



# FY 24 DEPARTMENT OF GENERAL SERVICES Annual Report

Serving with Excellence  
Delivering Great Service





The Department of General Services proactively serves the diverse business and service requirements of all County departments, providing a single point of government to government service, enabling departments to successfully complete their respective missions and, thereby, adding value to the services performed by Montgomery County to county residents.



**Marc Elrich,**  
**County Executive**

The Department of General Services (DGS) routinely demonstrates its commitment to delivering exceptional service to Montgomery County residents, aligning its efforts with my administration's priorities of equity, sustainability, transparency, and community engagement. In FY24, DGS made significant progress ensuring that our county remains a leader in accessibility, environmental stewardship, and operational excellence.

Innovation and resilience are central to DGS's approach to everything they do. The department embraces change, explores new technologies and pushes through obstacles to achieve consistent and successful results. DGS is not tied down by the traditional, "we've always done it this way" excuses commonly associated with government. This is proven in its successfully converting existing facilities into resilient and sustainable installations such as the first of its kind Brookville Fleet Maintenance Depot microgrid, for which it received international recognition, and the Bette Carol Thompson Scotland Neighborhood Recreation Center Resiliency Hub, a model that will be replicated in coming years at other neighborhood centers in economically challenged areas of the county.

In FY24, DGS exemplified its mission of "Delivering Great Service" by addressing the diverse needs of Montgomery County residents through equitable, sustainable, and innovative solutions. These accomplishments reflect our shared vision of a thriving, inclusive, sustainable, and environmentally responsible community. I am proud of DGS's work and look forward to continuing our progress together.





**David E. Dise, Director**

I'm frequently asked what it is that DGS "does." I sometimes quip, "Whatever needs to be done." While not as precise as may be desired, what I can state with clarity is that DGS staff are everywhere because it's our role, our pleasure actually, to help public facing and internal service departments across the entire County government, to be successful at what they do. In many ways, their success is our success. DGS provides their vehicles and equipment, the buildings in which they operate, adding new buildings as services expand, providing state-of-the art, environmentally innovative solutions to modern challenges in the workplace and community. Wherever county personnel work, travel, or deliver services, DGS is there helping them to do what they do best.

In FY 24, one of the most impactful areas of DGS's work was its focus on equity and accessibility. Through the Office of Americans with Disabilities Act (ADA) Compliance, DGS completed critical remediation projects at facilities such as the Avery Road Treatment Center and the Germantown Community Recreation Center, ensuring that individuals with disabilities can access County services without barriers. The department also installed lactation rooms in all occupied County buildings, providing essential support for working mothers. These initiatives reflect our shared commitment to creating a Montgomery County where everyone can thrive.

Environmental sustainability was another cornerstone of DGS's efforts in FY24. The department completed the 6 MW Solar PV project at Oaks Landfill, which includes a community solar component benefiting low- and moderate-income residents. Additionally, DGS advanced the design phase of the Fleet and Transit Services Depot microgrid in Gaithersburg, which will be the largest renewable energy-powered zero-emission bus depot in the nation. Energy efficiency upgrades across County facilities further reduced energy consumption, supporting our ambitious climate goals.

DGS also played a vital role in community development and engagement. The Office of Planning and Development spearheaded projects such as the Gudelsky Child Development Center, which will serve low-income families, and affordable housing initiatives like the senior housing project adjacent to the White Flint Fire Station. These projects not only enhance community spaces but also address critical needs for affordable housing and early childhood education.

Operational excellence remained a hallmark of DGS's work. The Division of Facilities Management maintained over 400 County-owned facilities, ensuring they are safe, efficient, and operational year-round. The Division of Fleet Management Services expanded the County's zero-emission vehicle fleet, including electric buses and vehicles for public safety, while achieving cost savings through innovative procurement strategies. Montgomery County Publishing and Document Services (MCPADS) introduced new printing technologies and streamlined mail services, saving the County money and reducing environmental impact.

I'm confident as you read this report you will be informed, encouraged and maybe even as proud as I am of the outstanding staff of the Department of General Services and the amazing accomplishments they achieve.

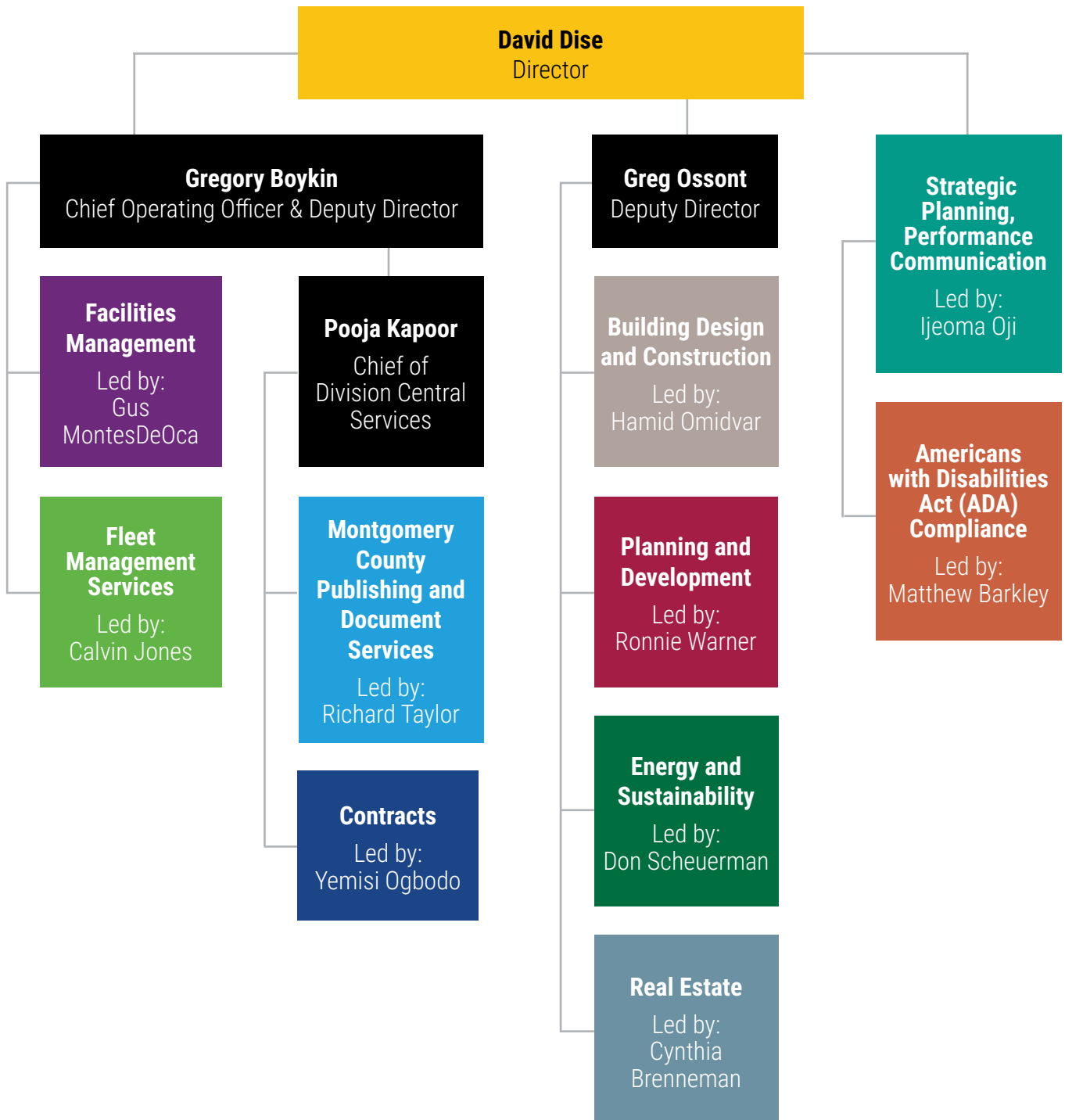
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# DGS Divisions/Offices

Provide a Single Point of Government to Government Service

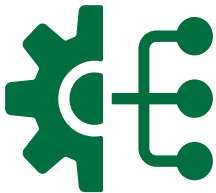


# Core Values



## **ONE DEPARTMENT, ONE MISSION: DELIVERING GREAT SERVICE**

The Department of General Services (DGS) is committed to serving Montgomery County with excellence, equity, and sustainability. Our work is guided by a shared vision to create a thriving community where every resident benefits from accessible, efficient, and environmentally responsible services. We are proud to be the backbone of Montgomery County's operations, ensuring that government departments can focus on their missions while we provide the infrastructure and support they need.



## **GOVERNMENT EFFICIENCY**

As stewards of County resources, DGS ensures that facilities, fleet, construction, real estate, and community assets operate cost-effectively and efficiently. We provide 24/7 critical support services for Montgomery County government programs, buildings, and properties, coordinate County-wide business support services, and ensure seamless operations.



## **CUSTOMER-FOCUSED SERVICE**

Meeting the needs of all County residents is at the heart of what we do. DGS sets high performance standards for asset maintenance, service delivery, and building design and construction. We lead efforts to make County buildings, programs, and services accessible to all, implementing ADA improvements and ensuring equity in every project.



## **ENVIRONMENTAL SUSTAINABILITY**

DGS is dedicated to reducing the environmental impact of government operations. Through innovative projects like microgrids, solar PV installations, and zero-emission fleet transitions, we are building a greener future. Our Office of Energy and Sustainability ensures that every decision maximizes resource conservation and adheres to the highest standards of sustainability.



## COMMUNITY ENGAGEMENT AND ENRICHMENT

DGS is where community service meets public service. We actively engage with residents to ensure that our projects reflect the character and needs of Montgomery County neighborhoods. From preserving historical sites to creating spaces for recreation and cultural enrichment, we are committed to enhancing the quality of life for all.



## EQUITY AND ACCESSIBILITY

Equity is not just a value—it's our driving force. DGS is dedicated to creating a Montgomery County where everyone thrives, regardless of ability or zip code. Through initiatives like ADA compliance, affordable housing projects, and community-focused resiliency hubs, we ensure that underserved and marginalized populations have access to the resources they need to succeed.



## INNOVATION AND PUBLIC-PRIVATE PARTNERSHIPS

DGS leverages County assets and collaborates with private sector partners to design and construct facilities that enrich local communities while reducing public costs. By embracing cutting-edge technologies and sustainable practices, we are setting new standards for government operations.



## NEIGHBORLINESS

At DGS, we are not just employees—we are neighbors, volunteers, and change-makers. We take pride in giving back to our community, whether through charity drives, volunteering, or creating spaces that bring people together. Every project we undertake is infused with care and a commitment to making Montgomery County a wonderful place to live, work, and play.



## OUR PROMISE

DGS stands for more than just the Department of General Services—it stands for Delivering Great Service. Every day, we work behind the scenes to ensure that Montgomery County's agencies, residents, and employees can thrive. Together, we are building a brighter, more sustainable, and equitable future for all.



# Partnering with the Community

## FY24 Highlights



**THE DEPARTMENT OF GENERAL SERVICES (DGS)** is more than just a government agency—it is a cornerstone of Montgomery County’s commitment to community service and engagement. At DGS, giving back is not just an obligation; it is a deeply rooted value that reflects our dedication to building a stronger, more inclusive, and vibrant community. Through partnerships with local organizations, DGS employees have the opportunity to make a tangible difference in the lives of residents, while fostering a sense of unity and purpose. Below are the highlights of DGS’s community partnerships during FY24, showcasing the department’s unwavering commitment to service and its belief in the power of collective action.

### HABITAT FOR HUMANITY PARTNERSHIP

DGS team volunteered with Habitat for Humanity on two separate days to help construct an affordable home. On a chilly April morning, they erected walls for one of three homes being built on the former Department of Recreation headquarters site. This project is part of the County's largest affordable housing initiative, led by DGS's Office of Planning and Development. Affordable Homes and Communities Inc. is redeveloping the property into 195 affordable housing units (for sale and rent) for households earning 30-70% of the area median income.

### MADISON FIELDS PARTNERSHIP

DGS continued its long-standing partnership with Madison Fields, a 501(c)(3) organization serving diverse populations, including individuals with autism, neuro-diversities, physical disabilities, military



## Partnering with the Community - FY24 Highlights

personnel, first responders, and economically disadvantaged households. On September 13, 2024, DGS volunteers trimmed trees, bushes, and paddocks, contributing to essential maintenance projects that exceeded the farm staff's capacity. Over the years, DGS has supported Madison Fields by building fencing, fixing paddocks, repairing equipment, and landscaping.



Madison Fields Partnership

### CHARITY AUCTION FOR EMPOWERING THE AGES (ETA):

DGS hosted a charity auction to raise funds for Empowering the Ages (ETA), a non-profit organization focused on building connections across generations to promote school readiness, workforce development, and community engagement. The auction featured items such as scented candles, organic honey, homemade dog treats, and pepperoni rolls. Proceeds from the auction supported ETA's mission to foster cross-generational conversations and participation.

### DFM ANNUAL BREAKFAST FUNDRAISER

The Division of Facilities Management (DFM) held its annual breakfast fundraiser at the DFM shop. Employees contributed food, supplies, and cash donations to support the event. Proceeds from the fundraiser were donated to a selected non-

profit vendor, furthering DGS's commitment to community engagement and support.

### WHY DGS GIVES BACK

At DGS, giving back is more than a gesture—it is a reflection of our values and our belief in the power of community. By volunteering, fundraising, and partnering with local organizations, DGS employees demonstrate their commitment to making Montgomery County a place where everyone can thrive. Giving back allows us to connect with our neighbors, address critical needs, and create lasting change. It is an opportunity to step outside our daily roles and contribute to something greater, fostering a sense of purpose and pride in our work.

Through initiatives like Madison Fields and Habitat for Humanity, DGS employees not only provide tangible support but also build relationships and strengthen the fabric of our community. These projects remind us that we are not just government employees—we are neighbors, friends, and advocates for a better future. DGS's partnerships in FY24 reflect its dedication to serving the community through impactful collaborations, addressing critical needs, and fostering inclusivity. These initiatives demonstrate DGS's commitment to making Montgomery County a wonderful place for everyone to live, work, and thrive. By giving back, DGS employees embody the spirit of service and the belief that together, we can create a brighter future for all.





# Division of Building Design and Construction (DBDC)

Led by: Hamid Omidvar

// Building a better Montgomery County, one sustainable project at a time! From fire stations to libraries, and aquatics centers to police stations, DBDC's work is the blueprint for a brighter community.

## THE DIVISION OF BUILDING DESIGN AND CONSTRUCTION (DBDC)

is responsible for planning, designing, and constructing Montgomery County's public buildings to high-performance standards while paying close attention to residents' inputs, environmental and economic concerns. Public buildings include fire stations, police stations, libraries, recreational facilities, civic buildings, service depots and parking garages. DBDC is committed to providing leadership that will foster conservation, protection, and improvement of the environment by planning, designing, constructing and maintaining buildings that are energy efficient, environmentally friendly, durable, using sustainable materials and resources and implementing carbon reduction strategies.

DBDC coordinates all aspects of design and construction using BIM360 project collaboration and quality control software which is cloud based. We coordinate all aspects of design and construction using this system. Using this software enables us to collaborate with all stakeholders including consultants to track all changes and improve the design or construction faster and as projects are evolving rather than at the end of the design.

DBDC has an in-house project budget tracking system that enables project managers to track their planned budget vs. the actual expenditure and monitor risks associated with any budget decision. DBDC verifies the reasons behind delays or change orders and analyzes the data and decide the best course of action to improve our project performance.



## Division of Building Design and Construction

Highlights of DBDC activities in FY2024 include:

### Clarksburg Fire Station #35

Located at 23420 Frederick Road in Clarksburg, this project was an exceptionally challenging endeavor, taking 19 years from the signing of the Program of Requirements (POR) to completion. Initially designed as a single-story building, the project evolved to a two-story design during the Design Development phase due to changes in regulations and insufficient land for permeability. The project site was changed and the project also faced multiple hurdles in the activation of the sewer lines by WSSC as it is included in the Clarksburg Historical Area sewer.

This new station is part of the Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan, addressing the need for fire-rescue services in Clarksburg's expanding population. The station is designed as a Class I Fire Station with 17,295 square feet area, incorporating apparatus bays, dormitories, administrative offices, a meeting/training room and living quarters for personnel. The facility also includes offices for a Battalion Chief, a Police satellite facility, and space for the Up County Regional Services Center, along with 2,600 square feet for personal protective equipment storage. Fire/Rescue apparatus.





## 6th District Police Station

This Police Station is designed to serve the Gaithersburg and Montgomery Village areas. This project, located on 1.98 acres of land, is part of the ongoing effort to improve policing infrastructure in the area. The total building area is approximately 28,600 square feet, and the total parking structure covers 59,500 square feet. The design incorporates modern building materials, such as exterior masonry walls and metal panels. Project includes a new 28,294-square-foot police station with an adjoining 59,526-square-foot two-level parking garage. The station is located in a newly developed area along extended Watkins Mill Road, positioned between I-270 and MD-355. It features two floors, with the first floor dedicated to public access, operations, patrol functions, support areas, and a small holding facility. The second floor accommodates specialized units such as investigative teams, patrol sergeant offices, staff support, and administration, along with an exercise room.

The secured two-level parking garage with space for 162 cars includes space for the Central Traffic Unit's 29 motorcycles. There is also a public parking in front of the building for 37 vehicles. The station is designed to operate 24/7 and will house up to 178 staff members and volunteers.

Additionally, a public meeting room on the first floor will facilitate community outreach.

## Long Branch Library Canopy

The Long Beach Canopy project involves the installation of a pre-engineered outdoor fabric shade canopy over the existing roof plaza at the Long Branch Library in Silver Spring. This canopy is supported by five poles, each equipped with steel cables to support the canopy structure. The fabric sail canopy was successfully installed on



## Division of Building Design and Construction

December 4, 2024, with final site restoration work completed by November 13, 2024.

This new canopy is designed to provide shade, protecting patrons using the deck/plaza during certain events from harmful UV rays, making it ideal for outdoor relaxation. It has been constructed with durable materials that resist fading, rotting, ensuring long-lasting performance. The canopy will be taken down annually before the Winter and setup again in the Spring. An official ribbon-cutting ceremony to mark the completion of the project is scheduled for spring 2025. The canopy will enhance the outdoor experience at the Long Branch Library, providing a comfortable space for visitors year-round.



### Judicial Center Security Improvement

This project provides a secure path, separate from the public for judges to enter and exit from between their parking area and their courtrooms. First phase of this project is completed and includes new walls and doors at the Terrace and 3rd floor levels at the elevator lobby. Elevators 3 and 4 have been reprogrammed to be accessible only by secured badges, ensuring a clear separation from the public elevators on each floor.

In addition, new elevator call buttons, badge readers, and security cameras have been installed to enhance safety and control access. Information monitors have been relocated to the public side of the lobby, improving visibility for visitors.





# Division of Building Design and Construction

New signage has been added to assist with wayfinding once the new walls are in place, ensuring a smooth and secure flow for both judges and the public.

This project successfully enhances the overall security and efficiency of the building, prioritizing the safety and privacy of the judicial process. Phase 2, includes same improvements for all other floors.

## Montgomery County Lynching Memorial

The Montgomery County Remembrance and Reconciliation Commission has partnered with the Alabama-based Equal Justice Initiative and other stakeholders to help our County claim and install a memorial in remembrance of the known victims of lynching in Montgomery County which have been documented. The Lynching Memorial was dedicated on November 11, 2023 in front of the County Office Building. The existing memorial is being upgraded with plantings, access pathway and bench. Upgrade was completed in May 2025.



Montgomery County Lynching Memorial



## Kennedy Shriver Aquatics Center

The original scope of the project involved removing and restoring existing windows and louvers, replacing the 4-inch masonry veneer block. However, during the design evaluation, a structural review of the existing conditions revealed that the exterior walls required more extensive modifications than initially anticipated, which increased the scope, budget, and schedule of the project. It was also determined that both the pool equipment and HVAC systems were at the end of their useful life and needed to be fully replaced.

DGS Office for Americans with Disabilities Act (ADA) Compliance also conducted a review and design to address all non-compliance issues at the center. Due to the extensive work required,



Lap Pool Area. - Leisure Pool Area beyond



Kennedy Shriver Aquatics Center, Building Exterior Demolition Completed

## Division of Building Design and Construction



Dive Pool Area top platform

the facility will be closed for 18 months. To minimize the impact of this closure, project schedule was coordinated with other indoor pools such as the MLK Aquatic Center and the South County Regional Recreation and Aquatic Center.

To support extended outdoor pool use during the closure, a new water heating system was installed, and weatherization improvements were made to the Glenmont Outdoor Pool. These upgrades will enable extended use of the outdoor pool both before Memorial Day and after Labor Day, ensuring that the public use and activities continue despite the closure of the Kennedy Shriver Aquatic Center.

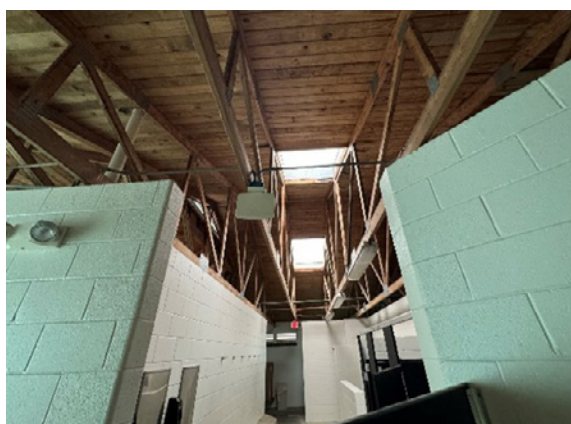
*Shown are photos of the scaffolding system above all three pools to repair the ceiling. Install new materials and systems during construction.*

### Glenmont Outdoor Pool

Originally designed for summer use, the facility required several modifications to function during colder months. Key alterations included the installation of a heating system in the bathhouse and locker rooms to support the use of an outdoor heated pool in winter. Energy Recovery Ventilators (ERV), paired with electric duct heaters, were added to improve energy efficiency. Surface mount ductwork was extended to both the shower and locker rooms, with four diffusers installed for better air circulation. Manual dampers, individual thermostats, and controls were also provided for each unit to regulate temperature. Additionally, two exterior doors were installed—one for the men's and one for the women's locker rooms—to prevent air movement during the winter. The project was completed successfully in early November 2024 and transferred to the Department of Recreation for continued operation.

### Childcare Renovations

The Childcare in Public Space (CCIPS) program managed by the County's Department of Health and Human Services (DHHS) supports childcare providers to continue to offer safe and accessible services, while maintaining compliance with federal safety and accessibility standards to families with young children.





# Division of Building Design and Construction

Childcare Renovation project provides for renovation or replacement of CCIPS childcare facilities to ensure compliance with the Americans with Disabilities Act (ADA) and safety concerns.

These facilities, located in government buildings, schools, and aging modular buildings, are



Childcare at Shady Grove Metro



Childcare at Upcounty Regional Services Center



Childcare Center at Woodlin Elementary School

equipped with classrooms, administrative spaces, support functions, and playgrounds for children aged 0-12.

The program began general planning in FY19, with design starting in FY21 and construction commencing in FY22. Renovation and construction will continue through FY29. Facilities are located across County properties, schools, and parks. Key activities within the program include 1) ADA remediation at childcare centers in County buildings, *such as locations like Clara Barton Community Center, Colesville Health Center, and Potomac Community Center*; 2) Replacement of modular facilities at schools and community centers *such as Brooke Grove Elementary School and Martin Luther King Jr. Recreational Park*; and 3) Playground replacements and upgrades at various childcare centers, *such as Bethesda Regional Services Center and Thurgood Marshall Elementary School*.

## Female Facility Upgrade, Gaithersburg Volunteer Fire Station #8

This project involved upgrading the female locker room and restroom facilities, as well as adding a new unisex restroom and storage room. A design/build contract was awarded to carry out the work in three phases to ensure continuous access to the female facilities.

In Phase 1, fire and rescue equipment was relocated from the basement to the mezzanine to make space for the new female locker room. Phase 2 focused on building the new women's locker room, including showers and restroom facilities. Once completed, female firefighters were moved from the old locker room, and Phase 3 began, which involved constructing a unisex restroom and a storage room in the space vacated by the old locker room and restroom.



## Division of Building Design and Construction



New female locker room with new sinks, lockers, and flooring.



Unisex Restroom and shower

The project, which took approximately nine months to complete due to design, permitting, and phased construction, was successfully carried out with minimal disruption to facility access.

### Upper County Outdoor Pool Slide Replacement

The Upper County Outdoor Pool Slide Replacement Project, located at 8211 Emory Grove Rd, Gaithersburg, MD, was completed in May 2024. The project involved replacing the old water slide while keeping the slide tower and plunge pool location intact. The surrounding pool deck was removed to accommodate new slide foundations, and the plunge pool was deepened by approximately 6 inches to fit the new slide design.

This effort is part of a larger initiative to repair or replace slides at the County's eight aquatic facilities, ensuring compliance with state and federal standards for commercial water slides. To ensure that this and all other facilities remains safe, up-to-date, and enjoyable for public use.





# Division of Facilities Management (DFM)

Led by: Gus MontesDeOca

// DFM is the behind-the-scenes magic that keeps Montgomery County's facilities running smoothly, from snow removal to lactation rooms. With a team of experts and a focus on accessibility and sustainability, DFM is the unsung hero of County operations.

**THE DIVISION OF FACILITIES MANAGEMENT (DFM)** maintains over 400 County-owned facilities. This represents over 10,000,000 square feet of institutional space. We facilitate County operations ensuring that facilities are in optimal condition allowing our county colleagues to carry out their mission of serving Montgomery County citizens. Our work gets us “down and dirty” so that we can ensure safe, comfortable, reliable, efficient, operational, and aesthetically pleasing facilities for our internal customer departments and all County stakeholders. Through in-house and contract forces we perform snow removal at 210 County facilities, clearing over 440,000 linear feet of sidewalks and over 8,000,000 sq. ft. of parking/access space. DFM maintains over 10,584,000 sq. ft. of the landscape. Every month, DFM responds to and resolves an average of over 400 work order tickets per month. These work order tickets vary from heating/cooling issues, plumbing issues, electrical needs, custodial services, landscaping, and other Property Management concerns of our customers. We manage operations 24 hours a day, 7 days a week, and 365 days per year.

Several highlighted projects from FY24 are listed below:

- DFM replaced or upgraded 14 units at 14 locations.
- FY24 Roof replacements: Two major roofing replacements took place in FY24 under the supervision of DFM. Bauer Drive Community Recreation Center and Avery Road Treatment Center were multi-level roofing projects which required a hands-on project management team. Through cooperation with the sites and vendors, the team was able to complete the project with little disruption to site activities.



## Division of Facilities Management

- Strathmore Mansion and Music Center, a 1,976-seat music hall located in the heart of Montgomery County, was the focus of several initiatives in FY24. From switch gear/breaker upgrades, gazebo improvements to implementing a conservation grant for ground improvements, Strathmore continues to be a shining light in the DFM portfolio.
- DGS/DFM worked to provide a solicitation for a new asset work order system. The firm awarded the contract was AssetWorks. In preparation for the rollout, DFM tagged assets with barcodes to import fresh data into this system. An asset can be defined in Assetworks as anything from an HVAC fan motor to a thermostat or a fire alarm panel. Barcodes were placed on equipment throughout the county and currently there are over 22,000 defined assets residing in the database and growing. A select group of staff worked on a trial database to identify needs and to fine tune the county's needs in order to meet a launch in early FY25.
- Lactation Room Project: As directed by County Council Bill 11-22, enacted July 26, 2022,

Montgomery County Division of Facilities Management was to provide a lactation room in all facilities that were occupied by county employees. A group of buildings were identified to be completed in the first phase of this directive which consisted of those facilities with the highest occupancy of county employees. DFM was proud to provide this needed accommodation to new mothers throughout the county and the first phase of work was completed on time and under budget.

- ADA Renovations:
  - **14701,14705 Avery Rd** – These projects had been identified as a need in the county to accommodate the clients' seeking services at these facilities. Not only was the department able to update the buildings to ADA compliance, DFM was able to improve the road, bus stop, sidewalks and parking areas as well as the playground and other outside areas for use by the site's clients. Through teamwork and dedication, all vendors and staff were able to come together and bring the projects to completion.



DFM Staff assembling lactation room



Avery Rd. ADA Parking

# Division of Facilities Management



## ■ Germantown Community Center and Outdoor Pool

Parking and accessible routes to these facilities were upgraded and brought into ADA compliance.

- PSCC Generator Failure: At the end of FY23, one of the generators at PSCC had a catastrophic failure leaving this most critical site with only one viable 750KW generator and one 400KW portable generator. A decision was made to bring in a rental 800KW generator and have the ability to manually transfer power to either the rental or portable unit. In order to accommodate this program, a training of DFM staff was developed and a schedule of off hour coverage created to ensure the continuity of power to the building. This resulted in an increase of approximately 108 overtime hours for the Division of Facilities Management per week as well as a monthly rental cost for the 800kw generator of \$27k. DGS has developed a multi-level plan to ensure continuity of service to the site which includes new generators and solar power. It is anticipated work will begin in FY25.

## ● Division of Facilities Management Structure:

- **Property Management:** The County is divided into 8 areas, to include a dedicated area for county fire facilities. Each area has a Property Manager who is responsible for the day-to-day maintenance needs, requests, and requirements. In addition, a Second Shift Property Manager handles the maintenance needs and requests in all areas after 4:00 P.M.

## ■ Division of Facilities Management

**In-House Maintenance Shop:** DFM provides contracted and in-house maintenance to over 400 county owned and leased facilities. To ensure work is performed in an efficient and timely manner the county employees 19 HVAC technicians, 10 Electricians, 8 plumbers 20 craftworker/inspectors and 2 locksmiths.



## Division of Facilities Management

This talented crew is assigned to respond to work orders submitted to DFM throughout all county departments. They are also tasked with performing preventive maintenance on most mechanical equipment across a diverse portfolio of equipment. The day-to-day dedication of this talented group is what keeps our county facilities running.

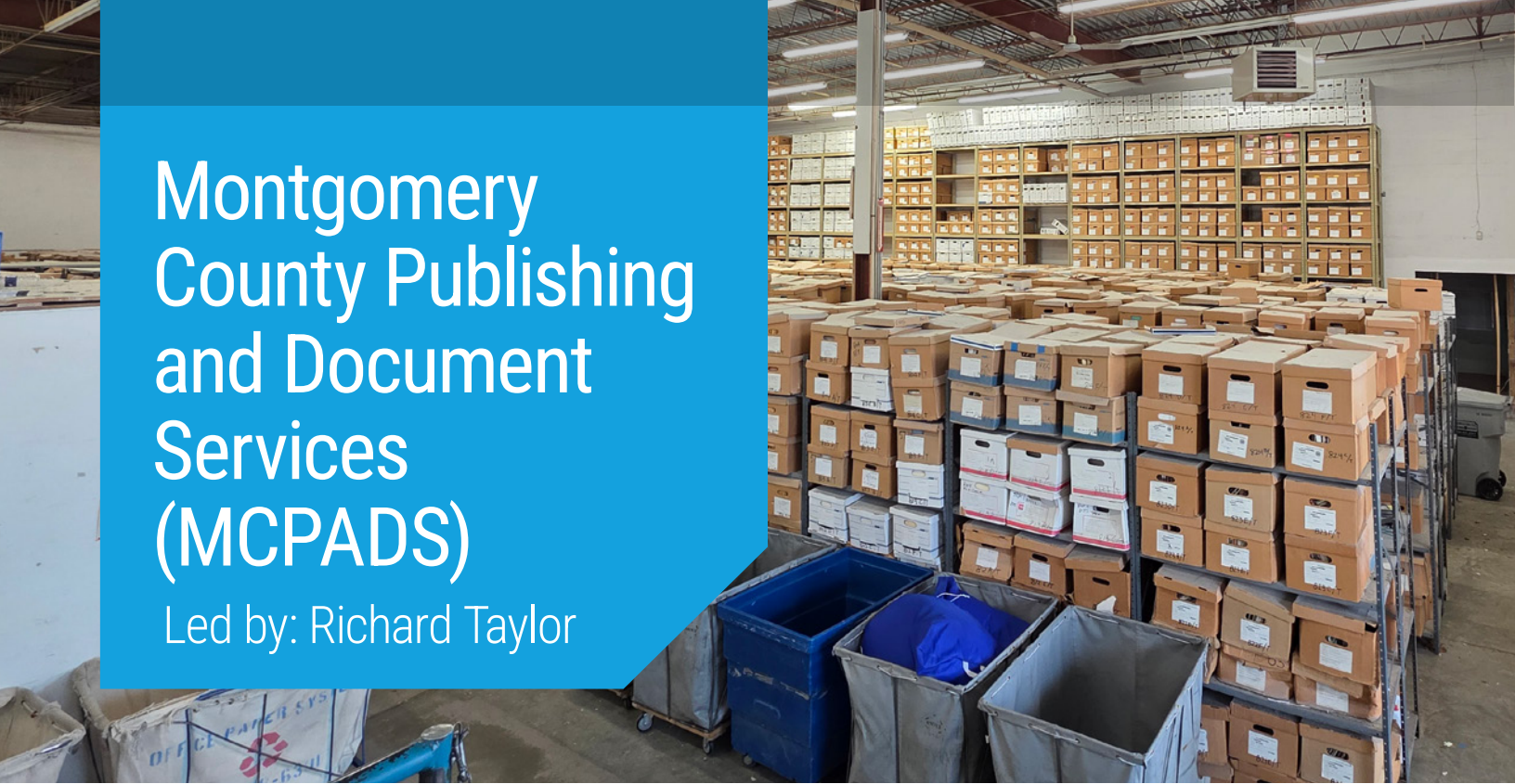
- **Maintenance Renovation Inspectors:** This section has six Maintenance Renovation Inspectors (MRIs) and one Master Plumber in charge of planning, estimating, and managing repair/renovation/ remodeling projects throughout the County. This unit also performs Capital Improvement Projects which involves Roofing, Electrical, HVAC, Elevator Modernization and Life Safety.
- **Engineering Services:** This section provides a comprehensive review and analysis of design documents and specifications for new and existing facilities. This review includes compliance with design, energy, and efficiency guidelines. The Engineering Services section also performs complete and comprehensive investigations regarding indoor air quality concerns and other engineering-related issues.
- **Administrative Support:** This section performs Operating and Capital Accounting which involves tracking over 500 invoices on a monthly basis and coordinating the review and payment to ensure timely payments. This section also coordinates the proper review of contracts within DFM and provides written correspondence to the County and public as required.



- **Supply Section:** This section provides Maintenance Repair and Operations supplies for nearly 300 County owned and leased facilities. The DFM Supply Section has played an integral role in the implementation of the new Assetworks system using “real-time” inventory throughout the facilities organization.

### Other Notable FY24 Projects:

- Windows Replacement: Fire Station 8, Fire Station 10, and Twinbrook Library
- Bay Door Replacements at Stations 8 and 10
- Library Warehouse Fire Alarm Replacement
- Vehicle Recovery Storm Water Recovery and Lot Grading
- Damascus Highway Depot Fuel Tank Environmental Compliance – Remove UTS and install ATS
- Elevator Renovation of Little Falls Library
- Olney Indoor Pool Heat Exchangers
- Scotland Rec Fire Suppression Replacement
- Southlawn Gas Heater Replacement



# Montgomery County Publishing and Document Services (MCPADS)

Led by: Richard Taylor



## **MONTGOMERY COUNTY PUBLISHING AND DOCUMENT SERVICES (MCPADS)**

has a long and proud tradition of serving Montgomery County, providing in-house services that support all departments, and locations throughout Montgomery County Government. Our work is both a craft and a commodity, and locations throughout Montgomery County Government.

The FY2024 our key accomplishments include, cost efficiencies, quality control, innovations, and initiatives. These new initiatives will enhance our efficiencies, productivity, and quality for years.

### **Key Achievements:**

- Processed over one million pieces of first-class mail.
- Delivered high-quality print orders and processed thousands of County records.
- Managed 600+ Multi-Functional Devices throughout the County.
- Digitized thousands of documents, streamlining access to critical information.



### **Savings through Technology and Self-Reliance**

MCPADS honors a long-standing tradition of providing essential in-house services across Montgomery County Government. Innovative technology and self-reliance are at the core of our mission to continually improve services and bolster efficiency.



# Montgomery County Publishing and Document Services

## Key Highlights:

- **Custom Solutions:** With High-speed printing, electronic publishing, and comprehensive document management, we cater to the needs of over 200 County locations.
- **Sustainable Practices:** Initiatives like the Online Printshop have generated significant savings, averaging 15% in printing costs for the County via a contract for specialty promotional items.
- **Mail Services Efficiency:** With real-time tracking and secure handling, we processed approximately three (3) million pieces of outgoing USPS mail and two (2) million interoffice deliveries.

MCPADS provides custom solutions and document management through high-speed digital printing, desktop and electronic publishing, bindery, digital scanning, electronic and physical archiving of County records, as well as processing and delivering United States Postal Service mail and inter-office mail delivery to and from over 200 County locations across 500 square miles. We have converted many facets of our business to green practices and have integrated technologies that save the County money and time and optimize efficient and sustainable solutions.

The Online Printshop continues to be a vital link for County employees. At the beginning of FY24, MCPADS entered into a contract for Specialty Promotional Items, filling our customers' needs. After just one year, the revenue generated by these products equals that of items printed in-house, saving the County, on average 15% on products purchased. The Record and Scanning Production Center processes and stores County records and continues digitizing records. The Print Shop takes pride in printing important information for the County, letters to residents, signs, posters, health information, election information, public

safety forms, and much more. Our fleet of 626 multi-function devices (MFDs) is maintained, their software updated, and customer emergency calls resolved.

## PRINT SHOP EXCELLENCE

The Print Shop is a cornerstone of our operation. It has state-of-the-art technology and a highly skilled, experienced team of operators, technicians, and graphic designers. Our Team prints a broad range of high-quality publications and products, such as forms, business cards, brochures, vinyl banners, magnets, and signs, to name just a few.

We know that not every job can fit into a two-page document. Our team of experts is available to help County employees plan their projects and offer professional design and marketing services to showcase their projects. Design services help our customers from the beginning of a project by assisting with concept, graphics, branding, page design, and layout throughout the project and print process. The Online Print Shop is an e-commerce website that provides on-demand services with 24/7 flexibility. Employees can securely logon to order products and create print jobs whenever convenient.

The Print Shop expanded its capabilities in FY24 thanks to new equipment. We can print most large-format jobs in-house, as large as 5'x20'. The print shop can also print on more materials than ever. We can print on coroplast, plastic/PVC, magnet stock, different types of vinyl, and different thicknesses of plastic. All of this represents a saving to the County, as these jobs used to be sent to outside vendors, who are more expensive.

## Key Accomplishments:

- Expanded capabilities to print large-format jobs in-house, providing savings by eliminating the need for outside vendors.

# Montgomery County Publishing and Document Services

On average, using the Montgomery County Print Shop for printing the following products, rather than an outside vendor, saves our customers:

<b>Flyers</b>	46%
<b>Booklets</b>	21%
<b>Mounted Posters</b>	34%

The Online Print Shop allows employees to:

- See estimated cost as they select options
- Upload multiple file formats
- 24/7 access to easily upload files, track spending, receive email confirmations
- Print job completion
- Create a library of jobs for reprinting in the future
- Order specialty promotional items

It allows Print Shop staff to:

- View orders immediately as they are placed
- Assign jobs to specific operators and machines
- Update the job's status as it is printed
- Track jobs in real-time, ensuring timely delivery
- Run reports

The Print Shop offers complete print services from one- color to full-color printing to full-service binding and finishing. The Print Shop supports County operations by printing a wide variety of high-quality informational and promotional materials concerning the missions, operations, policies, programs, services, messages, and public service announcements of Montgomery County Government for dissemination to the public and County employees. Our high-quality products include – but are not limited to:

- Signage
- Fliers
- Stationery
- Calendars
- Bus signs
- Parking Garage Tickets
- Posters
- Brochures
- Magnets
- Vinyl banners
- Window wraps
- Nameplates
- Banners
- Booklets
- Bookmarks
- Yard signs
- Parking Signs
- Coloring Books

## In FY24, The Print Shop Processed

QUARTER	ORDERS	COLOR IMPRESSIONS	BW IMPRESSIONS	TOTAL IMPRESSIONS
Q1	1,888	808,209	1,051,463	1,859,897
Q2	2,155	1,432,960	2,706,883	4,141,723
Q3	1,907	1,785,301	2,074,522	3,859,877
Q4	2,928	2,262,827	2,350,535	4,621,937

The Online Print Shop is the portal to the production/commercial-level printing operation. We track all our scanning and paper orders through the Online Print Shop, ideal for teleworkers because users can place their orders from home. Training for using and navigating the Online Print Shop is ongoing and as requested.



## Montgomery County Publishing and Document Services

Online Print Shop Overview					
FY24	FY23	FY22	FY21	FY20	ONLINE PRINT SHOP ELEMENTS
1,881	1,812	1,595	1,451	1,375	Users Registered with the Online Print Shop
988	904	837	764	717	Products Offered
8,878	7,078	6,265	5,090	6,917	Print Jobs Processed
7,316	7,143	6,287	7,430	10,139	Paper Orders
388	612	859	758	1,881	Scan Jobs Processed
16,582	14,833	13,411	13,278	18,937	Total Transactions Captured in DSF

FY24 Top 10 Products	
TOP 10 ORDERED PRODUCTS	TOP 10 PRODUCTS BY REVENUE
Copies 8.5 X 11	Copies 8.5 X 11
Business Card	Specialty Promotional Items
Specialty Promotional Items	Copies 12 x 18
Poster- 24 x 36	Coil Bound Manuals 8.5 x 11
Certificate- Years of Service	Saddle Stitched Manuals 8.5 x 11
Forms- 8.5 x 11	Digital Design- Customer-Supplied file
Digital Design- Customer-Supplied file	Brochures
Brochures	Bus Signs 28 x 11
Yard Signs	Forms- 8.5 x 11
Envelope- #10	Copies- Custom Sized

### MAIL SERVICES

As the County's centralized mail hub, our Mail services have modernized their technology and processes to enhance efficiency. The Montgomery County Publishing and Document Services (MCPADS) section of the Department of General Services (DGS), Mail Services, has been executing its role as the County government's centralized mail center.

Mail Services is now equipped with state-of-the-art full-service technology. It processes about 3 million pieces of USPS outgoing mail and annually delivers around 2 million interoffice pieces of mail and packages. Mail Services provides over 170 daily mail stops in County offices and affiliated agencies throughout Montgomery County.

Mail Services has nine full-time employees. The primary Mail Center is in the Montgomery County Circuit Court building at 50 Maryland Avenue, Room T-33, Rockville, Maryland, 20850. A satellite Mail Center supports the Montgomery County Public Safety

# Montgomery County Publishing and Document Services

## Key Stats from FY24:

- **712,859** metered pieces processed.
- **1,635,016** bulk mail items handled, contributing to substantial cost savings.
- Coordinated a total savings of **\$167,097** across numerous departments.

End-to-end handling of all USPS and interoffice mail, including specialized services like electronic returns and bulk mail processing.

## FY24 Mail Services Production in numbers:

DESCRIPTION OF SERVICE	NUMBER OF PIECES PROCESSED
Metered Mail	712,859
Bulk Mail (Permit 138)	1,635,016
Business Reply Mail (BRM)	98,037
ConnectSuite E-certify	9,646
Web Tracking System (WTS) Deliveries	16,225
Addressing	461,232
Inserting	477,013
Envelopes used for Inserting	285,030
Tabbing	174,120
Pressure Sealing	7,354
Every Door Direct Mail (EDDM)	5,836

County departments and agencies have been saving thousands by coordinating mass mailing projects with the Mail Services. The Mail Services can handle any size of mailing and can process Marketing Mail, Door Direct Mail, and Saturation Mail in addition to regular First Class and pre-sorted Mail.

To maximize the savings, it is best to consult with Mail Services at the beginning of the mailing project. The Mail Services can help with USPS design requirements and various mailing options. Once the mail piece design and mailing type are decided upon, the Print Shop will undertake the printing part of the project and then pass it to the Mail Services. Then, the Mail Center prints addresses/applies Tabs/Folds and Inserts/Pressure Seals as required. Address list services can also be provided if needed.

## Savings:

During FY24, Mail Services saved County departments and agencies \$ 167,095.27 in mailing costs.

DEPARTMENT/AGENCY	POSTAGE SAVINGS IN FY 24
CEC	\$ 1,124.51
MSCD	\$ 795.49
DEP	\$ 99,423.58
OHR	\$ 4,206.78
DOT	\$ 9,455.84
DHCA	\$ 1,130.87
BIT	\$ 1,613.99
COUNCIL-NFG	\$ 30,486.87
DGS-DBDC (EDDM)	\$ 4,581.26
E-CERTIFY SAVINGS	\$ 14,276.08
TOTAL	\$ 167,095.27

## RECORDS CENTER

The Montgomery County Records Center is a secure facility that stores and manages over 70,000 boxes of inactive and permanent records. These records must be retained for audits, legal



# Montgomery County Publishing and Document Services

requirements, and fiscal purposes to ensure compliance and easy access to County operations. The Records Center takes in over 3,600 boxes of records each year for short-term and long-term storage. In addition, the Scanning Production Center of our Electronic Records Management System is located adjacent to the Records Center, where paper records are converted to electronic records. Currently, over 60 million additional documents are stored there.

## Records Management Program

The Records Management Program aims to provide timely and efficient service to support decision-making, meet business needs, legal, evidential, and accountability requirements, and fulfill Montgomery County Government expectations.

### Key Improvements:

- Currently digitizing records to streamline retrieval and storage, with over **60 million** documents digitized.
- Established partnerships with departments like Police and Transportation for efficient records management.

In FY24, the Records Management Program collaborated with and continues to collaborate with the Departments of Police and Transportation on their Records Retention Schedules.

The Montgomery County Records Center has four full-time employees. Two employees operate a County truck to pick up paper to be shredded and to deliver boxes and reams of paper to over 150 locations throughout the County. Another full-time employee operates the heavy-duty shredder, pallet jack, and forklift, handling warehouse duties such

as shredding paper and pulling, placing, and refilling archived records. The final full-time employee is the Records Manager, who oversees the Records Center and the Scanning Production Center.

The Montgomery County Records Center has outgrown its current capacity and began leasing additional warehouse space in FY24. The Records Center houses close to 700,000 records. To free up space, they scan long-term records for future growth. Many County records have long retention periods, some as long as 99 years. County offices are consolidating due to the hybrid work model. During any move, many records are transferred to the Records Center. The Records Center saves the County a yearly average of 6% by storing and managing its records over the cost of having an outside vendor store manage them.

Staff delivered an average of 173 reams of colored or specialty paper and 436 cases of white paper per month, and they picked up an estimated 20,000 pounds of shredding material per month.

### FY24 Paper Orders Delivered

PA PER TYPE	ORDERS FILLED
Reams of Color and Specialty Paper	2,085
White Paper Case - 100% Recycled, 8.5 x 11	1537
White Paper Case - 11 x 17	65
White Paper Case - 3 Hole Punch, 8.5 x 11	7
White Paper Case - 8.5 x 11	3579
White Paper Case - 8.5 x 14	46

## FY24 Quarter Performance

On average, employees pulled an estimated 556 records per month per Department request:

FY24	NEW BOXES RECEIVED	BOXES DESTROYED	RECORD REQUEST	RECORDS REFILED	SHREDDING	SCANNING
Q1	392	906	466	557	60,753	148,046
Q2	579	953	261	558	56,464	163,721
Q3	628	1,037	173	696	68,053	206,460
Q4	488	395	171	329	63,308	156,117
<b>Quarterly Average</b>	<b>522</b>	<b>823</b>	<b>268</b>	<b>540</b>	<b>62,145</b>	<b>168,586</b>

ZAZIO is the software used to keep track of all records in the warehouse, down to the box and file level. It tracks the warehouse's inventory, who has the record when it was requested, and whether the record has been returned. The equipment maintained in the Warehouse includes a scissor lift, a heavy-duty shredder, and a pallet jack. Training is required for operating and maintaining each piece of equipment.

## SCANNING

The Montgomery County Scanning Production Center currently has six full-time scanning operators.

Every month, an estimated **100,000** pages are scanned. All scanned images are processed through a rigorous quality control process, during which the integrity of every image is approved. The scanning operator frequently adds metadata to make the image in our Electronic Records Management System easier to find.

## Imaging Highlights

### Delivery & Pickup In FY24:

- On average, we pick up **22,000 pounds** of material to be shredded monthly.
- On average, we pick up **171 + archive boxes** on a monthly basis.

MCPADS can assist with the notable pickup/drop-off of unique print products for all departments free of charge. After we shred material from the departments, all the by-products are recycled.

## MULTI-FUNCTIONAL DEVICE (MFD) MANAGEMENT PROGRAM

DGS has committed to incorporating environmental, social, and fiscal sustainability into County operations while keeping customer satisfaction at its core. Many program advantages have been realized, and the Department continues to drive towards the goals and metrics supporting our mission: Delivering Great Service. Montgomery County Publishing and Document Services leases from Meridian, the County's Konica Minolta Multi-Functional Device (MFDs) fleet. Meridian has been a successful partner for years.

# Montgomery County Publishing and Document Services

MCPADS maintains a fleet of 626 MFDs, driving efficiency and sustainability across County departments.

## Program Highlights:

- Eight percent cost savings achieved with the Konica Minolta.
- Maintained almost 100% device uptime and established eco-friendly practices with ENERGY STAR certification.

During FY24, we worked with the departments to order replacement Konica MFDs throughout the County. Our previous contract was set to expire in December of 2024, meaning all Konica Minolta MFDs would need to be picked up and returned and new devices installed. With so many departments and locations, this was no small organizational task. During the ordering process, we met with all departments to explain the process, which involved a new online order form and MFD choices, and we recommended new devices based on their

usage. Many departments wanted to upgrade their Konica's from black and white to color. Switching to color saves money for the County by moving from expensive desktop printers to Konica MFDs, which include supplies and service at a much lower cost and eliminates the need for additional desktop printers. We also worked to right-size the Konica MFD fleet, as they had less usage with many employees teleworking. Therefore, some machines were not replaced because they were no longer needed or other machines could be used. Under the new contract, the County saw an 8% savings over the previous one.

## FY24 ACTIVITY

In FY24, over 423 devices were connected to the MCGOV network and reported to FM-audit. FM-audit is the software application used to retrieve Konica MFD meter readings for the Konica MFD contract. With this application, we ran the following quarterly reports for FY23 and FY24. The FY23 data is shown below for comparison.

FY24 Activity			
QUARTER	BW PAGES	COLOR PAGES	PAGES
Q1	2,228,481	454,447	2,682,928
Q2	4,032,486	853,981	4,886,467
Q3	4,063,227	959,394	5,022,621
Q4	3,816,024	978,955	4,794,979
<b>TOTAL</b>	14,140,218	3,246,777	17,386,995



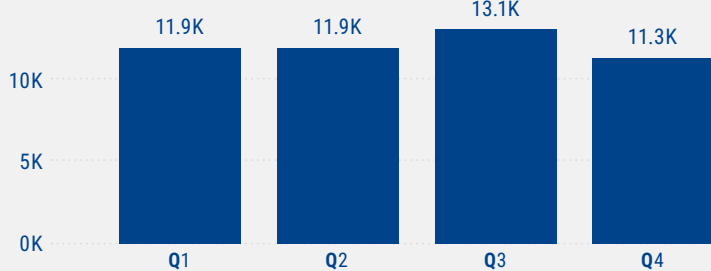
# Montgomery County Publishing and Document Services

FY23 Activity			
QUARTER	BW PAGES	COLOR PAGES	PAGES
Q1	3,900,728	726,961	4,627,689
Q2	3,631,466	698,358	4,329,824
Q3	3,931,203	761,985	4,693,188
Q4	2,689,864	556,477	3,246,341
<b>TOTAL</b>	14,153,261	2,743,781	16,897,042

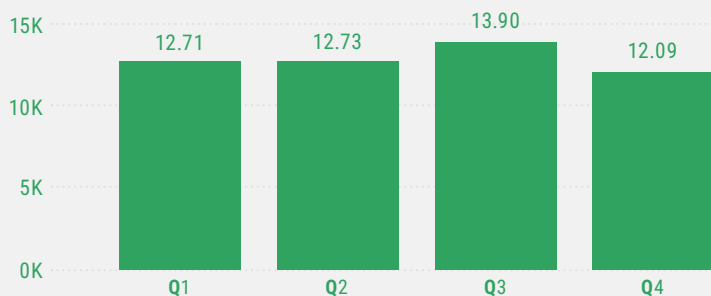
All MFDs are Section 508 compliant, with accessibility features that support the County's Americans with Disabilities Act (ADA) Compliance Program.

Our partner Meridian's Customer Service has been outstanding, and the quality of their products has been incredibly reliable. Below are the service calls for FY23 and FY24 for the 660 devices we lease from them. We had less than an average of two service calls per year per machine.

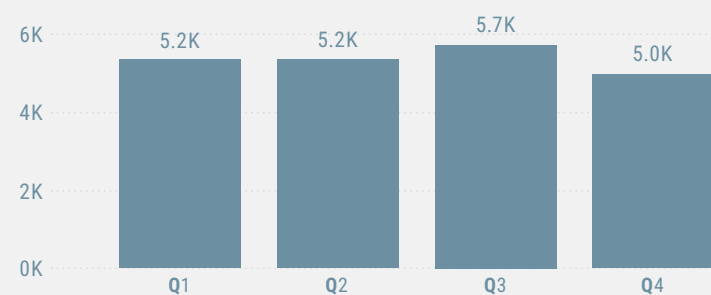
**WATER BY FISCAL QUARTER** Fiscal Year FY24



**TREES BY FISCAL QUARTER** Fiscal Year FY24



**CO2 BY FISCAL QUARTER** Fiscal Year FY24



# Office of Energy and Sustainability

Led by: Don Scheuerman

// OES is electrifying Montgomery County's path to sustainability, one solar panel and microgrid at a time! With innovative projects like the Oaks Landfill Solar PV and EMTOC Microgrid, OES is sparking a greener future and driving the County towards its 100% carbon reduction goal by 2035.

**THE COUNTY COMPLETED** a 6 megawatts (MW) Solar PV project at Oaks Landfill (4 MW "Community" Solar PV and 2 MW "County" Solar PV) and was fully functional first quarter 2024.

The County selected Ameresco as its partner for the project. The 6 MW Solar PV project, divided into three 2 MW arrays. Array 1 is for the County and will be governed through a Power Purchase Agreement (PPA). Arrays 2 and 3, each with 2 MW, will be a Community Solar project with 100% of the electricity generated provided to low- and moderate-income subscribers. Ameresco financed, designed, constructed, owns and operates the 6 MW project- projects details [here](#).





**THE COUNTY COMPLETED** the “Microgrid” project design phase for the Microgrid project at the Equipment Maintenance and Transit Operations Center (EMTOC) bus depot. The EMTOC Microgrid project will be the largest renewable energy-powered zero-emission bus depot in the nation and the first on the East Coast to produce green hydrogen on-site. EMTOC will set a new standard for resilient, sustainable public transit, advancing the County’s ambitious climate goal of reaching 100 percent reduction in carbon emissions by 2035.

This Microgrid project, delivered for zero upfront costs via Energy as a Service, will feature solar arrays, electric bus chargers and battery energy storage, enabling the depot to operate indefinitely in “island mode.” It will also include a 1 MW hydrogen electrolyzer that will

be powered by on-site renewable energy. The EMTOC bus depot will eventually power 200 zero-emissions buses. It is currently the County Department of Transportation’s largest fuel user.





## Projects Completed In FY2024

### Advanced Energy (Planning and Design FY2024)

- In construction 6th District Police Station Microgrid
- In construction Public Safety Communication Center Microgrid
- In construction Phase 1 EMTOC Microgrid
- In design “zero-net metering” Holiday Park Senior Center Microgrid
- Conducted feasibility study for up to 60 MW Solar/ Hydrogen production at the Oaks Landfill
- Released Resiliency Hub/Microgrid- Request for Proposal (RFP) in coordination with OEMHS

### Energy Efficiency Upgrades (Completed FY2024)

OES completed 16 total L&LC projects in FY2024, 11 of which were at “BEPS” County owned and managed buildings- see table below. L&LC projects are best suited for buildings with lighting and lighting controls older than 15 years. L&LC projects typically reduce building electricity consumption by 7%- 10% depending on hours of operation and wattage of replaced lighting fixtures.

County Building	BEPS Facility?
CIRCUIT COURT SOUTH TOWER	YES
DAMASCUS LIBRARY/SENIOR CENTER	YES
DFRS WAREHOUSE	YES
EAST COUNTY CRC	YES
LONE OAK CENTER	YES
M C CORRECTIONAL FACILITY	YES
MARILYN J PRAISNER CRC	YES
MID-COUNTY CRC	YES
PUBLIC SAFETY TRAINING ACADEMY	YES
STRATHMORE CONCERT HALL	YES
WHEATON RESCUE SQUAD R2	YES

### Monitoring Based Commissioning (MBCx):

OES completed six MBCx projects in FY2024, all of which were “BEPS” County owned and managed buildings. MBCx projects are best suited for buildings larger than 25,000 gross square feet; MBCx typically reduces building electricity consumption by 7%- 10% depending on hours of operation and occupants comfort threshold.

County Building	BEPS Facility?
AFI/ BLACKBOX	YES
ANIMAL SHELTER	YES
GREY COURTHOUSE	YES
NORTH POTOMAC CRC	YES
PUBLIC SAFETY TRAINING ACADEMY	YES
VETERANS PLAZA CIVIC CENTER	YES

### Building Automation System (BAS) Upgrades:

DGS [Automated Energy Management](#) team and OES completed three BAS projects in FY2024, all of which were “BEPS” County owned and managed buildings. BAS upgrade projects are best suited for buildings larger than 25,000 gross square feet with fluctuating operating hours and large amounts of foot traffic; BAS upgrades typically reduce building electricity consumption by 7%- 10% and buildings natural gas consumption by 5%- 7% depending on hours of operation, age and efficiency of HVAC systems, and building envelop condition/age.

County Building	BEPS Facility?
BRIG. GEN. CHARLES MCGEE LIBRARY	Yes
HUNGERFORD OFFICE BUILDING	Yes
UPCOUNTY REG. SERVICES CENTER	Yes

**Pepco and Potomac Edison Virtual Commissioning (VCx) Program:** Evaluating a no-cost “Pilot” targeting County Buildings for Building Energy Performance Standards (BEPS) compliance, energy use reduction, and energy-efficiency improvements.

### Efficient Government Operations (FY2024)

Continuing “[Grant and Utility Incentive Capture](#)” initiative to capture grants and incentives to offset energy-efficiency project costs, like Lighting and Lighting Controls (L&LC) upgrades and Monitoring-Based Commissioning (MBCx).

Continuing “[Utility Bill Auditing Process](#)” to identify, correct, and capture dollar savings attributed to incorrect utility billing errors.



# Office of Planning and Development

Led by: Ronnie Warner

// OPD is building a better Montgomery County, one project at a time - from affordable housing to arts incubators! With a focus on community engagement and innovative planning, OPD is driving sustainable growth, equity, and quality of life for all residents.

**THE OFFICE OF PLANNING AND DEVELOPMENT (OPD)** implements and manages the County's redevelopment projects including creating opportunities for public-private partnerships that leverage County assets and facilitate public initiatives. OPD also evaluates sites for public facilities, coordinating the various interests in the project, and properly disposes of County-owned real property to maximize land values and/or advance County projects. OPD advises the County Executive and elected officials on planning and land use and spearheads special projects as they arise, given its multi-disciplinary skill set and nuanced expertise.

## PROJECTS

OPD continued to advance work on its ongoing public-private partnerships and other projects including:

### 107 Fleet Street

OPD continued to work with Habitat for Humanity Metro Maryland on its proposed development of 107 Fleet Street in Rockville with a duplex home. Each unit will be two stories and contain four bedrooms, creating much needed affordable housing for larger families. One of the bedrooms in each unit will be located on a fully accessible first floor. One unit will be available to a household earning 50% Area Median Income (AMI) or below the other unit will be available to a household earning at or below 65% AMI. Habitat is working through the entitlement process with the City of Rockville.

## Office of Planning and Development

### Burtonsville Park and Ride Site

OPD continued to work with its development partner on plans to redevelop this park and ride site with a new County-owned parking garage and apartments. Due to financing and other constraints, the developer is now exploring the option of townhome development instead of multifamily rental.

### Colocated Montgomery County Public Schools and Department of Transportation Bus Depot

OPD undertook a comprehensive community outreach and engagement effort, as well as land planning, related to a new net zero bus operations and maintenance facility for both the Department of Transportation and Montgomery County Public Schools and mixed-use development on Jeremiah Park in Derwood. The new depot is a part of the County's strategy to reduce its greenhouse gas emissions 100% by 2035. The outreach effort included multiple surveys, pop-up events, and community workshops. OPD also is working on the selection of a development partner to design, build, finance, operate and maintain the new depot. As a result of a Request for Qualifications, three teams were down selected to move forward to a Request for Developer Proposals stage.



### Gudelsky Child Development Center (Former Silver Spring Library)

OPD continued to work with the Martha B. Gudelsky Child Development Center (MBGCDC) on the redevelopment of the former Silver Spring Library site for use as an early childhood education and development center for 150 children, 75% of which will be from low-income families. The center was completed in 2024, with initial State licensing received in November 2024 and final licensing received in February 2025.



### Olney Police Satellite Station

OPD completed a Program of Requirements for a new freestanding police satellite station in the 4th District in Olney, the Noah A. Leotta Olney Police Satellite Station. The new building will replace an existing trailer at 17821 Georgia Avenue on a site currently ground leased by the County. The satellite station is subordinate to and supportive of the operations of the District Station. Partial funding for the planning and design was granted by the State. Design is expected to commence in spring 2025.

### Shady Grove Westside

OPD has been working with its developer partner on the final multifamily building, which will include a 7,000-square-foot County library, including the final agreement for the land transaction and the library lease. Additionally, OPD is coordinating with EYA on plans for the final developable parcel to include housing and greater community amenities.





## Silver Spring Fiber Hub

OPD is playing a critical role in the County's agreement with United Therapeutics (UT) to allow the company's future growth at its urban campus in downtown Silver Spring and provide the County with significant public benefits. OPD was involved in negotiations of the agreements between the County and UT, was responsible for the land transaction and managed the Mandatory Referral for the new state-of-the-art fiber hub for the Montgomery County Department of Technology and Business Solutions and is managing the budget for the fiber hub project.

## Western County Community Facility Program of Requirements

OPD completed the Program of Requirements (POR) for a new multi-use community facility in Poolesville. The facility is proposed to include recreation and health and human services uses. As the next step, OPD worked with the Town of Poolesville to identify a site for the new facility. The new community facility is programmed to be start design in the FY28 CIP.

## Wheaton Arts and Cultural Center

The proposed Wheaton Arts and Cultural Center (WACC) will be a community-oriented arts incubator that will include performance spaces, classrooms, gallery space, and administrative space for local arts organizations that will be located on the ground floor of a future affordable multifamily building fronting on Georgia Avenue within the Wheaton Arts and Entertainment District. OPD engaged an arts consultant to lead a community outreach effort. The team met with the community multiple times to discuss the current plans, listen to feedback, answer questions and incorporate changes into the design. Plans for the base building were submitted for building permits in February 2025 and OPD continues to advance design on the tenant improvements.

## White Flint Fire Station Housing

OPD has been working on the acquisition of property to allow for the development of an affordable senior housing project adjacent to the future White Flint Fire Station. The additional property is needed to accommodate a future master planned road through the project. The County's partner, Victory Housing, Inc. (VHI), proposes to build a ten-story multifamily senior rental project containing a total of 104 units. The project will contain a mix of one and two bedrooms. The majority of the units will be affordable to households earning between 30 and 60 percent AMI; five units will be available to households earning 100% AMI.

# Office of Planning and Development

## DISPOSITIONS

OPD manages the disposition of land no longer needed by the County so that property can be returned to a more productive use that advances County initiatives and/or a more profitable use. Some of the dispositions OPD either completed or was in the process of disposing of include:

- Disposition of a portion of former Right of Way to facilitate development of new for sale housing, including affordable units.
- Disposition of a portion of property through long-term lease to a community organization for continued use as a history museum. OPD also negotiated the new lease.
- Disposition of a floor in a County building through long-term lease to a historical society for storage and conservation of its artifacts collection. OPD is also negotiating the new lease.

## ACQUISITIONS

OPD manages property acquisitions, identifies potential sites, and provides site evaluations for new projects. In FY24, OPD managed the following:

- Site selection for a new library to be colocated with affordable housing
- Site selection for a new multiuse community facility
- Site acquisition for the development of affordable senior housing adjacent to a County fire station

## PLANNING

OPD tracks land use plans and coordinates with M-NCPPC to ensure that current and future County government needs are addressed on land use matters. OPD tracked the following land use plans:

- Pedestrian Master Plan
- Rustic Roads Functional Master Plan Update
- Fairland and Briggs Chaney Master Plan
- Great Seneca Master Plan
- Takoma Park Minor Master Plan Amendment
- University Boulevard Corridor Plan
- Rockville Town Center Master Plan Update
- Growth and Infrastructure Policy Update
- Attainable Housing Strategies Initiative
- Eastern Silver Spring Communities Plan
- Clarksburg Gateway Sector Plan
- Germantown Employment Area Sector Plan
- Glenmont Corridors Opportunity Study



# Office of Real Estate (ORE)

Led by: Cynthia Brenneman

// ORE is the master of real estate magic, turning County properties into productive spaces that spark community development, affordable housing, and public services. With leases, acquisitions, and dispositions, ORE is making Montgomery County's assets work wonders!

**THE OFFICE OF REAL ESTATE (ORE)** within Montgomery County's Department of General Services (DGS) is responsible for managing the County's real estate assets. This includes acquiring land for new facilities, disposing of surplus property, managing leases, and overseeing the valuation and appraisal of County-owned land and buildings. They also play a role in the County's Capital Improvements Program (CIP) and master planning efforts.

## LAND ACQUISITION AND DISPOSAL

The ORE acquires land needed for new County facilities and disposes of properties declared surplus to County needs, including closed schools.

## LAND MANAGEMENT

They manage County leases, both as a landlord and as a tenant, ensuring compliance with lease terms and managing lease procurement.

## VALUATION AND APPRAISAL

The ORE oversees the valuation and appraisal of County-owned real estate for various purposes, such as acquisitions, disposals, and taxation.

## PORTFOLIO MANAGEMENT

They manage the County's overall real estate portfolio, ensuring efficient use of assets and alignment with County needs.



## COORDINATION WITH PLANNING

The ORE works with the **Office of Planning and Development** (OPD) to ensure proper disposition of County-owned property and to support development projects.

## COMPLIANCE

They ensure that all real estate transactions and activities comply with relevant regulations and policies.

### Leases:

- AT&T at Jerusalem Rd – amendment
- Westbard Liquor – new
- White Oak Liquor – amendment
- Falls Grove Liquor – amendment
- Clarksburg Liquor – amendment
- Wheaton Plaza Liquor – new
- Takoma Park Liquor – amendment
- Leisure World Liquor – amendment
- Galway ES Child Care – amendment MCPS
- Brooke Grove ES Child Care – amendment MCPS
- Strathmore – amendment

### Licenses:

- Sheppard Pratt at Lone Oak – new
- Cosgrove at Arundel Ave – new
- SHA at various Rockville streets – new
- WMATA at EOB Roof – amendment
- TEBS at NRC rooftop – amendment
- Kids Adventure at Wheaton Woods – amendment
- Kids Co at Brown Station ES – amendment
- Clothes Closet at Colesville ES – amendment
- Food Hub at URSC – new
- NCCF at Tilden – amendment
- Food Hub at ECRSC – new
- Puppet Co, at Glen Echo – amendment
- Everymind at 4111 Plyers Mill Rd – new
- Parking at 8900 GA Ave – amendment
- Parking at 8818 GA Ave – new
- Early Voting at multi locations – amendment



14703 Avery Road Treatment Center

## Significant Miscellaneous Documents:

- Right of Entry – Germantown Flea Market
- Estoppels – White Oak and Muddy Branch liquor
- Renewal Letter Hampden Lane liquor
- Termination Letter – URSC Food Hub

## Significant Property Management and Lease Administration:

26 projects, including inspections, approvals for improvements, small remodels and moves, maintenance issues, security issues, rent issues and insurance issues.

## Significant Ongoing Projects:

- Recreation Docs Update
- Child Care Rent Rate Update
- WMATA Lease at Sommerville Drive
- Dickerson Area Reuse
- MCERP Relocation
- Marinelli shelter Lease Renewal
- Board of Elections Renewal and Buildout
- Nicholson Ct Renewal
- ATEU Renewal/Expansion



Washington Waldorf Addition



Wheaton Office Building





Board of Elections




751 Twinbrook Parkway



Juvenile Assessment Cente





# Office of Strategic Planning, Performance & Communication (OSPPC)

Led by: Ijeoma Oji

// At the heart of DGS, OSPPC sparks innovation and greatness by harnessing strategic planning, impactful storytelling, and data-driven insights. Through transparency, engagement, and collaboration, OSPPC propels DGS toward its mission, delivering meaningful impact that truly resonates with and uplifts the community.

## **THE OFFICE OF STRATEGIC PLANNING, PERFORMANCE, AND COMMUNICATIONS (OSPPC)**

is a newly formed office within DGS. Its goal is to achieve its vision through innovative planning, prompt customer service, data-driven performance management, and impactful communication online and offline. By leveraging strategic storytelling across social media and other channels, OSPPC fosters transparency, engagement, and collaboration, ensuring DGS's mission resonates with the community it serves.

OSPPC plans, administers, coordinates, and directs a variety of specialized projects & services to support the mission of DGS, following additional services on behalf of the Department, like, but not limited to:

## **STRATEGIC PLANNING & PERFORMANCE**

Facilitate collaborative development and implementation of strategic plans, aligning organizational goals with stakeholder needs

- Fostering a culture of innovation, continuous improvement, and adaptability
- Designing and maintaining a performance management framework that monitors progress, measures outcomes, and informs data-driven decision-making
- Analyzing and reporting key performance indicators to drive DGS' organizational efficiency and effectiveness

# Office of Strategic Planning, Performance & Communication

## COMMUNICATIONS

OSPPC is responsible for crafting and sharing compelling stories that showcase DGS's mission, values, and impact. To achieve this, OSPPC:

- Develops and implements strategic communication plans that engage stakeholders, foster transparency, and build trust
- Manages internal communications, including employee newsletters, announcements, and intranet content
- Handles external communications, including:
  - Media relations (press releases, media inquiries, interviews)
  - Social media management (content creation, engagement, monitoring)
  - Website updates and maintenance (content, design, functionality)
  - Public relations and reputation management

Through collaboration with departmental leaders and subject matter experts, OSPPC develops communication materials and strategies that resonate with various audiences. By continuously monitoring communication metrics and feedback, OSPPC informs future strategies and ensures consistent branding and messaging across all channels. By building relationships with media representatives, stakeholders, and external partners, OSPPC promotes DGS's mission and initiatives, keeping stakeholders informed and engaged.



## GRANT INITIATIVES

OSPPC works to secure and manage funding, support Subject Matter Experts (SMEs), and drive the organization's mission. Key responsibilities include:

- Collaborating with SMEs on compelling proposals and grant applications
- Identifying funding opportunities through research and networking
- Managing a comprehensive grant database for tracking and compliance
- Troubleshooting grant challenges and providing solutions
- Building relationships with funders and stakeholders for sustainable funding

By streamlining the grant process, enhancing proposal quality, and ensuring compliance, OSPPC maximizes the organization's success and helps achieve its objectives.

## LEADERSHIP STAFF TRAINING AND DEVELOPMENT

OSPPC is developing and helping to deliver training programs to enhance leadership skills and knowledge. It is also providing coaching and mentoring to support leadership development and creating opportunities for networking and collaboration among leadership staff.

The team is designing and facilitating workshops on topics such as: *Diversity, equity, and inclusion*

- Developing and implementing strategies to promote racial equity, diversity, and inclusiveness within DGS. OSPPC provides training and resources to employees on unconscious bias, diversity, equity, and inclusion.

- The team collaborates with departmental leaders to identify and address disparities in policies, practices, and procedures. OSPPC analyzes data to identify areas where RESJ initiatives can have the greatest impact and develops and maintains partnerships with diverse stakeholders and community organizations.
- OSPPC ensures that DGS's communication materials and public-facing initiatives reflect and promote diversity, equity, and inclusion. The office also supports the development of inclusive policies and procedures that promote racial equity and social justice.
- By prioritizing RESJ, OSPPC is helping to create a more inclusive and equitable work environment and ensuring that DGS's services and initiatives are accessible and beneficial to all community members.

OSPPC is offering resources and support for leadership staff to stay up-to-date on industry trends and best practices. The office is continuously evaluating the effectiveness of training programs and identifying areas for improvement.

## ANNUAL REPORTS AND PERFORMANCE MANAGEMENT

OSPPC is actively participating in annual reporting by working closely with all DGS offices and departments to gather and compile the data they need. They ensure accurate and timely submissions, analyze and synthesize the data to create comprehensive reports, and continuously develop and refine their reporting processes.

As part of this ongoing effort, OSPPC is also contributing to the County's Green Government reports by providing valuable insights and data from DGS on DGS' efforts surrounding a Greener Government and all County initiatives. By taking the lead on annual reporting, OSPPC helps to drive transparency, accountability, and sustainability within DGS and the broader County government. Through this work, OSPPC is identifying areas for improvement and uncovering opportunities for sustainability initiatives, ultimately supporting the department's mission and goals. By streamlining data collection and reporting, OSPPC is making it easier to track progress and make data-driven decisions.





## Office of Strategic Planning, Performance & Communication

### MARYLAND PUBLIC INFORMATION ACT (MPIA)

Serving as the go-to expert and point of contact for MPIA requests within DGS, OSPPC provides ongoing guidance and support to staff on MPIA compliance and best practices, ensuring everyone is up-to-date and equipped to handle requests.

The team is implementing MPIA policies and procedures to drive department-wide compliance, and they are coordinating responses to MPIA requests, prioritizing timely and accurate fulfillment. By working closely with departmental leaders and staff, OSPPC is identifying and mitigating potential MPIA risks and issues, staying ahead of the curve. As MPIA laws and regulations evolve, OSPPC is staying current, ensuring DGS remains compliant and transparent.

By taking the lead on MPIA, OSPPC is helping DGS balance public accountability with the need to protect sensitive information, all while maintaining compliance with state laws and regulations.



### ADA COMPLIANCE

The Office of ADA operates under the supervision and guidance of OSPPC. As such, OSPPC reviews and approves the Office of ADA's work, including policies, procedures, and guidelines, to ensure alignment with departmental goals and objectives. Through this partnership, OSPPC and the Office of ADA work together to promote accessibility and inclusion (for more details on ADA Compliance's work, see page 46).



## YOUTH APPRENTICE TRAINING PROGRAM

### Introducing the DGS Apprenticeship Program: Empowering the Next Generation of Skilled Trades Professionals

The Department of General Services (DGS) of Montgomery County is taking a bold step towards addressing the national skilled trades labor shortage by launching a comprehensive apprenticeship program for Electricians, HVAC/R Technicians, Heavy Equipment Mechanics, and Plumbers. This innovative initiative is designed to cultivate a talented and dedicated workforce, equipped with the skills and knowledge needed to thrive in these in-demand trades.

### A Program Built on Partnerships and Excellence

The DGS Apprenticeship Program is built on strong partnerships with local community colleges, nationally recognized trade groups, and workforce centers. We are working diligently with the Maryland Department of Labor to register our program, ensuring that it meets the highest standards of quality and excellence. Our program will align with the Maryland Apprenticeship and Training Council (MATC) standards, providing our apprentices with the best possible training and instruction.

## Collaboration and Curriculum Development

DGS is actively working with the Office of County Attorney, County Department of Labor Relations, and various trades workforces to develop a solid curriculum and program that aligns with our goals and mission. This collaborative approach ensures that our program is tailored to the specific needs of Montgomery County, providing apprentices with the skills and knowledge required to succeed in their chosen trades.

## Hands-On Training and Real-World Experience

Apprentices will work under the guidance of experienced journey workers, gaining hands-on experience in essential work processes. They will also receive classroom instruction, supported in part by a planned DGS training center, covering technical skills, safety protocols, and compliance with codes and regulations. Our program includes specialized training in emerging technologies, such as Battery-Electric Buses, hydrogen fueling systems, EV charging infrastructure, microgrids, geothermal HVAC, and advanced building control systems.



## Office of Strategic Planning, Performance & Communication

### A Pathway to Career Success

Our apprenticeship program is designed to provide a clear pathway to career success. Apprentices could earn progressively increasing wages, starting at approximately \$22.52 per hour and increasing annually by 3.5%. They will also have opportunities to obtain necessary licenses and certifications and will be equipped with the skills and knowledge needed to advance in their careers.

### Addressing Labor Shortages and Driving Economic Growth

The DGS Apprenticeship Program is a strategic investment in workforce development, addressing the growing skilled trades labor shortage and driving economic growth in Montgomery County. By providing a pipeline of skilled journey workers, we're reducing turnover costs, improving service quality, and creating opportunities for career advancement.

### A Commitment to Sustainability and Community Development

Our program is designed to support Montgomery County's environmental goals, with a focus on zero-emission training and emerging technologies. We are committed to building a diverse and inclusive workforce with equal opportunities for all applicants. With apprenticeship programs demonstrating a 92% boost in retention rates, we are confident that our program will enable us to build and retain a skilled workforce, driving progress toward a cleaner, greener future.

### Next Steps

We are working hard to finalize the program details and register our apprenticeship program with the Maryland Department of Labor. Once registered, we will begin recruiting apprentices and launching the program. We are excited to bring this opportunity to the community and look forward to shaping the future of skilled trades in Montgomery County.





# Office of Americans with Disabilities Act (ADA) Compliance

Led by: Matthew Barkley



**ADA Compliance is breaking down barriers and building up accessibility, one ramp at a time! With a focus on training, complaint resolution, and facility upgrades, this office is making Montgomery County a more inclusive and equitable place for all - and doing it with style!**

## ADA COMPLIANCE PROJECTS FOR FY24

- Complete ADA remediation of 14701 Avery Road including all ADA compliant interior work, ADA parking, new bus stop pad, ADA accessible paths throughout the Avery Road campus connecting buildings so people with disabilities can now maximize the potential of the services offered at the site unimpeded.
- Complete ADA compliance overhaul of 14705 Avery Road making the building, children's playground, gazebo and picnic tables all fully compliant with Title II of the ADA.
- Germantown Community Recreation Center & Germantown Outdoor Pool – ADA Parking and ADA accessible routes from ADA parking to entrance of facility.



## SIDEWALK AND RESURFACING

- ADA remediation upgrade of the sidewalk from Avery Road right-of-way toward 14701 & 14703 Avery Road.
- Rebuilding, repairing and repaving the Avery Road facility main driveway from Avery Road right-of-way to the turn around (bus stop) circle at 14705 Avery Road including parking at 14703 and 14705 Avery Road.

# Office of Americans with Disabilities Act (ADA) Compliance

## FY24 AT A GLANCE

- Led the County's compliance with the Americans with Disabilities Act (ADA) in agreement with the U.S. Department of Justice (DOJ). The ADA Compliance program has completed remediation work on 62 of the 83 facilities identified, a 75 percent achievement. 10 additional Montgomery County facilities are currently going through the ADA remediation process.

## ADA COMPLIANCE

The Americans with Disabilities Act (ADA) is a civil rights law that guarantees equal opportunities for people with disabilities in public accommodations and local government programs. Our ADA Compliance Program ensures that Montgomery County complies with Title II of the ADA by making sure that all programs and services are fully accessible for people with disabilities through site remediation, compliance services, employee training, technical assistance, and complaint resolution.

### ADA Compliance Program Accomplishments



- Made Montgomery County more accessible for people with disabilities by enhancing options for use of Closed Captioning, Assistive Listening Systems, Sign Language Interpreters, Alternate Formats, and other means of effective communication between the County and our valued patrons with disabilities.
- Conducted dozens of well-received ADA trainings for over 3,500 Montgomery County employees on best practices when working with people with disabilities and tangible advice on complying with ADA requirements in a variety of diverse scenarios.
- Effectively addressed and resolved over 1000 inquiries from Montgomery County agencies, businesses, organizations, and individuals with disabilities regarding nuanced and complex aspects of the ADA.
- Managed ADA initiatives throughout Montgomery County to ensure that people with disabilities have equal access to all programs and services avoiding costly complaints and lawsuits that may arise because of non-compliance.
- The Office of ADA Compliance continues to have a 100 percent success rate of effectively addressing ADA Title II inquiries and complaints internally, thereby alleviating costly and time-consuming complaints with the U.S. Department of Justice and/or private lawsuits brought on by people with disabilities who feel like they have been discriminated against by the County.
- FY 2024 was an especially productive year for the Office of ADA Compliance. We successfully restructured responsibilities in collaboration with our partners in DGS to maximize efficiency responding to ADA related complaints, completing ADA Capital Improvement Projects in a timely manner, conducting employee trainings about the ADA and ensuring that people with disabilities in Montgomery County are treated in an equal manner to our non-disabled peers.



# Division of Fleet Management Services

Led by: Calvin Jones



## OVERVIEW

### • THE DIVISION OF FLEET MANAGEMENT SERVICES (DFMS)

provides a comprehensive fleet management program that meets the needs of our county customers, leading through best practices, environmental stewardship and sustainability. We strategically plan, acquire, maintain and dispose of County fleet vehicles and equipment, providing the highest level of cost effective and efficient fleet operations, ensuring transparency and accountability through a dedicated, highly trained, and certified fleet staff.

- Led a Fleet Management operation of \$88 million, providing comprehensive fleet preventive maintenance, repair services, and acquisition for a fleet of 3,441 public safety and general administrative vehicles, buses, dump trucks and other equipment.
- Maintained a fleet of 1,292 alternative fuel vehicles within a total fleet size of 3,441.





## Division of Fleet Management Services

### ACCOMPLISHMENTS

#### Logistics

- **Installation of Electric Chargers**
  - **Level III DC Fast Chargers** — Installed 1 additional 62.5 kW charger at Silver Spring Highway Depot to provide additional vehicle charging support in the County.
  - **Level II Chargers** — Added five level II chargers
    - ▷ (1) Ike Leggett Office Building
    - ▷ (1) Fire Station 25
    - ▷ (1) Men's Homeless Center at Guide Drive
    - ▷ (1) Fire and Resue Services' Vehicle Maintenance Facility at Southlawn
    - ▷ (1) Division of Facilities Management Facilities at Seven Locks Rd.
- **Enhanced Inventory Monitoring** — Instituted industry best practices to identify slow moving parts in the County's inventory to help streamline the County's inventory and help improve County's turnover rate for its inventory, without negatively impacting service delivery.

#### Safety/Facilities/Environmental

- **New Waiting Room** — Design and refurbish a new waiting area for Police Officers and other vehicle operators to relax while they wait for their vehicles to be serviced and repaired. The waiting room has comfortable seating, tables, WIFI, television, and refreshments for County employees to work or relax comfortably while they wait.

#### Training/Quality Assurance

- **Apprenticeship Program** — Continue to enhance the existing Apprenticeship Program. In 2023 in response to industry-wide hiring challenges that started during the pandemic but continued

well after, the Division of Fleet Management Services developed an Apprenticeship Program without the addition of any operating funds by leveraging budget allocated for technicians to hire apprentices at a lesser grade and using the savings to pay for the increased technical training. The program is a 2-year program where an apprentice will become a Level 1 Technician at the completion of the program. DFMS is in the process of registering its program in the State of Maryland to become eligible for additional State funding.

- **Heavy Equipment Maintenance Training** — HES received training on MACK Truck MP3 GU series Trucks, Muncie/Boss snowplows, Ford diagnostics, publications and tools, and Allison Transmissions. Revamped Preventive Maintenance schedules and forms. Completed Safety Training for lift equipment and automated tire changing machine. Completed performance and trouble-shooting training for Fuel Master, Certified Power and Ex225 Meritor Disc Brakes.



- **Transit Bus Maintenance Training** — Transit shops received diagnostic and troubleshooting training for Cummins coolant systems, Gilligs

# Division of Fleet Management Services

CNG, AGM Battery, charging systems, and KAP starter systems. Revised the Preventive Maintenance Format for new Diesel and CNG applications, including inspecting wear indicators. Implemented Manufacturer recommendations for Meritor EX 225 Air Disc Brakes and created line cards for new disc applications. Completed Twin Vison training including proper identification of replacement Parts to alleviate replacing parts that are covered under warranty. Completed CNG Tank inspections and repairs. Updated software and implemented new testing procedures for Gilligs. Completed training for Thermoking Int II and III.

- **Electric Bus Training** – The Transit shop at Brookville Maintenance Facility (BMF) received training to support Gillig electric buses received in 2024. The training includes propulsion system, auxiliary systems and high-voltage system training. The training program also includes training for 1st responders to teach them how best to respond to emergencies involving electric buses.

## Operational Support Services

- **Retrofit 30ft Buses at Nicholson Ct.** – In order to continue to move forward with the County's Zero Emission goals, Fleet Management Services repowered (29) 2013 and 2014 30ft diesel buses in 2024 with newer more efficient engines that produce 75% less NOx emissions than the engines installed when the buses were manufactured. The Nicholson Ct. facility is a leased space that the County will be leaving once a replacement facility is built. The retrofits will allow the County to be able to continue to provide reliable service with less emissions until the construction for the replacement facility is complete.

- **Preventive Maintenance Performance** – Maintained 98-100% PM compliance throughout entire year.
- **Improved Performance** –
  - **Transit Shops**
    - ▷ Increased Mean Distance Between Failure
    - ▷ 13% improvement in turnaround time
    - ▷ 3% reduction in the average preventive maintenance repair time
  - **Heavy Equipment Shops**
    - ▷ 18% improvement in turnaround time
  - **Automotive Equipment Shop**
    - ▷ 95.7% availability for Public Safety Fleet
    - ▷ 94.8% availability for Administrative Fleet

## INNOVATION

### Zero-Emission Transition

- The Department of General Services has committed to prioritizing the purchase of zero-emission vehicles where they exist in the marketplace. As a result, DGS has worked in conjunction with the Department of Transportation to develop a Zero Emission Transition Plan for the Transit Bus Fleet that projects the transition of the bus fleet to 100% zero emissions ahead of the deadline listed in the CAP, provided funding commitment.
- To mitigate the increase in acquisition cost of EVs, DGS initiated purchasing used EVs as a way to take advantage of the rapid increase in depreciation associated with EVs. DGS leveraged existing contracts to target low-mileage EVs as they were returned from lease. The process allowed the County to purchase EVs for approximately 35% less than the price of a new vehicle and extended the purchasing power of funds previously approved for vehicle replacement.

## Division of Fleet Management Services

- DGS has aggressively pursued grants to help mitigate the cost of electrification. In 2024 DGS was awarded a \$1.5 Mil grant to purchase 9 Medium/Heavy-duty electric trucks to deploy in the County fleet.
- In 2024 DGS purchased 12 battery electric buses (BEBs) scheduled to start revenue service in the 1st Quarter of 2025. The electric buses will replace 2009 diesel buses.
- Ordered 60 BEBs begin manufacturing in the 1st Quarter of 2025. Delivery of the order of buses is expected by 3rd Quarter of 2025.
- In the 3rd Quarter of 2025, the 1t two Fuel Cell Electric Buses (FCEBs) are slated to begin manufacturing with a targeted delivery by the end of the 4th Quarter of 2025. The FCEBs are part of a larger project that was grant funded in 2022 that will leverage a microgrid to produce green hydrogen to power 13 FCEBs. The buses purchased will increase the zero-emission bus fleet to 22% of the total Ride On bus fleet.
- The County received 59 EVs in 2024. The types of vehicles include Ford Mach Es and Lightnings, Chevrolet Silverados, Bolts, and Blazers. A portion of the Blazers are Pursuit-Rated and will be deployed at multiple police stations. The goal will be to evaluate the performance in police service in order to develop strategies to transition the public safety fleet to zero-emissions.
- Received an electric Outreach Van for Library Services. The van is an electric conversion that removes the engine and transmission of a fossil-fueled vehicle and replaces it with a self-contained electric propulsion system that includes energy storage, inverters, drive motors, and other electrical components necessary to build an electric vehicle.
- Ground was broken on the construction of a new Microgrid at the EMTOC facility. The microgrid will leverage 5 MW of solar to produce renewable electricity. The renewable electricity will be used to produce Green Hydrogen as a part of an FTA Low or No Emissions Bus Grant for (13) 60ft Fuel Cell Electric Buses and a Hydrogen fuel station to support a new Bus Rapid Transit (BRT) service scheduled to run out of the Gaithersburg Depot.





# Division of Fleet Management Services

## STATISTICS

FY24 Annual Data				
11 Vehicle Maintenance Facilities				
30,219 Service Work Orders Processed				
94% Administrative Fleet Availability				
7,300 Preventive Maintenance Inspections				
92% Heavy Equipment Availability				
113 Fleet Maintenance Technicians				
3,441 Fleet Vehicles & Equipment (excludes attachments)				
	kWh	# of kWh to equal 1 gallon of gasoline		Converted Gallons
119,241 Gallons of Gasoline Eliminated by light-duty Electric Vehicles	<b>715,447.05</b>	<b>6</b>		<b>119,241</b>
	kWh	Miles Traveled by Electric Buses	Diesel Bus Fuel Economy	Diesel Gallons Offset
48,015 Gallons of Diesel Eliminated by electric buses	<b>557,220.00</b>	<b>211,264.53</b>	<b>4.4</b>	<b>48,015</b>
1,292 Alternative Fuel Vehicles *				
86 Battery Electric Vehicles				
14 Battery Electric Buses				
55,993 charging sessions (light Fleet)				
40% of the Fleet is an Alternative Fuel Vehicle				
62 Level II Electric Vehicle Charging Ports; 4 Level 3 DC Charging Port				
6.1 Million Gallons of Fuel Consumed				
39,678,024 Million Miles Driven	5,369,880	Admin		
1,278,626 Million Diesel Gallons Displaced by CNG	17,130,899	Public Safety		
107 Safety Inspections	1,662,031	HES		
36 Environmental Inspections	15,515,214	Transit		
	<b>39,678,024</b>			
* includes E85, hybrids and plug in hybrids				

# Contracts Section

Led by: Yemisi Ogbodo



**THE CONTRACTS SECTION**, under the Division of Central Services, oversees a diverse portfolio of over 350 contracts that support DGS and other County Department operations. These contracts help ensure efficient procurement of essential goods and services. The Contracts Section is responsible for performing a range of critical functions, including:

- **Ensuring Compliance and Minimizing Risk:** Staying up to date on evolving state, local, and federal legal and regulatory requirements, ensuring that contracts are compliant and minimizing risk for the County.
- **Contract Negotiations and Management:** Helping the subject matter experts with contract negotiations, drafting, and managing contract templates.
- **Contract Administration:** Managing all contract documents, archives and retrieves contracts, manages metadata, terms and renewals, and answers daily contract-related questions from internal and external stakeholders.



# Contracts Section

- **Contract Record Maintenance:** Maintaining contractual records, aligning with established procedures and policies to meet organizational goals and legal requirements.
  - **DGS Contract Administrator Trainings:** Providing and facilitating training to DGS contract administrators and all staff who may be involved in the County procurement process. Training includes guidance on maintaining integrity in the procurement process, negotiations, and administration of contracts resulting from competitive procurements. DGS Contract Administrator Trainings equip contract administrators with the skills and knowledge to effectively manage contracts, ensuring compliance with laws and regulations. These trainings enhance contract administration, improve vendor relationships, and reduce risk, leading to increased efficiency and cost savings.
  - **Central Services:** With approximately 33 contracts, this Division administers contracts for office supplies, printing, and promotional items, supporting County departments with essential materials and services. By managing these contracts, Central Services ensures efficient operations and productivity across County departments.
  - **Director's Office:** With approximately 61 contracts, the Director's Office manages contracts for community programs, social services, and various initiatives, directly benefiting residents and promoting quality of life. These contracts support partnerships with local organizations and vendors to deliver essential services, such as community funding and food services.
  - **Division of Building Design and Construction (DBDC):** With approximately 45 contracts DBDC administers contracts for new construction, renovation, and maintenance of public buildings, including fire stations, police stations, libraries, and recreational facilities. This Division ensures compliance with building codes, safety standards, and accessibility requirements. Some notable projects include
- CONTRACT TYPES**
- DGS administers multiple contract types, including bridge contracts, IFBs (Invitation for Bids), informal or mini contracts, non-competitive contracts, public entity contracts, and RFPs (Request for Proposals).





## Contracts Section

the Clarksburg Fire Station #35, 6th District Police Station, and Judicial Center Security Improvement project. The Clarksburg Fire Station #35 project, as an example, was a complex endeavor that involved designing a two-story building with 17,295 square feet, incorporating apparatus bays, dormitories, administrative offices, and living quarters for personnel.

- **Division of Facilities Management Services:** With approximately 90 contracts, this Division manages contracts for building maintenance, major and minor repairs, operations, ensuring safe and healthy environments for residents, employees, and visitors. They administer contracts for asset management, including tagging assets with barcodes and implementing a new asset maintenance repair and replacement work order system.
- **Division of Fleet Management Services:** With approximately 130 contracts, Fleet Management administers contracts for the purchase of new vehicles from heavy-duty trucks to sedans and construction equipment, vehicle maintenance, fuel management, supporting public safety, transit, and other County operations. These contracts ensure efficient and reliable transportation services for County departments. In FY 24, 202 vehicles were purchased for the County, of which 37 were electric vehicles.
- **Office of Energy and Sustainability (OES):** With approximately 8 contracts OES manages contracts for energy-efficient solutions, renewable energy, and sustainability initiatives, reducing energy consumption and greenhouse gas emissions. These contracts support County goals for sustainability and environmental stewardship.
- **Office of Real Estate:** With approximately 1 contract, this Office manages contracts related to property acquisition, leasing, and management, supporting County operations and services.
- **Office of Strategic Planning, Performance and Communication:** With approximately 6 contracts, this office is responsible for managing ADA Compliance, overseeing contracts that focus on meeting ADA standards.

This includes projects like replacing non-compliant building features, parking lots, and sidewalks, as well as providing accessibility services such as captioning and sign language interpretation.



## Cost Sharing Contracts

DGS plays a vital role in overseeing cost-sharing projects that make a meaningful impact in Montgomery County.

With a total investment of approximately \$964,619 in FY24, including carryover funds from prior fiscal years, DGS is committed to ensuring that these funds are used effectively and in alignment with the county's strategic goals and priorities.

Through close collaboration with external organizations and diligent monitoring of project progress, DGS promotes accountability and transparency in the use of public funds. By facilitating these partnerships, DGS enables community organizations to achieve their goals and advance the county's priorities in areas such as:

**Community Development:** DGS supports initiatives that enhance affordable housing, neighborhood revitalization, and accessibility upgrades for low-income households. Examples include housing repairs and accessibility modifications that help residents live safely and independently.

**Cultural Enrichment:** The department funds projects that preserve historical sites, expand arts programs, and renovate cultural facilities. These initiatives promote community engagement, cultural heritage, and creativity.

**Social Services:** DGS helps provide essential services, such as emergency shelter, to underserved populations. By supporting organizations that offer these services, the department helps ensure that vulnerable residents receive the care and support they need.

**Infrastructure Upgrades:** The department invests in projects that improve community facilities, energy efficiency, and public spaces. Examples include HVAC replacements, parking lot resurfacing, and garden expansions that enhance the quality of life for residents.

The contracts managed by DGS support a wide array of services, including operational continuity, specialized services, infrastructure development, and community support. By managing this diverse portfolio, the DGS Contracts Section plays a critical role in supporting Montgomery County's operations, services, and initiatives, ultimately enhancing the quality of life for residents, a valued and efficient workspace and workplace for employees while promoting a sustainable and inclusive community. By investing in these projects, DGS and Montgomery County work together to drive positive change and improve the lives of residents. These initiatives not only address critical needs but also foster community engagement, promote social equity, and enhance the overall quality of life in Montgomery County. Through its work, DGS demonstrates its commitment to making a lasting impact in the community and advancing the county's vision for a better future.





## A MESSAGE FROM THE MANAGEMENT STAFF AT THE DEPARTMENT OF GENERAL SERVICES

As we close the chapter on FY24, we at the Department of General Services (DGS) are filled with pride and gratitude for the remarkable achievements and milestones reached this year. From groundbreaking projects to community partnerships, we have worked tirelessly to deliver great service, foster innovation, and build a stronger Montgomery County.

This year, we saw the completion of transformative projects like the Oaks Landfill Solar PV initiative and the EMTOC Microgrid, setting new standards for sustainability and resilience. Our Division of Building Design and Construction brought to life essential facilities like the Clarksburg Fire Station #35 and the 6th District Police Station, ensuring safety and accessibility for our growing community. Meanwhile, the Division of Facilities Management maintained over 400 County-owned facilities, ensuring they remain safe, efficient, and welcoming spaces for all.

Our commitment to the community extended beyond infrastructure. Through partnerships with organizations like Habitat for Humanity and Madison Fields, we rolled up our sleeves to give back, whether it was building homes or maintaining spaces that serve diverse populations. These moments remind us that we are not just government employees —we are neighbors, friends, and advocates for a better future.

While our apprenticeship programs and leadership training initiatives are still in the works, they promise to empower the next generation of skilled professionals and leaders. We are excited about the potential these programs hold to shape the future of Montgomery County.

The Office of Energy and Sustainability continued to lead the County, and the nation, implementing strategies to reduce carbon emissions and improve energy efficiency of public buildings. DGS Publishing and Document Services embraced innovation to streamline operations and reduce costs. Across all divisions, our teams have demonstrated resilience, creativity, and a shared commitment to excellence.

As we look ahead to FY25, we remain steadfast in our mission to deliver great service, embrace new challenges, and make Montgomery County a wonderful place to live, work, and thrive and, generally, get stuff done! To our employees, partners, and residents, thank you for trusting us to serve you. Together, we are building a brighter, more sustainable future for all.

Warm regards, The Management Staff  
at the Department of General Services  
Montgomery County Government  
"Serving with Excellence,  
Delivering Great Service".







# Serving with Excellence Delivering Great Service

Montgomery County DEPARTMENT OF GENERAL SERVICES  
**DGS**  
Delivering Great Service!



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