



OFFICE OF THE COUNTY EXECUTIVE


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County Executive

Richard S. Madaleno  
Chief Administrative Officer

MEMORANDUM

January 22, 2025

TO: Chris Cihlar, Director  
Office of Legislative Oversight

FROM: Richard S. Madaleno, Chief Administrative Officer 

SUBJECT: Draft OLO Report 2026-3: *Long-Range Capital Planning in County Government Departments*

Thank you for the opportunity to comment on the Office of Legislative Oversight's (OLO) Draft Report 2026-3: *Long-Range Capital Planning in County Government Departments*.

As the report aptly notes, long-range capital planning is crucial for local government to effectively connect strategic planning and the annual budget process, manage community expectations and develop financial capacity responsibly. Montgomery County is increasingly using "equity lenses" and data-driven tools to further prioritize projects.

The draft report includes the following recommendations.

**Recommendation Discussion Issues #1: Which departments have long-range capital planning needs and what resources are needed to develop those plans?**

**CAO Response:** The report accurately outlines the current level of long-range capital planning across departments. We agree long-range capital planning is integral to developing sound capital budgets that will serve the community well beyond the 6-Year Capital Improvement Program (CIP). Several departments have existing long-range capital plans although the report suggests more departments may need to engage in this work to address key elements such as racial equity more comprehensively.

**Recommendation Discussion Issues #2: What efforts are in place in those departments to develop capacity for centering racial equity in long-range capital planning?**

**CAO Response:** Currently, a Capital Budget Equity Tool launched by the Office of Racial Equity and Social Justice is used to consider racial equity in capital budget development. This tool provides a structured approach for identifying, analyzing, and interpreting data about racial disparities and inequities. With information from this tool, departments can adjust their project planning, design, or outreach, and decisionmakers can assess budgets based on their ability to advance priority initiatives such as racial equity and social justice.

As long-range capital plans are created by County departments in the future, a similar strategic framework could be used to center racial equity in the development of these plans. The Office of Racial Equity and Social Justice will work in partnership with the Office of the County Executive, and other relevant stakeholders, to develop a plan to establish that framework.

In conclusion, I appreciate the Council's interest in the importance of long-range planning to the development of infrastructure in our County. I look forward to working collaboratively with you to ensure that the structure of our long-range planning efforts is optimized for maximum impact on the County's capital program.

We look forward to discussing these items at the Council work session.

RM/rs/go

cc: Fariba Kassiri, Deputy Chief Administrative Officer, Office of the County Executive  
Tricia Swanson, Director of Strategic Partnerships, Office of the County Executive  
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