations; and outlines the prohibited activities and collective bargaining processes for employees. Also establishes two units for collective bargaining for employees – the Service, Labor, and Trades (SLT) unit and the Office, Professional, and Technical (OPT) unit.
Article 8	Employee’s Retirement Savings Plan	Establishes and defines the retirement savings plan that provides a defined contribution retirement plan for employees.
Article 9	Deferred Compensation Plan	Establishes and describes the <i>Deferred Compensation Plan</i> under Section 457(b) of the Internal Revenue Code.
Article 10	Fire and Rescue Collective Bargaining	Provides for the right of fire and rescue workers to join, support, or refrain from an employee organization; establishes the selection, certification, and decertification procedures for employee organizations; and outlines the prohibited activities and collective bargaining processes for employees.

Additionally, Chapter 21 of the County Code, Fire and Rescue Services – Regulations, direct negotiations with the union representative of the local fire and rescue departments.

Montgomery County also has the following personnel regulations, shown in Table 3-2 below.

TABLE 3-2
Summary of Montgomery County Personnel Regulations
COMCOR CHAPTER 33

Section	Title	Content
1	Definitions	Provides definitions of terms used in the document.
2	General Provisions	States to whom the regulations apply and describes the administration of the merit system.
3	Ethics, Disclosure of Illegal, Improper Acts, etc.	Cites ethics Articles in the County Charter; stipulates procedures for reporting improper acts; and prohibits discrimination or harassment.
4	Records	Describes the establishment, maintenance, and access to employee records.

TABLE 3-2 (Continued)

**Summary of Montgomery County Personnel Regulations
COMCOR CHAPTER 33**

Section	Title	Content
5	Equal Employment Opportunity	States the equal employment opportunity policy and policy against discrimination/harassment in the workplace.
6	Recruitment and Application Rating Procedures	States the job advertisement and employment application procedures.
7	Appointments, Probationary Period, and Promotional Probationary Period	States the purpose and length of probationary periods.
8	Medical Examinations and Reasonable Accommodation	Stipulates the reasonable medical accommodations of Montgomery County Government employees; required medical examinations; and medical services offered to employees.
9	Classification	States the policy on job/position classifications.
10	Compensation	States compensation, payroll, and overtime policies.
11	Performance Planning and Evaluation	States the responsibilities and procedures for performance planning and evaluation.
12	Service Increments	Defines and describes the policy on service increments.
13	Performance Awards	States policy on and limitations of employee performance awards.
14	Employee Development	Outlines County-administered training for employees and tuition assistance opportunities.
15	Work Schedules, Attendance, and Hours of Work	Defines employee work schedules, workday and workweek, meals, emergency leave, and attendance policy.
16	Annual Leave	Defines and states rules for eligibility, accrual, accumulation, and scheduling of annual leave time.
17	Sick Leave	Defines and states rules for eligibility, accrual, accumulation, and scheduling of sick leave.
18	Disability	Defines and states rules for eligibility and use of disability leave.
19	Family and Medical Leave	Defines and states rules for eligibility and use of family and medical leave.
20	Parental Leave	Defines and states rules for eligibility and use of parental leave.
21	Administrative Leave	Defines and states rules for eligibility and use of administrative leave.
22	Military Leave	Defines and states rules for eligibility and use of military leave.

TABLE 3-2 (Continued)
Summary of Montgomery County Personnel Regulations
COMCOR CHAPTER 33

Section	Title	Content
23	Leave Without Pay	Defines and states rules for eligibility and use of leave without pay leave.
24	Holiday Leave and Compensation	Lists County holidays and states eligibility to receive holiday leave and premium holiday pay for work.
25	Personal Leave Days	Defines and states rules for eligibility and use of personal leave days.
26	Transfer	States policy on transfer of employees.
27	Promotion	States policy on promotions.
28	Resignation	Defines resignation and states policy on notice and withdrawal of resignation.
29	Termination	States reasons for termination; management responsibilities; and rules for appeal of termination.
30	Reduction-in-Force, Furlough	Describes procedures and considerations regarding reductions-in-force and furloughs.
31	Demotion	Describes procedure for and appeal of demotions.
32	Prevention of Prohibited Drug Use and Alcohol Misuse, etc,	States drug and alcohol prohibitions, in compliance with federal regulations.
33	Disciplinary Actions	States the policy on disciplinary actions and types of actions.
34	Grievances	Stipulates the eligibility and procedure for filing a grievance.
35	Merit System Protection Board Appeals, Hearings, and Investigations	Describes requirements and procedures regarding appeals, hearings and investigations.

3. Montgomery County Labor Unions

All Montgomery County Government employees (except police officers) in union-covered positions are eligible to join the labor organization that represents them. Police officers are members of the bargaining unit as of their hire date. Employees in Montgomery are represented by the following organizations upon completion of probationary period:

- Office, professional, technical, and paraprofessional employees are represented by the Municipal and County Government Employee Organization (MCGEO), United Food and Commercial Workers, Local 1994.

- Ride-on bus drivers, facilities and maintenance workers, and those who possess specialized manual skills are also represented, but by the Service, Labor and Trade Unit of MCGEO, Local 1994.
- Firefighters and emergency medical personnel are represented by the Montgomery County Career Firefighters Association, International Association of Firefighters (IAFF), Local 1664.
- Police officers are represented by the Fraternal Order of Police (FOP), Montgomery County Lodge, #35.
- Volunteer Firefighters are represented by the Montgomery County Volunteer Fire and Rescue Association (MCVFRA).

Organizational Structure. OHR is organized into the Director's Office and eight functional service teams.

Director's Office. The Director's Office provides overall leadership and oversight of the County's human capital development and works collaboratively with other agencies to strategically align the HR functions to meet the current and long term staffing needs of Montgomery County Government. The Director's Office currently has 4.0 workyears.

The Administrative Services Team. The Administrative Services Team supports the responsibilities of the Director's Office and provides management and oversight of office procurements, records management, budget preparation and administration, and financial management of the employee health benefits and retirement funds. The Administrative Services Team currently has 9.7 workyears.

Recruitment and Selection Team. The Recruitment and Selection Team is responsible for attracting, hiring, and promoting candidates for County departments and agencies, resulting in a highly skilled, competent, and diverse workforce. The team engages in a wide variety of outreach activities designed to ensure quality and diversity in the candidate population, provides guidance to departments and agencies on selection and hiring, conducts new employee orientation, administers reductions-in-force, and designs and administers public safety promotional examinations and other employment tests. The Recruitment and Selection Team currently has 9.4 workyears.

Training and Organizational Development Team. This Team provides a comprehensive centralized workforce training and development curriculum for County employees. This program administers the Centralized Manager Development Program, an 18 month program to develop leadership competencies of potential managers. In addition, this team administers recognition and employee-friendly programs to attract and retain talented employees. OHR administers two awards and recognition programs (Montgomery Best Honor Awards and the Length of Service). The Training and Organizational Team currently has 7.0 workyears.

Classification and Compensation. The Classification and Compensation Team reviews and evaluates the duties and responsibilities of individual positions and occupational

classes in response to employee, department, and union requests in order to assure that positions are correctly assigned at comparable grade levels. This program also ensures that employees are accurately and appropriately compensated through technical analysis and equitable application of the compensation systems and procedures. The Classification and Compensation Team currently has 8.7 workyears.

Equal Employment Opportunity (EEO) and Diversity Team. The EEO and Diversity Team develops and administers the County's workforce diversity program and EEO compliance program to promote fairness, equity and a respect for differences and diversity in the workplace. The EEO and Diversity Management Team is comprised of distinct components:

- *The EEO Compliance Unit* ensures the County's compliance with its own policies and the various Federal, State and local laws enacted to prohibit discrimination and harassment in all aspects of employment.
- *Workforce Diversity Unit* implements a variety of educational, programmatic, and outreach initiatives designed to increase awareness and support diversity in the workplace.

The EEO and Diversity Team conducts mandatory EEO compliance training for managers and supervisors and Preventive Workplace Harassment training for the workforce, as well as customized EEO and diversity-related training. The EEO and Diversity Team currently has 4.0 workyears.

Benefits and Information Management. The Benefits and Information Management Team designs, develops, implements, and administers group insurance, retirement, and other employee benefit plans; processes personnel actions; maintains employee and retiree records; oversees insurance and retirement fund budget preparation and management; and provides direct services to employees and retirees with respect to benefits. The Benefits and Information Management Team currently has 9.7 workyears.

Occupational Medical Services. The Occupational Medical Services (OMS) Team provides comprehensive occupational health services through health promotion, occupational medical, and employee disability case management programs. The Team also provides mandated medical surveillance of employees with risks of significant hazardous exposures. The OMS Team currently has 1.3 workyears.

Labor/Employee Relations. The Labor/Employee Relations Team administers a comprehensive program to foster a positive relationship with employees and employee representatives in matters of wages, hours, and working conditions; negotiates and administers collective bargaining agreements and grievance processes; develops personnel policies and regulation changes; and oversees bilateral work groups and committees. The Labor/ Employee Relations Team currently has 7.8 workyears.

B. Department of Technology Services

The Department of Technology Services (DTS) provides information technology services to enable employees to best serve customers, to deliver information and services to residents at work, home, and in the community, and to increase the productivity of government. The mission of DTS includes:

- Promoting the appropriate use of automated information systems and telecommunications technology;
- Planning and development of the proper operation of the County Government's telecommunications capabilities;
- Ensuring that the County Government provides automated information services;
- Reviewing decentralized information technology systems for consistency with overall policy and compatibility with other governmental systems; and
- Promoting the sharing of data and information technology systems among the departments and agencies.

DTS is also responsible for creating a sound and accountable information technology structure through:

- Maintaining information access controls;
- Developing Business Continuity and Disaster Recovery Plans;
- Maintaining mission critical systems ; and
- Overseeing County intellectual property.

DTS' Approved FY08 budget is \$32.9 million and the total approved workyears for FY08 are 150.6.

Legal Framework. The County Code, Chapter 2, Division 11D outlines the functions and duties of the Department of Technology Services and the Chief Information Officer. The County Code states that DTS will:¹

1. Operate the County's central computer system and provide necessary technical support;
2. Administer each cable communications or other telecommunications franchise granted by the County Council;
3. Operate and manage all telecommunications facilities owned or controlled by the County, including the County fiber-optic data network, telephone system, Internet service, cable television transmissions, and public safety communications;
4. Establish standards for automated information systems and telecommunications;

¹ Montgomery County Code Chapter 2

5. Plan and oversee the installation and support of departmental and enterprise automated information systems, including public safety communications systems, local- and wide-area networks, enterprise servers, and the desktop computer replacement program, under written policies approved by the Chief Administrative Officer (CAO);
6. Maintain a geographic database of all installed telecommunications facilities in the County for which the County has any legal authority to require data, or is able to obtain voluntarily or through a third-party;
7. Approve, deny, or modify all requests for telecommunications and information processing facilities before acquisition; and
8. Advise the County Council on the acquisition of telecommunications and information processing systems, although the Council has the final authority to acquire facilities and systems for its own use.

The County Code also establishes the Information Technology Policy Advisory Committee (IPAC) to create and review information technology policies and standards for the County Government. The Committee meets at least twice a year and its members include the directors of the following County agencies:

- Department of Finance;
- Office of Management and Budget;
- Office of Procurement;
- Office of Human Resources;
- Office of County Attorney;
- Department of Police;
- Fire and Rescue Services;
- Department of Public Works and Transportation;
- Department of Health and Human Services.

According to the County Code, the Chief Information Officer (CIO) must establish and maintain a process to coordinate the location of public and private telecommunications transmission facilities in the County. The County Executive must issue regulations to implement this process, including time limits for any review of a decision by the CIO or the CIO's designee or contractor, or the Telecommunications Transmission Facility Coordinating Group.

The Director of DTS must convene a Transmission Facility Coordinating Group and select a chair from among its members. The Group consists of the Director's designee or contractor and a designee of: the Maryland-National Capital Park and Planning Commission; the Office of Management and Budget; the cable television administrator in the Department of Technology Services; the Department of Public Works and Transportation; the Department of Permitting Services.

DTS is also responsible for enforcing certain Montgomery County Administrative Procedures. These are described in Table 3-3 (page 29).

TABLE 3-3
Summary of Montgomery County Information Technology
ADMINISTRATIVE PROCEDURES

Administrative Procedure	Overview
6-1: Use of the County-Provided Internet, Intranet, and Electronic Mail Services	Provides guidelines governing the use of County-provided Internet, Intranet, and electronic mail services, including the use of services for personal use on a limited, reasonable basis in accordance with the administrative procedures.
6-2: Use of County-Provided Cellular Telephone Service	Provides guidelines governing the use of County-provided cellular telephone service, including the use of services for personal use on a limited, reasonable basis in accordance with the administrative procedures.
6-3: Records Management - Addendum	Provides reference to County standards, procedures and related matters as necessary for the administration of a Records Management System for the effective control of County records in accordance with state law.
6-5: Use of County Property for Private Telecommunications Facilities	Establishes policies, procedures, and criteria for the review of applications to install or erect private telecommunications facilities or equipment on property owned or controlled by the County.
6-6: Information Technology Policies and Procedures	Enables DTS to develop procedures for the establishment and maintenance of an Information Technology Administrative Procedures Manual that contains all information technology administrative procedures governing the use of County-provided information technology and telecommunications services by County employees.
6-7: Information Resources Security	Provides departments and employees with guidelines to protect the County's electronic data assets from theft, unauthorized destruction, use, modification, or disclosure.

Source: Montgomery County Administrative Procedures

Organizational Structure. DTS is comprised of six sections located in offices throughout the County.

Chief Information Officer/ Chief Technology Officer Office (CIO/ CTO). The CIO/CTO Office is responsible for the planning, resource allocation, policy setting, and guidance for IT initiatives. The Chief Information Officer is the leader of Technical Operations Managers Group (TOMG), a group of IT points-of-contact in all County departments. The CIO/CTO Office also provides administrative support functions such as procurement, budgeting, personnel, and facilities management. The CIO/ CTO Office also contain the following:

- *The Enterprise Architect* establishes technical standards for the County and serves as the technical interface to other County agencies.
- *The Project Management Office* establishes project management standards and polices for the County and provides training on these topics. DTS project

managers work on many IT projects that affect departments such as the Integrated Justice System and the Records Management System.

The CIO/ CTO Office currently has 15.4 workyears.

The Office of Cable Communications (Cable Office). The Cable Office is responsible for administering Cable Television franchise agreements for the County and participating municipalities. This includes:

- Facilitating and coordinating the entry of competing providers of telecom services;
- Managing County Cable Channel 6, the government access channel;
- Resolving issues regarding cable and communications technology for the County;
- Monitoring changes in state and federal laws and regulations; and
- Coordinating the citing of telecommunications transmissions facilities (Tower Committee).

The Cable Office currently has 14.3 workyears.

Enterprise Services Division (ESD). The Enterprise Services Division provides services to departments and employees through management of the technology infrastructure. The division specifically:

- Manages enterprise-wide systems, including enterprise messaging systems, enterprise directory systems, enterprise file and print systems, mainframe systems, and enterprise services (web, application, and database), report services, virus scanning services, and patch services;
- Manages and provides support for the Public Safety Data System;
- Operates the IT help desk;
- Provides secure hosting and Enterprise Hosting Infrastructure; and
- Manages the County Government's hardware and software inventory.

The ESD currently has 40.8 workyears.

Enterprise Applications Division (EAD). The EAD is responsible for the following programs:

- *Application Development and Integration Program* is responsible for the implementation of new web-based technology systems in the County;
- *Project Management and Requirements Program* defines business requirements and translates those into IT system requirements and specifications, identifies opportunities to leverage technology, and integrates new technology into existing systems;

- *Enterprise System Services Program* is responsible for supporting the enterprise software applications that are used throughout the County Government; and
- *Geographic Information Systems Program* designs and implements GIS applications for County departments, designs and develops custom maps and web-based mapping applications, and participates in the development and maintenance of the enterprise planimetric and property databases.

The EAD currently has 48.4 workyears.

Enterprise Telecommunication Division (ETD). The ETD develops and implements the following programs:

- *Telecommunications Services* includes planning, designing, engineering, acquiring, installing, repairing, relocating and modifying telecommunication equipment, including management of telephone and voice mail; and
- *Radio Communications* includes planning, designing, engineering, acquiring, maintaining, installing, and repairing the County's complex radio and mobile communication systems that predominantly support public safety agencies.

The ETD currently has 23.4 workyears.

Enterprise Infrastructure Division (EID). The EID is comprised of the following programs:

- *Host Operations* operates the County's central data processing facility; processes all job requests; offers server monitoring, data storage and backup services; and provides 24 hour a day service supporting the mainframe and network control center, the Library Department materials circulation system, the Finance Department tax receivable system, time data entry, and central file and print servers. The program also provides Server Hosting Services.
- *Enterprise Security/FiberNet WAN* provides data security consulting, policies, and procedures to the County Government; monitors and disseminates anti-virus and other security alerts and information; and performs security assessment and mitigation. This program also provides wide area network connectivity to the County Government and other agencies (e.g. MCPS, M-NCPPC) with services including data, voice and video. Other elements of the program include wireless connectivity and services from the local exchange carrier.

The EID currently has 27.8 workyears.

C. Office of Procurement

The mission of the Office of Procurement is to acquire all goods, services, and construction necessary to carry out the functions of County Government in the most cost-effective and timely manner. The objectives of the Office of Procurement are:

- To obtain the right products or services (meeting quality requirements);
- In the right quantity;
- For delivery at the right time to the right place;
- From the right source (a responsive and reliable supplier);
- At the right price.³

In FY07, the Office of Procurement oversaw approximately 2,200 Countywide contracts worth an estimated \$660 million. The Office of Procurement's FY08 approved operating budget is \$3.1 million and includes 29.9 workyears.

Legal Framework. County Charter Section 13 creates a centralized procurement system for Montgomery County. The County Code establishes the Office of Procurement's role in this centralized procurement system and County regulation establishes the regulatory procurement framework.⁴ The Office of Procurement's "Procurement Guide" provides an overview of procurement policies and regulations in a single document and is available in hard copy and online. The following provides a more detailed review of the procurement laws and regulations.

1. County Charter

The County Charter requires the County Council to establish by law a centralized system of purchasing and contracting for all goods and services used by the County.⁵ Authority to acquire goods, services, and construction is vested in the CAO and delegated, subject to revision by the CAO, to the Director of the Office of Procurement.

2. County Code

The Office of Procurement maintains contract oversight, approval, and compliance review authority. The Office must review and approve any and all contracting activity taking place within the Montgomery County Government to ensure that all contracts developed, administered, and modified comply with all necessary regulations and allow for free and open competition. Further, all contracts issued by the Office of Procurement must be reviewed by the County Attorney's Office before they can be approved, signed, and enacted.

³ See <http://www.montgomerycountymd.gov/content/procurement/index.asp>.

⁴ See Montgomery County Code § 2-64; Code of Montgomery County Regulations § 11B.00.01.

⁵ See Charter of Montgomery County, Maryland § 313 (Nov. 7, 2006).

Montgomery County regulations outline the administrative process for procurement, including the division of procurement authority between the Office of Procurement and the using departments. Table 3-4 provides an overview of the procurement regulations.

**TABLE 3-4
Summary of Montgomery County Procurement Regulations**

Title	Section	Description
County Procurement System — General	11B.00.01.01	Establishes authority and applicability for procurement policy and processes.
Definitions	11B.00.01.02	Defines procurement terminology.
Administrative Process — Procurement	11B.00.01.03	Describes administration of the procurement process, including: contract solicitations; receipt, custody and opening of offers; contract awards; and records retention.
Source Selection Methods and Contract Types	11B.00.01.04	Describes: <ul style="list-style-type: none"> • Various source selection methods, e.g., Invitations for Bid (IFB) and Requests for Proposals (RFP); • Types of procurement purchases, e.g., Direct, Emergency, and Noncompetitive purchasing; and • Types of contracts, e.g., Fixed Price, Cost Reimbursement Contracts, and Requirements Contracts.
Using Department Responsibilities	11B.00.01.05	Assigns using Departments responsibility for assuring that procurement actions are consistent with the policies of the County. Includes overview of specification requirements, payment provisions, and fiscal responsibility.
Contractor Qualifications	11B.00.01.06	Provides an overview of contractor qualifications.
Minority Owned Business Contracting	11B.00.01.07	Establishes procedures to facilitate the County's goal to remedy the effects of discrimination by awarding a percentage of County contracts, including contract modifications and renewals, to minority owned businesses (hereinafter "MFD owned business" or "MFD").
Contract Payments	11B.00.01.08	Requires that all contracts specifically address methods and timing of payments to contractors.
Bonds and Insurance	11B.00.01.09	Establishes minimum requirements for bonds and general insurance requirements for contracts.
Contract Cost and Pricing Principles	11B.00.01.10	Requires that using departments conduct preliminary cost and price analyses and determine fair and reasonable prices based on a number of considerations.

TABLE 3-4 (Continued)

Summary of Montgomery County Procurement Regulations

Title	Section	Description
Contract Modifications	11B.00.01.11	Specifies that contract modifications may be initiated by a contractor, contracting officer, or contract administrator and executed by the contracting officer.
Contract Termination	11B.00.01.12	Describes the methods, authority, and processes for contract termination.
Claims	11B.00.01.13	Describes the policy, requirements, and processes for a request for payment from a person who, at the direction of a County employee, has furnished goods, services, or construction to the County outside a contract.
Solicitation Protests; Contract Disputes	11B.00.01.14	Outlines the processes for contract disputes resolved centrally by the Office of Procurement and the County Attorney.
Contract Review Committee (CRC)	11B.00.01.15	Provides an overview of the Contract Review Committee (CRC). The CRC is required by law to review and approve procurement matters for the following cases: <ul style="list-style-type: none"> • Noncompetitive procurements greater than \$25,000; • Most amendments/modifications/change orders greater than \$25,000; • Open solicitation plans; • Extensions beyond the original contract term; and • Other matters referred by the Director of Procurement, the County Attorney, CAO, or the head of a using department.
Ethics	11B.00.01.16	States that all public and private participants in the procurement process are subject to County ethics laws.
Grants	11B.00.01.17	Allows the Director of Procurement, upon a recommendation from the Using Department, to enter into a noncompetitive contract with a person named or designated in: a grant accepted by the County or resolution or appropriation approved by the County Council.
Debarment and Suspension	11B.00.01.18	Allows the Director of Procurement to disqualify a person from consideration for award of contracts.

Organizational Structure. The Office of Procurement is organized by program. Program teams are composed of procurement specialists responsible for portfolios of both professional services contracts (divided by County department) and commodity contracts (divided by goods). Each specialist works directly with assigned departments to assist in and coordinate procurement activities. The Office of Procurement has the following four programs:

Administration. The Administration Program oversees the Contract Review Committee, termination of contracts, and cost and price analysis. Administration also coordinates with the Interagency Procurement Coordinating Committee (IPCC) and the National Institute of Government Purchasing (NIGP) and provides training and certification of procurement staff. Administration currently has 3.0 workyears.

Procurement of Good and Services. The Procurement of Goods and Services Program purchases goods, services, and construction; works with department staff and vendors throughout the procurement process, coordinates contract administration by performing price/cost analysis, living wage compliance, and cooperative procurements with National Capital Region municipalities through the Council of Governments. Procurement of Goods and Services currently has 22.9 workyears.

Minority, Female and Disabled Persons. The Minority, Female, and Disabled (MFD) Persons Program identifies MFD firms, coordinates participation in the MFD program, and monitors contracts. MFD Persons currently has 2.0 workyears.

Automation and Reports Management. The Automation and Records Management Program manages and coordinates the design, development of, and training for the County's automated procurement system. In addition, this program manages the Reengineered Automated Procurement Information Delivery (RAPID) system, which provides electronic delivery of solicitations to subscribing businesses. Automation and Reports Management currently has 2.0 workyears.

CHAPTER IV: DEPARTMENT OF HEALTH AND HUMAN SERVICES INTERNAL SERVICE FUNCTIONS

The Department of Health and Human Services (DHHS) has primary responsibility for the delivery of public health and human services for children, adults, seniors, and families in Montgomery County. The Department provides core services that protect the community's health, protect the health and safety of at-risk children and vulnerable adults, and address basic human needs including food, shelter, clothing, and personal care.

The DHHS Office of the Chief Operating Officer (COO) has the primary responsibility for internal service functions in DHHS, providing the overall administration of the day-to-day operations of the Department. This includes:

- Budget and fiscal management;
- Contract management;
- Logistics and facilities support;
- Human resources management;
- Information technology; and
- Compliance with relevant laws and regulations, including the Americans with Disabilities Act and the Health Insurance Portability and Accountability Act (HIPAA).

The Department's FY08 budget consisted of \$262.7 million and 1,604.5 workyears.

The remainder of this chapter outlines the human resources, information technology, and procurement functions of the Department of Health and Human Services:

Section	Internal Service Functions	Begins on Page
Part A	Human Resources	36
Part B	Information Technology	41
Part C	Procurement	47

A. Human Resources Internal Service Functions

DHHS's Office of Support Services, within the Office of the COO, is responsible for human resources activities in DHHS, among other supporting services. DHHS has issued internal Administrative Guidelines specific to the Department that, among other things, address HR activities [hereinafter "HR Guidelines"].

In FY04, many of DHHS Human Resource Team functions were consolidated into the County's Office of Human Resources. 5.3 workyears were transferred to OHR and 4.0 workyears were abolished due to efficiencies resulting from the consolidation. There are currently four DHHS HR specialists in OHR. In addition, there are thirteen employees in

the DHHS Office of Support Services, four of which are assigned to human resource functions.

Table 4-1 outlines the implementation of human resource functions in DHHS.

**TABLE 4-1
Department of Health and Human Services
HUMAN RESOURCES**

Function	Model of Service Delivery¹	Description
WORKFORCE PLANNING		
Outreach	C	OHR advertises and provides outreach for available employment in DHHS, as required by Montgomery County Personnel Regulation (MCPR) Section 6. OHR attends recruitment open houses and job fairs to recruit employees.
Selection and Hiring	DW	DHHS follows OHR guidelines and procedures for the selection and hiring of employees in accordance with MCPR Section 6. In addition, DHHS HR Guidelines #1 and #8 provide standard forms on selection criteria for new employees. DHHS Service Area Chiefs lead the hiring process with support from the Office of Support Services. DHHS employees are sent to OMS for occupational fitness testing if needed.
Workforce Development – Training	DW	All Service Area employees attend all County-mandated OHR training and may attend other optional OHR training. In addition, DHHS developed the Center for Continuous Learning (CCL), which has been transferred to OHR. The CCL identifies training and speakers for DHHS. Employee training coordinated between DHHS and OHR also includes: <ul style="list-style-type: none"> • Continuing Education Unit (CEU) training for staff, including nurses, social workers, and psychologists; • New employee DHHS training on the day after countywide new employee training; • Limited English Proficiency (LEP) training for all employees; • State of Maryland mandated training on State systems. DHHS offices and service areas implement and oversee numerous internship programs. OHR administers the MSW internship program.
Workforce Development – Succession Planning	D	DHHS has no formal succession plan. However, DHHS created the Professional and Career Employment Program to teach management skills to DHHS employees.

¹ See page 19 for abbreviation descriptions.

TABLE 4-1 (Continued)
Department of Health and Human Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
WORKFORCE PLANNING (Continued)		
Performance Management	DW	DHHS provides OHR with all necessary performance plan and evaluation information as required by MCPR Sections 11-13. The Office of Support Services coordinates all performance reviews for non-bargaining employees. For bargaining employees, DHHS follows all MCGEO Article 40 requirements.
EMPLOYEE RELATIONS		
Personnel Policy Administration	DWO	The Office of Support Services is the first contact for all personnel issues and concerns. If needed, the office will contact OHR.
EEO/Diversity	DW	DHHS follows all MCPR Section 5 requirements and employees can participate in EEO/Diversity training opportunities provided by OHR. All DHHS employee EEO issues are handled by OHR with assistance from DHHS. The DHHS Office of Community Affairs (OCA) provides diversity and LEP training as part of mandatory DHHS training for all employees. OCA also works with OHR to implement the Conversations on Culture Program and other events such as Black History Month celebrations.
Labor Negotiation	DW	OHR conducts all labor negotiations for employees represented by MCGEO in accordance with MCC §§ 33-101 to 112. An employee from DHHS participates on the collective bargaining team.
Labor Contract Administration	DW	MCC §§ 33-101 to 112 and MCGEO Agreement Article 10 establish the grievance process for union employees. DHHS investigations grievances (both OSS and service area staff) in coordination with OHR. DHHS Office of the Director and Service Area staff work directly with MCGEO on some working conditions issues and inform OHR/Labor Relations of these issues.
TOTAL REWARDS		
Benefits Management (Insurance, Deferred Compensation, Retirement)	C	OHR administers group insurance, retirement, and other employee benefit plans for all DHHS employees.

TABLE 4-1 (Continued)
Department of Health and Human Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
TOTAL REWARDS (Continued)		
Gain Sharing/ Rewards	D	DHHS implements employee recognition programs through service chiefs and the Office of Support Services in accordance with MCPR Section 13. In addition to monetary awards, DHHS conducts numerous award ceremonies throughout the year.
Classification; Compensation	DW	OHR primarily controls classification and compensation of employees, but works with DHHS in accordance with MCPR Sections 10 and 11. For union employees, DHHS and OHR work with union representation for classification and compensation issues in accordance with MCGEO agreement 9.10. DHHS HR Guideline #3 distributes authority and responsibility for the classification study process between the OHR, COO, OSS, the Service Chief, and an employee's supervisor.
HR ADMINISTRATION		
Maintenance of Employee and Retiree Records	DW	OHR maintains personnel records in the Human Resources Management System as required by MCPR Section 4 and Article 46 of the MCGEO Agreement. In addition, the DHHS Office of Support Services maintains copies of the following, as applicable: <ul style="list-style-type: none"> • Professional licenses if required for the job; • Multilingual certification if required by the job; • Requests for approval of outside employment; • Compressed work schedule information; • Annual performance evaluations; and • Commendations.
Personnel and Pay Actions	DWO	DHHS Office of Support Services coordinates and prepares all personnel and pay actions affecting DHHS employees. OHR processes all personnel and pay actions affecting employees in the Human Resources Management System.
OCCUPATIONAL MEDICAL SERVICES		
Accommodation of Persons with Disabilities	DW	DHHS works in coordination with OHR and DPWT to ensure that all facilities are ADA compliant for employees and customers. DHHS follows all County regulations to accommodate persons with disabilities under MCPR Section 8. DHHS also follows Appendix VIII of the MCGEO agreement.

**TABLE 4-1 (Continued)
Department of Health and Human Services
HUMAN RESOURCES**

Function	Model of Service Delivery	Description
OCCUPATIONAL MEDICAL SERVICES (Continued)		
Creation and Implementation of Employee Wellness Programs	C	DHHS's employees are able to utilize any programs available through OHR's wellness programs.
Assurance of a Safe Work Place	C	All DHHS employees must participate in appropriate training: <ul style="list-style-type: none"> • Managers and supervisors must attend OHR training for maintaining a safe work place; and • All County employees must take OHR training on preventing hostile work environments.
Emergency Preparedness	D	The Office of Public Health within DHHS coordinates emergency preparedness for the Department.

B. Information Technology Internal Service Functions

DHHS' Office of Information Systems (OIS) manages information technology internal service functions for the Department. There are currently 23 workyears in this Office. The Office has implemented an Information Technology Strategic Plan to coordinate and maintain all information technology systems within the Department.

Additionally, DHHS has significant relationships with various Maryland State agencies, including the Department of Human Resources (DHR), the Department of Health and Mental Hygiene (DHMH) and the Maryland State Department of Education (MSDE). As part of these relationships, DHHS supports the delivery of services offered by the agencies and is required to use State software systems in addition to DHHS-specific and County enterprise applications.

Table 4-2 (page 41) outlines the information technology internal service functions for the Department of Health and Human Services.

**TABLE 4-2
Department of Health and Human Services
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
SUPPORT		
Help Desk/ Troubleshooting	DW	<p>DHHS OIS collaborates closely with DTS regarding these activities by using the central helpdesk as a clearinghouse for enterprise-wide service issues such as network failures and enterprise applications.</p> <p>DHHS OIS builds response plans, which the central help desk uses to determine how to answer questions that have a DHHS component and when to transfer calls to DHHS OIS.</p> <p>Because of the specific nature of certain applications and technology primarily managed by the DHHS, such as State systems, a number of Help Desk calls are forwarded and directly serviced by DHHS OIS staff.</p>
BUSINESS APPLICATIONS		
Enterprise Applications	C	DHHS relies on DTS for all enterprise systems. DHHS uses County enterprise systems such as FAMIS and ADPICS.
Department Specific Applications	D	<p>DHHS OIS staff provides full support for all department-specific applications.</p> <p>DHHS currently has 3 primary DHHS delivery systems, over 80 legacy service delivery systems, including 25 internal administrative systems. DHHS provides support for 15 State systems.</p> <p>DTS provides application development, support, and hosting services for JJIS application for DHHS.</p>
Database Management	D	<p>DHHS OIS staff, in conjunction with DHHS program staff, provide full support for all department databases, including:</p> <ul style="list-style-type: none"> • Entering data; • Ensuring data accuracy; • Modifying or updating data; and • Reporting or manipulating data to provide useful information.

**TABLE 4-2 (Continued)
Department of Health and Human Services
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
BUSINESS APPLICATIONS (Continued)		
Electronic Document Management	DW	DHHS OIS collaborates closely with DTS to incorporate Countywide technology solutions for DHHS electronic document management needs. For the primary DHHS service delivery application (AIF/CRS), DHHS has collaborated with DTS on the creation of a specific Electronic Document Management module to scan and attach documents into a database.
Geographic Information Systems	DWO	DHHS uses DTS' GIS system for ongoing planning purposes. DTS provides training for DHHS staff and DHHS OIS to allow DHHS to provide most of its GIS day-to-day support.
WEB DEVELOPMENT		
Internet/Intranet Content Management	D	DHHS is responsible for the selection of information available on the Internet/Intranet. DHHS staff manage all content related to DHHS' portions of Internet and Intranet sites.
Internet/Intranet Operational Activities	DWO	DHHS utilizes the County's website infrastructure to display information on the Internet/Intranet. DHHS has authority to load information onto the County's website and update and edit web pages.
Web Design	D	DHHS OIS has in-house rapid response resources to create new WEB based capabilities including: <ul style="list-style-type: none"> • Websites; • E-surveys; and • E-registrations.
HOSTING		
Server Administration – Enterprise Applications	C	DTS provides all server administration for enterprise applications such as ADPICS and FAMIS.
Server Administration – Department Specific Applications	D	DHHS OIS staff manage all of the aspects of servers supporting DHHS-specific applications. DHHS currently has 54 servers located throughout the County. DTS provides some Server Hosting services for some DHHS servers.

TABLE 4-2 (Continued)
Department of Health and Human Services
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
HOSTING (Continued)		
Email Administration	DW	DHHS uses the County's email system, but manages functions like addition or deletion of users, distribution list administration, and end-user support.
Database Support	D	<p>DHHS OIS fully supports all Department databases through design, configuration, performance, and maintenance activities. These activities include:</p> <ul style="list-style-type: none"> • Physical and logical design; • Database normalization; • Reorganization of databases/files; • Assistance with coding/design questions; • Assistance with installing and customizing database software; and • Assistance with database/software problems reported by users.
Computer Back-up	DWO	DHHS OIS staff collaborate with DTS to provide basic backup services for the Department. DHHS OIS staff set up systems that allow DTS to perform backups.
Disaster Recovery	D	<p>DHHS OIS staff developed a comprehensive disaster recovery plan for the primary service delivery support system.</p> <p>DHHS OIS is currently developing additional disaster recovery capabilities for the other key Department systems to ensure business continuity.</p>
Implementation and Maintenance of the Desktop Computers	DW	<p>DHHS utilizes the County Desktop Computer Modernization (DCM) program and does not purchase computers internally. DHHS OIS coordinates all local aspects of the DCM program, including the customization of desktops for specific DHHS needs.</p> <p>DHHS also has over 400 laptops purchased and maintained by DHHS in coordination with DTS and is in the process of installing enhanced security software to protect the health related data contained in these systems.</p>

TABLE 4-2 (Continued)
Department of Health and Human Services
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
INFORMATION SECURITY		
Data Security	D	DHHS OIS collaborates with the County security team, but oversees security for all users within DHHS.
Privacy/Records Confidentiality and Disclosure	D	DHHS OIS oversees security for all users, applications, and servers within the Department that are subject to County, Federal, and State security laws, regulations, and policies.
Anti-virus/Firewall	DW	DHHS uses DTS' anti-virus/firewall services and does not use any additional anti-virus/firewall software.
TELECOMMUNICATIONS		
Telephone System/Voicemail	DW	DHHS uses the County's telephone and voicemail system provided by DTS.
Audio/Video	D	DHHS OIS installs and supports all video projectors.
Wireless Systems	DWO	In collaboration with DTS, DHHS OIS installs and supports all broadband services for DHHS laptop users. All DHHS buildings have or will have wireless technology. Some DHHS staff use Blackberries and cell phones purchased in coordination with DTS.
Wireless Infrastructure Support	DWO	In collaboration with DTS, DHHS OIS installs and supports all DHHS-based wireless access points.
Emergency Communications	D	DHHS OIS fully supports the Departments' emergency management, including the local notification management system and emergency preparedness capabilities.

TABLE 4-2 (Continued)
Department of Health and Human Services
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
POLICY AND PLANNING		
IT Policy and Regulation Enforcement	DWO	DHHS OIS follows DTS basic IT policies, adding specific policies required by HIPAA and other governing regulations to ensure the privacy of protected health information.
Technology Standards	D	DHHS OIS and other Department resources develop policies to govern access to and use of private health information within the Department.
Technology Governance	DWO	DHHS OIS oversees governance of the Department's technology within the overall County framework. DHHS also participates in TOMG and IPAC.
Training/Awareness	D	<p>DHHS OIS creates and implements education and training opportunities to increase knowledge of IT. These include:</p> <ul style="list-style-type: none"> • Increasing awareness of accessible IT and telecommunications products and services; • Training in a particular IT discipline, such as programming, database management, or networking; • Preparing workers for a specialized field, such as IT security or data mining; • Developing programs with assistance from contractors who provide knowledge of different technology; • Facilitating lateral transfers of IT workers to support career progression; and • Preparing IT workers for management positions. <p>In addition, DHHS OIS performs its own training on applications and other IT technical needs.</p>

In addition to the above functions, DHHS OIS completes IT internal service functions specific to their needs, including:

- Developing and operating a quality assurance facility with representative hardware and software, which to simulate all of the operating environments found in the Department;
- Implement and manage the various aspects involved in employing the IBM rational tool set; and
- Providing full support for all State and Federal application-related items involving local technology and connectivity.

C. Procurement Internal Service Functions

DHHS administers procurement through the Contract Management Team (CMT) in the Office of the Chief Operating Officer. Contracts are administered and monitored by service area staff in coordination with the CMT. Service area staff provide needed expertise for specifications required by DHHS contracts. There are currently 11 workyears in the Contract Management Team.

The CMT provides contract development and administration services to DHHS department and program administrators. In addition, the CMT serves as the primary liaison to the County Office of Procurement. There are currently two primary contacts in the Office of Procurement for DHHS contracts.

DHHS currently administers 525 contracts worth approximately \$78 million; including 300 competitive contracts worth \$42 million and 225 noncompetitive contracts worth \$36 million (including 83 are non-departmental account contracts worth \$4.9 million).

Table 4-3 (page 47) outlines the procurement internal service functions for DHHS.

TABLE 4-3
Department of Health and Human Services
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS		
Solicitation of Proposal	DW	DHHS contract development is a multi-tiered process. Program and service area staff directly involved in delivery of the service where the procurement need arises develop initial contract specifications, including the Qualification Selection Committee (QSC) and evaluation system for proposals. The CMT refines and packages the specifications. The CMT then forwards a proposal to the Office of Procurement for solicitation in accordance with COMCOR § 11B.00.01.03.
Proposal Selection	DW	In accordance with COMCOR § 11B.00.01.03, the QSC evaluates and recommends a proposed award with DHHS Director's concurrence. The Office of Procurement reviews the QSC recommendation and the Director of Procurement approves and posts the award. COMCOR § 11B.00.01.15 requires the Contract Review Committee to review noncompetitive procurements greater than \$25,000.
Contract Development	D	DHHS service area staff, with technical assistance from CMT, negotiate and refine the contract with the vendor. The CMT prepares an initial draft of the contract based on the solicitation. The CMT works with service area staff to acquire insurance documentation and forwards the package to the County Attorney and Office of Procurement for final approval.
Award of Contract	C	In accordance with COMCOR § 11B.00.01.3.2, the Director of Procurement initiates the process for awarding a contract for the solicited services, goods, or construction. Under County regulations, a notice of <i>proposed</i> award is publicly posted, which begins the window for filing bid and award protests.
Payment	D	Contract invoices are approved by the service area contract administrator. The invoice is then forwarded to DHHS Fiscal Team for payment processing through FAMIS.
Design, Development, and Maintenance of Procurement Database System	DW	DHHS uses the Office of Procurement database and maintains an internal database of all contracts. The Contract Management Team maintains an Excel database for all contracts in the Department.

TABLE 4-3 (Continued)
Department of Health and Human Services
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Contract Management/ Fulfillment of Contract	D	The service area contract monitor/administrator for each contract monitors and evaluates the performance of the contractor and ensures the receipt of goods or services. The contract monitor reports to the CMT on the status of all contracts.
Contract Administration	D	The service area contract administrator oversees contract administration. The administrator attempts to resolve minor disputes; significant disputes are resolved in accordance with COMCOR § 11B.00.01.14 by the Office of Procurement and DHHS. The CMT becomes involved in contract disputes if necessary.
Emergency Procurement	DW	DHHS procurement staff comply with COMCOR § 11B.00.01.4.1.11 for emergency procurements. Typically, DHHS service area staff identify the need for an emergency procurement and contact the CMT. The CMT then works with the Office of Procurement to purchase the goods or services.
Direct Purchasing	DW	DHHS directly purchases goods or services up to \$5,000 under COMCOR § 11B.00.01.4.1.9. The CMT tracks all direct purchasing, including P-Cards, with an internal direct purchase order system. The COO has restricted some P-Cards to certain types of purchases.
Noncompetitive Purchasing	DW	DHHS completes a significant number of noncompetitive purchases in accordance with COMCOR § 11B.00.01.4.1.12. DHHS currently has 220 grantees that require noncompetitive purchases.
POLICY AND PLANNING		
Training of Contract Personnel	DWO	<p>DHHS staff (both CMT and service area staff) attend extensive procurement training, including:</p> <ul style="list-style-type: none"> • Office of Procurement training; • Office of Procurement systems training for FAMIS and ADPICS; and • OHR training, including Microsoft Suite, LEP, and management training. <p>In addition, DHHS provides training on contract monitoring and the JDE system for contract management.</p>

TABLE 4-3 (Continued)
Department of Health and Human Services
PROCUREMENT

Function	Model of Service Delivery	Description
POLICY AND PLANNING (Continued)		
Certification of Procurement Staff	D	One member of the Contract Management Team is a member of the National Institute of Government Purchasing.
Procurement Policy Research and Development	C	All procurement policy and research is completed by the Office of Procurement for DHHS. DHHS conveys concerns and procurement policy issues to the Office of Procurement.
MFD Compliance Monitoring	DW	DHHS complies with the MFD program in accordance with COMCOR § 11B.00.01.07.
Procurement Governance	D	The DHHS Contract Management Team provides instruction and guidance to managers and staff on procurement regulations and procedures.
Cost and Price Analysis	D	DHHS completes cost and price analysis in collaboration with the Office of Procurement.

CHAPTER V: MONTGOMERY COUNTY FIRE AND RESCUE SERVICE INTERNAL SERVICE FUNCTIONS

The Montgomery County Fire and Rescue Service (MCFRS) is a public-private partnership that includes the Fire and Rescue Commission and 19 local fire and rescue departments (LFRDs). MCFRS provides comprehensive emergency medical, fire, and disaster prevention/educational programs and readiness, response, and emergency management.

The Administrative Services Division of MCFRS provides information technology, human resource, budgeting, fiscal, procurement, technology, capital and facilities management, insurance, and other central administrative and management services for the Montgomery County Fire and Rescue Service. The Administrative Services Division has a personnel complement of four uniform and 29 civilian positions.

The major responsibilities of the Administrative Services Division are performed by six sections:

- Information Technology Section;
- Logistics Section;
- Procurement Section;
- Human Resources Section;
- Capital Projects, Facilities and Insurance Section; and
- Budget and Grant Administration Section.

The remainder of the chapter outlines the human resources, information technology, and procurement functions of the Montgomery County Fire and Rescue Service:

Section	Internal Service Functions	Begins on Page
Part A	Human Resources	50
Part B	Information Technology	56
Part C	Procurement	60

A. Human Resources Internal Service Functions

Human resource management in MCFRS is completed through coordination between numerous MCFRS Divisions and Sections. The following have a part in human resource management for MCFRS:

The Human Resources Section of the Administrative Services Division manages personnel functions within MCFRS. In conjunction with the Office of Human Resources, staff in this Section manage hiring, transfer, and termination processes for MCFRS. The Human Resources Section has 7.0 workyears.

The Recruitment Section of Community Risk and Reduction Services is responsible for attracting candidates to train to be career or volunteer firefighters/rescuers. The Recruitment Section has 7.05 workyears.

The Division of Wellness, Safety and Training provides for the safety, health, welfare, and training of all MCFRS personnel. The Division of Wellness, Safety and Training has 87.2 workyears.

The following table outlines the human resource functions for MCFRS.

**TABLE 5-1
Montgomery County Fire and Rescue Service
HUMAN RESOURCES**

Function	Model of Service Delivery¹	Description
WORKFORCE PLANNING		
Outreach	DW	<p>The Recruitment Section provides all levels of marketing, advertising, and community interaction to attract qualified fire and rescue staff. The Recruitment Section develops public service announcements for newspaper, radio, and television and attends job fairs, community events, and school functions to increase awareness and recruitment of MCFRS employees.</p>
Selection and Hiring	DW	<p>For civilian employees, MCFRS follows OHR guidelines and procedures for the selection and hiring of employees in accordance with MCPR Section 6.</p> <p>For uniform personnel, MCFRS takes primary responsibility for the selection and hiring. MCFRS collects applications from OHR's PeopleClick System and completes the following internally:</p> <ul style="list-style-type: none"> • Scheduling and proctoring exams with on-site and immediate scoring; • Setting up and creating scoring system for interview panels; • Conducting background investigations; • Scheduling medical exams; and • Scheduling and overseeing the Candidate Physical Ability Test (CPAT). <p>Throughout the selection process and prior to the CPAT, MCFRS provides a mentoring program for potential candidates that provides orientation to MCFRS' operations, physical fitness conditioning, and access to practice runs on the CPAT.</p> <p>The Department also has promotion exams. MCFRS has historically worked with OHR to develop and conduct promotional examinations. In FY07 OHR contracted out testing for in-house promotions. Other ranks may be contracted out in the future or may be developed in-house under the guidance and oversight of OHR. However, MCFRS will provide subject matter experts in the development of the contracted exam.</p>

¹ See page 19 for abbreviation descriptions.

TABLE 5-1 (Continued)
Montgomery County Fire and Rescue Service
HUMAN RESOURCES

Function	Model of Service Delivery	Description
WORKFORCE PLANNING (Continued)		
Training; Workforce Development	DW	<p>All MCFRS employees attend all County-mandated OHR training and may attend optional OHR training. In addition, MCFRS has an extensive training system for employees.</p> <p>MCFRS must train and certify all employees in accordance with Montgomery County Executive Regulation 21-06. MCFRS also must adhere to all Federal, State and County Government mandates. The Training Division provides courses that comply with the Maryland Institute for Emergency Medical Services System (MIEMSS), the National Fire Protection Association Standards, and Federal, State and County Government laws and regulations.</p> <p>Training courses are provided at the Training Academy, local stations, and online in six areas: volunteer orientation classes, entry level firefighting, emergency medical technician training, paramedic training, career development courses, and Command Officer Professional Development and Improvement (COPDI). Classes are available at beginner, intermediate, and advanced levels. MCFRS has extensive training programs for all employees including:</p> <ul style="list-style-type: none"> • Mandatory training such as hazardous materials, blood-borne pathogens, EEO; • Certification classes for BLS, ALS, EMS, EMT-A, EMT-B, and Firefighter; • Incident command courses; • Operational classes such as driving courses and auto extraction; and • Coordination with local colleges for higher education courses.
Workforce Development; Succession Planning	D	<p>MCFRS has no formal succession plan. MCFRS does regular assessment of staffing needs and projections. In addition, MCFRS implements a shadowing program for some positions.</p>
Performance Management	DW	<p>MCFRS developed in conjunction with OHR the Individual Performance Plan and Appraisal for employees. MCFRS provides OHR with all necessary performance plan and evaluation information as required by:</p> <ul style="list-style-type: none"> • MCPR Sections 11-13 for all non-uniform employees; • MCGEO Article 40 for all represented civilian employees; • Article 59 of the IAFF Agreement for all represented uniform employees.

TABLE 5-1 (Continued)
Montgomery County Fire and Rescue Service
HUMAN RESOURCES

Function	Model of Service Delivery	Description
EMPLOYEE RELATIONS		
Personnel Policy Administration	D	The Human Resources Section of MCFRS is the first point of contact for all employees on matters pertaining to policies, collective bargaining agreements, and personnel-related issues.
EEO/Diversity	DW	MCFRS follows all MCPR Section 5 requirements and employees can participate in EEO/ Diversity training opportunities provided by OHR. MCFRS Internal Affairs takes primary responsibility for EEO issues in MCFRS and coordinates with OHR on EEO complaints.
Labor Negotiation	DW	All labor negotiations are completed in conjunction with Office of Human Resources, with intensive participation and input from MCFRS during the negotiation process.
Labor Contract Administration	DW	The Battalion Chief of Administrative Services is the day-to-day contact for labor issues in MCFRS. The staff of the Human Resources Section ensures that MCFRS complies with the IAFF Agreement, Personnel Regulations, and the County Code. Article 34 of the IAFF Agreement establishes the Labor Management Committee, which enables union representatives and MCFRS administration to discuss issues and concerns. The Battalion Chief is also the day-to-day contact for contractual issues with the Montgomery County Volunteer Fire Rescue Association.
TOTAL REWARDS		
Benefits Management (Insurance, Deferred Compensation, Retirement)	C	OHR administers group insurance, retirement, and other employee benefit plans for all MCFRS employees.
Gain Sharing/Rewards	D	MCFRS gives awards in accordance with MCPR Section 13, including annual leave and savings bonds. Article 33 of the IAFF Agreement also addresses MCFRS' awards process.
Classification; Compensation	DW	MCFRS coordinates with OHR for classification and compensation of non-uniform employees in accordance with MCPR Sections 10 and 11. Uniform employees are not reclassified.

TABLE 5-1 (Continued)
Montgomery County Fire and Rescue Service
HUMAN RESOURCES

Function	Model of Service Delivery	Description
HR ADMINISTRATION		
Maintenance of Employee and Retiree Records	DW	OHR maintains personnel records in the Human Resources Management System for all employees as required by MCPR Section 4. Records for MCGEO represented employees are kept in accordance with MCGEO Agreement Article 46 requirements. MCFRS also maintains records on uniform employees in accordance with Article 26 of the IAFF Agreement and in accordance with the Personnel Regulations.
Personnel and Pay Actions	DWO	MCFRS prepares all personnel and pay actions affecting MCFRS employees. OHR processes all personnel and pay actions affecting employees in the Human Resources Management System.
OCCUPATIONAL MEDICAL SERVICES		
Accommodation of Persons with Disabilities	DW	MCFRS follows all County regulations to accommodate persons with disabilities under MCPR 8. MCFRS works with OHR to ensure compliance.
Creation and Implementation of Employee Wellness Programs	D	<p>The MCFRS Division of Wellness, Safety and Training provides wellness programs within MCFRS. The Montgomery County Fire and Rescue Service began a Joint Health and Wellness Initiative with IAFF Local 1664 in FY02. This program incorporates many of the aspects of the IAFF/IAFC Wellness Fitness Initiative and is outlined in IAFF Agreement Article 35.</p> <p>The Fire and Rescue Occupational Medical Services (FROMS) is a joint program between MCFRS and the Office of Human Resources that provides annual physicals to all career and volunteer Montgomery County Fire and Rescue personnel. In addition, FROMS provides:</p> <ul style="list-style-type: none"> • Medical care for certain work related injuries and illness; • Follow up care for bloodborne pathogen exposures; • Entry level physicals for career and volunteer personnel; and • Return to work exams for employees injured at work with lost time. <p>The Medically Influenced Duty Status Program (MIDS) assists with personnel who are injured or ill due to both work and non-work related events. This program works with the Division of Risk Management, FROMS, OHR, and Managed Care Innovations.</p>

TABLE 5-1 (Continued)
Montgomery County Fire and Rescue Service
HUMAN RESOURCES

Function	Model of Service Delivery	Description
OCCUPATIONAL MEDICAL SERVICES (Continued)		
Creation and Implementation of Employee Wellness Programs (Continued)	D	<p>The Montgomery County Department of Fire/Rescue Services Critical Incident Stress Management Team provides stress management education, debriefings, demobilizations, and clinical support to MCFRS personnel.</p> <p>MCFRS has a fitness manager who is responsible for the fitness program, including:</p> <ul style="list-style-type: none"> • Training and coordinating activities of IAFF/ACE Certified Peer Fitness Trainers; • Coordinating fitness equipment recommendations, specifications, and purchasing; • Coordinating exercise programs for CPAT Mentoring, Recruit Classes, Officer Training Officer Programs, Officer Candidate School; • Reviewing injury statistics and providing recommendations for prevention; and • Coordinating annual fitness assessments.
Assurance of a Safe Work Place	DW	<p>All MCFRS employees must participate in appropriate training:</p> <ul style="list-style-type: none"> • Managers and supervisors must attend OHR training for maintaining a safe work place and internal injury prevention and reduction; and • All County employees must take OHR training on preventing a hostile work environment. <p>The MCFRS Safety Section is responsible for the safety, health and welfare of personnel in MCFRS. The Safety Section develops prevention initiatives to reduce injuries and works with injured employees. The Safety Section manages the following:</p> <ul style="list-style-type: none"> • Respiratory Protection Program; • Personal injury and apparatus collision investigations; • Apparatus Safety, Personal Protection Envelop (PPE)/Self Contained Breathing Apparatus (SCBA) Fit Testing; Station Safety Inspections, NFPA 1403 Live Fire Training, Special Projects, and Safety Training Programs. <p>In addition, MCFRS must provide safety initiatives and training in accordance with the IAFF Agreement. Article 35 of the IAFF Agreement establishes the Joint Health and Safety, which studies, reviews, and evaluates any safety measures implemented by MCFRS. MCFRS uniform staff complete extensive safety training through the Safety Section at the Fire Training Academy.</p>

TABLE 5-1 (Continued)
Montgomery County Fire and Rescue Service
HUMAN RESOURCES

Function	Model of Service Delivery	Description
Emergency Preparedness	D	MCFRS Division of Community Risk Reduction Services is responsible for the Master Plan, which addresses emergency preparedness. MCFRS also is in communication with other County Departments in the event of an emergency and is a leading department in the National Incident Management System (NIMS).

B. Information Technology Internal Service Functions

The Information Technology Section of the Administrative Services Division develops and implements technology support for MCFRS. This Section:

- Maintains desktop computers, radios, telecommunications, and inventory control software;
- Supports the MCFRS portion of the County’s Computer Aided Dispatch (CAD) system, the Emergency Communication Center work-order processing system; and
- Manages MCFRS’ Records Management Systems (RMS) and data warehouse.

The Information Technology Section has ten positions. The following table outlines the IT functions for MCFRS.

TABLE 5-2
Montgomery County Fire and Rescue Service
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
SUPPORT		
Help Desk/ Troubleshooting	DW	MCFRS uses DTS’ Help Desk for enterprise information technology applications, including all MCGOV applications. For MCFRS-specific applications, MCFRS helpdesk provides support on apparatus, PS2000 applications, desktop applications and data input for enterprise applications. The MCFRS Helpdesk provides 24 hour a day support services.
Enterprise Applications	C	MCFRS relies on DTS for all enterprise systems. MCFRS uses County enterprise systems such as FAMIS and ADPICS. MCFRS manages data for enterprise applications.

TABLE 5-2 (Continued)
Montgomery County Fire and Rescue Service
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
BUSINESS APPLICATIONS (Continued)		
Department Specific Applications	D	<p>MCFRS maintains numerous business applications specific to its needs including:</p> <ul style="list-style-type: none"> • TeleStaff; • RMS Firehouse 7.2; • Inventory Control Management; • SCBH; • PosiCheck; • LOSAP; • PCAP; • IPPA; and • Wireless Messenger. <p>DTS provides technical/application development support for seven web applications.</p>
Database Management	DWO	<p>MCFRS uses County-provided personnel and procurement databases and maintains and manages internal databases. The Department has implemented Quickbook database access in all stations.</p>
Electronic Document Management	DW	<p>MCFRS scans all emergency medical response documents in the MCFRS data warehouse. Data is normalized and reported to the State of Maryland. RMS Firehouse data is also normalized and reported to the State of Maryland.</p>
Geographic Information Systems	DWO	<p>MCFRS uses DTS' GIS system for data tracking and planning purposes. MCFRS' Planning Division has one position responsible for GIS use in MCFRS. This position organizes GIS data for purposes such as researching response times, investigations, and locations of new stations.</p>
WEB DEVELOPMENT		
Internet/Intranet Content Management	D	<p>MCFRS is responsible for the selection of information available on the Internet/Intranet. MCFRS' Community Outreach Section, Public Information Officer, and Division Chiefs have primary responsibility for content selection.</p>
Internet/Intranet Operational Activities	DWO	<p>MCFRS utilizes the County's website infrastructure to display information on the Internet/Intranet. MCFRS has the authority to load information onto the County's website and update and edit web pages.</p>
Web Design	D	<p>MCFRS creates the Department's web design within the framework and under the guidelines of the County's website.</p>

TABLE 5-2 (Continued)
Montgomery County Fire and Rescue Service
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
HOSTING		
Server Administration – Enterprise Applications	C	DTS provides all server administration for enterprise applications such as ADPICS and FAMIS.
Server Administration – Department Specific Applications	D	MCFRS maintains and supports 12 servers for department-specific applications. DTS provides Server Hosting Services for Telestaff Servers.
Email Administration	DW	MCFRS uses the County’s email system, but manages functions like addition or deletion of users, distribution list administration, and end-user support.
Database Support	D	MCFRS supports and maintains all database applications.
Computer Back-up	DWO	MCFRS provides back-up services in addition to the DTS daily back-up of all County computers.
Disaster Recovery	D	MCFRS provides for disaster recovery of information technology through extensive back-up and varying locations of servers.
Implementation and Maintenance of the Desktop Computers	C	MCFRS utilizes the Desktop Computer Modernization (DCM) program and does not purchase computers internally. MCFRS coordinates with DTS on purchases of mobile laptops independent of the DCM program.
INFORMATION SECURITY		
Data Security	D	MCFRS provides data security for servers and databases and coordinates with MCPD to maintain security for incident information.
Privacy/Records Confidentiality and Disclosure	D	MCFRS ensures the confidentiality of private files or records.
Anti-virus/Firewall	C	MCFRS utilizes the anti-virus/firewall services provided by DTS and does not use any additional anti-virus/firewall software.

TABLE 5-2 (Continued)
Montgomery County Fire and Rescue Service
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
TELECOMMUNICATIONS		
Telephone System/ Voicemail	C	MCFRS uses the County's telephone and voicemail system provided by DTS but has been delegated management functions of the telephone system.
Audio/Video	D	MCFRS processes all audio/visual needs in-house. Fire investigators usually coordinate access to surveillance equipment with MCPD.
Wireless Systems	DWO	MCFRS uses a code division multiple access (CDMA) system to provide remote access to data. Some MCFRS employees obtain Blackberries and cell phones through the MCFRS IT Section.
Wireless Infrastructure Support	DWO	MCFRS coordinates with DTS to install wireless infrastructure in MCFRS buildings and stations.
Emergency Communications	D	MCFRS is part of Federal, State, and County response plans and coordinates with MCPD and the Montgomery County Department of Homeland Security for emergency communications.
POLICY AND PLANNING		
IT Policy and Regulation Enforcement	D	MCFRS ensures adherence to all County and MCFRS technology regulations and policies.
Technology Standards	DWO	MCFRS adheres to DTS standards for enterprise system applications. For fire-specific technology, MCFRS implements standards and internal policies.
Technology Governance	C	MCFRS is a member of Technical Operations Management Group (TOMG) and works with DTS for technology governance.
Training/Awareness	D	MCFRS' Training Facility provides training opportunities on the following subjects: <ul style="list-style-type: none"> • Fire-specific applications; • Radios; • Mobile data computers; and • Microsoft Suite.

C. Procurement Internal Service Functions

C. Procurement Internal Service Functions

The Administrative Services Division manages MCFRS' procurement process. In conjunction with the County Office of Procurement, MCFRS staff prepare technical specifications, special terms and conditions, and evaluation criteria for formal solicitations, makes award recommendations, and approves payment for contracted goods and services. MCFRS has one Manager III, one Administrative Specialist I, and one Fiscal Assistant administering MCFRS' procurement process. The manager writes a bi-annual report on procurement matters within MCFRS.

MCFRS currently has 65 contracts worth approximately \$35 million. The following table outlines the MCFRS procurement internal service functions.

**TABLE 5-3
Montgomery County Fire and Rescue Service
PROCUREMENT**

Function	Model of Service Delivery	Description
CONTRACTING PROCESS		
Solicitation of Proposal	DW	Depending upon the type of procurement, MCFRS subject matter experts create the technical specifications and work with MCFRS procurement staff to draft a solicitation. MCFRS' Procurement Section prepares technical specifications, special terms and conditions, and evaluation criteria for RFPs and other contract solicitations. MCFRS give draft solicitations to the Office of Procurement and the Office of Procurement officially solicits procurements in accordance with COMCOR § 11B.00.01.03.
Proposal Selection	DW	In accordance with COMCOR § 11B.00.01.03, MCFRS evaluates and recommends a proposed award. MCFRS sends proposals to a QSC, records recommendations, and prepare packages for Office of Procurement. The Office of Procurement independently reviews and evaluates solicitation responses. After consideration of the evaluation and recommendation from MCFRS and Procurement staff, the Director of Procurement makes a proposed award to a specific vendor. COMCOR § 11B.00.01.15 requires the Contract Review Committee to review noncompetitive procurements greater than \$25,000.
Contract Development	D	MCFRS drafts contracts and sends them to County Attorney, the vendor, and then to Office of Procurement for final approval.

TABLE 5-3 (Continued)
Montgomery County Fire and Rescue Service
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Award of Contract	C	MCFRS issues a Notice to Proceed. In accordance with COMCOR § 11B.00.01.3.2, the Director of Procurement initiates the process for awarding a contract for the solicited services, goods, or construction. Under County regulations, a notice of <i>proposed</i> award is publicly posted, which begins the window for filing bid and award protests. A final notice is not created.
Payment	D	MCFRS prepares requisition forms and invoices and pays vendors using ADPICS direct vouchers or direct purchase orders.
Design, Development, and Maintenance of Procurement Database System	DW	The Office of Procurement maintains a database of all contracts. MCFRS uses the Office of Procurement ADPICS database and maintains an internal database of all contracts including data on travel and P-Card expenses. The Division manager writes a bi-annual report on procurement matters within MCFRS.
Contract Management/ Fulfillment of Contract	D	MCFRS delegates a contract administrator and technical point of contact to monitor and evaluate the performance of the contractor and ensure the receipt of goods or services.
Contract Administration	D	MCFRS procurement staff complete contract administration. MCFRS attempts to resolve minor disputes; significant disputes are resolved in accordance with COMCOR § 11B.00.01.14, by both the Office of Procurement and MCFRS.
Emergency Procurement	DW	MCFRS procurement staff comply with COMCOR § 11B.00.01.4.1.11 for emergency procurements.
Direct Purchasing	DW	MCFRS directly purchases goods or services up to \$5,000 under COMCOR § 11B.00.01.4.1.9 through use of direct vouchers, P-Cards, and direct purchase orders. The American Express Card Program (P-Card) is a major procurement source within MCFRS.
Noncompetitive Purchasing	DW	MCFRS completes noncompetitive purchases in accordance with COMCOR § 11B.00.01.4.1.12.

TABLE 5-3 (Continued)
Montgomery County Fire and Rescue Service
PROCUREMENT

Function	Model of Service Delivery	Description
POLICY AND PLANNING		
Training of Contract Personnel	DWO	MCFRS staff with procurement duties attend procurement training provided by the Office of Procurement. In addition, staff participate in “webinars” through the National Institute of Governmental Purchasing. MCFRS also provides on-the-job training for staff in travel purchases, ADPICS, and the procurement review process.
Certification of Procurement Staff	DWO	Procurement staff belong to the National Institute of Governmental Purchasing. The Administrative Specialist I is currently completing the coursework necessary to taking the Certified Public Procurement Buyer (CPPB) examination and the Manager III is preparing for the Certified Public Procurement Officer (CPPO) examination. The Manager III is a certified Grants Manager.
Procurement Policy Research and Development	DWO	All procurement policy and research is completed by the Office of Procurement; however MCFRS developed its own departmental travel and P-Card policies.
MFD Compliance Monitoring	DW	MCFRS assures compliance with the MFD program in accordance with COMCOR § 11B.00.01.07.
Procurement Governance	D	MCFRS Chiefs provide procurement governance for MCFRS.
Cost and Price Analysis	D	MCFRS does an internal and informal cost and price analysis before the solicitation of proposals.

CHAPTER VI: MONTGOMERY COUNTY POLICE DEPARTMENT INTERNAL SERVICE FUNCTIONS

The Montgomery County Police Department (MCPD) works in partnership with the community to identify and resolve issues that impact public safety. Several Divisions in MCPD's Management Services Bureau provide many of the internal services functions for MCPD. These Divisions include:

- Communications Division;
- Employee Health and Wellness Division;
- Information Support and Analysis Division;
- Management and Budget Division;
- Personnel Division;
- Policy and Planning Division;
- Technology Division; and
- Training and Education Division.

In addition, the following Divisions in the Office of the Chief provide internal service functions:

- Legal and Labor Relations Division;
- Internal Affairs Division; and
- Stress Management Division.

The remainder this chapter outlines the human resources, information technology, and procurement functions of the Montgomery County Police Department:

Section	Internal Service Functions	Begins on Page
Part A	Human Resources	63
Part B	Information Technology	70
Part C	Procurement	74

A. Human Resources Internal Service Functions

There are numerous MCPD Divisions that perform human resource functions.

The Personnel Division handles employee recruitment and selection; provides technical assistance on all personnel matters; coordinates the development and administration of all promotional examinations with the Office of Human Resources; and conducts pre-employment background investigations for all Police Department personnel. There are 17.4 workyears in the MCPD Personnel Division.

The Training and Education Division trains police recruits, all County sworn officers, civilian employees, and supervisory and non-supervisory personnel. The Training and Education Division also develops instruction for the Department and provides specialized training to other agencies in the Washington, D.C. area. There are 28.0 workyears in the Training and Education Division.

The Employee Health and Wellness Division monitors all members of the Department with disability status or who have restricted duty status. There is one workyear in the Employee Health and Wellness Division.

The Policy and Planning Division conducts policy research and development and conducts inspections to ensure policy compliance. There are 4.0 workyears in the Policy and Planning Division.

The Legal and Labor Relations Division provides expertise on employee/labor relations and contract negotiations and serves as the Department liaison to the Maryland General Assembly. There are currently 3.0 workyears in the Legal and Labor Relations Division. However, pursuant to a Memorandum of Understanding dated January 5, 2007, MCPD and OHR agreed to replace the three positions in the MCPD Legal and Labor Relations Division and with three full-time positions (one manager III, two human resource specialists) in OHR to provide labor-relations services to MCPD. The terms of the Memorandum of Understanding include:

- The positions are assigned full-time to MCPD and MCPD oversees day-to-day supervision and direction;
- MCPD funds the positions;
- OHR does performance evaluations; and
- OHR solicits input from MCPD for personnel selection or assignment decisions.

The Internal Affairs Division investigates allegations of misconduct by MCPD employees. There are 13.0 workyears in the Internal Affairs Division.

The Stress Management Division provides counseling, referral, traumatic incident debriefing, training, and psychological consultation to Department personnel and their families. There are 4.5 workyears in the Stress Management Division. As of July 1, 2007, the Stress Management Division has been moved to OHR.

MCPD Divisions work in coordination to provide employees with human resource services. Table 6-1 summarizes MCPD's human resource internal service functions.

**TABLE 6-1
Department of Police
HUMAN RESOURCES**

Function	Model of Service Delivery ¹	Description
WORKFORCE PLANNING		
Outreach	DW	<p>OHR advertises and provides outreach for available non-sworn positions in MCPD, as required by MCPR Section 6. MCPD is the primary recruiter for sworn police officer positions and positions in police specific classes and currently has five full-time recruiters and one part-time recruiter. MCPD recruitment activities include:</p> <ul style="list-style-type: none"> • Visiting job fairs, colleges, and community colleges on the East Coast; • Making presentations at college criminal justice programs; • Recruiting at local community and church events; and • Media advertising. <p>MCPD recruitment personnel work extensively with local minority communities and historically black colleges to recruit minority applicants.</p>
Selection and Hiring	DW	<p>For civilian positions, OHR completes the initial screening of applicants and then MCPD has primary control of selection and hiring.</p> <p>For sworn police officer positions and positions in police specific classes, MCPD completes most of the selection and hiring process. MCPD's Personnel Division is responsible for:</p> <ul style="list-style-type: none"> • Testing applicants; • Interviews; • Background investigations; • Internal salary negotiations; • Rating reviews of applicants; and • Selection and hiring. <p>MCPD coordinates with OHR's OMS Team to schedule physical and psychological exams. Following selection of candidates, the Police Academy accepts two classes a year, one in January and one in July.</p>

¹ See page 19 for abbreviation descriptions.

**TABLE 6-1 (Continued)
Department of Police
HUMAN RESOURCES**

Function	Model of Service Delivery	Description
WORKFORCE PLANNING (Continued)		
Workforce Development; Training	DW	<p>All MCPD employees attend all County-mandated OHR training and may attend other optional OHR training. In addition, the MCPD Personnel Division and OHR conduct a MCPD welcoming ceremony and orientation for all new hires.</p> <p>MCPD adheres to all Fraternal Order of Police (FOP) Agreement requirements, including:</p> <ul style="list-style-type: none"> • Article 22, Professional Improvement Leave; • Article 39, Tuition Assistance; and • Article 60, Career Development Study Committee. <p>Most MCPD training occurs at the Training Academy, managed by the Training and Education Division. All Montgomery County Police Officers must attend and complete Police Academy training. The Training Academy training curriculum includes:</p> <ul style="list-style-type: none"> • Entrance Level Training consisting of an intensive, 27-week program to provide recruits with basic law enforcement knowledge and skills; • Sworn officer in-service training required by the Maryland Police Training Commission that includes re-certification in firearms, protective instruments, and instruction on use of force; • Indoor shooting range utilized for training and qualification with a variety of weapons; • Force simulator, which produces simulated situations for officers in training; • Classroom and practical instruction in standard emergency vehicle operation for both entrance level and in-service training; • In-service training for non-sworn officers, including crossing guards, volunteers, and returned military; • Elective courses for sworn and civilian personnel; • A Leadership Development Institute that provides ethics training and training for supervisory positions; • Field Training and Evaluation, which provides recent graduates of the Academy a partner in the field for on-the-job training and skill development; and • Training retired MCPD officers to meet qualifications for carrying concealed firearms nationwide under Law Enforcement Officers Safety Act (L.E.O.S.A.).

TABLE 6-1 (Continued)
Department of Police
HUMAN RESOURCES

Function	Model of Service Delivery	Description
WORKFORCE PLANNING (Continued)		
Workforce Development – Succession Planning	D	The MCPD Policy and Planning Division completes staffing studies and succession planning studies. The Chief of Police has created and updated a MCPD Staffing Plan.
Performance Management	DW	<p>The MCPD Personnel Division oversees performance appraisals for all MCPD employees. MCPD staff complete four types of performance appraisals:</p> <ul style="list-style-type: none"> • Sworn FOP evaluations (FOP Agreement Article 53, Performance Evaluation); • Represented MCGEO employee evaluations (MCGEO Agreement Article 40); • Non-represented employee evaluations; and • MLS employee evaluations.
EMPLOYEE RELATIONS		
Personnel Policy Administration	D	MCPD’s Personnel Division is the first contact for all personnel issues and concerns.
EEO/Diversity	DW	MCPD follows all MCPR Section 5 requirements and employees can participate in EEO/ Diversity training opportunities provided by OHR. MCPD’s Personnel Division provides guidance to all Division Chiefs on EEO compliance.
Labor Negotiation	DW	All labor negotiations are conducted by OHR in conjunction with MCPD Legal and Labor Division for employees represented by the FOP Agreement and for employees represented by the MCGEO Agreement.
Labor Contract Administration	DW	<p>MCPD Legal and Labor Division serves as the contact for all labor issues in the Department. The Division provides oversight of and guidance on the administration of the MCGEO and FOP Agreements. Specifically, the Division:</p> <ul style="list-style-type: none"> • Provides support and guidance for MCPD on union matters; • Provides subject matter expertise for contract negotiations, including input during effects bargaining; • Works with the Division of Internal Affairs on disciplinary actions; • Manages all contract administration training; • Participates in the grievance process, including mediation and arbitration; and • Drafts Department responses to complaints.

TABLE 6-1 (Continued)
Department of Police
HUMAN RESOURCES

Function	Model of Service Delivery	Description
TOTAL REWARDS		
Benefits Management (Insurance, Deferred Compensation, Retirement)	C	OHR administers group insurance, retirement, and other employee benefit plans for all MCPD employees.
Gain Sharing/Rewards	D	<p>The Management Services Bureau Lieutenant heads the MCPD Awards Committee, which meets quarterly. Rewards available to MCPD employees include:</p> <ul style="list-style-type: none"> • Commendations; • Life-Saving awards; • Chief's Awards; • Community Service Awards; • Mini-Awards; and • Recruiting awards. <p>In addition, MCPD coordinates with the MCFRS for the annual Police/Fire Awards program.</p>
Classification; Compensation	DW	<p>MCPD coordinates with (1) OHR for classification and compensation in accordance with MCPR Sections 10 and 11 and with (2) union representatives and OHR for classification and compensation issues in accordance with MCGEO Agreement section 9.10.</p> <p>MCPD's Personnel Division completes job analysis, position descriptions, and classification and compensation studies. Before any position is hired, MCPD completes a job analysis of that position.</p>

TABLE 6-1 (Continued)
Department of Police
HUMAN RESOURCES

Function	Model of Service Delivery	Description
HR ADMINISTRATION		
Maintenance of Employee and Retiree Records	DW	OHR maintains personnel records in the Human Resources Management System as required by MCPR Section 4. MCPD's Personnel Division maintains all personnel files for 500 civilian positions and 1,200 sworn positions. Files of sworn FOP members are kept in accordance with FOP Agreement Article 51. Records for MCGEO represented employees are kept in accordance with MCGEO Agreement Article 46 requirements. In addition, the Training Academy maintains personnel records for all attending recruits.
Personnel and Pay Actions	DWO	MCPD's Personnel Division coordinates and prepares all personnel and pay actions affecting MCPD employees. OHR processes all personnel and pay actions affecting employees in the Human Resources Management System.
OCCUPATIONAL MEDICAL SERVICES		
Accommodation of Persons with Disabilities	DW	MCPD works with OHR to accommodate persons with disabilities under MCPR Section 8. In addition, FOP Agreement Article 11, Chronic Incapacity, requires MCPD to accommodate chronically incapacitated unit members by assigning them to duties within their capacity and within the bargaining unit.
Creation and Implementation of Employee Wellness Programs	D	The Division of Health and Wellness was created to build a better workforce. Specific activities of the Division include: <ul style="list-style-type: none"> • Handling office work-related and non-work injuries light duty detail; • Serving as liaison for workman's compensation claims; • Monitoring County physicals; and • Providing fitness, exercise, and nutrition training.
Assurance of a Safe Work Place	DW	All MCPD employees must participate in appropriate training: <ul style="list-style-type: none"> • Managers and supervisors must attend OHR training for maintaining a safe work place; and • All County employees must take OHR training on preventing a hostile work environment. All MCPD employees go through extensive safety training through the Police Training Academy. MCPD works in coordination with the FOP to ensure a safe working environment through the creation of a Safety Committee (FOP Article 32).
Emergency Preparedness	D	MCPD has a communication plan with other County Departments in the event of an emergency and is a leading department in the National Incident Management System.

B. Information Technology Internal Service Functions

Three MCPD Divisions have primary responsibility for information technology internal service functions.

The Technology Division provides the Montgomery County Police Department and its personnel with the information systems, services, and support necessary to perform public safety services. This includes customer support, management systems, communications systems, and network and programming. The Technology Division currently has 14.0 workyears.

The Information Support and Analysis Division is the repository for all official Department-generated reports and statistics. Its primary focus is to ensure the integrity of the Department's reporting system and to maintain reports in a variety of informational systems for retrieval as needed. This Division is responsible for maintaining 24-7 operational access to central records, including incident reports, arrest histories, expungement of records, and photographs. The Information Support and Analysis Division currently has 47.0 workyears.

The Communications Division maintains the Emergency Communications Center (ECC) with other Montgomery County departments. The ECC provides a 9-1-1 emergency and non-emergency telephone system, computer aided dispatch system, 800 MHz radio system, graphical information (mapping) system, automatic vehicle location via global position satellite system, mobile data terminal system, and other ancillary systems.

Table 6-2 outlines the information technology functions in MCPD.

**TABLE 6-2
Department of Police
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
SUPPORT		
Help Desk/ Troubleshooting	DW	Both DTS and MCPD provide troubleshooting service for MCPD employees. For desktop issues, MCPD attempts to troubleshoot internally. If MCPD is unsuccessful or there is an infrastructure problem, MCPD will contact DTS. MCPD uses the same tech support number as DTS (x72828). MCPD provides all help desk services for mobile laptop computers in police cars.
BUSINESS APPLICATIONS		
Enterprise Applications	C	MCPD uses DTS-supported County enterprise systems such as FAMIS and ADPIC.

TABLE 6-2 (Continued)
Department of Police
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
BUSINESS APPLICATIONS (Continued)		
Department Specific Applications	D	<p>MCPD maintains and uses approximately 80 applications specific to police needs (many are off-the-shelf applications). Examples of these applications include:</p> <ul style="list-style-type: none"> • Fingerprinting software; • PS2000; • MILES (MD state application); • CJIS (with other County criminal justice departments); • Project Lifesaver (with HHS, a program for tracking/locating missing persons suffering from Alzheimer's disease/dementia); • Bar-Code Evidence Tracking System; • Red-light Camera Integration; and • Mug-Shot State Interface. <p>In addition, the Training Academy uses a computerized force simulator that uses laser technology and digital and video display to teach and assist in maintaining officer decision-making skills.</p> <p>DTS provides technical/application support for five web applications and also supports JJIS, CJIS, and IJIS applications.</p>
Database Management	D	<p>MCPD maintains unique and small databases controlled by MCPD programmers. MCPD currently maintains approximately twenty databases, including personnel files and evidence inventories.</p>
Electronic Document Management	C	<p>MCPD currently uses the DTS Zylab system. In July 2007, MCPD plans to implement an electronic record management system called eJustice, which will allow officers in the field to fill out police reports electronically.</p> <p>In addition, the Training Academy works with DTS to image all personnel training records.</p>
Geographic Information Systems	DWO	<p>MCPD uses the County GIS system. MCPD maintains and updates layers of GIS data with other County departments to share information (e.g. sex offender locations). MCPD staff are trained on the County's GIS system.</p>

TABLE 6-2 (Continued)
Department of Police
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
WEB DEVELOPMENT		
Internet/Intranet Content	D	MCPD is responsible for the selection of information available on the Internet/Intranet. All staff with authority are trained on web maintenance.
Management Internet/Intranet Operational Activities	DWO	MCPD utilizes the County's website infrastructure to display information and on the Internet/Intranet. MCPD has the authority to load onto the County's website and update and edit web pages.
Web Design	D	MCPD creates the Department's web design within the framework and under the guidelines of the County's website.
HOSTING		
Server Administration – Enterprise Applications	C	DTS provides all server administration for enterprise applications such as ADPICS and FAMIS.
Server Administration – Department Specific Applications	D	MCPD currently has five servers housed at MCPD Headquarters. MCPD maintains and supports internal servers, but will call DTS if further assistance is needed.
Email Administration	DW	MCPD uses the County's email system, but manages email functions. MCPD has authority to create and secure list serves and groups.
Database Support	D	MCPD supports and backs-up all internal databases.
Computer Back-up	C	DTS provides all computer back-up for MCPD as part of the daily back-up system for all County computers.
Disaster Recovery	C	DTS provides disaster recovery services for MCPD.
Implementation and Maintenance of the Desktop Computers	DW	MCPD utilizes the Desktop Computer Modernization (DCM) program and does not purchase computers internally. If additional features are required on a computer, MCPD works with DTS to purchase those specific computers. The mobile laptops for police vehicles are not part of the DCM, but are purchased through DTS and DTS maintains a replacement cycle. MCPD supports mobile desktop computer replacement with specific grant funding.

TABLE 6-2 (Continued)
Department of Police
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
INFORMATION SECURITY		
Data Security	DW	DTS provides data security for servers and databases that they maintain. MCPD provides all data security for the five internal servers the Department maintains.
Privacy/Records Confidentiality and Disclosure	C	MCPD operates under the County standards and does not have any additional privacy or disclosure standards.
Anti-virus/ Firewall	C	MCPD utilizes the anti-virus/firewall services provided by DTS and does not use any additional anti-virus/firewall software.
TELECOMMUNICATIONS		
Telephone System/ Voicemail	C	MCPD uses the County's telephone and voicemail system provided by DTS.
Audio/Video	D	MCPD purchases and maintains audio/visual equipment.
Wireless Systems	D	MCPD maintains an inventory of approximately 1,300 mobile radios, 1,300 portable radios, 600 mobile phones, and 75 blackberries. Patrol vehicles are also equipped with mobile laptops and utilize 750 commercial wireless data Air cards. MCPD maintains these inventories and funds accounts.
Wireless Infrastructure Support	C	DTS provides maintenance and support for MCPD's wireless capabilities.
Emergency Communications	D	MCPD has an established emergency plan and radio system.
IT Policy and Regulation Enforcement	C	DTS ensures compliance with policies and regulations, with one exception. Some police-specific needs (e.g. undercover operations) require MCPD internal enforcement of policies.
Technology Standards	DWO	MCPD adheres to DTS standards for desktop and web-based standards. MCPD, however, sets standards for mobile laptops and other police-specific technology.
Technology Governance	C	MCPD staff are members of TOMG and ITPAC.
Training/Awareness	D	There is an IT training center within MCPD. Two positions oversee training of officers in department-specific applications and GIS. The trainers are certified in MILES and NCIC. MCPD estimates approximately 1,000-2,000 man hours of IT training per year. In addition, MCPD currently has 55 people trained as IT trainer-mentors.

C. Procurement Internal Service Functions

The Management and Budget Division within the Management Services Bureau of the Montgomery County Police Department coordinates all procurement within the Department. The Division has two full-time positions dedicated to procurement in MCPD. These positions are liaisons to MCPD and Office of Procurement staff. The Management and Budget Division currently has 30.8 workyears.

MCPD currently has 80 contracts worth approximately \$12 million. Table 6-3 outlines the implementation of procurement functions in MCPD.

**TABLE 6-3
Department of Police
PROCUREMENT**

Function	Model of Service Delivery	Description
CONTRACTING PROCESS		
Solicitation of Proposal	DW	MCPD staff in need of procurement (typically Division Chiefs, program managers, and supervisors) seek guidance from MCPD procurement staff. The using staff develop specifications and requirements for a proposal. MCPD procurement staff then use those specifications to complete an RFP and cover memo. MCPD procurement staff forward an RFP to the Office of Procurement, which solicits the proposals in accordance with procurement regulations.
Proposal Selection	DW	In accordance with COMCOR § 11B.00.01.03, MCPD evaluates and recommends a proposed award through a Qualification and Selection Committee. The Office of Procurement then independently reviews and evaluates the solicitation responses. After consideration of the evaluation and recommendation of MCPD and Procurement, the Director of Procurement selects a proposal. COMCOR § 11B.00.01.15 requires the Contract Review Committee to review noncompetitive procurements greater than \$25,000.
Contract Development	DWO	The Office of Procurement develops contracts for Invitations for Bids. MCPD procurement staff develop contracts for Requests for Proposals and forwards them to the County Attorney, vendor, and then to Office of Procurement for final approval.

TABLE 6-3 (Continued)
Department of Police
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Award of Contract	C	In accordance with COMCOR § 11B.00.01.3.2, the Director of Procurement initiates the process for awarding a contract for the solicited services, goods, or construction. Under County regulations, a notice of <i>proposed</i> award is publicly posted, which begins the window for filing bid and award protests. A final notice is not created.
Payment	D	MCPD prepares requisition forms and invoices and pays vendors using ADPICS direct vouchers or direct purchase orders. MCPD procurement staff coordinate payments with using MCPD employees.
Design, Development, and Maintenance of Procurement Database System	DW	MCPD uses the Office of Procurement database and maintains an internal database of all contracts with insurance certification, bond, and MFD information.
Contract Management/ Fulfillment of Contract	D	MCPD assigns a contract administrator for each contract. The contract administrator is usually the user of the goods or services purchased. The contract administrator monitors and evaluates the performance of the contractor and ensures the receipt of goods or services. If the goods are not received, the contract administrator contacts MCPD procurement staff.
Contract Administration	D	The contract administrator oversees contract administration. The administrator attempts to resolve minor disputes; significant disputes are resolved in accordance with COMCOR § 11B.00.01.14, by the Office of Procurement and MCPD.
Emergency Procurement	DW	MCPD procurement staff comply with COMCOR § 11B.00.01.4.1.11 for emergency procurements. Typically, MCPD will contact the Office of Procurement for verbal approval of emergency contracts followed by a written memo to the Office of Procurement.
Direct Purchasing	DW	MCPD directly purchases goods or services up to \$5,000 under COMCOR § 11B.00.01.4.1.9. MCPD procurement staff track all direct purchasing, including P-Cards, with an internal direct purchase order system.

TABLE 6-3 (Continued)
Department of Police
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Noncompetitive Purchasing	DW	MCPD completes a significant number of noncompetitive purchases in accordance with COMCOR § 11B.00.01.4.1.12.
POLICY AND PLANNING		
Training of Contract Personnel	C	MCPD staff with procurement duties attend procurement training provided by the Office of Procurement.
Certification of Procurement Staff	D	MCPD procurement staff are Certified Professional Public Buyers (CPPB) through the National Institute of Governmental Purchasing (NIGP).
Procurement Policy Research and Development	C	All procurement policy and research is completed by the Office of Procurement for MCPD.
MFD Compliance Monitoring	DW	MCPD complies with the MFD program in accordance with COMCOR § 11B.00.01.07.
Procurement Governance	D	MCPD procurement staff provide instruction and guidance to managers and staff on procurement regulations and procedures.
Cost and Price Analysis	D	MCPD completes informal cost and price analysis during the solicitation of proposals.

CHAPTER VII: DEPARTMENT OF PUBLIC LIBRARIES INTERNAL SERVICE FUNCTIONS

The Department of Public Libraries (DPL) provides access to information, ideas, and enrichment through traditional library services and new methods of information delivery. DPL has three divisions.

Administration, Outreach, and Operations Support includes the Director's Office, Business Office, and Public Services Administration. These Offices are responsible for training; program evaluation; planning; outreach; management of general support contracts; human resources; procurement; facilities management; and branch policy and procedure. In FY07, the Division's budget was \$3.4 million with 18.8 workyears.

The Division of Collection Management provides for the selection, acquisition, cataloguing, processing, and delivery of all library materials. The division administers, develops, and manages the Department's online content in partnership with the Public Services Administration. The materials delivery service delivers materials within the system and between several jurisdictions in the region. In FY08, the Division's budget was \$8.7 million with 28.5 workyears.

The Library Services to the Public program includes all library branch staff, basic office supplies for the branches, and the staff and operating costs associated with maintaining the Department's information technology assets. The Technology Management Team provides technical support to the branches and manages the Department's information technology assets, including the integrated library system, Public Access Catalog, public computers with Internet access, and staff computers, printers, bar-code scanners and other peripheral devices. In FY08 the program's budget was \$29 million with 384.5 workyears.

The remainder of the chapter outlines the human resources, information technology, and procurement functions of the Montgomery County Department of Public Libraries:

Section	Internal Service Functions	Begins on Page
Part A	Human Resources	77
Part B	Information Technology	81
Part C	Procurement	84

A. Human Resources Internal Service Functions

The Office of the Director oversees human resources and personnel for the library system. This includes the Director, a fully detailed Human Resource Specialist III (an employee of the Office of Human Resources), and an Administrative Specialist II. The Business Office (a unit within the Director's Office) also supports human resource management issues, particularly tracking, budgetary impact, and policy issues.

In FY05, DPL participated in a pilot program between the Department and OHR. DPL transferred a position within Public Services Administration Section and in exchange, OHR created an additional Human Resources Specialist position in its budget and detailed that position full-time to DPL.

DPL has one program specialist position coordinating and/or conducting training of all levels of staff within the department. Duties include management of State-mandated certification for librarians and library associates.

The following table provides a detailed look at human resources functions in the Montgomery County Public Libraries.

**TABLE 7-1
Department of Public Libraries
HUMAN RESOURCES**

Function	Model of Service Delivery¹	Description
WORKFORCE PLANNING		
Outreach	DW	A DPL HR specialist in OHR does outreach and recruiting for the department in accordance with MCPR 6. In addition, DPL does a small amount of advertising in field-specific publications and at field-specific conferences.
Selection and Hiring	DW	DPL follows OHR guidelines and procedures for selection and hiring of employees in accordance with MCPR 6. DPL uses rating and interview panels for review and evaluation of potential candidates. Panel membership varies according to the available job. All panels must coordinate their efforts with DPL's HR specialist. All merit-system hiring decisions are approved by the Director or designee. Library pages within DPL must undergo an assessment and library aides must pass a test. These assessments and tests are completed by DPL administration or individual branches.
Workforce Development; Training	DW	All DPL employees attend all County-mandated OHR training and may attend optional OHR training. In addition, a program specialist within DPL organizes and coordinates training opportunities specific to library staff. Library staff attend off-site training and conferences in addition to on-site training. DPL also mandates all-staff trainings at least once per year as part of a yearly themed training.

¹ See page 19 for abbreviation descriptions.

TABLE 7-1 (Continued)
Department of Public Libraries
HUMAN RESOURCES

Function	Model of Service Delivery	Description
WORKFORCE PLANNING (Continued)		
Workforce Development; Succession Planning	D	DPL has no formal succession plan. DPL is beginning preliminary research on succession planning.
Performance Management	DW	DPL provides OHR with all necessary performance plan and evaluation information as required by MCPR Sections 11-13 and Article 40 of the MCGEO Agreement for represented employees. A committee within DPL upgrades performance management policy and PPE documents.
Personnel Policy Administration	DWO	DPL personnel staff (including the OHR specialist detailed to DPL) is the first point of contact for managers and employees on matters pertaining to human resources. This is a substantial portion of the detailed OHR specialist's portfolio, including the provision of information and guidance to employees and managers on a wide variety of HR related matters. Other staff in OHR also provide support in these matters when the situation warrants it.
EEO/Diversity	C	DPL follows all MCPR Section 5 requirements and employees can participate in training opportunities provided by OHR.
Labor Negotiation	C	All labor negotiations are conducted by OHR. The labor relations team in OHR conducts labor negotiations and contract administration for labor agreements in accordance with County Code Sections 33-101 to 112.
Labor Contract Administration	DW	DPL staff continuously meet with MCGEO representatives on library-specific working condition issues; however, OHR Labor Relations team is the primary contract administrator. DPL abides by all union regulations, including County Code Sections 33-101 to 112 and MCGEO Agreement Article 10, which establish the grievance process for union employees.
TOTAL REWARDS		
Benefits Management (Insurance, Deferred Compensation, Retirement)	C	OHR administers group insurance, retirement, and other employee benefit plans for all DPL employees.

TABLE 7-1 (Continued)
Department of Public Libraries
HUMAN RESOURCES

Function	Model of Service Delivery	Description
TOTAL REWARDS (Continued)		
Gain Sharing/ Rewards	D	DPL developed a total rewards program in accordance with MCPR Section 13 that provides employees annual leave awards for exemplary work.
Classification; Compensation	DW	OHR primarily controls classification and compensation of employees, but works with DPL in accordance with MCPR Sections 10 and 11.
HR ADMINISTRATION		
Maintenance of Employee and Retiree Records	DW	OHR maintains personnel records as required by MCPR Section 4. DPL maintains an internal database to track vacant positions. Records for MCGEO-represented employees are kept in accordance with MCGEO Agreement Article 46 requirements.
Personnel and Pay Actions	DWO	DPL staff prepare all personnel and pay actions affecting DPL employees. OHR processes all personnel and pay actions affecting employees in the Human Resources Management System.
Accommodation of Persons with Disabilities	DW	DPL works in coordination with OHR and DPWT to ensure that all facilities are ADA compliant for both employees and customers in accordance with MCPR 8 and Appendix VIII of the MCGEO agreement.
Creation and Implementation of Employee Wellness Programs	C	DPL employees can utilize any programs available through OHR's wellness programs. Occasionally, DPL has the Employee Assistance Program (EAP) do a presentation to remind managers of the EAP services available. DPL does not conduct any additional wellness programs.
Assurance of a Safe Work Place	DW	DPL employees attend the OHR training for maintaining a safe work place (supervisors) and preventing a hostile work environment (employees). In addition, DPL completed a safety audit of the delivery service about two years ago.
Emergency Preparedness	C	DPL follows the County's established emergency preparedness plan.

B. Information Technology Internal Service Functions

The Department of Public Libraries has nine IT positions on its Technology Management Team, which is overseen by a Public Services Administrator. The team has one Manager III and eight staff members – two part-time staff members and six full-time staff members. DPL has four full-time information technology technicians in larger branches – Wheaton, Rockville, Germantown, and Gaithersburg. These positions support public use of computers and basic troubleshooting of branch equipment.

DPL is responsible for over 800 computers in two distinct groups - customer computers, used by residents in the library branches, and employee computers. DPL’s technology management team works with the Department of Technology Services to manage the network, software, configuration, hardware, and other aspects of information technology.

The following tables details the completion of information technology functions for the Department of Public Libraries.

**TABLE 7-2
Department of Public Libraries
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
SUPPORT		
Help Desk/ Troubleshooting	DW	DPL maintains its own help desk, which has expertise in the library’s application system, Sirsi Unicorn. If there is a problem with other computers and DPL cannot resolve the issue, DTS is called.
BUSINESS APPLICATIONS		
Enterprise Applications	C	DPL utilizes County enterprise systems such as FAMIS/ADPICS, Office Productivity applications, and antivirus/firewall/PC management tools provided by DTS.
Department Specific Applications	D	DPL maintains an integrated library computer system that allows DPL to coordinate and integrate all library functions, including: <ul style="list-style-type: none"> • Checking out books; • Maintaining an inventory of library materials; • Managing library circulation; • Controlling public Internet access; and • Providing printing services for customers. DTS also provides technical development support for two web applications – NewsCenter and Fines and Fee Payments.
Database Management	D	DPL maintains basic Access databases internally in addition to the Sirsi system.

**TABLE 7-2 (Continued)
Department of Public Libraries
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
BUSINESS APPLICATIONS (Continued)		
Electronic Document Management	NA	DPL has no current need for electronic document management. DPL does participate in the County EDM Committee.
Geographic Information Systems	C	DPL uses DTS' GIS system on an infrequent basis for planning purposes.
WEB DEVELOPMENT		
Internet/Intranet Content Management	D	DPL staff manage the Department's web presence in accordance with DTS guidelines.
Internet/Intranet Operational Activities	DWO	DPL utilizes the County's website infrastructure to display information on the Internet/Intranet. DPL has the authority to load information onto the County's website and update and edit web pages.
Web Design	D	DPL creates the library system's web design within the framework and under the guidelines of the County's website.
HOSTING		
Server Administration – Enterprise Applications	C	DTS provides all server administration for enterprise applications such as ADPICS and FAMIS.
Server Administration – Department Specific Applications	DWO	DPL houses a file server for branches and Internet session management at Library Headquarters. DPL uses the County's Central Server for files at Library headquarters. DPL's main business servers are housed at the County's central computer facility. DPL manages those servers remotely and DTS provides Server Hosting Services for (some) Library servers.
Email Administration	DW	DPL uses the County's email system but manages its email accounts.
Database Support	D	DPL supports its databases through its internal IT department.
Computer Back-up	DWO	DTS provides back up services for DPL's server maintained by DTS. DPL performs all back-up services for servers maintained by DPL.
Disaster Recovery	NA	DPL has no disaster recovery plan for its technology.

TABLE 7-2 (Continued)
Department of Public Libraries
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
HOSTING (Continued)		
Implementation and Maintenance of the Desktop Computers	C	DPL utilized the County Desktop Computer Modernization (DCM) program. DPL coordinates purchases of other computers with DTS.
INFORMATION SECURITY		
Data Security	D	DPL's IT section oversees data security because of the Departments' special needs to provide computer access to the public.
Privacy/Records Confidentiality and Disclosure	D	DPL is responsible for maintaining privacy and confidentiality of all resident users. DPL does not maintain the privacy of users performing illegal activities.
Anti-virus/Firewall	DW	DPL uses DTS' anti-virus system. For firewall protection, DPL coordinates firewall protection with DTS. DPL employee computers have DTS firewall protection but public access computers have a separate firewall system.
TELECOMMUNICATIONS		
Telephone System/Voicemail	C	DPL utilizes DTS telephone and voicemail PBX system.
Audio/Video	DWO	DPL has the following audio/visual functions: <ul style="list-style-type: none"> • Some branches have video surveillance provided by DHS and DTS; • Each branch has a cell phone; • DPL's Executive Team has DTS-issued Blackberries; and • The State of Maryland provides videoconferencing at the Wheaton Library.
Wireless Systems	DWO	All DPL branches have wireless systems (WiFi) for use by the general public. DPL maintains these systems, with coordination with DTS as necessary.
Wireless Infrastructure Support	DWO	DPL's IT section maintains wireless systems unless a solution involves DTS.

**TABLE 7-2 (Continued)
Department of Public Libraries
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
TELECOMMUNICATIONS (Continued)		
Emergency Communications	NA	DPL has established emergency procedures. One of three Public Services Administrators always carries a duty cell phone. Each branch has a cell phone for emergency use if the branch phone system is not working or if a branch needs to be evacuated. Each branch has an evacuation plan. DPL's senior managers are on the Montgomery County Emergency Cell Phone network. DPL also has a phone tree procedure for quickly disseminating critical information.
POLICY AND PLANNING		
IT Policy and Regulation Enforcement	D	DPL's IT section ensures adherence to all technology policies and regulations.
Technology Standards	C	DPL adheres to DTS standards for all aspects of technology.
Technology Governance	DWO	DPL is currently on ITPAC and the DPL IT section works with DTS to ensure the effectiveness and efficiency of the integrated library system.
Training/Awareness	D	DPL provides its employees with training opportunities in a variety of applications such as MorningStar, Videonow, and various scientific journals. Last year, DPL provided training on information technology to all staff.

C. Procurement Internal Service Functions

The DPL Business Office manages administrative support functions, including contracts, fiscal administration, and supply purchasing. DPL has two sets of procurement rules that vary according to the type of goods or services being purchased.

DPL's Business Office adheres to standard County procurement regulations. This Office has approximate annual purchases of \$2 million. One Administrative Specialist II and one Manager III manage this procurement activity.

The Collections Department (in coordination with the Business Office) purchases approximately \$6 million of materials annually. In March 1998, the County Government established an exception to regular procurement process for the purchase of library materials. The exception allows DPL to set up contracts with library material vendors

without a solicitation. DPL currently has materials purchasing contracts in place with most of the major vendors in the library materials marketplace. The exception also allows DPL to make materials purchases without a contract, if the amount is less than \$35,000. This allows the department to purchase library materials from specialty vendors or small publishing firms when necessary.

The following table provides a brief overview of procurement functions in the libraries.

**TABLE 7-3
Department of Public Libraries
PROCUREMENT**

Function	Model of Service Delivery	Description
CONTRACTING PROCESS		
Solicitation of Proposal	DW	In accordance with COMCOR § 11B.00.01.03, the Office of Procurement solicits procurements with input from DPL staff. Proposals for library materials are not solicited, per County regulation, but competition is achieved through the establishment of contracts with multiple competing vendors in the marketplace.
Proposal Selection	DW	In accordance with COMCOR § 11B.00.01.03, DPL evaluates and recommends a proposed award. The DPL Qualification and Selection Committee reviews all bids and determines the best price.
Contract Development	DWO	DPL works with the Office of Procurement and vendors to review and finalize all specifications in a contract. For library materials, DPL uses a specific, County Attorney-approved contract format for every contract governed by regulation.
Award of Contract	C	In accordance with COMCOR § 11B.00.01.3.2, the Director of Procurement initiates the process for awarding a contract for the solicited services, goods, or construction. Under County regulations, a notice of <i>proposed</i> award is publicly posted, which begins the window for filing bid and award protests. A final notice is not created. For library materials, contracts are awarded by the Director or her designee.
Payment	D	DPL completes all payments for the Department. DPL prepares requisition forms and invoices and pays vendors using ADPICS direct vouchers or direct purchase orders.
Design, Development, and Maintenance of Procurement Database System	DW	DPL maintains procurement records through ADPICS and FAMIS in coordination with the Office of Procurement.

**TABLE 7-3 (Continued)
Department of Public Libraries
PROCUREMENT**

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Contract Management/ Fulfillment of Contract	D	DPL collections staff monitor and evaluate the performance of the contractor and ensure the receipt of goods or services.
Contract Administration	D	DPL staff are responsible for contract administration. DPL resolves all contract disputes. DPL attempts to resolve minor disputes; significant disputes are resolved in accordance with COMCOR § 11B.00.01.14, by both the Office of Procurement and DPL.
Emergency Procurement	NA	DPL has no need for emergency procurement.
Direct Purchasing	DW	DPL directly purchases goods or services up to \$5,000 under COMCOR § 11B.00.01.4.1.9.
Noncompetitive Purchasing	DW	DPL completes noncompetitive purchases in accordance with COMCOR § 11B.00.01.4.1.12. DPL makes certain purchases from sole providers of certain resource (e.g., books available from only one source).
POLICY AND PLANNING		
Training of Contract Personnel	DWO	DPL contract personnel attend the procurement training offered by Office of Procurement. There is additional on-the-job training for ADPICS and FAMIS.
Certification of Procurement Staff	NA	DPL procurement staff are not certified.
Procurement Policy Research and Development	NA	There is no current need for policy research for DPL procurement.
MFD Compliance Monitoring	DWO	DPL assures compliance with the MFD program in accordance with COMCOR § 11B.00.01.07.
Procurement Governance	D	DPL staff are responsible for ensuring that procurement policy adheres to DPL's goals and mission.
Cost and Price Analysis	D	DPL does any informal cost and price analysis during the solicitation process.

CHAPTER VIII: OVERVIEW OF DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION INTERNAL SERVICE FUNCTIONS

The Department of Public Works and Transportation (DPWT) is responsible for a wide variety of functions, including management of the County's transportation systems, solid waste collection and disposal, and construction and maintenance of public buildings. DPWT consists of five divisions plus the Director's Office. The Divisions are:

- Division of Capital Development;
- Division of Fleet Management Services;
- Division of Operations;
- Division of Solid Waste Services; and
- Division of Transit Services.

This chapter provides an overview of internal service functions within the Department of Public Works and Transportation (DPWT). Each division within DPWT operates independently and will be discussed in Chapters IX-XIII.

Internal Service Functions of DPWT. The Department of Public Works and Transportation's five divisions operate independently of one another; however, there is some overall direction for internal service functions.

Human Resources. The Department of Public Works and Transportation has one Human Resources Coordinator in the Director's Office to provide overall guidance to the five Divisions. Each division, however, manages its personnel duties according to its needs and resources. DPWT staff indicate that division supervisors and managers hold quarterly meetings to discuss overall direction in human resources, including hiring, diversity, and personnel performance.

Information Technology. There are three central IT positions located in DPWT's Director's Office. The IT manager in the Director's Office provides central oversight and serves as a link from the Director's Office to division IT staff. Ultimately, this IT manager has approval authority for IT actions taken by IT staff in the different divisions.

Procurement. DPWT has no central administration for procurement. Each division is responsible for procurement of required goods or services.

This report address the internal service functions of each DPWT division in a separate chapter because each division oversees internal service functions separately. Chapters IX through XIII describe each DPWT division and their internal service functions. The Divisions are discussed as follows:

- Chapter IX, Division of Capital Development;
- Chapter X, Division of Fleet Management Services;
- Chapter XI, Division of Operations;
- Chapter XII, Division of Solid Waste Services; and
- Chapter XIII, Division of Transit Services.

CHAPTER IX: DIVISION OF CAPITAL DEVELOPMENT INTERNAL SERVICE FUNCTIONS

The Department of Public Works and Transportation's Division of Capital Development (DCD) plans, engineers, and constructs Montgomery County's infrastructure. The Division of Capital Development is composed of five sections, each focused on a particular service type. These sections are:

- **Transportation Planning and Design**, plans, surveys, and designs all transportation projects in the County, such as roads, bridges, and storm drains;
- **Transportation Construction**, provides overall management for transportation project construction in the County;
- **Building Planning and Design**, develops strategic facility plans for new buildings;
- **Building Construction**, provides overall management for County building construction; and
- **Property Acquisition**, acquires land for capital projects, administers the abandonment of rights-of-way, and disposes of surplus public properties.

The remainder of this chapter outlines the human resources, information technology, and procurement functions for the Division of Capital Development:

Section	Internal Service Functions	Begins on Page
Part A	Human Resources	88
Part B	Information Technology	91
Part C	Procurement	95

A. Human Resources Internal Service Functions

One HR Coordinator (Administrative Specialist) administers the day-to-day HR functions within the Division of Capital Development and serves as the liaison to the Director's Office HR Coordinator and the Office of Human Resources. Section chiefs and office service coordinators (OSC) also perform various human resources functions. The following table details the implementation of human resources functions in the Division of Capital Development.

TABLE 9-1
Division of Capital Development
HUMAN RESOURCES

Function	Model of Service Delivery ¹	Description
WORKFORCE PLANNING		
Outreach	DW	OHR advertises and provides outreach for available employment in DCD, as required by MCPR Section 6. DCD section chiefs and office service coordinators work with OHR to create job specifications, including qualification requirements and job descriptions. Additionally, DCD assists in determining the venues for recruitment.
Selection and Hiring	DW	DCD follows OHR guidelines and procedures for the selection and hiring of employees in accordance with MCPR Section 6. OHR performs an original review of applicants for minimum qualifications followed by a Division-specific rating review. DCD then interviews potential candidates and makes hiring recommendations to OHR.
Training; Workforce Development	DW	All DCD employees attend all County-mandated OHR training and may attend optional OHR training. Division supervisors participate in the OHR management track. In addition, DCD provides specialized opportunities for workforce development and skill training. Section chiefs determine applicable training opportunities, both on and off site. If a section chief identifies training applicable to other sections within DCD, the training will be extended to other sections.
Workforce Development; Succession Planning	D	DCD does not have a formal succession plan. However, managers provide mentoring for employees for future supervisory roles.
Performance Management	DW	DCD provides OHR with all necessary performance plan and evaluation information as required by MCPR Sections 11-13. DCD section chiefs are responsible for all performance management. For bargaining employees, DCD follows all MCGEO Article 40 requirements.

¹ See page 19 for abbreviation descriptions.

TABLE 9-1 (Continued)
Division of Capital Development
HUMAN RESOURCES

Function	Model of Service Delivery	Description
EMPLOYEE RELATIONS		
Personnel Policy Administration	DWO	DCD section chiefs provide employees with basic personnel guidance and advice. If more guidance is required, DCD will contact OHR for additional input.
EEO/Diversity	DW	DCD follows all MCPR Section 5 requirements and employees can participate in EEO/Diversity training opportunities provided by OHR. DCD reports EEO statistics quarterly to the Director of DPWT.
Labor Negotiation	C	OHR conducts all labor negotiations for employees represented by MCGEO in accordance with County Code Sections 33-101 to 112.
Labor Contract Administration	DW	County Code Sections 33-101 to 112 and MCGEO Agreement Article 10 establish the grievance process for union employees. DCD works directly with MCGEO on some working conditions issues; however, OHR Labor Relations Team provides union contract administration.
TOTAL REWARDS		
Benefits Management (Insurance, Deferred Compensation, Retirement)	C	OHR administers group insurance, retirement, and other employee benefit plans for all DCD employees.
Gain Sharing/Rewards	D	DCD implements employee recognition programs in accordance with MCPR Section 13.
Classification; Compensation	DW	OHR primarily controls classification and compensation of employees, but works with DCD in accordance with MCPR Sections 10 and 11. For union employees, DCD and OHR work with union representatives in accordance with MCGEO agreement 9.10.
HR ADMINISTRATION		
Maintenance of Employee and Retiree Records	DW	OHR maintains personnel records in the Human Resources Management System as required by MCPR Section 4 and MCGEO Agreement Article 46. DCD also maintains a database of personnel information.
Personnel and Pay Actions	DWO	DCD prepares all personnel and pay actions affecting DCD employees. OHR processes all personnel and pay actions affecting employees in the Human Resources Management System.

**TABLE 9-1 (Continued)
Division of Capital Development
HUMAN RESOURCES**

Function	Model of Service Delivery	Description
OCCUPATIONAL MEDICAL SERVICES		
Accommodation of Persons with Disabilities	DW	DCD works in coordination with OHR to ensure that all facilities are ADA compliant for employees and customers. DCD follows all County regulations to accommodate persons with disabilities under MCPR Section 8. DCD also follows Appendix VIII of the MCGEO agreement.
Creation and Implementation of Employee Wellness Programs	C	DCD employees are able to utilize any programs available through OHR's wellness programs.
Assurance of a Safe Work Place	DW	All DCD employees must participate in appropriate training: <ul style="list-style-type: none"> • Managers and supervisors must attend OHR training for maintaining a safe work place. • All County employees must take OHR training on preventing a hostile work environment. Additionally, DCD provides training for construction division employees on workplace safety policies and procedures.
Emergency Preparedness	D	DCD has established an internal evacuation plan in case of an emergency.

B. Division of Capital Development Information Technology Internal Service Functions

The Division of Capital Development has one IT specialist who manages and supports information technology for the Division. The following table details the information technology functions performed by the Division in coordination with DTS.

TABLE 9-2
Division of Capital Development
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
SUPPORT		
Help Desk/ Troubleshooting	DW	DCD IT staff provide initial troubleshooting and help desk services, however; DCD also utilizes the DTS Help Desk when an issue arises that cannot be resolved internally.
BUSINESS APPLICATIONS		
Enterprise Applications	C	DCD relies on DTS for all enterprise systems. DCD uses County enterprise systems such as FAMIS and ADPICs.
Department Specific Applications	D	DCD has numerous applications specific to its needs and services. DCD oversees Division specific applications such as: <ul style="list-style-type: none"> • AUTOCAD; • ACDsee Graphic Viewer; • Dreamweaver; • Suretrack; and • ArcMap.
Database Management	DWO	DCD uses County-provided databases such as personnel and procurement databases and maintains and manages internal databases.
Electronic Document Management	D	DCD uses the County archive system to archive all transportation plans.
Geographic Information Systems	DWO	DCD uses DTS' GIS system for ongoing planning purposes. If DCD finds undocumented information (e.g., stormwater information), DCD will report it to DTS for input into the GIS system.
WEB DEVELOPMENT		
Internet/Intranet Content	D	DCD section chiefs are responsible for the selection of information available on the Internet/Intranet.
Management Internet/Intranet Operational Activities	DWO	DCD utilizes the County's website infrastructure to display information on the Internet/Intranet. DCD has the authority to load information onto the County's website and update and edit web pages.
Web Design	D	DCD creates the Division's web design within the framework and under the guidelines of the County's website.

**TABLE 9-2 (Continued)
Division of Capital Development
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
HOSTING		
Server Administration – Enterprise Applications	C	DTS provides all server administration for enterprise applications such as ADPICS and FAMIS.
Server Administration – Department Specific Applications	C	DCD uses two DTS servers for all internal databases and applications. DCD provides administration for these servers.
Email Administration	C	DCD uses the County’s email system, but manages functions like addition or deletion of users, distribution list administration, and end-user support.
Database Support	DWO	DTS provides database support for County databases that DCD uses. DCD fully supports all Department databases through design, configuration, performance, and maintenance activities.
Computer Back-up	C	DTS provides all computer back-up for DCD as part of the daily back-up system for all County computers.
Disaster Recovery	C	DTS provides disaster recovery services for DCD.
Implementation and Maintenance of the Desktop Computers	DW	DCD utilizes the Desktop Computer Modernization (DCM) program and does not purchase computers internally. In addition, DCD purchases laptops for field inspectors in coordination with DTS.
INFORMATION SECURITY		
Data Security	C	DTS provides data security for all DCD servers and databases.
Privacy/Records Confidentiality and Disclosure	C	DCD operates under the County standards and does not have any additional privacy or disclosure standards.
Anti-virus/Firewall	C	DCD utilizes the anti-virus/firewall services provided by DTS and does not use any additional anti-virus/firewall software.

**TABLE 9-2 (Continued)
Division of Capital Development
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
TELECOMMUNICATIONS		
Telephone System/ Voicemail	C	DCD uses the County's telephone and voicemail system provided by DTS.
Audio/Video	D	DCD completes all audio/video work internally. DCD field inspectors create videos for proposals and presentations.
Wireless Systems	DWO	DCD field inspectors utilize wireless broadband on all laptops and use DTS-issued cell phones and blackberries.
Wireless Infrastructure Support	C	DTS provides maintenance and support for DCD's wireless capabilities.
Emergency Communications	C	All DCD cars have a radio installed and maintained by DTS.
POLICY AND PLANNING		
IT Policy and Regulation Enforcement	DWO	DCD ensures compliance with IT regulations and policies in coordination with DTS.
Technology Standards	C	DCD adheres to all DTS standards.
Technology Governance	C	DTS provides all technology governance for DCD.
Training/Awareness	DWO	<p>Employees of DCD are able to complete any professional development opportunities offered by OHR. In addition, DCD provides employees with the following technology trainings:</p> <ul style="list-style-type: none"> • Primavera (scheduling); • AutoCAD (design); and • MicroStation (design).

C. Procurement Internal Service Functions

The Division of Capital Development has two positions dedicated to procurement. One position is dedicated to procurement of transportation-related goods and services and the other is dedicated to construction-related procurements. The Division has four main contacts with the office of Procurement to process contracts and address payment issues. DCD has many project managers who work with procurement staff on specific issues related to individual contracts. Table 9-3 details the implementation of procurement functions in the Division of Capital Development.

**TABLE 9-3
Division of Capital Development
PROCUREMENT**

Function	Model of Service Delivery	Description
CONTRACTING PROCESS		
Solicitation of Proposal	DW	The Office of Procurement solicits procurements in accordance with COMCOR § 11B.00.01.03. DCD staff work with Procurement and staff in other departments to draft and finalize solicitations because DCD procurements require detailed specifications and impact other departments.
Proposal Selection	DW	In accordance with COMCOR § 11B.00.01.03, DCD evaluates and recommends a proposed award through a Qualification and Selection Committee. The Office of Procurement then independently reviews and evaluates solicitation responses. After consideration of evaluations and recommendations from DCD and Procurement staff, the Director of Procurement selects a proposal. COMCOR § 11B.00.01.15 requires the Contract Review Committee to review noncompetitive procurements greater than \$25,000.
Contract Development	DWO	Because of the nature of DCD procurements, DCD regularly uses standardized contracts. DCD negotiates and develops a contract with a vendor and forwards it to the County Attorney and Office of Procurement for final approval.
Award of Contract	C	In accordance with COMCOR § 11B.00.01.3.2, the Director of Procurement initiates the process for awarding a contract for the solicited services, goods, or construction. Under County regulations, a notice of proposed award is publicly posted, which begins the window for filing bid and award protests. A final notice is not created. DCD sends out a Notice to Proceed to a vendor.

TABLE 9-3 (Continued)
Division of Capital Development
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Payment	D	DCD prepares requisition forms and invoices and pays vendors using ADPICS direct vouchers or direct purchase orders.
Design, Development, and Maintenance of Procurement Database System	DWO	DCD uses the Office of Procurement database and maintains an internal database of all contracts.
Contract Management/ Fulfillment of Contract	D	DCD section chiefs and field staff monitor and evaluate the performance of the contractor and ensure the receipt of goods or services.
Contract Administration	D	DCD Division Chiefs and project managers oversees contract administration. The administrator attempts to resolve minor disputes; significant disputes are resolved in accordance with COMCOR § 11B.00.01.14 by the Office of Procurement and DCD. DCD puts a 10% contingency fund in every contract in case of contract disputes.
Emergency Procurement	DW	DCD staff comply with COMCOR § 11B.00.01.4.1.11 for emergency procurements.
Direct Purchasing	DW	DCD directly purchases goods or services up to \$5,000 under COMCOR § 11B.00.01.4.1.9.
Noncompetitive Purchasing	W	DCD completes noncompetitive purchases in accordance with COMCOR § 11B.00.01.4.1.12.
POLICY AND PLANNING		
Training of Contract Personnel	D	There is no formal training of procurement staff. DCD section chiefs provide on-the-job training and oversight.
Certification of Procurement Staff	NA	DCD procurement staff are not certified.

TABLE 9-3 (Continued)
Division of Capital Development
PROCUREMENT

Function	Model of Service Delivery	Description
POLICY AND PLANNING (Continued)		
Procurement Policy Research and Development	DWO	All procurement policy and research is completed by the Office of Procurement for DCD. DCD conveys concerns and procurement policy issues to the Office of Procurement.
MFD Compliance Monitoring	DW	DCD complies with the MFD program in accordance with COMCOR § 11B.00.01.07.
Procurement Governance	NA	DCD does not participate in any procurement governance.
Cost and Price Analysis	DW	DCD completes informal cost and price analysis during review of contract proposals. The Office of Procurement completes any formal cost and price analysis for DCD.

CHAPTER X: DIVISION OF FLEET MANAGEMENT SERVICES INTERNAL SERVICE FUNCTIONS

The Department of Public Works and Transportation's Division of Fleet Management Services (Fleet) plans for, acquires, maintains, and disposes of the County's fleet of motor vehicles, buses, heavy equipment, and other vehicular equipment in support of the transportation and services delivery needs of all the County departments. The Division of Fleet Management Services has three sections, each focused on a particular service type. They are:

- **Transit Operations Section**, maintains and repairs transit equipment, including Ride On transit buses;
- **Heavy/Light Operations Section**, maintains and repairs heavy equipment such as heavy dump trucks, construction equipment, snow plows, and leafers. In addition, this section maintains and repairs the County's automotive fleet.
- **Fleet Administration Section**, is responsible for financial and budgetary management; fuel management; development, preparation, and monitoring of vehicle, transit bus, equipment and all related service specifications, solicitations and contracts; and inventory and facility management.

The remainder the chapter outlines the human resources, information technology, and procurement functions of the Division of Fleet Management Services:

Section	Internal Service Functions	Begins on Page
Part A	Human Resources	98
Part B	Information Technology	102
Part C	Procurement	105

A. Human Resource Internal Service Functions

There is one human resource specialist in the Division of Fleet Management Services. A Program Manager II position is dedicated to environmental issues and the safety and training of Fleet staff. The following table outlines the human resources functions for Fleet.

**TABLE 10-1
Division of Fleet Management Services
HUMAN RESOURCES**

Function	Model of Service Delivery¹	Description
WORKFORCE PLANNING		
Outreach	DW	OHR advertises and provides outreach for available employment in Fleet, as required by MCPR Section 6. Fleet works with OHR to create job specifications, including qualification requirements and job descriptions, and to advertise in trade magazines and farming communities. Fleet has created a recruitment video to show at technical school career days.
Selection and Hiring	DW	Fleet follows OHR guidelines and procedures for the selection and hiring of employees in accordance with MCPR Section 6. Fleet writes vacancy announcements and enters requisitions into Peopleclick. OHR reviews, approves, and posts the ads. Fleet finds interviewers and raters, sets up interviews, and makes salary recommendations. OHR makes offers and schedules physical exams, if necessary. If an exam is necessary, OHR reviews and approves the content to ensure test validity and will jointly proctor the exam with Fleet.
Workforce Development; Training	DW	All Fleet employees attend all County-mandated OHR training and may attend optional OHR training. Additionally, Fleet conducts a Fleet-specific orientation that includes explanation of rules and regulations, shift work schedules, and benefits. Fleet also provides safety trainings and set-up training for Commercial Driver's Licenses.
Workforce Development; Succession Planning	D	Fleet has no formal succession plan, but is aware of the need for one.
Performance Management	DW	Fleet provides OHR with all necessary performance plan and evaluation information as required by MCPR Sections 11-13 and MCGEO Article 40 requirements for represented employees. Fleet personnel staff also work on ePerform and the UDM match-up.
EMPLOYEE RELATIONS		
Personnel Policy Administration	DWO	Fleet personnel staff are the first contacts for all personnel issues and concerns. Fleet personnel staff are also the liaison for labor relations and MCGEO.

¹ See page 19 for abbreviation descriptions.

TABLE 10-1 (Continued)
Division of Fleet Management Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
EMPLOYEE RELATIONS (Continued)		
EEO/Diversity	DW	Fleet follows all MCPR Section 5 requirements and employees can participate in EEO/Diversity training opportunities provided by OHR. OHR handles all Fleet employee EEO issues with assistance from Fleet.
Labor Negotiation	C	OHR conducts all labor negotiations for employees represented by MCGEO in accordance with County Code Sections 33-101 to 112.
Labor Contract Administration	DW	County Code Sections 33-101 to 112 and MCGEO Agreement Article 10 establish the grievance process for union employees. Fleet staff work directly with MCGEO on some working condition issues and inform OHR Labor Relations of these issues. Fleet personnel staff manages the MOA for technicians who pick their work days and work schedules based on seniority. Additionally, Fleet personnel staff manage the filling of technician vacancies by seniority.
TOTAL REWARDS		
Benefits Management (Insurance, Deferred Compensation, Retirement)	C	OHR administers group insurance, retirement, and other employee benefit plans for all Fleet employees.
Gain Sharing/Rewards	D	Fleet manages all awards programs for Fleet staff in accordance with MCPR Section 13. Specifically, Fleet staff can receive the following bonuses: <ul style="list-style-type: none"> • \$4,000 for Automotive Services Excellence certifications; • \$1,000 recruitment bonuses; • Annual leave awards; and • Employee of the Year Awards.
Classification; Compensation	DW	OHR primarily controls classification and compensation of employees, but works with Fleet in accordance with MCPR Sections 10 and 11. For union employees, Fleet and OHR work with union representatives in accordance with MCGEO agreement 9.10.

TABLE 10-1 (Continued)
Division of Fleet Management Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
HR ADMINISTRATION		
Maintenance of Employee and Retiree Records	DW	OHR maintains personnel records in the Human Resources Management System as required by MCPR Section 4. Records for MCGEO-represented employees are kept in accordance with MCGEO Agreement Article 46 requirements. In addition to standard employee files maintained by OHR, Fleet maintains personnel files including additional information, such as seniority.
Personnel and Pay Actions	DWO	Fleet prepares all personnel and pay actions affecting Fleet employees. OHR processes all personnel and pay actions affecting employees in the Human Resources Management System.
OCCUPATIONAL MEDICAL SERVICES		
Accommodation of Persons with Disabilities	DW	Fleet works in coordination with OHR to ensure that all facilities are ADA compliant for employees and customers. Fleet follows all County regulations to accommodate persons with disabilities under MCPR Section 8. Fleet also follows Appendix VIII of the MCGEO agreement. If necessary, Fleet will coordinate light duty for short term disabled employees.
Creation and Implementation of Employee Wellness Programs	DWO	Fleet employees can utilize OHR's wellness program. When necessary, Fleet will coordinate anger management or substance abuse programs for employees.
Assurance of a Safe Work Place	DW	All Fleet employees must participate in appropriate training: <ul style="list-style-type: none"> • Managers and supervisors must attend OHR training for maintaining a safe work place; and • All County employees must take OHR training on preventing a hostile work environment. <p>Fleet has strict safety standards. All branches hold monthly safety meetings and employees regularly view safety videos.</p>
Emergency Preparedness	D	Fleet has an evacuation plan in case of an emergency.

B. Information Technology Internal Service Functions

There are two information technology positions in the Division of Fleet Management Services. Both positions are located at the Equipment and Maintenance Operations Center. The two positions share responsibility for after-hours support on a rotating basis.

The following table outlines the information technology functions for the Division of Fleet Management Services.

**TABLE 10-2
Division of Fleet Management Services
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
SUPPORT		
Help Desk/ Troubleshooting	DW	For a majority of troubleshooting issues, Fleet uses the DTS Help Desk. If the issue concerns a Fleet-specific application, Fleet IT staff will provide initial help desk support.
BUSINESS APPLICATIONS		
Enterprise Applications	C	Fleet relies on DTS for all enterprise systems. Fleet uses County enterprise systems such as FAMIS and ADPICS.
Department Specific Applications	D	Fleet manages and maintains internal software applications, supplied either by outside vendors or developed in-house, to meet Fleet-specific information needs.
Database Management	D	Fleet-specific information is stored in Fleet databases, which are designed and administered by Fleet and used in service of Fleet-specific applications.
Electronic Document Management	NA	Fleet has no electronic document management of its own, and does not use the County system.
Geographic Information Systems	NA	Fleet does not use GIS.
WEB DEVELOPMENT		
Internet/Intranet Content Management	D	Fleet is responsible for the selection of information available on the Internet/Intranet. Fleet staff manage all content related to Fleet's portions of Internet and Intranet sites.
Internet/Intranet Operational Activities	DW	Fleet utilizes the County's website infrastructure to display information and on the Internet/Intranet. Fleet has the authority to load information onto the County's website and update and edit web pages.

TABLE 10-2 (Continued)
Division of Fleet Management Services
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
WEB DEVELOPMENT (Continued)		
Web Design	D	Fleet creates the Division's web design within the framework and under the guidelines of the County's website.
HOSTING		
Server Administration – Enterprise Applications	C	DTS provides all server administration for enterprise applications such as ADPICS and FAMIS.
Server Administration – Department Specific Applications	DWO	Fleet staff maintain servers for Fleet-specific applications. Fleet orders servers and hardware upgrades through DTS. Maintenance is handled by the server vendor during warranty periods or by DTS-contracted maintenance vendors after warranty periods expire. However, Fleet staff troubleshoot reported problems before seeking external help.
Email Administration	DW	Fleet uses the County's email system. Fleet staff have authority to add new users and groups and create email accounts.
Database Support	D	Fleet designs, configures, and maintains all Fleet-specific databases.
Computer Back-up	DWO	Fleet backs up Fleet-specific file servers, applications, and databases.
Disaster Recovery	D	Fleet uses basic off-site storage for data backups to provide for disaster recovery.
Implementation and Maintenance of the Desktop Computers	C	Fleet utilizes the Desktop Computer Modernization (DCM) program and does not purchase computers internally.
INFORMATION SECURITY		
Data Security	DW	Fleet staff provide data security for Fleet-specific servers, databases, and file servers. DTS implements system-wide policies for password configuration and rules for key network security policies.
Privacy/Records Confidentiality and Disclosure	DWO	Fleet and DTS ensure confidentiality of sensitive records. DTS coordinates security in areas where DTS has an interest in ensuring compliance with state and federal laws and regulations.

TABLE 10-2 (Continued)
Division of Fleet Management Services
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
INFORMATION SECURITY (Continued)		
Anti-virus/Firewall	C	Fleet utilizes the anti-virus/firewall services provided by DTS. Fleet occasionally provides remediation to virus-infected computers, if needed.
TELECOMMUNICATIONS		
Telephone System/Voicemail	C	Fleet uses the County's telephone and voicemail system provided by DTS.
Audio/Video	D	Fleet provides for any audio/visual needs internally.
Wireless Systems	DWO	Fleet oversees wireless needs of the Division, with DTS support for enterprise-wide wireless service, such as Blackberry and wireless networking.
Wireless Infrastructure Support	DWO	DTS primarily oversees wireless infrastructure support, supporting Fleet staff in ordering and configuring wireless equipment as needed.
Emergency Communications	DWO	Fleet works in coordination with DTS and affected departments for all emergency communications.
POLICY AND PLANNING		
IT Policy and Regulation Enforcement	DW	Fleet and DTS coordinate policy and regulation enforcement. DTS notifies Fleet if it knows of problems or is auditing for potential problems with laws or regulations and DTS provides expertise in specific areas as needed.
Technology Standards	C	DTS provides oversight of technology standards, determining best practices and overseeing use of the County's architecture. Fleet applies and adapts DTS' standards to Fleet-specific situations and systems. DTS reviews large Fleet technology initiatives for adherence to DTS policies and priorities.
Technology Governance	D	Fleet provides internal technology governance within the Division.
Training/Awareness	DW	Fleet provides internal technology training for Fleet-specific systems. DTS occasionally offers training opportunities.

C. Procurement Internal Service Functions

The Fleet Administration Section prepares and monitors Fleet’s operating and capital budgets. This Section also oversees financial management of the Motor Pool Internal Service Fund; fuel management; payment processing; development, preparation, and monitoring of vehicle, transit bus, and equipment specifications; solicitations and contracts; and inventory and facility management.

Two program managers in the Fleet Division oversee procurement. One oversees the procurement of parts and services and the other oversees the procurement of vehicles, transit buses, and equipment. Fleet works primarily with two staff members in the Office of Procurement. The following table describes the implementation of procurement functions in the Division of Fleet Management Services.

**TABLE 10-3
Division of Fleet Management Services
PROCUREMENT**

Function	Model of Service Delivery	Description
CONTRACTING PROCESS		
Solicitation of Proposal	DW	The Office of Procurement solicits procurements in accordance with COMCOR § 11B.00.01.03. Fleet staff draft, prepare, and finalize all documentation required by the Office of Procurement for each solicitation. Fleet staff also participates in “reverse auctions” and cooperative purchases to acquire commodities such as natural gas, gasoline, and diesel fuel.
Proposal Selection	DW	In accordance with COMCOR § 11B.00.01.03, Fleet procurement staff selects intended awardee(s) for each solicitation. Fleet staff create a rating system to evaluate and select proposals submitted in response to a Request for Proposal (RFP). Fleet staff review all bid information submitted in response to Invitations for Bid (IFB) and make award recommendations based on price, bidder responsiveness, and responsibility. Fleet staff send recommendations to the Office of Procurement. COMCOR § 11B.00.01.15 requires the Contract Review Committee to review noncompetitive procurements greater than \$25,000.
Contract Development	DWO	Fleet staff develop all contracts with a vendor and forward them to the County Attorney and the Office of Procurement for final approval.

TABLE 10-3 (Continued)
Division of Fleet Management Services
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Award of Contract	C	In accordance with COMCOR § 11B.00.01.3.2, the Director of Procurement initiates the process for awarding a contract for the solicited services, goods, or construction. Under County regulations, a notice of <i>proposed</i> award is publicly posted, which begins the window for filing bid and award protests. A final notice is not created.
Payment	D	Fleet prepares requisition forms and invoices and pays vendors using ADPICS direct vouchers or direct purchase orders.
Design, Development, and Maintenance of Procurement Database System	DW	Fleet uses the Office of Procurement database and maintains an internal database of all contracts.
Contract Management/ Fulfillment of Contract	D	Fleet field staff ensure the delivery of services or goods. Additionally, Fleet staff monitor all contracts and oversee amendments and other actions, as necessary.
Contract Administration	D	Fleet staff administer all day-to-day operations and activities for each contract awarded. Fleet stores contracts and maintains contract files and the Office of Procurement maintains back-ups on all contract files. Fleet procurement staff serve as “gatekeepers” for all contract disputes. Fleet attempts to resolve minor disputes; significant disputes are resolved in accordance with COMCOR § 11B.00.01.14, by the Office of Procurement and Fleet.
Emergency Procurement	DW	Fleet procurement staff comply with COMCOR § 11B.00.01.4.1.11 for emergency procurements.
Direct Purchasing	DW	Fleet procurement staff do not execute direct purchases, but advise authorized Fleet staff on making direct purchases, including reviewing whether goods or services are already under contract.
Noncompetitive Purchasing	NA	Fleet does not engage in noncompetitive purchasing.

TABLE 10-3 (Continued)
Division of Fleet Management Services
PROCUREMENT

Function	Model of Service Delivery	Description
POLICY AND PLANNING		
Training of Contract Personnel	DWO	Fleet staff will attend Office of Procurement training about the procurement process. Fleet staff also attend additional training.
Certification of Procurement Staff	D	Fleet does not require certification for procurement staff; however one Program Manager is certified through NIGP and is a Certified Professional Public Buyer (CPPB).
Procurement Policy Research and Development	C	All procurement policy research is completed by the Office of Procurement for Fleet.
MFD Compliance Monitoring	DW	In accordance with COMCOR § 11B.00.01.07, the Office of Procurement, with the assistance of using Departments actively recruits certified MFD owned businesses to provide goods, construction, and services.
Procurement Governance	D	Fleet staff are responsible for ensuring that procurement policy adheres to Division goals and mission.
Cost and Price Analysis	DW	Fleet completes an informal cost and price analysis for all contracts awarded. The Office of Procurement completes any formal cost and price analysis for Fleet.

CHAPTER XI: DIVISION OF OPERATIONS INTERNAL SERVICE FUNCTIONS

The Department of Public Works and Transportation's Division of Operations (Operations) plans, engineers, manages, operates, and maintains the County's buildings and facilities, parking lots and garages, Parking Lot Districts, and transportation infrastructure. Operations directs the development and maintenance of a Countywide traffic plan. Operations is divided into the following six sections:

- **Engineering and Management Services**, coordinates management services for the Division, including budget preparation, indoor air and energy compliance review, and customer service;
- **Facilities Maintenance and Operations**, conducts maintenance for all County facilities, including building, grounds, and parking lot maintenance;
- **Highway Maintenance**, maintains and repairs County right-of-ways, provides weather-related emergency services, and maintains trees and vegetation in right-of-ways;
- **Parking Operations**, maintains County-owned parking lots and garages and enforces parking;
- **Support Services**, coordinates moving and surplus furniture storage; manages the County's printing, duplicating, and imaging services; manages the County's mail services; and oversees the County's records management and archiving; and
- **Traffic Engineering and Operations**, designs, installs, maintains, and operates the transportation control monitoring and information devices; manages the signing and marking programs; and plans traffic safety studies and investigations.

The remainder of the chapter outlines the human resources, information technology, and procurement functions of the Division of Operations:

Section	Internal Service Functions	Begins on Page
Part A	Human Resources	108
Part B	Information Technology	113
Part C	Procurement	117

A. Human Resources Internal Service Functions

The Division currently has 2.0 workyears dedicated to human resources. The following table outlines the human resource functions administration for the Division of Operations.

TABLE 11-1
Division of Operations
HUMAN RESOURCES

Function	Model of Service Delivery¹	Description
WORKFORCE PLANNING		
Outreach	DW	OHR advertises and recruits for available employment in Operations, as required by MCPR Section 6. Operations identifies vacancies and composes ads, including job descriptions and qualifications, and enters ads into OHR's PeopleClick system. OHR posts the ads, which appear on the County website and washingtonpost.com. Operations asks OHR to advertise in other newspapers and industry publications identified by Operations when appropriate and needed.
Selection and Hiring	DW	Operations follows OHR guidelines and procedures for the selection and hiring of employees in accordance with MCPR Section 6. OHR reviews applications and enters those meeting minimum qualifications into PeopleClick. Operations submits names of raters to OHR. OHR sends information to raters who rate applications against preferred criteria. Based on ratings, OHR creates and sends a list of candidates eligible for interview to Operations' supervisors. For some positions, Operations creates a list of candidates eligible for interview by scheduling and conducting skills-assessment testing. If skill testing is administered, OHR reviews and approves the content to ensure test validity, jointly proctors the exam, reviews test results, and certifies the eligible list. Operations schedules and conducts interviews, selects the best candidate, checks references, performs background checks if needed, and negotiates salaries. OHR makes the official contingent job offer to a selected candidate. In some cases, Operations makes the official job offer for temporary positions. OHR or Operations schedules pre-employment physicals with OMS, depending on the position. Operations researches, prepares, and submits to OHR salary equity studies when necessary. Operations prepares the PAF (to hire, promote, or transfer employee) and submits to OHR.

¹ See page 19 for abbreviation descriptions.

TABLE 11-1 (Continued)
Division of Operations
HUMAN RESOURCES

Function	Model of Service Delivery	Description
WORKFORCE PLANNING (Continued)		
Workforce Development; Training	DW	<p>All Division employees attend all County-mandated OHR training and may attend optional OHR training. Division supervisors participate in the OHR management track. Employees also receive on-the-job training specific to their positions. Operations provides and approves off-site and department-specific training. Operations participates in the Management Development Program. Operations approves tuition assistance for employees to attend college classes. Operations approves other outside training and educational opportunities. In addition, Operations provides the following opportunities for workforce development:</p> <ul style="list-style-type: none"> • An internal mentoring program for supervisors; • Off-site and department-specific training, such as records management or other trade skills; and • Required certification courses, licensing renewals, and equipment training particular to their individual jobs.
Workforce Development; Succession Planning	D	Operations has no formal succession plan, but is aware of the need for one. Operations has a built-in succession ladder for trade employees that allows employees to receive promotions over time.
Performance Management	DW	Operations provides OHR with all necessary performance plan and evaluation information as required by MCPR Sections 11-13 and MCGEO Article 40 requirements for represented employees. Operations supervisors and managers prepare performance plans, mid-year reviews, and yearly performance evaluations for all employees. Operations also requires all supervisors and managers to take mandatory training classes on performance management, including ePerform, Linking Pay to Performance, etc.
EMPLOYEE RELATIONS		
Personnel Policy Administration	DWO	Operations' human resources staff is the first contact for all personnel issues and concerns. Operations' HR staff assure compliance with Personnel Regulations, collective bargaining agreements, and all other personnel policies and procedures. Operations' HR staff consults with OHR as needed.

TABLE 11-1 (Continued)
Division of Operations
HUMAN RESOURCES

Function	Model of Service Delivery	Description
EMPLOYEE RELATIONS (Continued)		
EEO/Diversity	DW	Operations follows all MCPR Section 5 requirements and employees can participate in EEO/Diversity training opportunities provided by OHR. Operations receives, investigates, and responds to complaints of discrimination and consults with the OHR's EEO Office. Operations tracks and reports the Divisions' diversity in a quarterly report.
Labor Negotiation	C	All labor negotiations are conducted by OHR. There are Operations employees who are represented members of MCGEO. Chapter 33, Section 101 through 112 of the Montgomery County Code outlines that the Labor Relations Team completes labor negotiation for labor agreements.
Labor Contract Administration	DW	County Code Sections 33-101 to 112 and MCGEO Agreement Article 10 establish the grievance process for union employees. Operations staff work directly with MCGEO on some working conditions issues and inform OHR Labor Relations of these issues.
TOTAL REWARDS		
Benefits Management (Insurance, Deferred Compensation, Retirement)	C	OHR administers group insurance, retirement, and other employee benefit plans for all Division employees.
Gain Sharing/Rewards	D	Operations provides awards for employees in accordance with MCPR Section 13. Operations' supervisors recommend employees for annual leave awards and Operations' HR staff process awards through OHR's automated award management system. Operations conducts a yearly Employee of the Year program where employees nominate other employees for the awards.
Classification; Compensation	DW	OHR primarily controls classification and compensation of employees, but works with Operations in accordance with MCPR Sections 10 and 11. For union employees, Operations and OHR work with union representatives for classification and compensation issues in accordance with MCGEO agreement 9.10. Operations assists employees with reclassification requests and processes submissions to OHR. Operations prepares PAFs for approved reclassifications and reallocations.

**TABLE 11-1 (Continued)
Division of Operations
HUMAN RESOURCES**

Function	Model of Service Delivery	Description
HR ADMINISTRATION		
Maintenance of Employee and Retiree Records	DW	OHR maintains personnel records in the Human Resources Management System as required by MCPR Section 4. Operations maintains a department personnel file on all employees in accordance with MCPR Section 4 and CBA Article 46.
Personnel and Pay Actions	DWO	Operations prepares all personnel and pay actions affecting Operations employees and submits them to OHR. OHR processes all personnel and pay actions affecting employees in the Human Resources Management System.
OCCUPATIONAL MEDICAL SERVICES		
Accommodation of Persons with Disabilities	D	Operations follows all County regulations to accommodate persons with disabilities under MCPR 8. Operations also follows Appendix VIII of the MCGEO agreement. Operations finds alternate job assignments (light duty) for employees with temporary restrictions that preclude them from performing their regular job duties.
Creation and Implementation of Employee Wellness Programs	C	Operation's employees are able to utilize any programs available through OHR's wellness programs.
Assurance of a Safe Work Place	DW	<p>All Operations employees must participate in appropriate training:</p> <ul style="list-style-type: none"> • Managers and supervisors must attend OHR training for maintaining a safe work place. • All County employees must take OHR training on preventing a hostile work environment. <p>Some employees attend safety training classes specific to their positions (e.g., Blood Borne Pathogens, Pollution Prevention, Work Zone Traffic Control, Ladder Safety and Slip, Fork Lift Safety, and Safety in Snow Removal at Train Stations). In addition, Operations provides safety training and oversight of its employees at Operations depots throughout the County. Operations also follows MCGEO agreement Article 34 for represented employees, which outlines guidelines for safety health.</p>
Emergency Preparedness	C	Operations follows the County's established emergency preparedness plan.

B. Information Technology Internal Service Functions

The Division of Operations has four IT-related positions in the Division Chief's Office: two IT Specialist III, one IT Technician III, and one Senior IT Specialist. All Operations IT staff are on-call outside of normal business hours in the event of emergencies.

The table below outlines the information technology internal service functions for DPWT's Division of Operations.

**TABLE 11-2
Division of Operations
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
SUPPORT		
Help Desk/ Troubleshooting	DW	Operations IT staff collaborate with DTS on user administration and support. Operations employees are encouraged to first call DTS's Help Desk (x2828) for routine questions or problems. For Operations-specific issues, employees contact Operations IT employees first. Operations uses an in-house online service request system to share the volume of requests across three staffers, assigning questions to staff according to availability and/or relevant expertise.
BUSINESS APPLICATIONS		
Enterprise Applications	C	Operations relies on DTS for all enterprise systems. Operations uses County enterprise systems such as FAMIS and ADPICS.
Department Specific Applications	D	Operations uses numerous unique applications that specifically support its services. Division IT staff participate in the selection, purchase (or development), and implementation of these systems. Examples of these applications include: <ul style="list-style-type: none"> • Archibus FM; • FM Studio; • ACRT Tree Manager; • Snow Storm Tracking; • Potholes Tracking; • Highway Crew Day Cards; and • Hauling Permits.

TABLE 11-2 (Continued)
Division of Operations
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
BUSINESS APPLICATIONS (Continued)		
Database Management	DWO	<p>Operations staff use County- and State-provided databases maintained by Montgomery County's OHR and Department of Finance and the State Motor Vehicle Administration. Some databases are maintained off-site by contract vendors. Operations develops and maintains many databases on the Division's servers.</p> <p>Examples of Operations-specific databases are:</p> <ul style="list-style-type: none"> • Utilities Management; • Highway Service Requests; • Central Inventory Stock (Highway and Traffic); • Correspondence Tracking; • AIMS; • Highway Personnel; • Ad Valorem Tax Properties; • ETIMS (Parking Ticket Management); and • PARCS (Parking Garage Pay-on-Foot system).
Electronic Document Management	D	<p>Operations is responsible for document management for the County and works with the County Attorney and State Archivist to maintain the County's Records Center. An Archiving and Imaging program provides digital imaging and provides a central platform for electronic archiving for all County agencies. Administrative Procedure 6-3 outlines the County's record management policy.</p>
Geographic Information Systems	DWO	<p>Operations uses the County's GIS system but does not provide any additional GIS programs or systems. Operations uses ArcGIS/ArcInfo to access the GIS system.</p>
WEB DEVELOPMENT		
Internet/Intranet Content Management	D	<p>Operations is responsible for the selection of information available on the Internet/Intranet. Operations staff manage all content related to Operations' portions of Internet and Intranet sites.</p>
Internet/Intranet Operational Activities	DWO	<p>Operations utilizes the County's website infrastructure to display information on the Internet/Intranet. Operations has the authority to load onto the County's website and update and edit web pages. Additionally, Operations maintains a web-based application for street light problem reporting.</p>

TABLE 11-2 (Continued)
Division of Operations
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
WEB DEVELOPMENT (Continued)		
Web Design	D	Operations creates the Division's web design within the framework and under the guidelines of the County's website.
HOSTING		
Server Administration – Enterprise Applications	C	DTS provides all server administration for enterprise applications such as ADPICS and FAMIS.
Server Administration – Department Specific Applications	D	Operations maintains and administers seven internal servers specific to the Division's needs.
Email Administration	DW	Operations uses the County's email system. Operations staff can add new users and groups and create email accounts.
Database Support	DWO	Operations provides database support for their internal databases. DTS provides database support for County databases used by Operations.
Computer Back-up	C	DTS provides all computer back-up for Operations as part of the daily back-up system for all County computers.
Disaster Recovery	C	DTS provides disaster recovery services for Operations. Operations provides funding to DTS for this service.
Implementation and Maintenance of the Desktop Computers	DW	Operations utilizes the Desktop Computer Modernization (DCM) program and does not purchase computers internally. However, Operations purchases computers for contractors outside of the DCM.
INFORMATION SECURITY		
Data Security	DW	DTS provides data security for enterprise servers and databases. Operations provides the data security for the four internal servers it maintains.
Privacy/Records Confidentiality and Disclosure	C	Operations operates under the County standards and does not have any additional privacy or disclosure standards.

TABLE 11-2 (Continued)
Division of Operations
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
INFORMATION SECURITY (Continued)		
Anti-virus/ Firewall	C	Operations utilizes the anti-virus/firewall services provided by DTS and does not use any additional anti-virus/firewall software.
TELECOMMUNICATIONS		
Telephone System/ Voicemail	C	Operation uses the County's telephone and voicemail system provided by DTS. DTS installed and maintains the telephone and voicemail used in the Customer Service Call Center.
Audio/Video	C	Security cameras in each service depot were installed and are maintained by DTS and the Department of Homeland Security. In addition, Operations' Parking program operates the Kantech camera system in County parking garages and the Entrepas system in the Rockville core.
Wireless Systems	DWO	Operations coordinates with DTS for employee cell phones and Blackberries. In addition, Operations has wireless capabilities in its service depots that was installed and is maintained by DTS.
Wireless Infrastructure Support	C	DTS maintains and supports Operations' wireless capabilities at Operations' main office and in its service depots.
Emergency Communications	C	Operations follows guidelines and procedures of the County's emergency communications plan, provided by DTS.
POLICY AND PLANNING		
IT Policy and Regulation Enforcement	C	Operations IT staff are responsible for ensuring compliance with technology and security law and policy.
Technology Standards	DWO	Operations adheres to DTS standards for all aspects of technology except for records management (imaging). County Administrative Procedure 6-3 designated the responsibility of records management for the County to Operations. Consequently, Operations sets County standards for imaging.
Technology Governance	DWO	Operations is represented in IPAC, but does not provide any additional governance.
Training/ Awareness	DWO	Employees of Operations are able to complete any OHR professional development opportunities. In addition, Operations allows employees to attend off-site training opportunities specific to particular skill sets, e.g., records management training.

C. Procurement Internal Service Functions

The Contracts Unit within the Support Services Section of the Division of Operations prepares and tracks all contracts for the Division of Operations. The Contracts Unit coordinates procurement with the Division's Contract Administrators and the Office of Procurement. Operations manages 220 contracts worth \$57 million, not including the CIP. Operations has 2.0 workyears dedicated to procurement and six positions responsible for payment.

Operations is solely responsible for the procurement of electricity for the County. According to COMCOR §§ 11B.04.01.01.4.1 and 11B.04.01.01.4.2, the CAO has authority to procure electricity and may delegate this authority to the Director of DPWT. The Director of DPWT has the authority to delegate the authority to procure electricity to another party. The Division of Operations was delegated this authority in 2004. One staff person is dedicated to payment for energy. **The procurement functions outlined in Table 11-3 do not include the procurement of electricity.**

The following table provides a more detailed explanation of procurement functions in the Division of Operations.

**TABLE 11-3
Division of Operations
PROCUREMENT**

Function	Model Of Service Delivery	Description
CONTRACTING PROCESS		
Solicitation of Proposal	DW	The Office of Procurement solicits procurements for Operations in accordance with COMCOR § 11B.00.01.03. However, Operations staff work with Procurement to draft and finalize solicitations for proposal because Operations' procurements require detailed specifications.
Proposal Selection	DW	In accordance with COMCOR § 11B.00.01.03, Operations evaluates and recommends a proposed award. The Office of Procurement then independently reviews and evaluates the solicitation responses. After consideration of evaluations and recommendations from Operations and Procurement staff, the Director of Procurement makes a proposed award. COMCOR § 11B.00.01.15 requires the Contract Review Committee to review noncompetitive procurements greater than \$25,000.
Contract Development	DWO	Operations works with the Office of Procurement and vendors to review and finalize all specifications in the contract.

TABLE 11-3 (Continued)
Division of Operations
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Award of Contract	C	In accordance with COMCOR § 11B.00.01.3.2, the Director of Procurement initiates the process which for awarding a contract for the solicited services, goods, or construction.
Payment	D	Operations prepares requisition forms and invoices and pays vendors using ADPICS direct vouchers or direct purchase orders. Operations' Accounts Payable group prepares and processes all payments for the Division through the FAMIS /ADPICS system. In addition, this group prepares requisitions for goods and services and tracks encumbrances and payments in conformance with procurement and accounting guidelines.
Design, Development, and Maintenance of Procurement Database System	DW	There are numerous databases for Operations procurement. Operations uses ADPICS and FAMIS in coordination with the Office of Procurement. In addition, Operations maintains its own procurement database that can send out notices to vendors with procurement information such as reminders that insurance will expire or need for contract renewal.
Contract Management/ Fulfillment of Contract	D	Operations monitors and evaluates the performance of the contractor and ensures the receipt of goods or services.
Contract Administration	D	Operations contract administrators administer contracts in coordination with Division procurement staff. Operations attempts to resolve minor disputes; significant disputes are resolved in accordance with COMCOR § 11B.00.01.14 by the Office of Procurement and Operations.
Emergency Procurement	DW	Operations staff comply with COMCOR § 11B.00.01.4.1.11 for emergency procurements.
Direct Purchasing	DW	Operations directly purchases goods or services up to \$5,000 under COMCOR § 11.B.00.01.4.1.9.
Noncompetitive Purchasing	DW	Operations completes noncompetitive purchases in accordance with COMCOR § 11B.00.01.4.1.12.

TABLE 11-3 (Continued)
Division of Operations
PROCUREMENT

Function	Model of Service Delivery	Description
POLICY AND PLANNING		
Training of Contract Personnel	C	Operations staff with procurement duties attend procurement training provided by the Office of Procurement.
Certification of Procurement Staff	NA	Operations procurement staff are not certified.
Procurement Policy Research and Development	C	The Office of Procurement completes all procurement policy and research for Operations.
MFD Compliance Monitoring	DW	In accordance with COMCOR § 11B.00.01.07, the Office of Procurement, with the assistance of using Departments, actively recruits certified MFD-owned businesses to provide goods, construction, and services.
Procurement Governance	C	The Office of Procurement completes all procurement governance for Operations.
Cost and Price Analysis	C	The Office of Procurement does all cost and price analysis for Operations.

CHAPTER XII: DIVISION OF SOLID WASTE SERVICES INTERNAL SERVICE FUNCTIONS

The Division of Solid Waste Services (DSWS) manages the County's solid waste in an environmentally and economically sound manner. The Division also provides contractual refuse collection services to single-family households in Subdistrict A of the Solid Waste Management District and contractual recycling collection throughout the County to single-family households outside of municipalities. The Division of Solid Waste Services has four sections, each focused on a particular service type. They are:

- **Administration Section**, provides the administrative and management services for the Division;
- **Collections Section**, oversees residential collection of recycling and refuse;
- **Central Operations Section**, manages the County's waste and recycling facilities in the central portion of the County;
- **Northern Operations and Strategic Planning Section**, manages waste and compost facility operations in the northern portion of the County and coordinates planning efforts; and
- **Recycling Section**, administers the commercial and residential recycling program, oversees waste reduction programs, and provides recycling outreach and education.

The remainder of the chapter outlines the human resources, information technology, and procurement functions of the Division of Solid Waste Services:

Section	Internal Service Functions	Begins on Page
Part A	Human Resources	120
Part B	Information Technology	126
Part C	Procurement	129

A. Human Resources Internal Service Functions

DSWS has a portion of one HR Coordinator position (Administrative Specialist) who administers the day-to-day HR functions within the Division of Solid Waste Services and serves as the liaison to the Director's Office HR Coordinator and OHR. The following table details the human resources functions performed in the Division of Solid Waste Services.

TABLE 12-1
Division of Solid Waste Services
HUMAN RESOURCES

Function	Model of Service Delivery ¹	Description
WORKFORCE PLANNING		
Outreach	DW	<p>DSWS works with OHR to create job specifications, including qualification requirements and job descriptions. OHR advertises and provides outreach for available employment in DSWS, as required by MCPR Section 6. DSWS works with OHR to determine effective advertising venues, such as local newspapers and trade publications. OHR/Staffing reviews requisitions for accuracy and posts them to the County's online job bulletin. OHR serves as the intermediary between advertising mediums and DSWS.</p>
Selection and Hiring	DW	<p>DSWS follows OHR guidelines and procedures for the selection and hiring of employees in accordance with MCPR Section 6. DSWS writes vacancy announcements and enters requisitions into Peopleclick. DSWS writes advertisements for publication in other mediums.</p> <p>OHR/Staffing screens applications for minimum qualifications. DSWS notifies OHR of the subject matter experts (SME) to rate the applications on the preferred criteria. OHR compiles the SME scores and prepares the Eligible List.</p> <ul style="list-style-type: none"> • DSWS notifies OHR of the interviewers. DSWS conducts interviews and reference checks. Once DSWS selects a candidate for a position, DSWS conducts an internal salary equity analysis. For bargaining positions, DSWS prepares a Wage Compression Spreadsheet and submits it to OHR/Staffing for review and approval. Once the Spreadsheet is approved by OHR, the DSWS hiring manager conducts salary negotiations with a candidate. When a salary has been reached, DSWS notifies OHR, which makes formal offers of employment to candidates. • OHR emails a medical review form to the candidate or schedules a physical with Occupational Medical Services (OMS) and notifies DSWS when the candidate has passed. • DSWS does not currently conduct background investigations or examinations.

¹ See 19 for abbreviation descriptions.

TABLE 12-1 (Continued)
Division of Solid Waste Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
WORKFORCE PLANNING (Continued)		
Training; Workforce Development	DW	<p>All DSWS employees attend all County-mandated OHR training and may attend optional OHR training. DSWS requires all employees to take OHR's Limited English Proficiency Course. In addition, DSWS provides other opportunities for workforce development:</p> <ul style="list-style-type: none"> • DSWS coordinates a one-day training/orientation for all new staff. The training/orientation includes an overview of the five Sections and various programs and provides a tour of all DSWS facilities. In addition, DSWS staff meets with new employees to review topics such as specific County-, Division-, and Department-wide policies, time sheet procedures, emergency evacuation plans, lunch breaks, and leave scheduling; • Employees schedule job specific training (i.e. IT software training unique to DSWS), industry-specific workshops and conferences, etc.) after receiving supervisory approval. DSWS occasionally schedules outside training for employees; • On-the-job training conducted by DSWS staff; and • Coaching and mentoring conducted by DSWS managers, supervisors, and peers.
Workforce Development; Succession Planning	D	<p>DSWS has no formal succession plan. However, DSWS seeks out and encourages professional development opportunities for all DSWS employees, counsels managers and supervisors on leadership responsibilities, and keeps Division Chiefs apprised of leadership inconsistencies within the Division.</p> <p>DSWS solicits opportunities for and writes Position and Career Education (PACE) Agreements and temporary promotions. DSWS examines various methods to fill temporary voids caused by job vacancies with managers or supervisors. DSWS works with managers and supervisors to ensure cross-training to address succession or outages (e.g., vacations, leaves of absence).</p>

TABLE 12-1 (Continued)
Division of Solid Waste Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
WORKFORCE PLANNING (Continued)		
Performance Management	DW	<p>DSWS provides OHR with all necessary performance plan and evaluation information as required by MCPR Sections 11-13 and MCGEO Article 40 requirements for bargaining employees. In FY06, DSWS conducted performance management training with supervisors to review best practices. DSWS also conducted four training sessions for DSWS non-supervisory employees to review their role in the performance planning process.</p> <p>For probationary employees, DSWS ensures new employees receive a performance plan within 30 days of their hire date into DSWS, a mid-term probationary review, and a final probationary performance evaluation. When employees are not performing at a satisfactory level, DSWS personnel staff, in coordination with supervisors, writes 90-day work improvement plans.</p>
EMPLOYEE RELATIONS		
Personnel Policy Administration	DWO	<p>DSWS personnel staff is the first point of contact for Division managers and supervisors on matters pertaining to progressive discipline, policy, termination guidance and review, etc. DSWS provides advice and technical assistance to managers, supervisors, and Division employees related to personnel rules, regulations, policies, and bargaining contract administration issues. When policies are unclear, DSWS contacts the OHR specialist assigned to DSWS.</p>
EEO/Diversity	DW	<p>DSWS follows all MCPR Section 5 requirements and employees can participate in EEO/Diversity training opportunities provided by OHR. DSWS investigates and responds to complaints by Division employees or management. If a complaint comes from OHR/EEO or DPWT's Director's Office, DSWS leads and coordinates EEO investigations for the Division and prepares the appropriate response(s). DSWS prepares its own EEO statistical reports and forwards them to the Director's Office for compilation into one Departmental report.</p>
Labor Negotiation	C	<p>OHR conducts all labor negotiations for employees represented by MCGEO in accordance with County Code Sections 33-101 to 112.</p>

TABLE 12-1 (Continued)
Division of Solid Waste Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
EMPLOYEE RELATIONS (Continued)		
Labor Contract Administration	DW	<p>DSWS works directly with MCGEO on some working conditions issues; however, OHR Labor Relations provides union contract administration. DSWS adheres to the following:</p> <ul style="list-style-type: none"> • MCGEO agreement Article 29 establishes the Labor Management Relations Committee (LMRC) to discuss issues of concern. • MCGEO agreement Article 10 establishes the grievance process for union employees.
TOTAL REWARDS		
Benefits Management (Insurance, Deferred Compensation, Retirement)	C	<p>All benefits management is performed by OHR. When employees have questions concerning their benefits, DSWS refers them to the OHR Benefits Team.</p>
Gain Sharing/Rewards	D	<p>DSWS manages all awards programs for the Division in accordance with MCPR Section 13. Awards include:</p> <ul style="list-style-type: none"> • Performance-based pay; • Employee performance; • Special recognition; • Division Employee(s) of the Year; • Department recognition; • Outstanding performance increment; • Annual leave; • Monetary, non-monetary, and Montgomery's Best Honor awards.
Classification; Compensation	DW	<p>DSWS coordinates with OHR on classification and compensation of employees in accordance with MCPR Sections 10 and 11. For union employees, DSWS and OHR work with union representatives for classification and compensation issues in accordance with MCGEO agreement 9.10.</p>

TABLE 12-1 (Continued)
Division of Solid Waste Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
HR ADMINISTRATION		
Maintenance of Employee and Retiree Records	DW	OHR maintains personnel records in the Human Resources Management System as required by MCPR Section 4. Records for MCGEO represented employees are kept in accordance with MCGEO Agreement Article 46 requirements. In addition, DSWS maintains a Departmental Personnel File on all employees in the Division. DSWS also maintains closed Departmental Personnel Files on DSWS retirees and separated employees.
Personnel and Pay Actions	DWO	DSWS prepares all personnel and pay actions affecting DSWS employees. DSWS reviews the Department of Finance Payroll Section's biweekly payroll and leave reports to look for errors or inconsistencies. OHR processes all personnel and pay actions affecting employees in the Human Resources Management System.
OCCUPATIONAL MEDICAL SERVICES		
Accommodation of Persons with Disabilities	DW	DSWS works with OHR to follow all County regulations to accommodate persons with disabilities under MCPR Section 8. DSWS also abides by Appendix VIII of the MCGEO agreement. DSWS works with employees with a disability, their supervisor, and OMS to ensure necessary accommodations. DSWS personnel staff also advise supervisors on appropriate actions if a supervisor observes an employee having difficulty performing an essential job function.
Creation and Implementation of Employee Wellness Programs	C	DSWS posts the Employee Wellness Program's " <i>Health Yourself</i> " calendar and monthly tip sheet on DSWS' bulletin boards. DSWS does not conduct any additional wellness programs.
Assurance of a Safe Work Place	DW	<p>All DSWS employees must participate in appropriate OHR training:</p> <ul style="list-style-type: none"> • Managers and supervisors must attend OHR training for maintaining a safe work place. • All County employees must take OHR training on preventing a hostile work environment. <p>In addition, DSWS provides safety training and oversight for its employees at solid waste depots throughout the County. DSWS also follows MCGEO agreement Article 34 for represented employees, which outlines safety guidelines.</p>
Emergency Preparedness	D	A DSWS personnel staff member serves as the Assistant DSWS Warden for the EOB's Emergency Evacuation Plan.

B. Information Technology Internal Service Functions

DSWS's Collections Section oversees IT functions for the Division. The Section has two IT positions that provide on-call support 24 hours a day, seven days a week. One IT position is required to be on-duty during all business hours. The following table outlines the implementation of the IT functions in the Division of Solid Waste Services.

**TABLE 12-2
Division of Solid Waste Services
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
SUPPORT		
Help Desk/ Troubleshooting	DW	DSWS uses DTS for troubleshooting assistance during County business hours. DSWS' internal IT staff provide off-business hour help. DSWS' IT staff are on call 24 hours a day, seven days a week.
BUSINESS APPLICATIONS		
Enterprise Applications	C	DSWS uses County enterprise systems such as FAMIS and ADPICS.
Department Specific Applications	D	DSWS maintains numerous business applications specific to its needs, including: <ul style="list-style-type: none"> • Continuous emission monitoring; • Real-time truck weighing; • Weather monitoring; • OSCAR – customer service.
Database Management	DWO	DSWS uses County-provided personnel and procurement databases and maintains and manages internal databases, including: <ul style="list-style-type: none"> • Tracking fixed assets; • Online recycling report; • Notice of violations to vendors; and • Contract log and payments.
Electronic Document Management	NA	DSWS currently does not have a need for electronic document management.
Geographic Information Systems	DWO	DSWS uses DTS' GIS system for routing purposes. DSWS is responsible for maintenance on their GIS system information. DSWS has 102 trucks on over 500 routes per week that utilize GIS systems. DSWS built a database and a work order system within the GIS system that allows users to look up trash pick-up information.

TABLE 12-2 (Continued)
Division of Solid Waste Services
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
WEB DEVELOPMENT		
Internet/Intranet Content	D	DSWS is responsible for the selection of information available on the Internet/Intranet. DSW concentrates on community outreach regarding solid waste and has created an online blog, "Talkin' Trash," and online listserves for residents.
Management Internet/Intranet Operational Activities	DWO	DSWS uses the County's website infrastructure to display information on the Internet/Intranet. DSWS has the authority to load information onto the County's website and update and edit web pages.
Web Design	D	DSWS creates the Division's web design within the framework and under the guidelines of the County's website.
HOSTING		
Server Administration – Enterprise Applications	C	DTS provides all server administration for enterprise applications such as ADPICS and FAMIS.
Server Administration – Department Specific Applications	D	DSWS maintains two servers for the Division's specific needs. DTS houses one server, but DSWS maintains both servers.
Email Administration	DW	DSWS uses the County's email system, but manages functions like addition or deletion of users, distribution list administration, and end-user support.
Database Support	D	DSWS supports and maintains all database applications.
Computer Back-up	C	DTS provides all computer back-up for DSWS as part of the daily back-up system for all County computers.
Disaster Recovery	D	DSWS created a disaster recovery plan in 1999. DSWS staff are responsible for recovery of independent servers/ applications.
Implementation and Maintenance of the Desktop Computers	DW	DSWS utilizes the Desktop Computer Modernization (DCM) program and does not purchase computers internally. DSWS works with DTS to upgrades computers to meet the specific needs.

TABLE 12-2 (Continued)
Division of Solid Waste Services
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
INFORMATION SECURITY		
Data Security	DW	DTS provides data security for servers and databases. However, DSWS has created specialized user groups that only allow specific users access to particular applications.
Privacy/Records Confidentiality and Disclosure	D	DSWS works to ensure confidentiality of private records.
Anti-virus/ Firewall	C	DSWS utilizes the anti-virus/firewall services provided by DTS and does not use any additional anti-virus/firewall software.
TELECOMMUNICATIONS		
Telephone System/ Voicemail	C	DSWS uses the County's telephone and voicemail system provided by DTS.
Audio/Video	DWO	DTS installed and maintains video surveillance in DSWS stations. DSWS creates and produces informational DVDs for community outreach.
Wireless Systems	D	All field inspectors use laptops with broadband cards for wireless communications. Additionally, all field staff have two-way radios with integrated cell phones. DSWS implemented these systems. DSWS uses the County's wireless network.
Wireless Infrastructure Support	D	DSWS installed, set up, and maintains all wireless capabilities for its employees.
Emergency Communications	D	DSWS completed a comprehensive emergency plan in 1999. DSWS uses a snow emergency plan, updated annually, that functions as an emergency phone tree.
POLICY AND PLANNING		
IT Policy and Regulation Enforcement	D	DSWS ensures compliance with DTS' technology and security policies.
Technology Standards	DWO	DSWS adheres to all DTS technology standards. Additionally, DSWS was one of the first divisions to implement a blog, and the Division developed applicable standards.
Technology Governance	DWO	DSWS follows DTS technology governance, but suggests new rules or trends if necessary.
Training/Awareness	DWO	DSWS employees can complete any OHR professional development opportunities. In addition, DSWS allows employees to attend off-site training opportunities.

C. Procurement Internal Service Functions

The Division of Solid Waste Services has one dedicated part-time position that performs contract administration and provides technical support for procurement activities. The position also serves as liaison between vendors and the Office of Procurement. The Division of Solid Waste Services oversaw the administration of over 50 contracts totaling more than \$83 million in FY07 including.

Beginning in FY04, the Office of Procurement dedicated a procurement specialist to work exclusively on Solid Waste activities. In addition, from FY04-08 the Division has funded .50 workyear for one administrative specialist in the Office of Procurement.

The following table details the procurement functions in the Division of Solid Waste Services.

**TABLE 12-3
Division of Solid Waste Services
PROCUREMENT**

Function	Model of Service Delivery	Description
CONTRACTING PROCESS		
Solicitation of Proposal	DW	The Office of Procurement solicits procurements in accordance with COMCOR § 11B.00.01.03. DSWS staff work with Procurement staff to draft and finalize solicitations because DSWS procurements require detailed specifications. DSWS uses a variety of RFPS, IFBs, mini-contracts, informal solicitations, bridge contracts, noncompetitive contracts, and task order contracts to decide source selection.
Proposal Selection	DW	In accordance with COMCOR § 11B.00.01.03, DSWS evaluates and recommends a proposed award. DSWS sends proposals to a QSC, records recommendations, and prepare packages for Office of Procurement. The Office of Procurement independently reviews and evaluates the solicitation responses. After consideration of the evaluation and recommendation of DSWS and Procurement, the Director of Procurement makes a proposed award to a specific vendor. COMCOR § 11B.00.01.15 requires the Contract Review Committee to review noncompetitive procurements greater than \$25,000.
Contract Development	DWO	DSWS develops the contract based on the RFP. DSWS sends it to County Attorney, the vendor, and then to the Office of Procurement for final approval.

TABLE 12-3 (Continued)
Division of Solid Waste Services
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Award of Contract	C	In accordance with COMCOR § 11B.00.01.3.2, the Director of Procurement initiates the process for awarding a contract for the solicited services, goods, or construction. Under County regulations, a notice of <i>proposed</i> award is publicly posted, which begins the window for filing bid and award protests. A final notice is not created. Once a final contract has been executed and a purchase order is created, DSWS sends a final notice to proceed to the contractor.
Payment	D	DSWS prepares requisition forms and invoices and pays vendors using ADPICS and FAMIS direct vouchers or direct purchase orders. DSWS maintains an in-house payment database.
Design, Development, and Maintenance of Procurement Database System	DW	DSWS uses the Office of Procurement database and maintains an internal database of all contracts with MFD and Local Small Business Reserve Program information.
Contract Management/ Fulfillment of Contract	DWO	DSWS performs contract administration functions, including monitoring and evaluation of contractor performance, receipt of goods and services, change orders for purchase orders, consumer price index increases, and review of quarterly reports, and compliance with Bond and Insurance Requirements.
Contract Administration	DWO	The DSWS Division Chief coordinates contract administration with Division program staff and the Office of Procurement. DSWS attempts to resolve minor disputes; significant disputes are resolved in accordance with COMCOR § 11B.00.01.14 by the Office of Procurement and DSWS.
Emergency Procurement	DW	DSWS staff comply with COMCOR § 11B.00.01.4.1.11 for emergency procurements.
Direct Purchasing	DW	DSWS directly purchases goods or services up to \$5,000 under COMCOR § 11.B.00.01.4.1.9. DSWS procurement staff makes the purchases after receiving three price quotes from staff who initiated the purchasing.
Noncompetitive Purchasing	DW	DSWS completes noncompetitive purchases in accordance with COMCOR § 11B.00.01.4.1.12.

TABLE 12-3 (Continued)
Division of Solid Waste Services
PROCUREMENT

Function	Model of Service Delivery	Description
POLICY AND PLANNING		
Training of Contract Personnel	DWO	DSWS' contract administrator regularly participates in procurement training provided by the Office of Procurement. The contract administrator also presents information on the Local Small Business Reserve program at the Annual Congressional Procurement Fair.
Certification of Procurement Staff	NA	DSWS procurement staff are not certified.
Procurement Policy Research and Development	C	The Office of Procurement completes all procurement policy and research for DSWS.
MFD Compliance Monitoring	DW	DSWS assures compliance with the MFD program in accordance with COMCOR § 11B.00.01.07.
Procurement Governance	D	DSWS' contract administrator provides instruction and guidance to Division management and staff regarding procurement regulations, procedures, and policy changes.
Cost and Price Analysis	DW	DSWS evaluates cost effectiveness of all purchasing activities and completes informal cost and price analysis. DSWS completes comparison studies to other jurisdiction when soliciting competing bids.

CHAPTER XIII: DIVISION OF TRANSIT SERVICES INTERNAL SERVICE FUNCTIONS

The Division of Transit Services (Transit) provides public transportation services in Montgomery County, including the Ride On bus system, taxi management, and special transit. The Division also manages commuter services, ridesharing, and Transportation Management Center. The Division of Transit Services is composed of four sections:

- **Operations Section**, maintains the transportation network for the County, including the Ride On system, taxi regulation, bus shelters and parking lots, and special transportation programs;
- **Management Services Section**, provides general management, planning, and supervision for the Division;
- **Customer & Operations Support Section**, operates the Transit Information Center (TIC) to provide bus route and rail information to the public; and
- **Commuter Services Section**, centralizes commuter services efforts and promotes transportation alternatives within the County.

The remainder of this chapter outlines the human resources, information technology, and procurement functions of the Division of Transit Services:

Section	Internal Service Functions	Begins on Page
Part A	Human Resources	132
Part B	Information Technology	137
Part C	Procurement	140

A. Human Resources Internal Service Functions

The Division of Transit Service has one HR Coordinator (Administrative Specialist) who administers the Division's day-to-day HR functions. In addition, Transit has one position responsible for training and employee safety, with a focus on the training of bus operators. The following table outlines the human resources functions in the Division of Transit Services.

TABLE 13-1
Division of Transit Services
HUMAN RESOURCES

Function	Model of Service Delivery¹	Description
WORKFORCE PLANNING		
Outreach	DW	OHR advertises and provides outreach for available employment in Transit, as required by MCPR Section 6. Transit works with OHR to determine effective advertising venues, such as local newspapers and trade publications.
Selection and Hiring	DW	<p>For bus operator positions, Transit follows OHR guidelines and procedures for the selection and hiring of employees in accordance with MCPR Section 6. Transit completes the following:</p> <ul style="list-style-type: none"> • Interviews; • Scheduling of physical examinations; • Background checks; • Commercial Driver's License related drug/alcohol checks; and • Past employer checks. <p>In addition, bus operators are required to take an examination administrated by OHR. Transit makes official job offers to temporary bus operator positions.</p> <p>For non-bus operators, Transit follows OHR guidelines. Transit's hiring manager has primary responsibility for the hiring process and coordinates with Transit's HR coordinator. OHR staff make official job offers for these positions.</p>
Workforce Development; Training	DW	<p>All Transit employees attend all County-mandated OHR training and may attend optional OHR training. In addition, the HR coordinator will provide on-site training for Transit employees. Transit has an internal training facility and provides the following training for bus operators:</p> <ul style="list-style-type: none"> • Specific bus operational training; • ADA compliance training; • Drug/alcohol training; and • Other transit-related training moduals. <p>Transit also supports all training for Commerical Driver's License requirements.</p>

¹ See page 19 for abbreviation descriptions.

TABLE 13-1 (Continued)
Division of Transit Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
WORKFORCE PLANNING (Continued)		
Workforce Development; Succession Planning	D	Transit has no formal succession plan. Transit administration focuses on internal promotion.
Performance Management	DW	Transit provides OHR with all necessary performance plan and evaluation information as required by MCPR Sections 11-13 and MCGEO Article 40 requirements for represented employees. Transit supervisors and managers complete performance management, with coordination from the HR coordinator.
EMPLOYEE RELATIONS		
Personnel Policy Administration	D	Supervisors and/or union management are the first contacts for human resources matters. The HR coordinator provides guidance for all HR questions and issues.
EEO/Diversity	C	Transit follows all MCPR Section 5 requirements and employees can participate in EEO/Diversity training opportunities provided by OHR. OHR coordinates all Transit employee EEO issues with assistance from Transit.
Labor Negotiation	C	OHR conducts all labor negotiations for employees represented by MCGEO in accordance with County Code Sections 33-101 to 112. Transit sends a representative during labor negotiations if there is a Transit-related issue.
Labor Contract Administration	DW	County Code Sections 33-101 to 112 and MCGEO Agreement Article 10 establish the grievance process for union employees. Transit staff work directly with MCGEO on some working condition issues and inform OHR Labor Relations of these issues.

TABLE 13-1 (Continued)
Division of Transit Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
EMPLOYEE RELATIONS (Continued)		
Benefits Management (Insurance, Deferred Compensation, Retirement)	C	OHR administers group insurance, retirement, and other employee benefit plans for all Transit employees.
Gain Sharing/Rewards	D	<p>The Transit HR coordinator works with the Division Chief's Office to create a rewards system in accordance with MCPR Section 13. Transit awards include:</p> <ul style="list-style-type: none"> • Recruitment incentives; • Attendance incentives; • Employee of the Year; • Safety awards; and • Bus rodeo. <p>Transit sponsors an annual Awards luncheon. In addition, during National Transportation Week, Transit administration provides catered breakfasts and lunches for field staff.</p>
Classification; Compensation	DW	OHR primarily controls classification and compensation of employees, but works with Transit in accordance with MCPR Sections 10 and 11. For union employees, Transit and OHR work with union representatives on classification and compensation issues in accordance with MCGEO agreement 9.10.
HR ADMINISTRATION		
Maintenance of Employee and Retiree Records	DW	OHR maintains personnel records in the Human Resources Management System as required by MCPR Section 4. Records for MCGEO represented employees are kept in accordance with MCGEO Agreement Article 46 requirements. In addition, Transit maintains personnel records on all employees. For non-bus operator positions, files are maintained by the HR coordinator. For bus operator positions, personnel files are maintained by bus depot office services coordinators.
Personnel and Pay Actions	DWO	Transit prepares all personnel and pay actions affecting Division employees. OHR processes all personnel and pay actions affecting employees in the Human Resources Management System.

TABLE 13-1 (Continued)
Division of Transit Services
HUMAN RESOURCES

Function	Model of Service Delivery	Description
OCCUPATIONAL MEDICAL SERVICES		
Accommodation of Persons with Disabilities	DW	Transit works in coordination with OHR to ensure that all facilities are ADA compliant for employees and customers. Transit follows all County regulations to accommodate persons with disabilities under MCPR Section 8 and Appendix VIII of the MCGEO agreement. Additionally, all bus operators are trained in ADA compliance. Transit staff coordinate light duty for disabled employees.
Creation and Implementation of Employee Wellness Programs	DWO	Transit employees are able to utilize any programs available through OHR's wellness programs. Transit does not have a formal wellness program. However, bus operators must undergo a physical every two years for Federal Department of Transportation certification.
Assurance of a Safe Work Place	DW	All Transit employees must participate in appropriate training: <ul style="list-style-type: none"> • Managers and supervisors must attend OHR training for maintaining a safe work place; and • All County employees must take OHR training on preventing a hostile work environment. <p>In addition, Transit has a safety coordinator at each depot. Transit trains bus operators on safe driving skills and dealing with disruptive behavior.</p>
Emergency Preparedness	D	Transit coordinates emergency preparedness with other County departments through the Department of Homeland Security.

B. Information Technology Internal Service Functions

The Division of Transit Services has two IT positions. These positions provide basic IT functions for the Division. The following table outlines the information technology functions for the Division of Transit Services.

**TABLE 13-2
Division of Transit Services
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
SUPPORT		
Help Desk/ Troubleshooting	DW	For a majority of troubleshooting issues, Transit uses the DTS Help Desk. If the issue concerns a Transit-specific application, Transit IT staff will provide initial help desk support.
BUSINESS APPLICATIONS		
Enterprise Applications	C	Transit relies on DTS for all enterprise systems. Transit uses County enterprise systems such as FAMIS and ADPICS.
Department Specific Applications	D	Transit maintains numerous business applications specific to its needs including: <ul style="list-style-type: none"> • Automated Time Sheets; • Complaint Tracking; • Bus Stop Database (GIS ArcView and SQL); • Bus Operator Pick Assignments; and • Farebox Revenue System.
Database Management	DWO	Transit uses County provided databases, such as personnel and procurement databases, and maintains and manages internal databases (Excel, Access and SQL), including: <ul style="list-style-type: none"> • Taxi database; • FareMedia database; • Call N Ride database; • Medicaid transportation database; and • Accident database.
Electronic Document Management	D	Transit uses the County's archiving and imaging system for the imaging of Taxi Applications.
Geographic Information Systems	DWO	Transit uses DTS' GIS system for routing purposes.

TABLE 13-2 (Continued)
Division of Transit Services
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
WEB DEVELOPMENT		
Internet/Intranet Content Management	D	Transit is responsible for the selection of information available on the Internet/Intranet. Transit staff manage all content related to Transit's portions of Internet and Intranet sites.
Internet/Intranet Operational Activities	DW	Transit utilizes the County's website infrastructure to display information on the Internet/Intranet. Transit has the authority to load information onto the County's website and update and edit web pages.
Web Design	D	Transit creates the Division's web design within the framework and under the guidelines of the County's website.
HOSTING		
Server Administration – Enterprise Applications	C	DTS provides all server administration for enterprise applications such as ADPICS and FAMIS.
Server Administration – Department Specific Applications	D	Transit manages one server located in the DPWT's Directors Office for all Transit-specific applications.
Email Administration	DW	Transit uses the County's email system, but manages functions like addition or deletion of users, distribution list administration, and end-user support.
Database Support	D	Transits supports and maintains all database applications.
Computer Back-up	C	DTS provides all computer back-up for Transit as part of the daily back-up system for all County computers.
Disaster Recovery	NA	Transit has no plan for disaster recovery.
Implementation and Maintenance of the Desktop Computers	C	Transit utilizes the Desktop Computer Modernization (DCM) program and does not purchase computers internally.

**TABLE 13-2 (Continued)
Division of Transit Services
INFORMATION TECHNOLOGY**

Function	Model of Service Delivery	Description
INFORMATION SECURITY		
Data Security	C	DTS provides data security for Transit-specific servers and databases.
Privacy/Records Confidentiality and Disclosure	D	Transit has no databases that require privacy. Transit staff ensure confidentiality of records for personnel databases maintained by Transit.
Anti-virus/ Firewall	C	Transit utilizes the anti-virus/firewall services provided by DTS and does not use any additional anti-virus/firewall software.
TELECOMMUNICATIONS		
Telephone System/ Voicemail	C	Transit uses the County's telephone and voicemail system provided by DTS.
Audio/Video	D	Transit contracts for and manages the contracts for monitoring cameras on all buses. In addition, bus depots have monitoring cameras, which were installed by DPWT's Division of Operations Facilities Maintenance and Operations Section.
Wireless Systems	DWO	Transit coordinates purchases of Blackberries and cell phones with DTS. Transit coordinates the purchase of GPS units for all buses and field inspectors monitoring bus stops with DTS.
Wireless Infrastructure Support	C	Transit utilizes DTS' wireless support system.
Emergency Communications	D	Transit has radio communications in place in the event of an emergency. Transit works in coordination with other departments as part of the County emergency plan. Through the Transportation Management Center, Transit is also in the planning stages of implementing WindCap, a system that will allow departments to coordinate efforts in the event of an emergency.

TABLE 13-2 (Continued)
Division of Transit Services
INFORMATION TECHNOLOGY

Function	Model of Service Delivery	Description
POLICY AND PLANNING		
IT Policy and Regulation Enforcement	D	Transit ensures compliance with DTS' technology and security policies.
Technology Standards	DWO	Transit adheres to all DTS technology standards. Transit created standards for the Orbital system (bus GPS routing system).
Technology Governance	C	Transit follows DTS and DPWT's Director's Office for technology governance.
Training/Awareness	DWO	All employees can utilize OHR IT training. In addition, Transit provides in-house training to all bus operators for the GPS systems on all buses.

C. Procurement Internal Service Functions

The Division of Transit Services has one and a half positions dedicated to procurement, one full-time contract administrator and one part-time office service coordinator. Transit procurement staff coordinate procurement with Division staff.

The Division of Transit Services managed approximately 51 contracts in FY07 totaling \$33 million. The following table details the procurement functions in the Division of Transit Services.

TABLE 13-3
Division of Transit Services
PROCUREMENT

Function	Model of Service Delivery	Description
CONTRACTING PROCESS		
Solicitation of Proposal	DW	The Office of Procurement solicits procurements in accordance with COMCOR § 11B.00.01.03. Transit staff work with Procurement staff to draft and finalize solicitations because Transit procurements require detailed specifications. Transit's procurement specialist works with Division managers to develop procurement specifications, scopes of services, and lists of vendors.
Proposal Selection	DW	In accordance with COMCOR § 11B.00.01.03, Transit evaluates and recommends a proposed award. Transit sends proposals to a QSC, records recommendations, and prepare packages for the Office of Procurement. The Office of Procurement then independently reviews and evaluates solicitation responses. After consideration of the evaluation and recommendation of Transit and Office of Procurement staff, the Director of Procurement makes a proposed award to a specific vendor. COMCOR § 11B.00.01.15 requires the Contract Review Committee to review noncompetitive procurements greater than \$25,000.
Contract Development	D	Transit develops contracts based on RFPs. Transit sends contracts to the County Attorney, the vendor, and then to Office of Procurement for final approval. Transit also manages any amendments made to the contract during the development.
Award of Contract	C	In accordance with COMCOR § 11B.00.01.3.2, the Director of Procurement initiates the process for awarding a contract for the solicited services, goods, or construction. Under County regulations, a notice of proposed award is publicly posted, which begins the window for filing bid and award protests. A final notice is not created.
Payment	D	Transit prepares requisition forms and invoices and pays vendors using ADPICS direct vouchers or direct purchase orders.

**TABLE 13-3 (Continued)
Division of Transit Services
PROCUREMENT**

Function	Model of Service Delivery	Description
CONTRACTING PROCESS (Continued)		
Design, Development, and Maintenance of Procurement Database System	DW	Transit uses the Office of Procurement database and maintains an internal database of all contracts with insurance certification, bond, and MFD information.
Contract Management/ Fulfillment of Contract	D	Transit supervisors and field staff monitor and evaluate the performance of the contractor and ensure the receipt of goods or services. Transit manages the contract, including all amendments, to ensure compliance.
Contract Administration	D	Transit administrators assign a contract monitor who is responsible for contract administration. Transit attempts to resolve minor contract disputes internally, while significant disputes are resolved in accordance with COMCOR § 11B.00.01.14 by the Office of Procurement and Transit.
Emergency Procurement	DW	Transit procurement staff comply with COMCOR § 11B.00.01.4.1.11 for emergency procurements.
Direct Purchasing	DW	Transit directly purchases goods or services up to \$5,000 under COMCOR § 11B.00.01.4.1.9. Transit procurement staff makes the purchases after receiving three price quotes from staff who initiate the purchasing.
Noncompetitive Purchasing	DW	Transit completes noncompetitive purchases in accordance with COMCOR § 11B.00.01.4.1.12.
POLICY AND PLANNING		
Training of Contract Personnel	D	Transit procurement staff train all Transit staff who have procurement functions.
Certification of Procurement Staff	NA	Transit procurement staff are not certified.
Procurement Policy Research and Development	C	All procurement policy and research is completed by the Office of Procurement for Transit.

TABLE 13-3 (Continued)
Division of Transit Services
PROCUREMENT

Function	Model of Service Delivery	Description
POLICY AND PLANNING (Continued)		
MFD Compliance Monitoring	DW	Transit complies with the MFD program in accordance with COMCOR § 11B.00.01.07.
Procurement Governance	D	Transit procurement staff provide instruction and guidance to managers and staff on procurement regulations and procedures.
Cost and Price Analysis	DW	Transit completes informal cost and price analysis during the solicitation of proposals. The Office of Procurement completes any formal cost and price analysis for Transit.

CHAPTER XIV: FINDINGS

Internal service functions are business/administrative activities that support the overall operation of an organization. As the initial part of a two-phase study, this report provides an inventory that shows how the County Government organizes three internal service functions: human resources, information technology, and procurement.

In Montgomery County, the Office of Human Resources, the Department of Technology Services, and the Office of Procurement are centralized departments that provide internal service functions to support all County Government departments. Other County Government departments have, to varying degrees, hired individuals to perform selected internal service functions. OLO's inventory focused on identifying the centralized vs. decentralized division of specific roles and responsibilities in five County Government departments.

For purposes of conducting this review, OLO worked collaboratively with Executive Branch staff to identify the specific activities that comprise the human resource, information technology, and procurement functions. The table on the next page lists the 63 specific activities by function.

To further describe the centralization vs. decentralization of these internal service functions, OLO identified four models of how the staffing and division of responsibilities are organized:

- Decentralized administration without law or regulation;
- Decentralized administration by law or regulation;
- Centralized administration; and
- Decentralized administration.

This chapter provides OLO's general findings on the organization of the County Government's human resources, information technology, and procurement functions; and more specific findings on how they are staffed within the five Montgomery County departments examined:

- Department of Health and Human Services;
- Montgomery County Fire and Rescue Service;
- Police Department;
- Department of Public Libraries; and
- Department of Public Works and Transportation.

Internal Service Function Activities

Human Resources	
<ul style="list-style-type: none"> • Outreach • Selection and Hiring • Workforce Development; Training • Workforce Development; Sucession Planning • Performance Management • Personnel Policy Administration • Equal Employment Opportunity/Diversity • Labor Negotiation • Labor Contract Administration • Benefits Management 	<ul style="list-style-type: none"> • Gain Sharing/Rewards • Classification; Compensation • Maintenance of Employee and Retiree Records • Personnel and Pay Actions • Accomondations of Persons with Disabilities • Creation and Implementation of Employee Wellness Programs • Assurance of a Safe Work Place • Emergency Preparedness

Information Technology	
<ul style="list-style-type: none"> • Help Desk/ Troubleshooting • Enterprise Applications • Department Specific Applications • Database Management • Electronic Document Management • Geographic Information Systems • Internet/Intranet Content Management • Internet/Intranet Operational Activities • Web Design • Server Administration – Enterprise Applications • Server Administration – Department Specific Applications • Email Administration • Database Support • Computer Back-up 	<ul style="list-style-type: none"> • Disaster Recovery • Implementation and Maintenance of the Desktop Computers • Data Security • Privacy/Records Confidentiality and Disclosure • Anti-virus/Firewall • Telephone System/Voicemail • Audio/Video • Wireless Systems • Wireless Infrastructure Support • Emergency Communications • IT Policy and Regulation Enforcement • Technology Standards • Technology Governance • Training/Awareness

Procurement	
<ul style="list-style-type: none"> • Solicitation of Bids or Proposals • Proposal Selection • Contract Development • Award of Contract • Payment • Design, Development, and Maintenance of Procurement Database System • Fulfillment of Contract/ Contract Management • Contract Administration 	<ul style="list-style-type: none"> • Emergency Procurement • Direct Purchasing • Noncompetitive Purchasing • Certification of Procurement Staff • Procurement Policy Research and Development • Small, Disadvantaged or Minority-Owned Compliance Monitoring • Procurement Governance • Cost and Price Analysis

GENERAL FINDINGS

Finding #1: An extensive network of laws and regulations largely dictates the roles and responsibilities of the Office of Human Resources and Office of Procurement vs. other County departments in the administration of human resources and procurement functions.

Human Resources. All County departments must ensure compliance with all Federal and State employment laws. In addition, the Montgomery County Charter (Article 4 and Sections 510 and 511), County Code (Chapters 21 and 33), and Personnel Regulations (COMCOR 33) establish County personnel laws and regulations. The Personnel Regulations outline the roles and responsibilities for OHR and other departments for many human resources activities. For example:

- The Personnel Regulations require that the Office of Human Resources must keep the County's official personnel file for each employee (COMCOR 33.07.01.04);
- The Personnel Regulations require that the OHR Director administers a centralized employee development and tuition assistance program for County employees (COMCOR 33.07.01.14); and
- The Personnel Regulations states that a department director must give the employee a statement of charges before taking disciplinary action and must allow the employee at least 10 working days to respond to the statement of charges (COMCOR 33.07.01.33).

Procurement. County Charter Section 13 creates a centralized procurement system for Montgomery County. The County's Procurement Regulations (COMCOR § 11B.00.01) establishes the regulatory procurement framework for all procurement, including the division of procurement authority between the Office of Procurement and other departments. The roles and responsibilities of the Office and Procurement and other County departments are clearly outlined in the Procurement Regulations. Examples include:

- The Procurement Regulations assign County departments responsibility for assuring that procurement actions are consistent with the policies of the County (COMCOR 11B.00.01.05);
- The Procurement Regulations require that County departments conduct preliminary cost and price analyses and determine fair and reasonable prices based on a number of considerations (COMCOR 11B.00.01.10); and
- The Procurement Regulations assigns responsibility for contract dispute resolution to the Office of Procurement and the County Attorney (COMCOR 11B.00.01.14).

Finding #2: In comparison, there are relatively few laws and regulations that address how the County Government administers information technology functions.

The Montgomery County Code does not address the roles and responsibilities for many information technology activities in the County. Montgomery County Code §2-58D and §2-58E outline the functions and duties of the Department of Technology Services and the Chief Information Officer. The County Code states that DTS will operate, manage, and oversee:

- The central computer system;
- Departmental and enterprise automation information systems; and
- All telecommunications facilities owned or controlled by the County, including the County fiber-optic data network, telephone system, Internet service, cable television transmissions, and public safety communications.

DTS offers guidance and support for County information technology activity; however, there is no established law or regulation that defines the roles of DTS or the five other departments for all other information technology functions.

Finding #3: Relatively few human resources, information technology, and procurement functions are entirely centralized or decentralized.

Of the 63 different human resources, information technology, and procurement functions that OLO identified, only seven are administered entirely by a central department for all County Government departments. Similarly, only eight functions are managed entirely by the five other departments studied. The remaining 49 functions are administered jointly between central departments and at least one other department.

Only a handful of internal service functions are delivered entirely by the centralized departments; for example:

- The Office of Human Resources manages the County's employee benefit system;
- The Department of Technology Services manages enterprise-wide applications, enterprise server administration, and the County Government's telephone/voicemail services; and
- The Office of Procurement awards all formal awards contracts that exceed \$5,000.

The following are examples of internal service functions that are largely administered in a decentralized way, meaning by personnel in the departments other than Department of Human Resources, DTS, or Office of Procurement:

- Succession planning;
- Gain sharing/rewards;
- Emergency preparedness;
- Department-specific IT applications;
- Internet content management;
- Web design;
- Administering payment for contracts; and
- Certification of procurement personnel.

There are additional centralized and decentralized activities in various departments. However, for all other internal service functions, there is at least one of the five departments share the administration of the internal service function with centralized departments. See Finding #4 for examples of the division of responsibility between the central departments and the five other departments.

Finding #4: There are many examples where individual departments deliver an enhancement or additional component of an internal service function delivered by the central departments.

The table below outlines some examples of internal service functions administered by the other departments that are similar to functions provided by central departments. The additional or related functions administered by other departments are often completed to meet specialized needs of the other departments.

Internal Service Administered by Central Service County Department	Additional/Related Internal Service Functions Administered by the Other Departments
Human Resources	
OHR is required to perform recruitment functions by Montgomery County Personnel Regulation (MCPR) Section 6.	MCFRS has an outreach and recruitment office that is responsible for the recruitment of MCFRS applicants.
OHR maintains personnel files on all County employees in accordance with MCPR Section 4.	All five other departments maintain personnel files on all department employees.
OHR provides medical examinations and medical services to all County employees as required by MCPR Section 8.	The Fire and Rescue Occupational Medical Services (FROMS) is a joint program between MCFRS and the Office of Human Resources that provides annual physicals to all career and volunteer Montgomery County Fire and Rescue personnel.

Internal Service Administered by Central Service County Department	Additional/Related Internal Service Functions Administered by Other Departments
Human Resources (Continued)	
<p>OHR must provide training and tuition assistance opportunities for County employees in accordance with MCPR Section 14.</p>	<p>All five other departments provide specialized training for department employees; examples include:</p> <ul style="list-style-type: none"> • Training academies for both MCPD and MCFRS; • HHS service-area specific training; • DPWT safety training; and • Library in-house training seminars on the Sirsi technology system.
Information Technology	
<p>DTS' Enterprise Services Division (ESD) operates the County Help Desk and provides troubleshooting assistance.</p>	<p>All five other County departments attempt to troubleshoot all technology problems specific to their department (i.e. MCPD and MCFRS laptops, HHS specific databases) before utilizing DTS.</p>
<p>DTS Host Operations operates the County's central data processing facility and provides data storage systems for Countywide databases.</p>	<p>All five other departments provide all database support for in-house databases.</p>
<p>DTS Host Operations provides daily backup services and provides 24 hour-a-day service supporting the mainframe and network control center.</p>	<p>All five other departments back-up their own servers.</p>
<p>DTS provides a secure operating system, protecting data from unauthorized access, use, destruction, and modification for all County departments.</p>	<p>The Public Libraries and MCPD have separate security systems for specialized needs:</p> <ul style="list-style-type: none"> • DPL public computers require access to more sites than standard employee computers; and • MCPD investigative needs require more computer access than standard employee computers.
Procurement	
<p>The Automation and Records Management program of the Office of Procurement manages and coordinates the County's automated procurement database system.</p>	<p>All five other departments maintain internal procurement databases.</p>
<p>The Office of Procurement and Office of the County Attorney must conduct contract dispute resolution in accordance with County regulation.</p>	<p>While significant contract disputes are handled by the Office of Procurement and County Attorney, all five other departments attempt to resolve minor contract disputes directly with the vendor.</p>

Finding #5: Most Executive Branch staff interviewed report general satisfaction with the division of internal service functions between central departments and other departments. However, staff also consistently identified a number of areas for improvement.

Executive Branch staff interviewed during the course of preparing this report voiced generally satisfaction with the centralized vs. decentralized division of human resources, information technology, and procurement functions. Department staff report that they rely on the guidance, support, and expertise of the Office of Human Resources, Department of Technology Services, and the Office of Procurement staff to augment the specialized skills and experience of their own departmental staff. The advantage of the current division of roles and responsibilities is that departments have the flexibility to manage internal service functions according to their specific needs.

However, during OLO's interviews, the following areas were consistently identified as needing some improvement:

- The quality of routine communication between the central departments (Office of Human Resources, Department of Technology Services, and Office of Procurement) and the other departments regarding jointly administered internal service functions;
- The sufficiency of staff in the Office of Procurement to fully meet Countywide procurement-related needs; and
- The coordination of direct purchasing within departments including the internal tracking of P-Card purchases and the link of direct purchasing with the FAMIS system.

Finding #6: There is currently no method to track and calculate the number of workyears dedicated to internal service functions across the government.

Each of the five departments examined by OLO has staff positions dedicated to performing internal service functions; these fully dedicated workyears can be tracked and calculated. However, each department also has other staff who spend a portion of their time administering one or more aspects of an internal service functions; the time and cost from these other staff members are not easily tracked. Examples include:

Human Resources:

- Some staff in all departments work with collective bargaining units to resolve minor union issues and concerns; and
- DPWT's Division of Capital Development Section Chiefs coordinate and provide training opportunities for employees.

Information Technology:

- Staff from all departments provide database management for all internal data; and
- Library administrative staff seek out and review comprehensive and coordinated library information technology systems.

Procurement:

- The DPWT Division of Capital Development Division Chief serves as contract administrator on many Division contracts; and
- HHS Service Area Staff, MCPD Division Chiefs, and MCFRS Division Chiefs draft and monitor contracts in coordination with department Procurement Staff.

There is currently no means to determine the number of workyears spent on internal service functions for these staff.

THE FIVE DEPARTMENTS

Finding #7: The five County departments have different organizational structures to perform human resource, information technology, and procurement functions.

The five County departments have distinctive organizational structures for the administration of internal service functions to meet the specific department needs. Each department has dedicated staff for human resources, information technology, and procurement; however the roles and responsibilities of staff differ greatly throughout the departments.

The organizational structures of each department vary from specified offices dedicated to an internal service function to a single person who is dedicated part-time to an internal service function. Findings #8-12 provide additional details on the five County departments' organizational structures to administer human resource, information technology, and procurement activities.

Finding #8: The Department of Health and Human Services has dedicated offices for human resource, information technology, and procurement management.

DHHS' Office of the Chief Operating Officer (COO) has primary responsibility for overseeing human resource, information technology, and procurement functions for the Department. The following DHHS internal offices administer internal service functions:

- **The Office of Support Services** oversees human resource activities.
- **The Division of Information Systems** is responsible for the management of information technology internal service functions for the Department.
- **The Contract Management Team (CMT)** coordinates and manages procurement. However, many contracts are managed by service area staff in coordination with the CMT because the service area staff provide needed expertise to monitor the execution of the contract.

Finding #9: The Montgomery County Fire and Rescue Services' Administrative Services Division administers and coordinates all internal services functions for MCFRS.

The Administrative Services Division of MCFRS provides information technology, human resource, and procurement management for the Montgomery County Fire and Rescue Service.

The Administrative Services Division coordinates with three MCFRS Divisions and Sections to provide human resource management. The following share responsibility for the human resource management for MCFRS:

- **The Human Resources Section** of the Administrative Services Division is responsible for personnel management functions within MCFRS.
- **The Recruitment Section of Community Risk and Reduction Services** is responsible for attracting a ready supply of diverse candidates to train to be career or volunteer firefighters/rescuers.
- **The Division of Wellness, Safety and Training** provides health and safety training for MCFRS personnel.

The Information Technology Section of the Administrative Services Division develops and implements technology for MCFRS. The Administrative Services Division coordinates and manages all procurement in MCFRS. Because of the specificity and requirements for goods and services purchased by MCFRS, procurement staff in the Administrative Services Division is highly dependent upon other MCFRS Division staff expertise for the specifications and requirements for most procurement.

Finding #10: Eleven Divisions within the Montgomery County Police Department administer and coordinate internal service functions for the Department.

Eleven Divisions within the Police Department's Management and Services Division and Office of the Chief have responsibility for the administration of internal service functions.

Human Resources. Four Divisions have human resource management responsibilities. These are:

- **The Employee Health and Wellness Division** provides a comprehensive approach to employee medical, fitness and behavioral health.
- **The Personnel Division** handles recruitment and selection of police-specific job classes and provides technical assistance to the Chief of Police and Executive Staff on all personnel matters.
- **The Training and Education Division** is responsible for the training and performance evaluation of police recruits, County sworn officers, and civilian employees and for supervisory and non-supervisory training.
- **The Policy and Planning Division** researches and develops department policies and procedures and oversees initiatives and programs.

In addition, the following divisions within the Office of the Chief provide human resource management:

- **The Legal and Labor Relations Division** provides expertise on employee/labor relations and contract negotiations.
- **The Internal Affairs Division** conducts investigations into allegations of misconduct.
- **The Stress Management Division** provides counseling, referrals, traumatic incident debriefing, and training and psychological consultation to Department personnel and their families.

Information Technology. Three MCPD Divisions have primary responsibility for information technology internal service functions. These are:

- **The Technology Division** provides the MCPD and its personnel with the information systems, services, and support necessary to perform public safety services.
- **The Information Support and Analysis Division** is the repository for all official Department-generated reports and statistics.
- **The Communications Division** maintains the Emergency Communications Center with other Montgomery County departments.

Procurement. The Management and Budget Division of MCPD coordinates and manages all procurement in MCPD. Because of the specificity of and requirements for goods and services purchased by MCPD, procurement staff in the Management and Budget Division are highly dependent upon other Division staff expertise for the specifications and requirements of most procurement. Each Division has contract monitors who oversee and manage contracts.

Finding #11: The Department of Public Libraries' (DPL) Business Office oversees the management of internal service functions for the department.

The Department of Libraries' Business Office manages the daily administration of internal service functions.

Human Resources. DPL currently has one position dedicated to human resources functions and one staff development position who works with senior librarians to organize and execute training opportunities for DPL staff. DPL transferred a human resources position to OHR, who subsequently was assigned as the HR specialist for DPL.

Information Technology. There is a centralized office for DPL information technology. The Department of Public Libraries currently has nine IT positions in the DPL internal Information Technology Section and five information technology positions located in larger library branches.

Procurement. The DPL Business Office oversees procurement for DPL but two sections complete the procurements:

- **The Procurement Business Office** is responsible for procurement of non-materials (items other than books, media, etc).
- **The Collections Department** is responsible for procurement of materials.

Finding #12: The Department of Public Works and Transportation's five Divisions operate largely independently of one another to manage human resources, information technology, and procurement functions.

The Department of Public Works and Transportation's Director's Office provides varying degrees of internal service function oversight. The Director's Office has:

- Three IT positions who provide information technology management and guidance;
- One human resources coordinator who provides overall direction for human resources; and
- No central administration leadership dedicated to procurement of goods and services for the Department.

Each DPWT Division manages human resources, information technology, and procurement functions internally and independently of the other divisions. However, each Division has a similar general structure:

- One to two workyears are dedicated to human resources function administration;
- One to three workyears are dedicated to information technology functions; and
- One to two workyears are dedicated to procurement functions.

In addition, all Divisions have supervisors, program managers, and field staff who are involved in the administration of these functions.

CHAPTER XV: RECOMMENDATIONS

This report represented the first part of a two-phase assignment to study how the County Government organizes and delivers three internal service functions: human resources, information technology, and procurement. The Council anticipated that this initial inventory of internal service functions across the largest County Government departments would provide an informed basis for a follow-up project that examines one or more aspects of the internal service functions studied in greater detail.

As requested by the Council, OLO concludes this initial report with recommended options for the second phase of this project to be conducted during FY08. There is a placeholder in OLO's FY08 Work Program for this expected piece of follow-up work.

Option (1): Conduct a base budget review of the Office of Procurement.

One of the recurrent observations voiced by Executive Branch staff interviewed by OLO was the insufficiency of resources in the Office of Procurement to meet the County's current procurement needs. Option (1) would be a base budget review the Office of Procurement, to include an assessment of the Office's funding, organizational structure, staffing, workload, processing times, and service levels.

Similar to the other base budget reviews conducted by OLO during the past several years, the report will include the following types of information and analysis:

- Detailed budget information broken down function or operational unit;
- Identification of primary factors that drive changes in funding;
- Description of legislative mandates and governance structures that influence how the agency allocates resources; and,
- Description of the agency's use of program performance measurement.

Option (2): Examine the Department of Health and Human Services' contract procurement function.

In FY07, the Department of Health and Human Services (DHHS) administered 525 contracts worth approximately \$78 million dollars. These contracts include:

- 300 competitive contracts worth \$42 million; and
- 225 noncompetitive contracts worth \$36 million (including 83 non-departmental account contracts worth \$4.9 million).

The DHHS Contract Management Team (CMT) provides guidance for and supports DHHS procurement. Most contract monitoring and administration in DHHS, however, is provided by Service Area staff. The coordination of DHHS procurement between Service Area staff, the Contract Management Team, and the Office of Procurement is complex.

Option (2) would be a detailed examination of the current DHHS contract procurement function. The scope of this review would include the division of responsibilities between DHHS and the Office of Procurement, the organization and staffing of the procurement function within DHHS; procurement work flows, workload, processing times, and service levels.

Option (3): Review the Department of Public Works and Transportation's management of web content.

Three central information technology staff positions in the Public Works and Transportation (DPWT) Director's Office develop and maintain information systems to support the Department's business operations. At the same time, DPWT's five Divisions operate largely independently of one another, and each Division oversees its own information technology functions.

DPWT relies heavily on its website to disseminate information to the public and communicate with residents. Each Division has its own website and manages the website's content, including the creation, modification, and removal of content.

Option (3) would be a review of DPWT's management of web content across Divisions. The scope of this study would include assessment, for example, of whether DPWT's web content management practices:

- Provide a consistent and predictable information structure;
- Ensure consistent content;
- Provide for frequent and consistent updates;
- Remove data when necessary;
- Minimize duplication of data;
- Ensure functionality and consistency of navigational mechanisms;
- Enable linking of related material;
- Meet customer needs; and
- Archive deleted web information when necessary.

Option (4): Evaluate the reorganization of the human resources function in either the Department of Public Libraries and/or the Montgomery County Police Department.

The reorganization of the human resources functions in the Department of Public Libraries (in FY05) and the Montgomery County Police Department (in FY07) involved the transfer of staff from the Libraries and Police departments to the Office of Human Resources. Option (4) would evaluate the result of one or both of these reorganizations, specifically to assess the effectiveness of transferring department human resources personnel to the Office of Human Resources.

Department of Public Libraries. In FY05, DPL participated in a pilot program with OHR to transfer a Human Resources Coordinator to OHR. DPL transferred a position within Public Services Administration to the Office of Human Resources. In exchange, OHR created an additional Human Resources Specialist position in its budget, and detailed that position full-time to DPL.

Montgomery County Police Department. In 2007, MCPD entered into a Memorandum of Understanding with OHR to transfer three positions from MCPD's Legal and Labor Relations Division to OHR. MCPD's Memorandum of Understanding includes the following terms:

- The positions are assigned full-time to MCPD and MCPD oversees day-to-day supervision and direction;
- MCPD funds the positions;
- OHR does performance evaluations; and
- OHR solicits input from MCPD for personnel selection or assignment decisions.

Note: Since MCPD currently is in the process of implementing this reorganization, any evaluation should be conducted after allowing adequate time for the reorganization to be fully implemented.

CHAPTER XVI: AGENCY COMMENTS

The Office of Legislative Oversight circulated a draft of this report to the Department of Health and Human Services, Montgomery County Fire and Rescue Service, Office of Human Resources, Office of Procurement, Department of Police, Department of Public Libraries, Department of Public Works and Transportation, and the Department of Technology Services.

Written comments from the Chief Administrative Officer are included in their entirety beginning on the following page. OLO greatly appreciates the time taken by everyone who reviewed the draft report.



OFFICES OF THE COUNTY EXECUTIVE


Isiah Leggett
County Executive

Timothy L. Firestine
Chief Administrative Officer

MEMORANDUM

July 24, 2007

TO: Karen Orlansky, Director
Office of Legislative Oversight

FROM: Timothy Firestine, Chief Administrative Officer 

SUBJECT: Office of Legislative Oversight Report 2007-10
Inventory of Internal Service Functions Performed by Five
Montgomery County Departments

This memorandum is to communicate our general comments on the findings and recommendations of OLO Report 2007-10, Inventory of Internal Service Functions Performed by Five Montgomery County Departments. The report is a methodical and useful study of the centralized and decentralized internal service functions performed by County Government. We commend the excellent work of Kristen Latham in preparing this study.

Executive Branch staff has already contacted OLO with specific remarks on some details in the report. We generally concur with the findings and recommendations of the report and offer the following general comments:

- With reference to option 1 of the recommendations, any OLO base budget review of the Office of Procurement should be conducted in the context of the FY09 budget and closely involve the Office of Management and Budget.
- With reference to option 3, the Department of Technology Services should be given the opportunity to analyze the Department of Public Works and Transportation's web content prior to Council consideration of this matter.
- We agree with the observation in option 4 that the Police Department be given sufficient time to fully implement the reorganization of its human resources function before an evaluation takes place.

We look forward to working with Council in its review of this report.

Karen Orlansky

Page 2

Copies:

Joseph Adler, Office of Human Resources

Uma Ahluwalia, Department of Health and Human Services

Chief Thomas Carr, Fire and Rescue Services

David Dise, Office of Procurement

Steven Emanuel, Department of Technology Services

Parker Hamilton, Department of Public Libraries

Arthur Holmes, Department of Public Works and Transportation

Chief Thomas Manger, Department of Police

Joseph Beach, Office of Management and Budget

Scott Reilly, Offices of the County Executive

TF:cfg

APPENDIX A: Glossary of Terms

ADPICS -Montgomery County's automated procurement system. ADPICS allows departments to initiate and monitor purchases, contracts, grants, violations, emergencies, public information requests, and department surplus. The program also provides oversight, upkeep, and evaluation of the Internet, fax, and imaging systems.

Bandwidth -The amount of information or data that can be sent over a network connection in a given period of time. Bandwidth is usually stated in bits per second (bps), kilobits per second (kbps), or megabits per second (mps).

Classification -The study of jobs to identify the observable work activities, tasks, wages, and responsibilities associated with a particular job or group of jobs. Classification creates a hierarchy of jobs based on such factors as skill, responsibility or experience, time and effort. The determination of the value of each job is in relation to other jobs in the workplace, based on the material and content of the job and such factors as education, skill, experience and responsibility.

Coding -The process of converting information obtained on a subject or unit into coded values (typically numeric) for the purpose of data storage, management, and analysis.

Collective bargaining -The process of negotiation between labor unions and employers in respect of the terms and conditions of employment of employees, such as wages, hours of work, working conditions and grievance procedures, and about the rights and responsibilities of labor unions.

COMCOR -The Code of Montgomery County Regulations. COMCOR has been revised and is now organized by Chapter of the Montgomery County Code. The regulations are organized by the Chapter/Section they implement.

Direct Purchasing -The informal procurement of construction, goods or services with a total value of no more than \$5,000. For Montgomery County, a direct purchase must have the following characteristics:

- Funds for the purchase have been appropriated and are available.
- The purchase is not covered by any existing requirements contract with Montgomery County, unless authorized by the Director.
- The purchase is of a complete and distinct item or service, not related to another or easily combined with another, and the purchase is not of a continuing, repetitious, or periodic nature.

End User -A user of an application program. Typically, the term means that the person is not a computer programmer. An end user is a person who uses a computer as part of their daily life or daily work, but is not an information technology specialist.

Enterprise Application -A software application hosted on an application server which simultaneously provides services to a large number of users, typically over a computer network.

FAMIS -The Financial Accounting Management Information Systems (FAMIS) which provides Montgomery County departments online access to financial data. Financial applications include operating, capital and grant budgeting, general ledger, grant management, and cost allocation.

Firewall -A system designed to prevent unauthorized access to or from a private network. Firewalls can be implemented in both hardware and software, or a combination of both. All messages entering or leaving the intranet pass through the firewall, which examines each message and blocks those that do not meet the specified security criteria.

Gain Sharing -A reward system that shares the monetary results of productivity gains among employees.

Groupware -Software and systems that allow a distributed group of people to work on common activities, and include functions such as group calendars, real-time network meetings, common database access and others.

Hosting -The housing of a Web site, e-mail or a domain on a specific server connected to the Internet. Hosting is the storing, serving, and maintenance of files for websites.

Human Capital -The education, knowledge, skills, and competencies of the personnel of an agency.

Intranet -A network of networks that interconnects within a single widespread organization. The sites within an Intranet are generally closed to the Internet and are accessible to organization members only.

Legacy Service System -A computer, system, or software that was created for a specific purpose but is now outdated; anything left over from a previous version of the hardware or software.

Non-competitive Purchasing -The acquisition by contract of a valid Montgomery County requirement without prior public notice and without competition. A non-competitive procurement may be made if the non-competitive award serves a public purpose and one or more of the following factors exist:

- There is only one source for the required goods, service, or construction which can meet the minimum valid needs of the County.
- The County requires goods or services for potential or pending litigation, condemnation, or collective bargaining.
- A contractor or subcontractor has been specifically identified in a grant accepted by the County.
- A proposed contractor has been identified in a grant resolution approved by the Council.

Operating System -The program that, after being initially loaded into the computer by a boot program, manages all the other programs in a computer. An operating system performs basic tasks, such as recognizing input from the keyboard, sending output to the display screen, keeping track of files and directories on the disk, and controlling peripheral devices such as disk drives and printers.

Planimetric -A map or data showing only horizontal positions of drainage and cultural (buildings, roads, etc.) features (in reference to GIS systems).

Server -A computer or device on a network that manages network resources. A server handles requests for data, email, file transfers, and other network services from other computers.

Succession Planning -The process of identifying and preparing suitable employees through mentoring, training and job rotation, to replace key players within an organization as their terms expire.

Total Rewards -All of the tools available to the employer that may be used to attract, motivate and retain employees. Total rewards include everything the employee perceives to be of value resulting from the employment relationship.

Sources:

Montgomery County Office of Procurement Glossary

(<http://www.montgomerycountymd.gov/content/procurement/Glossary.asp>)

San Diego State University Glossary of Academic Information Technology Terms

(<http://www-rohan.sdsu.edu/glossary.html>)

The Human Resources Glossary Third Edition.

(<http://books.google.com/books?id=E3ZIC->

[uo6xkC&dq=human+resources+glossary&printsec=frontcover&source=web&ots=R9NI4tlbYs&sig=5v0b3DoiD1Q26ZtsngdWg_0rR2c#PPP1,M1](http://books.google.com/books?id=E3ZIC-uo6xkC&dq=human+resources+glossary&printsec=frontcover&source=web&ots=R9NI4tlbYs&sig=5v0b3DoiD1Q26ZtsngdWg_0rR2c#PPP1,M1))