Department of General Services Performance Plan

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CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**

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Agenda

- Welcome and Introductions
- Department of General Services Contribution to Montgomery Results
- DGS At-A-Glance
- Hiring Freeze
- Organizational Chart
- Headline Measures
- Wrap-up and Follow-up Items

Contribution to Montgomery Results

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

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Department of General Services At-A-Glance

What DGS Does and for Whom	How Much (FY09)
<u>In General</u> Provides Government-to-Government services which allow other government departments and agencies to devote their time to their core mission	▪ 459 positions, 452.1 WYs ▪ $150,785,284 budget (all non-CIP funds)
<u>Fleet Management Services</u> Plans for, acquires, maintains, and disposes of the County's motor vehicles, buses, heavy equipment, and other rolling stock for all County agencies	▪ $67,674,780 - Internal Service Fund ▪ $1,322,650 NDA ▪ 206 positions
<u>Facilities Maintenance and Management Services</u> Plans for and implements a comprehensive program for delivery of building-related maintenance and services for all County agencies	▪ $22,198,396 - PSP ▪ $ 5,350,000 - CIP ▪ $25,866,880 Utilities NDA ▪ 117 positions

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Department of General Services At-A-Glance

What DGS Does and for Whom	How Much (FY09)
<u>Building Design and Construction</u> Provides the oversight and implementation of the Capital Improvements Program which includes the development of strategic plans for County-wide operations, and the planning, design, and construction of new and remodeled buildings and structures for all County agencies and other venues owned by the County	▪ $164,759,000 - CIP ▪ 43 positions
<u>Central Duplicating, Imaging, Archiving, and Mail Services</u> Provides document management through high-speed copying and reproductive services, archiving, electronic copying and storage, inter-office mail delivery and U. S. Postal services for all County agencies and selectively approved other quasi-government entities	▪ $6,583,470 - Internal Service Fund ▪ 30 positions

Department of General Services At-A-Glance

What DGS Does and for Whom	How Much (FY09)
<u>Procurement</u> Acquires all goods, services, and construction necessary to carry out the functions of County government in the most cost-effective and timely manner consistent with required specifications and established procurement policies. Develops, implements, and provides purchasing services for goods, services, and construction in a timely, cost efficient, and legally defensible competitive manner to all County agencies, vendors / contractors, business and resident communities, and when applicable, other jurisdictions (e.g., cooperative procurements)	▪ $2,174,120 budget ▪ 23.4 Positions

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Department of General Services At-A-Glance

| What DGS Does and for Whom	How Much (FY09)
<u>Real Estate</u> Provides for leasing, site acquisition/disposition, space management and site evaluation for all County Agencies and other venues owned or leased by the County	▪ $906,230 - PSP ▪ $18,455,122 - NDA ▪ 7 positions
<u>Office of Business Relations and Compliance</u> Provides for the increased participation in County contracts by small and local business as well as those owned by minority, female and disabled persons. In addition, ensures that workers employed by County contractors are paid a fair and equitable wage.	▪ $508,771 - PSP ▪ 5 positions

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Hiring Freeze

- **Positions – DGS is largely unaffected by the hiring freeze. As a new Department both OMB and OHR have been receptive to requests for filling positions.**

- **Impact – Although the recruitment process now takes longer, DGS has been successful in completing the process to date.**

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Department of General Services: Organizational Chart
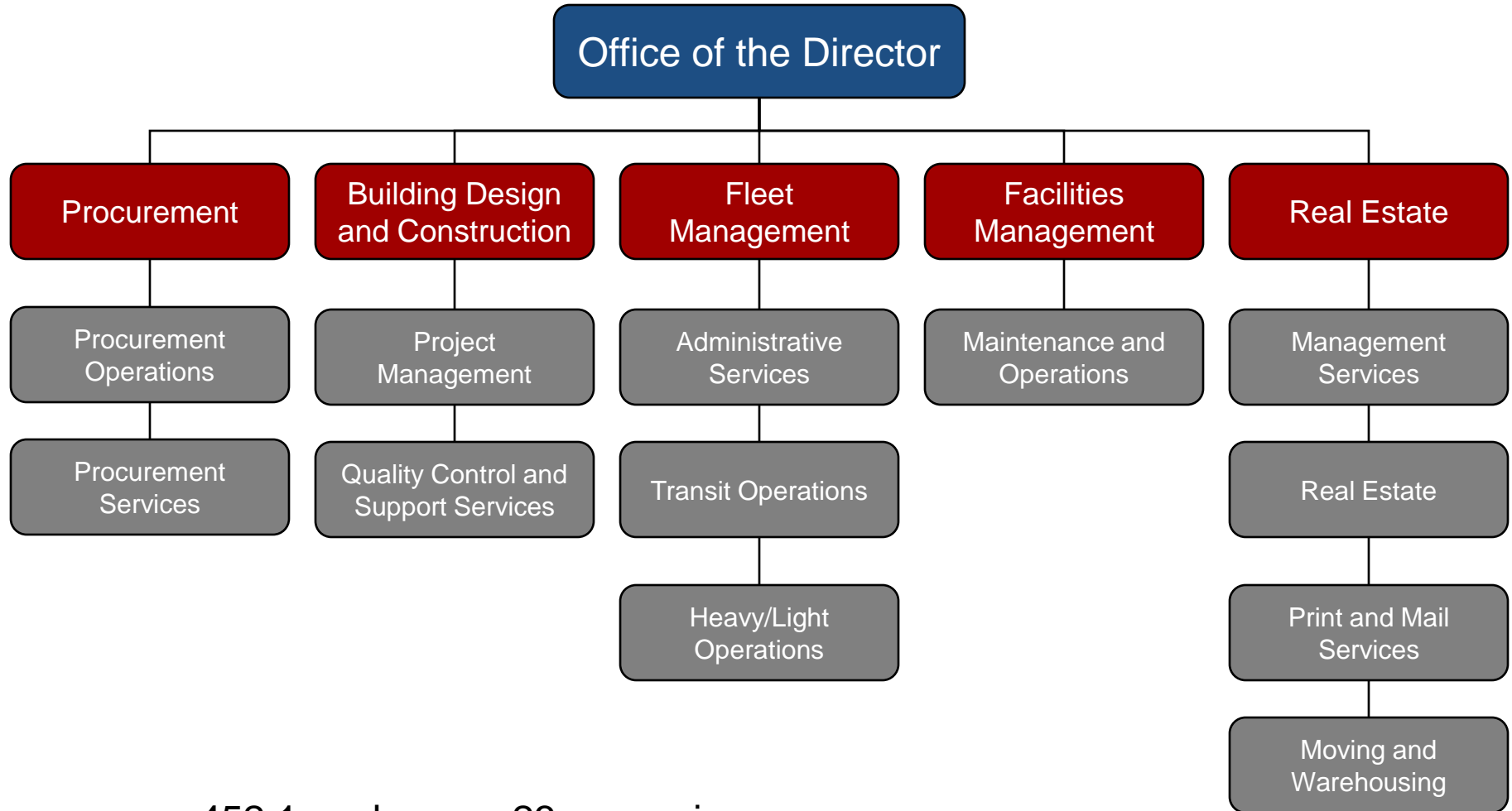
452.1 workyears; 23 vacancies

Proposed Headline Measures

1. **Service to Internal Users** *(new)*
2. **Environmental Stewardship – Carbon footprint** *(under construction)*
3. **Facilities – Hours offline for critical building systems** *(under construction)*
4. **Facilities – Condition of non-critical building systems and aesthetics** *(under construction)*
5. **Fleet – Mean distance between failure by vehicle class** *(under construction)*
6. **Fleet – Turnaround time by vehicle class** *(revised)*
7. **Building Design and Construction – Percent of projects meeting design and construction timeline goals** *(revised)*
8. **Business Relations and Compliance – MFD percentage of contract dollars**
9. **Procurement – Average days to complete procurement**
10. **Real Estate – Average market rents vs. County rents** *(new)*

Existing Headline Measures

<u>Measures proposed to be kept</u>

1. Procurement – Cycle time (average days to complete procurement)
2. Procurement – MFD percent of contract dollars

<u>Measures proposed to be revised</u>

1. Fleet – Average days out of service per bus
2. Capital Development – Building project schedule within three months of plan *(proposed)*

<u>Measures proposed to be deleted</u>

1. Procurement – Percent of purchase orders that are less than $25,000
2. Fleet – Percent of Transit Services' daily bus requirement met
3. Facilities – Dollar value of deferred maintenance
4. Facilities – Percent of customer generated service requests completed
5. Capital Development – Building cost estimate accuracy *(proposed)*
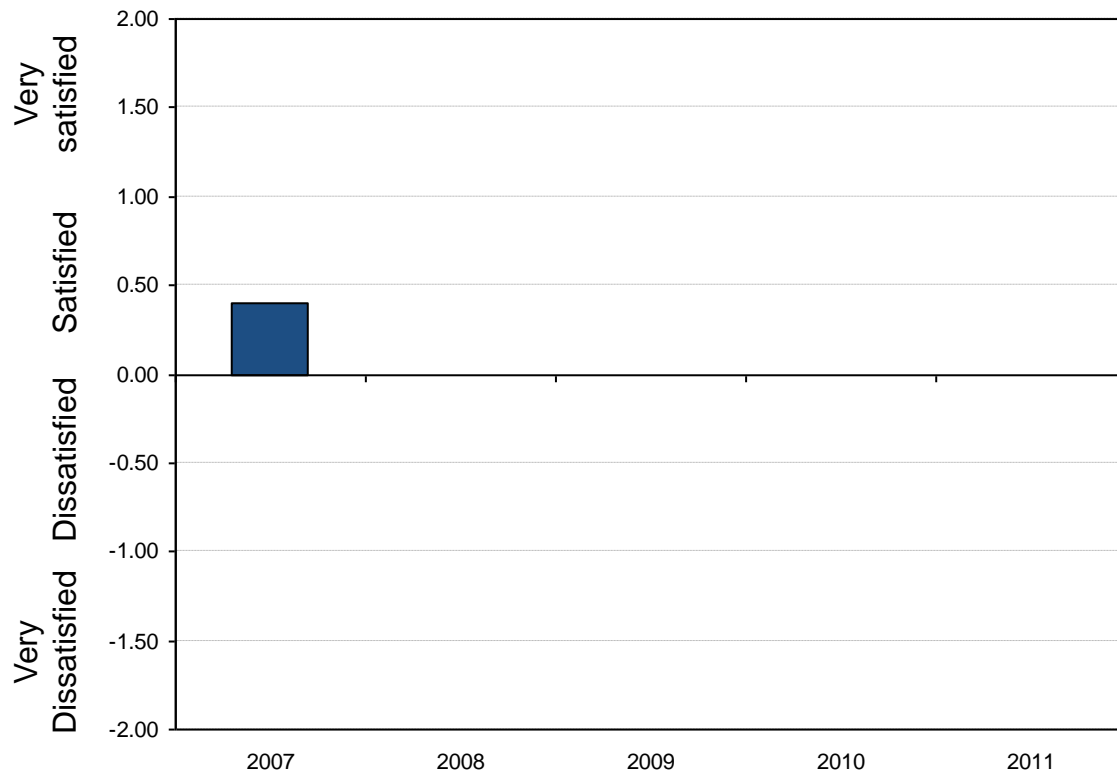
Comparison of Headline Measures to DGS Functions

Measure

	1	2	3	4	5	6	7	8	9	10
Fleet Management	✔	✔			✔	✔				
Facilities Maintenance and Management	✔	✔	✔	✔						
Building Design and Construction	✔	✔					✔			
Procurement	✔	✔							✔	
Real Estate	✔	✔								✔
Business Relations and Compliance								✔		
Central Duplicating, Mail, Archives	✔									

Measure 1: Services to Internal Users

Function	Average Score
Bldg Services	0.32
Capital Dev Needs	0.36
Fleet Services	0.64
Leased Space Needs	0.30
Print / Mail / Archives	0.89
Procurement	-0.11
DGS Average	0.40

The annual Internal Customer Satisfaction Survey measures satisfaction with six different functions in the Department of General Services.

Measure 1: Services to Internal Users

What constitutes good performance for this measure?

- Improving ratings on the County-wide customer service survey.

Contributing Factors

- Proper "customer service is what we do" attitude
- Streamline business processes so they only target critical steps and then use technology to assist in speeding up the processes
- Provide realistic expectations and meet them

Restricting Factors

- Shortage of staffing to provide services
- Budget limitations for business process assessment and technological development

In the 2007 Internal Customer Satisfaction Survey, average satisfaction ratings ranged from a low of -0.11 to a high of 0.89 (-2 to +2 scale).

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Measure 2: Environmental Stewardship

> Carbon footprint of Montgomery County Government measured in million metric tons carbon dioxide equivalent (MMTCO2E)

Objective

- Operate, regulate, and maintain the County's fleet and buildings to minimize their environmental impact

Strategy to implement measure

- <u>Emissions from Fleet Operations</u>
  - DGS is working with DEP. Note that the County currently tracks emissions from fleet operations based on fuel consumption data provided by Fleet. For FY2005 fleet operations were responsible for 0.036 MMTCO2E increasing to 0.037 MMTCO2E in 2006.
  - The County does not currently track employee commutes, emission of gases from equipment and processes onsite (e.g., spray cans and A/C system leakage), changes in tree canopy on County facilities etc. These sources are not easy to incorporate, but with appropriate consultant help and data sources can be incorporated.

- <u>Emissions from Building Energy Consumption</u>
  - Based on utility data provided by DGS and co-efficient contained in the tool. For example, in FY2005, Montgomery County operations was approximately 0.078 MMTCO2E. It would be relatively easy to extract DGS from these efforts. This is in comparison to a community that is in the 13 MMTCO2E annually range.

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Measure 2: Environmental Stewardship

What constitutes good performance for this measure?

- A declining or reduced rate of acceleration of the County generated carbon footprint.

Contributing Factors

- Factors that reduce energy consumption
  - Retro fit existing buildings
  - Building design and construction standards
  - Write leases to include higher energy standards
  - Alternative sources
    - Purchase through environmental sensitive sources (wind power, etc.)
    - Replacing existing systems with solar, wind, impeller driven modes
  - Pursue partnerships and performance contracts focused on improving energy consumption

Reduced energy consumption should result in operating savings.

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Measure 2: Environmental Stewardship

Contributing Factors

- Factors that reduce vehicle consumption
  - Hybrids
    - Increase percent of hybrids in fleet
    - Actively seek hybrid options for all classes of vehicles
  - Smaller fleet
    - Car share program eliminates excess vehicles held in reserve
    - Eliminate under-utilized vehicles
  - Alternative fuels
    - Use clean diesel and bio-diesel to reduce impact of existing vehicles
    - Purchase vehicles with the intent of using alternative fuels

Restricting Factors

- Budget limits and economic pressures
- Technical training for construction design and build staff, and trades staff
- Some technology is untested which requires us to be aggressive while also being willing to change course if the technology does not meet expectations

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Measure 3: Facilities – Hours Offline for Critical Building Systems

Number of hours critical building systems, such as heating and air conditioning systems, are offline

Objective

- To enable smooth operation of County functions by keeping critical building systems online.

Strategy to implement measure

- We will collect this information through our Customer Service calls.
- We will record the number of major systems failures/ non-critical failures and the amount of time they were offline and factors which cause delays.

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Measure 3: Facilities – Hours Offline for Critical Building Systems

What constitutes good performance for this measure?

- No critical system failures which restrict building usage or cause closures

Contributing Factors

- Proper preventive maintenance program
- Monitoring equipment through EMS.
- Technical training for mechanics and technicians

Restricting Factors

- Shortage of maintenance vehicles
- More facilities need to be retro-fitted to EMS (monitoring)
- Non-critical calls reported as emergencies
- No control over public utilities: Pepco, Washington Gas, WSSC
- Budget limitations resulting in infrastructure deterioration

Preventive & predictive maintenance extends the useful life of facilities thereby reducing capital costs of replacement of structures and plant.

Measure 4: Facilities - Aesthetics and Comfort

Customer rating of the aesthetics and comfort of County-maintained buildings

Objective

- To maintain County buildings so that they are comfortable and aesthetically pleasing.

Strategy to implement measure

- We will design a survey that addresses building comfort and aesthetics specifically. May be on a rotational basis by building, geographic location, building type (office buildings, Rec Centers, swimming pools, entertainment venues, etc.), or some combination.

- Collect information through our Customer Service calls that record the number of non-critical failures and the amount of time it took to correct

Measure 4: Facilities - Aesthetics and Comfort

What constitutes good performance for this measure?

- General satisfaction from building occupants and visitors on appearances, comfort, and aesthetics

Contributing Factors

- Proper housekeeping standards and scheduled services
- Repaint, re-carpet, retile, etc to replace conditionally deteriorating finishes
- Provide temperature settings that are comfortable to majority of building users
- Be responsive to requests for services that address comfort/non-critical issues

Restricting Factors

- Shortage of trained staff in technical areas such as HVAC
- More facilities need to be retro-fitted to EMS (monitoring)
- Non-critical calls deferred by triage for emergencies which are on the rise due to infrastructure deterioration
- No control over public utilities. Pepco, Wash. Gas, WSSC
- Budget limitations resulting in deteriorating conditions

> Preventive & predictive maintenance extends the useful life of facilities thereby reducing capital costs of replacement of structures and plant.

Measure 4: Facilities - Aesthetics and Comfort

CountyStat Recommendations

1. Develop a sampling methodology for the survey
   - Select which buildings to include when
   - Devise a sampling methodology for tenants within each building
2. Develop the survey instrument itself
   - Identify multiple, specific characteristics to get feedback on: temperature of the building, cleanliness of bathrooms, wear and tear of carpets, etc.
   - Articulate how analysis of results will inform operations
3. Establish an implementation schedule for the survey rollout
4. Begin collection of data on a regular basis and record appropriately

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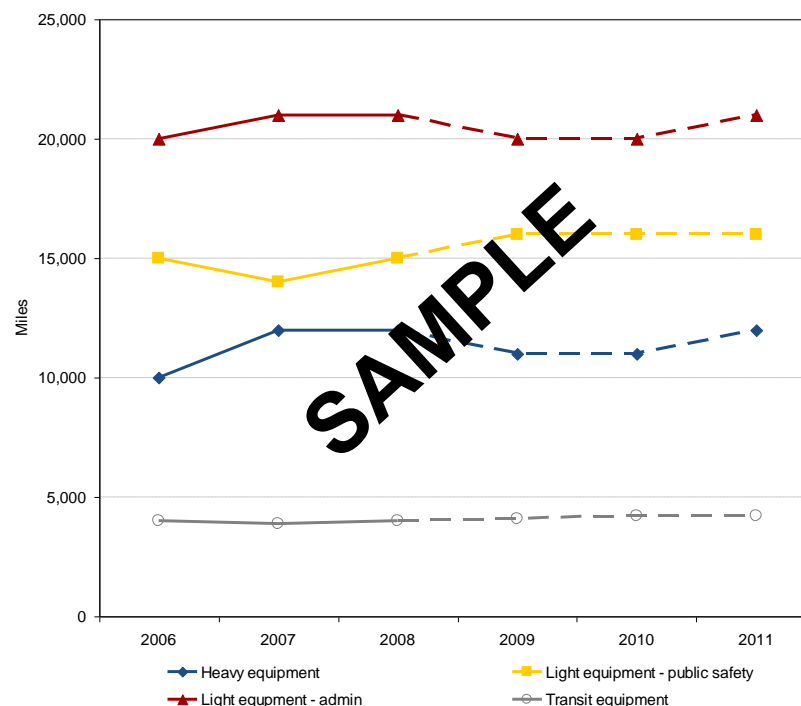
Measure 5: Fleet – Mean Distance Between Failure

Mean number of miles between equipment failure for each of four vehicle classes: heavy equipment, light equipment (admin and public safety), and transit equipment.

Objective

- To provide quality fleet management and preventive maintenance so that equipment failures are minimized.

Strategy to implement measure

- Examine FASTER data system used by Fleet to see if this information can be extracted.

- If it cannot, begin tracking this variable explicitly starting in January 2009.

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Measure 5: Fleet – Mean Distance Between Failure

What constitutes good performance for this measure?

- Increasing mileage between failures

Contributing Factors

- Maintaining a good morale in the work force
- Providing the proper tools, facilities, parts, training, record keeping, compliance, leadership, and funding required to safely maintain the equipment
- Having the support and responsiveness from other departments whom we rely on
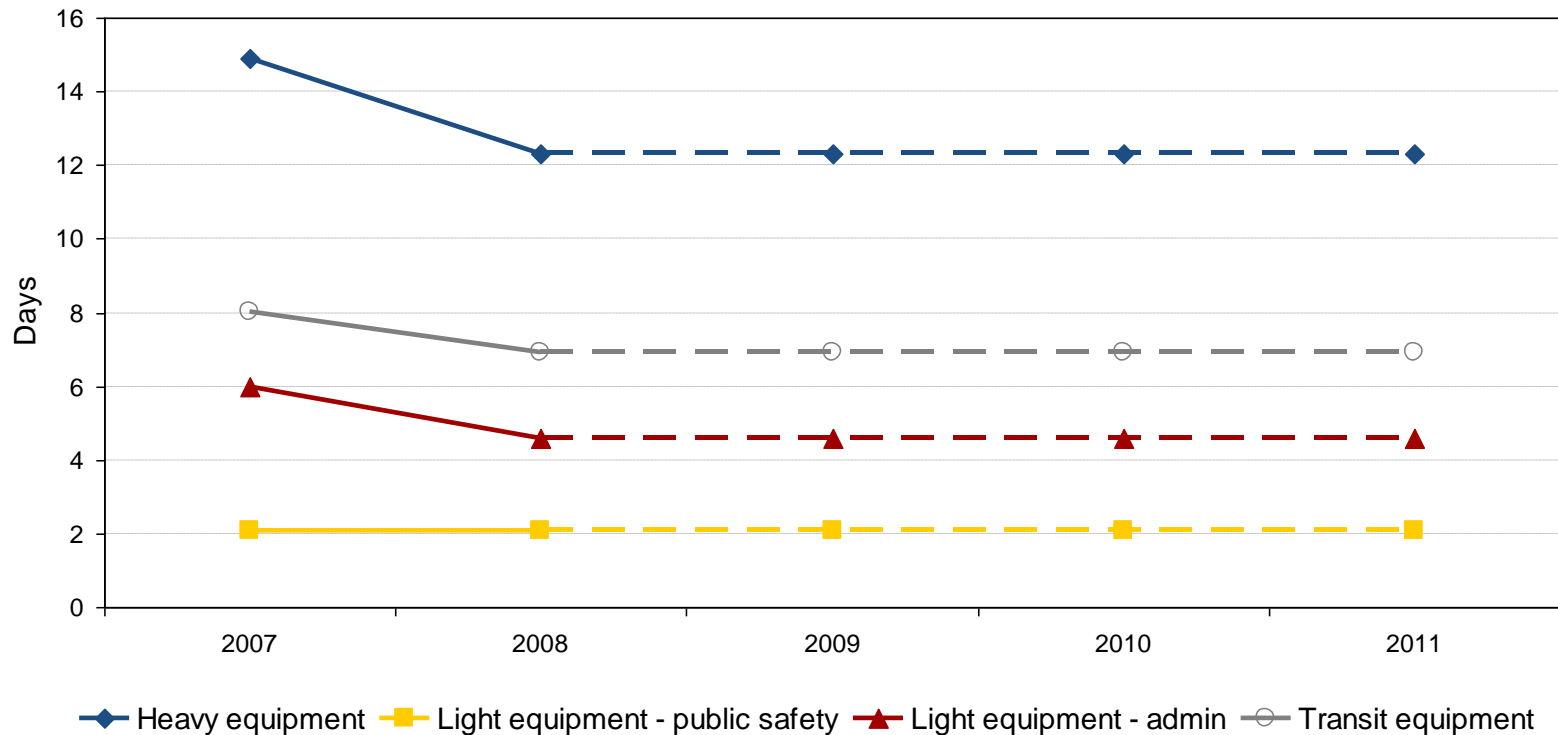- Having reliable and responsive contractors

Restricting Factors

- Not being responsive to the needs of its customers and employees
- Non performing contractors
- Difficulty in soliciting qualified contractors

Mean distance between failures is a standard industry benchmark.

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Measure 6: Fleet - Turnaround Times by Vehicle Class

Turnaround time is the average number of calendar days a vehicle is out of service for a visit to the shop.

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Measure 6: Fleet - Turnaround Times by Vehicle Class

What constitutes good performance for this measure?

- Any time a vehicle or piece of equipment in the shop is an inconvenience for someone. We try to get these units through the shop as fast as we can without compromising safety.

Contributing Factors

- We have dedicated hard working employees that we have supplied necessary training and equipment and we monitor their performance

Restricting Factors

- Vehicles that are at a vendor or a dealer for work effect vehicle downtime.
- Employees taking their scheduled annual time off leave Fleet short-handed at times.

> Ensuring units are operating, and not sitting unused in the shop awaiting repair, reduces the requirement for additional equipment.

Measure 7: Building Design & Construction – Percent of Projects Meeting Design and Construction Timeline Goals
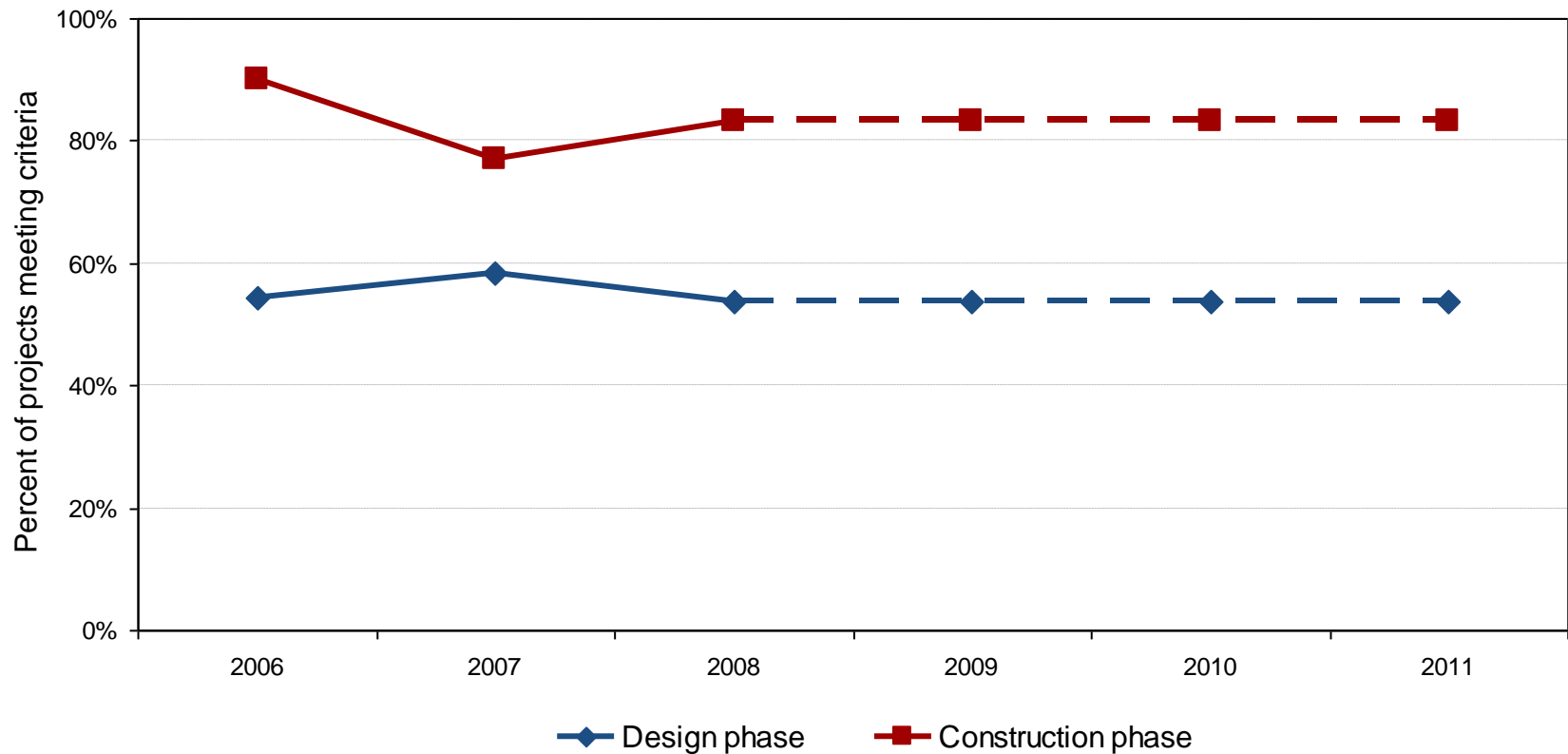
Percent of projects in the last six years that met design or construction timeline goals: 36 months for design, 27 months for construction (projects greater than $10million), 21 months for construction (projects less than $10million).

Measure 7: Building Design & Construction – Percent of Projects Meeting Design and Construction Timeline Goals

What constitutes good performance for this measure?

- 80% of projects meet the timeline goals

Contributing Factors

- Each project is assigned to a Project Manager at the time it is approved (as a Facility Planning project or a Design Project)
- Managers hold bi-weekly progress meetings with Project Managers to determine/resolve project issues
- Project Mangers prepare monthly status reports, which are reviewed with the Division Chief and Director in two separate monthly meetings.

Timely delivery of facilities satisfies public requirements, enables departments to fulfill their missions, and frees up capital dollars.

Measure 7: Building Design & Construction – Percent of Projects Meeting Design and Construction Timeline Goals

Restricting Factors

- Unrealistic project schedules (escalation is not properly addressed, increasing cost)
- Inadequate Planning for upcoming projects
- Inadequate scheduling to include permitting (DPS and Utility reviews)
- Inadequate accounting for Pre-Design (period after project is approved until an A/E is under contract)
- Projects started without the project site being purchased, adversely impacting the schedule.
- Projects approved and started without necessary predecessors (POR not approved by outside agencies, site not selected, etc.)
- Revision of project scope/POR by client department, CE, or others after project is approved
- Coordination challenges with MNCPPC; mandatory referral process resulting in project delays
- Inadequate coordination with and cooperation from utility companies (Pepco and WSSC)
- Partnerships with other entities (developer, WMATA, etc.) that do not share the same goals and schedule commitments as the County.
- Regulatory restrictions (Forest Conservation, LEED, Prevailing Wage)
- Public participation

Measure 8: Business Relations and Compliance - MFD Percentage of Contract Dollars
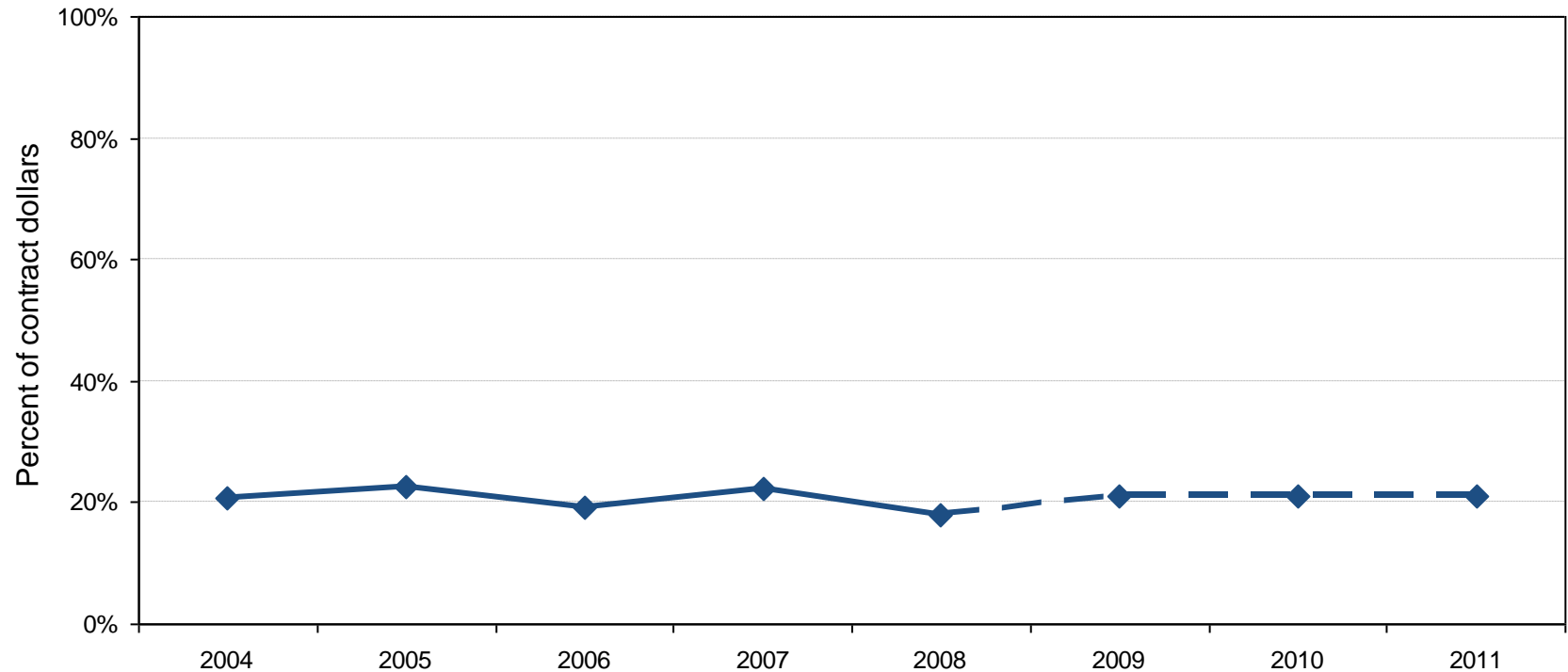
MFD = Minority, female, or disabled businesses

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Measure 8: Business Relations and Compliance - MFD Percentage of Contract Dollars

What constitutes good performance for this measure?

- Increased percentage of contract dollars awarded to certified Minority, Female, and Disabled vendors

Contributing Factors

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

Restricting Factors

- Resistance from departments that see the MFD requirements as added time in the process
- Economic conditions which limit staffing which in turn limits intervention strategies

Increased participation by MFD businesses contributes directly to the CE objective to create of a strong and vibrant economy.

Measure 9: Procurement – Average Days to Complete Procurement
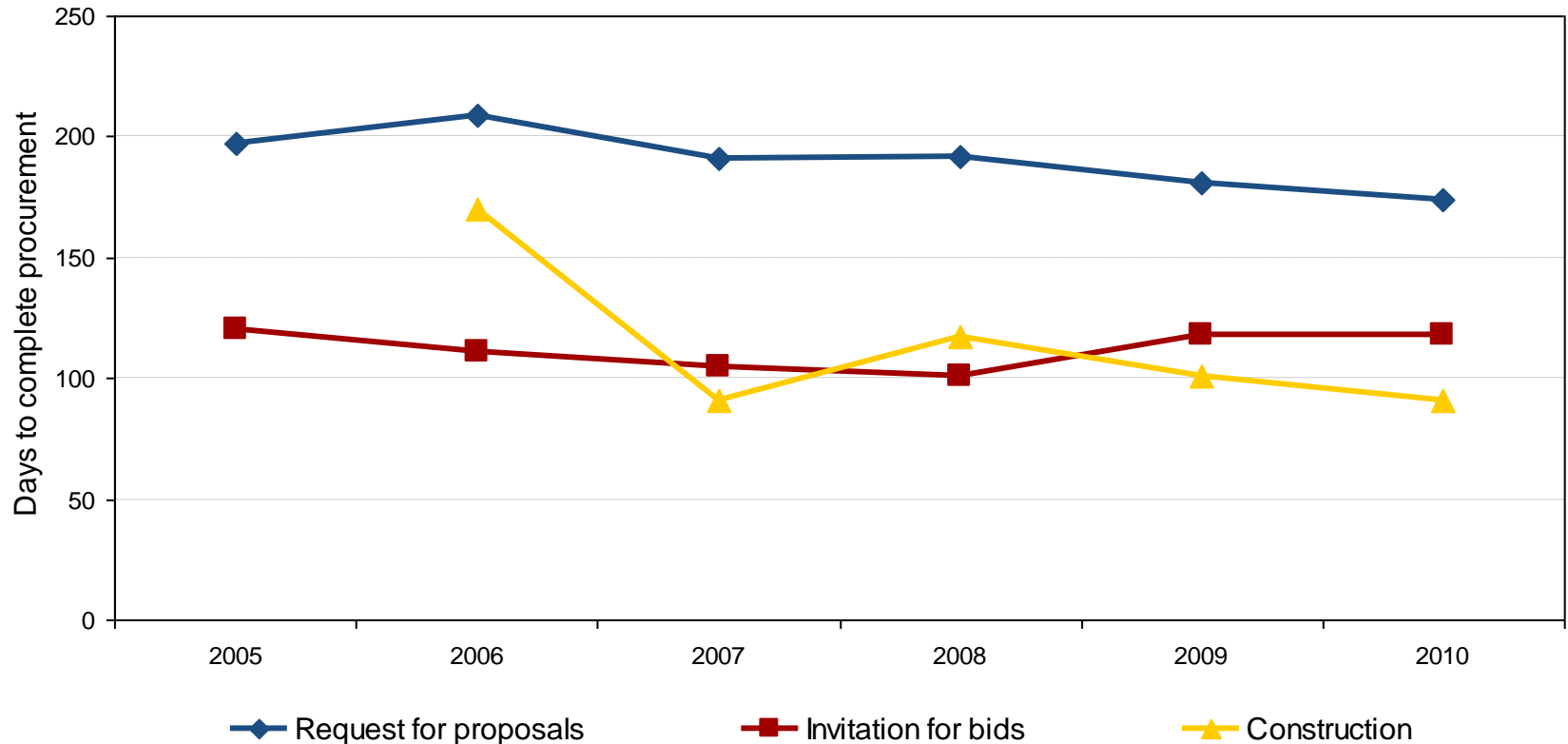
Procurement intends to supplement this measure in the future by tracking the percent of each cycle that is attributable to Procurement itself.

Measure 9: Procurement – Average Days to Complete Procurement

What constitutes good performance for this measure?

- Reduction in cycle time for phases within Procurement's control

Contributing Factors

- Streamline processes
- Fully staffed and trained specialists
- Good collaboration and boilerplate templates and checklists
- Review of various reports to ensure movement in workflow
- Improved Intranet access to information
- Streamline processes within using departments
- Trained contract administrators
- Good collaboration
- Adherence to regulations, policies and processes

Procurement cycle time results in efficient and effective client department performance and results in increased County productivity.

# Measure 9: Procurement – Average Days to Complete Procurement

Restricting Factors

- Limited employee reward options
- Not enough contract administration training
- Sometimes inconsistent guidance
- Morale and classification delays
- Budgetary and resource constraints with increased priorities
- Reduced training opportunities and networking due to budgetary constraints
- Departmental administrators not following processes
- Using Departments increased time in evaluation phase
- Lack of trained contract administrators
- Lack of collaboration
- Drain of knowledge base within a short period of time

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Measure 10: Real Estate - Comparison to Market Rates
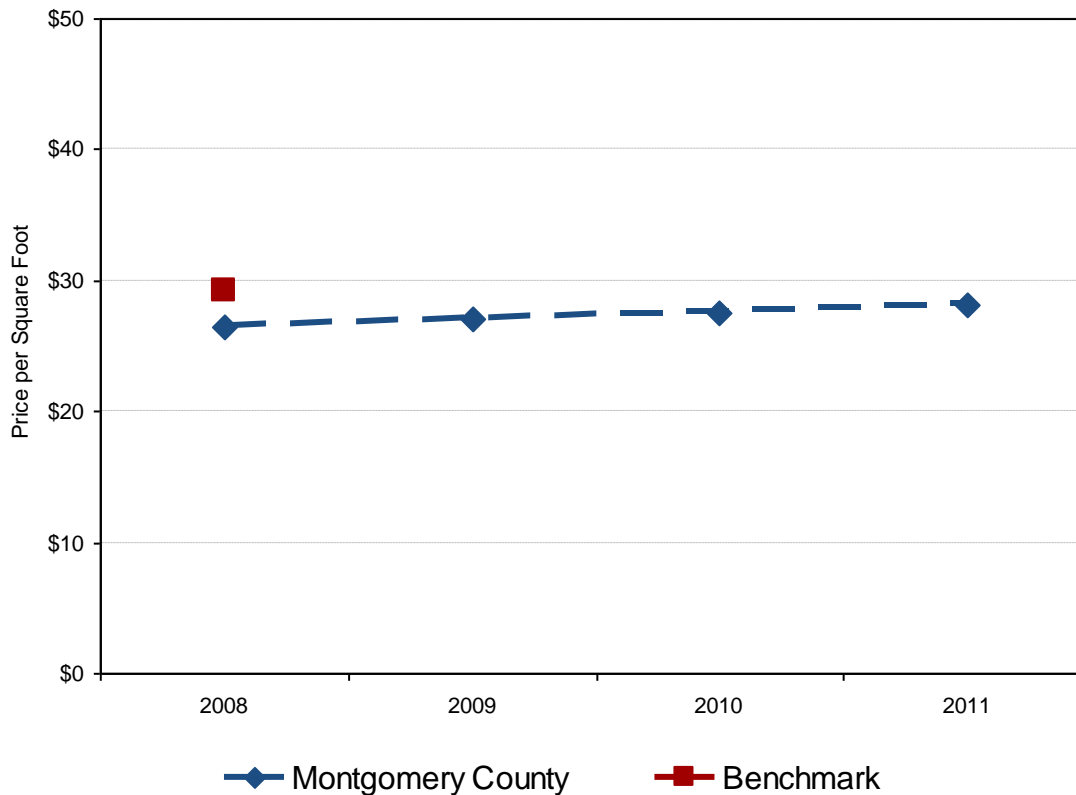
Fiscal Year	Total Amount Paid
2008	$13,406,680
2009 (est.)	$13,674,814

Average price per square foot paid by the County for leased spaces compared to the average price per square foot for similar space across Montgomery County.

Benchmark is drawn from Suburban Maryland Office Market Overview - McShea - using average rent of for Montgomery County

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Measure 10: Real Estate - Comparison to Market Rates

What constitutes good performance for this measure?

- Acquiring space for County use below the prevailing market rates

Contributing Factors

- Negotiating skills which leverage landlord sense of stability for leases with the County
- Presenting the County as a very desirable tenant
- Availability of suitable space in desired locations

Restricting Factors

- Shortage of available space in desired locations
- Economic conditions such as rising market rates that tend to have landlord wait for a better offer
- Which agency and the use being promulgated for the lease

Given the 506,360 square feet of leased space, the lower price per square foot paid by the County represents a savings of $1,368,904 over market rates.

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Wrap-Up and Follow-Up Items

- **Follow-Up Items**

- **Performance Plan Updating**

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