



General Services

RECOMMENDED FY27 BUDGET

\$59,263,281

FULL TIME EQUIVALENTS

180.25

 DAVID DISE, DIRECTOR

MISSION STATEMENT

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

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the Department of General Services is \$59,263,281, an increase of \$3,747,358 or 6.75 percent from the FY26 Approved Budget of \$55,515,923. Personnel Costs comprise 42.60 percent of the budget for 245 full-time position(s) and no part-time position(s), and a total of 180.25 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 57.40 percent of the FY27 budget.

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

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

-  Develop and implement a skilled-trades apprenticeship program in electrical, plumbing, and heating, ventilation and air conditioning (HVAC) to address workforce shortages, strengthen in-house capabilities, and build a sustainable talent pipeline.
-  Implement countywide electric vehicle charging stations across fleet and public facilities, launch building-level energy awareness campaigns, expand Building Automation Systems (BAS) modernization, review the request for proposal for demand response participation and modernize energy procurement, continue utility bill auditing; secure \$1,200,000 in new incentives to perform energy savings projects, and support the Maryland Energy Administration Block Grant.

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- ★ In support of delivering resilient and clean-energy facilities that strengthen community services, lower carbon emissions, and ensure critical community support remains available during major grid outages, the department will complete solar microgrid upgrades at the Public Safety Communications Center and Equipment Maintenance and Transit Operation Center Phase I, construct the zero-net-energy microgrid at Holiday Park Senior Center, and launch microgrid projects at over twenty designated Resiliency Hub facilities.
 - ★ Advance the design of the nation's largest renewable-powered, zero-emission fleet and transit depot, expand the County's zero-emission vehicle fleet, and achieve operational cost savings through innovative procurement strategies in support of zero-emission fleet expansion.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Completed capital repairs across multiple County facilities-including the Martin Luther King Jr. Outdoor Pool, Avery Road Treatment Center, Montgomery County Correctional Facility, 401 Hungerford Ave, 8818 Georgia Ave, and the Germantown Outdoor Pool-to ensure compliance with Americans with Disabilities Act (ADA) requirements and installed lactation rooms in all occupied County buildings to promote equity and inclusivity.
- ★ Completed a utility-bill audit of over 23,000 accounts, recovering credits and water adjustments; achieved full compliance with the 2024 Energy Benchmark Law; and secured \$1.1 million in state and utility incentives, including Pepco's Monitoring-Based Commissioning "Big Check" award exceeding \$1 million.
- ★ Digitized thousands of records to improve accessibility and reduce physical storage needs, and upgraded mail services with real-time tracking and secure processes, resulting in \$167,097 in mailing cost savings.
- ★ Trained more than 3,000 County employees on Americans with Disabilities Act (ADA) compliance, equal access, ensured Countywide ADA Title II compliance, fulfilled reasonable accommodations, and achieved zero ADA facility complaints or related litigation.
- ★ Completed a state-of-the-art fiber hub in support of the multi-phase United Therapeutics project in downtown Silver Spring and executed a long-term lease to relocate the Montgomery County Public Schools (MCPS) Shady Grove Bus Depot, enabling the redevelopment of Crabbs Branch Way into a new MCPS depot, mixed-use development, and park/school site.
- ★ Completed the Oaks Landfill Solar Photovoltaic Project, a 6-megawatt ballasted ground-mount system and the largest solar installation on County property. The project includes a community solar component serving low- and moderate-income residents and an advanced feasibility assessment for up to 60 megawatts of additional solar and hydrogen generation to support County climate goals.

PROGRAM CONTACTS

Contact Pooja Kapoor of the Department of General Services at 240-777-6028 or Alicia Singh of the Office of Management and Budget at 240-777-2780 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY26 estimates reflect funding based on the FY26

Approved Budget. The FY27 and FY28 figures are performance targets based on the FY27 Recommended Budget and funding for comparable service levels in FY28.

PROGRAM DESCRIPTIONS

Administration

The Administration program provides services in three key areas: 1) The Director's Office provides overall leadership for the department including policy development, strategic planning, emergency preparedness and operations, accountability, service integration, performance measures, and customer service; 2) The Office of Planning and Development in the Director's Office supports the County Executive's redevelopment and other key strategic capital initiatives; 3) The Division of Central Services provides oversight and direction for the preparation and monitoring of the operating budget and Capital Improvements Program (CIP) for the department; payment processing; management and administration of information technology; oversight of all personnel activities; and oversight and management for compliance with the Americans with Disabilities Act (ADA), and increasing access to County facilities for residents and employees with disabilities. The Division of Central Services also handles administration of the day-to-day operations of the department including direct service delivery, training, and oversight of procurements and contract management for the department.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	4,791,200	19.03
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	23,788	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	85,116	0.00
FY27 Recommended	4,900,104	19.03

Building Design and Construction

This program provides for the overall management of the department's Capital Improvements Program (CIP) for facilities. This program includes the comprehensive, timely, economic, and environmentally efficient planning, design, and construction of buildings for County use, as well as public venues owned by the County. This program also provides comprehensive architectural and engineering services from planning through design. Functional elements include programming, contract administration, planning management, design management, and project management. Each County project includes an array of sustainable features to reduce the impact of the facility on the environment and lifecycle costs. These features are derived from an integrated design process that evaluates each measure, such as energy efficiency, onsite renewables environmental site design, and enhanced monitoring, collectively reducing utility and other costs. The planning and design of facilities follows best practices in project design and construction estimating and the timely delivery of facilities based on project schedules in the County CIP.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	8,695	0.05
Technical Adj: Personnel Alignment to Capital Funds	0	(0.05)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(8,695)	0.00
FY27 Recommended	0	0.00

☀ Central Duplicating, Imaging, Archiving, & Mail Services

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

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of printing orders completed ¹	16,582	8,878	8,878	8,878	8,878
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.42	3.38	3.38	3.38	3.38

¹ The Digital Storefront (DSF) records one requisition. However, a customer may have multiple requests within one requisition. The decline from FY24 to FY25 results from additional training notifying customers that they may consolidate multiple requests within a single order.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	9,419,587	34.57
Increase Cost: Postage and Mail Supplies to Align with Actual Expenditures	2,363,199	0.00
Increase Cost: Annualization of FY26 Personnel Costs	42,752	0.00
Increase Cost: Overtime Budget to Align with Actual Expenditures	15,000	0.00
Increase Cost: Additional Cell Phone Line and Cost Escalation	1,290	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	142,025	0.00
FY27 Recommended	11,983,853	34.57

☀ Energy and Sustainability

The Energy and Sustainability (ES) program is responsible for facilitating comprehensive energy and sustainability strategies across County operations. It leads the County's green government programs which crosscuts County departments and DGS divisions. Specifically, ES supports, implements, or facilitates programs to improve energy efficiency, expand clean energy use, promote sustainable sites, enable clean transportation, encourage environmentally preferable purchasing, and foster resource saving behaviors by County employees. These initiatives foster collaboration, leadership, innovation, and performance measurement to ensure the County delivers the highest quality services at the lowest environmental impact.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	\$1,429,697	\$1,163,055	\$1,151,025	\$1,151,025	\$1,151,025
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	\$1,007,309	\$1,311,252	\$1,070,428	\$1,070,428	\$1,070,428
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	4,517	10,977	12,075	12,075	12,075
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent) ¹	116,381	117,109	115,792	115,792	115,792

¹ FY24 to FY25 GHG emissions increased largely due to Silver Spring Aquatic Center 1,721 MTCO₂e. Forward projections FY26, FY27, and FY28 based on FY23, FY24, and FY25 average.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	846,925	3.50

FY27 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	32,308	0.00
FY27 Recommended	879,233	3.50

Facilities Management

The Division of Facilities Management's mission is to provide the comprehensive planning and delivery of maintenance services and oversight of building-related operations at County facilities used by County staff and residents. Components of these programs are:

- routine, preventive, and corrective maintenance;
- custodial and housekeeping, grounds maintenance, recycling, and trash removal services;
- building structure and building envelope maintenance;
- engineering support services and various project management services;
- electrical/mechanical systems operations and maintenance;
- small to mid-sized building remodeling projects;
- snow removal and storm damage repair from snow, wind, rain, and storm events; and
- internal customer services.

Through Building Automation Systems (BAS), technicians implement an energy management program to monitor and maintain heating and cooling systems, ensuring the most efficient use of these services.

In addition, Facilities Management oversees moving services and several comprehensive Capital Improvements Program (CIP) projects aimed at sustaining efficient and reliable facility operations to protect and extend the life of the County's investment in facilities and equipment.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties (\$000) ¹	\$9,966	\$12,461	\$12,850	\$11,175	\$11,399
Average percent of work orders completed in quarter	84.6%	85.0%	85.0%	85.0%	85.0%
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	2.93	3.16	3.4	3.5	3.6

¹ The increase in actual expenditures from FY24 to FY25 is primarily due to the onboarding of new facilities, including Silver Spring Aquatic Center and Fire Station 35. These include maintenance, operations, and support services required to ensure the full functionality and readiness of the new buildings. Other increases are due to taking on additional responsibilities at identified sites such as police facilities and HHS shelters.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	39,291,110	110.15
Enhance: Scheduled Leggett Executive Office Building Facility Maintenance Upgrades	360,000	0.00
Add: Apprenticeship Program in Electrical, Plumbing and HVAC to Address Workforce Shortages Beginning in January 2027	274,242	6.00
Increase Cost: Custodial Contracts Escalation Adjustment	171,170	0.00
Increase Cost: Additional Cell Phone Lines and Cost Escalation	15,000	0.00
Reduce: Frequency of Custodial Service	(625,000)	0.00

FY27 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	978,268	1.00
FY27 Recommended	40,464,790	117.15

☀ Real Estate Program

This program provides for leasing, site acquisition/disposition, space management, and site evaluation. The leasing function recommends, plans, coordinates, implements, and administers the leasing of real property for both revenue and expense leases, including closed school facilities, at the best economic and operational value to the County. Site acquisition is the purchase of property for County use and disposition is the sale or lease of surplus property. The space management function provides for the efficient and aesthetic utilization of space in County-owned and leased facilities. The site evaluation function provides technical support to site evaluation committees for Capital Improvements Program projects.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of square feet of leased space managed	893,118	893,805	895,236	941,958	941,958
Average amount Montgomery County pays in rent (in dollars per square foot) ¹	\$21.91	\$21.75	\$18.84	\$27.02	\$27.83
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	3.15	3.21	3.23	3.24	3.25

¹ FY26 projection is lower than FY25 due to two anticipated lease abatements, which are expected to conclude in FY27.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	1,158,406	7.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(123,105)	(1.00)
FY27 Recommended	1,035,301	6.00

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	15,595,812	15,230,203	15,838,464	16,072,865	5.5 %
Employee Benefits	4,248,509	4,568,540	4,420,484	4,904,948	7.4 %
County General Fund Personnel Costs	19,844,321	19,798,743	20,258,948	20,977,813	6.0 %
Operating Expenses	31,838,740	26,297,593	28,053,238	26,301,615	—
County General Fund Expenditures	51,683,061	46,096,336	48,312,186	47,279,428	2.6 %
PERSONNEL					
Full-Time	203	205	205	211	2.9 %
Part-Time	0	0	0	0	—
FTEs	138.73	139.73	139.73	145.68	4.3 %
REVENUES					
Miscellaneous Revenues	(947,730)	0	0	0	—
County General Fund Revenues	(947,730)	0	0	0	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	2,965,698	3,040,571	3,110,536	3,173,113	4.4 %
Employee Benefits	949,058	1,032,840	1,000,357	1,097,947	6.3 %
Printing & Mail Internal Service Fund Personnel Costs	3,914,756	4,073,411	4,110,893	4,271,060	4.9 %
Operating Expenses	6,790,520	4,986,766	6,455,956	7,353,383	47.5 %
Capital Outlay	74,926	359,410	359,410	359,410	—
Printing & Mail Internal Service Fund Expenditures	10,780,202	9,419,587	10,926,259	11,983,853	27.2 %
PERSONNEL					
Full-Time	34	34	34	34	—
Part-Time	0	0	0	0	—
FTEs	34.57	34.57	34.57	34.57	—
REVENUES					
Imaging/Archiving Revenues	83,195	2,052,722	2,379,310	1,985,329	-3.3 %
Mail Revenues	2,521,352	2,616,456	3,032,734	3,520,895	34.6 %
Print Revenues	4,381,598	3,116,515	3,617,736	4,439,273	42.4 %
Investment Income	(2,464)	7,080	(1,860)	(1,470)	-120.8 %
Other Charges/Fees	3,841,676	1,633,894	1,896,670	1,869,320	14.4 %
Printing & Mail Internal Service Fund Revenues	10,825,357	9,426,667	10,924,590	11,813,347	25.3 %
DEPARTMENT TOTALS					
Total Expenditures	62,463,263	55,515,923	59,238,445	59,263,281	6.8 %
Total Full-Time Positions	237	239	239	245	2.5 %
Total Part-Time Positions	0	0	0	0	—
Total FTEs	173.30	174.30	174.30	180.25	3.4 %
Total Revenues	9,877,627	9,426,667	10,924,590	11,813,347	25.3 %

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	FY26 ORIGINAL APPROPRIATION	46,096,336 139.73
Changes (with service impacts)		
Enhance: Scheduled Leggett Executive Office Building Facility Maintenance Upgrades [Facilities Management]	360,000	0.00
Add: Apprenticeship Program in Electrical, Plumbing and HVAC to Address Workforce Shortages Beginning in January 2027 [Facilities Management]	274,242	6.00
Reduce: Frequency of Custodial Service [Facilities Management]	(625,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustments	783,566	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Custodial Contracts Escalation Adjustment [Facilities Management]	171,170	0.00
Increase Cost: Motor Pool Adjustment	116,395	0.00
Increase Cost: Annualization of FY26 Compensation Increases	104,652	0.00
Increase Cost: Annualization of FY26 Personnel Costs	77,016	0.00
Increase Cost: Printing and Mail	52,669	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	23,788	0.00
Increase Cost: Additional Cell Phone Lines and Cost Escalation [Facilities Management]	15,000	0.00
Technical Adj: Personnel Alignment to Capital Funds [Building Design and Construction]	0	(0.05)
Decrease Cost: Retirement Adjustment	(45,406)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(125,000)	0.00
FY27 RECOMMENDED	47,279,428	145.68

PRINTING & MAIL INTERNAL SERVICE FUND

	FY26 ORIGINAL APPROPRIATION	9,419,587	34.57
Other Adjustments (with no service impacts)			
Increase Cost: Postage and Mail Supplies to Align with Actual Expenditures [Central Duplicating, Imaging, Archiving, & Mail Services]	2,363,199	0.00	
Increase Cost: FY27 Compensation Adjustments	136,395	0.00	
Increase Cost: Annualization of FY26 Personnel Costs [Central Duplicating, Imaging, Archiving, & Mail Services]	42,752	0.00	
Increase Cost: Annualization of FY26 Compensation Increases	15,742	0.00	
Increase Cost: Overtime Budget to Align with Actual Expenditures [Central Duplicating, Imaging, Archiving, & Mail Services]	15,000	0.00	
Increase Cost: Printing and Mail	7,487	0.00	
Increase Cost: Additional Cell Phone Line and Cost Escalation [Central Duplicating, Imaging, Archiving, & Mail Services]	1,290	0.00	
Decrease Cost: Motor Pool Adjustment	(5,359)	0.00	
Decrease Cost: Retirement Adjustment	(12,240)	0.00	
FY27 RECOMMENDED	11,983,853	34.57	

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	4,791,200	19.03	4,900,104	19.03
Building Design and Construction	8,695	0.05	0	0.00
Central Duplicating, Imaging, Archiving, & Mail Services	9,419,587	34.57	11,983,853	34.57
Energy and Sustainability	846,925	3.50	879,233	3.50
Facilities Management	39,291,110	110.15	40,464,790	117.15
Real Estate Program	1,158,406	7.00	1,035,301	6.00

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Total	55,515,923	174.30	59,263,281	180.25

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total\$	FY26 FTEs	FY27 Total\$	FY27 FTEs
COUNTY GENERAL FUND					
Recycling and Resource Management	Solid Waste Disposal	50,950	0.10	72,360	0.10
Alcohol Beverage Services	Liquor	863,757	1.20	1,064,710	1.20
CIP	Capital Fund	9,722,915	54.15	10,276,118	54.20
NDA - Leases	General Fund	0	0.00	100,000	0.00
Administration and Support	General Fund	749,029	3.50	749,029	3.50
Total		11,386,651	58.95	12,262,217	59.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	47,279	47,279	47,279	47,279	47,279	47,279
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY27	0	259	259	259	259	259
New positions in the FY27 budget are generally assumed to be filled at least three to six months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions and operating expenses in the outyears.						
Elimination of One-Time Items Recommended in FY27	0	(360)	(360)	(360)	(360)	(360)
Items recommended for one-time funding in FY27, including Scheduled Leggett Executive Office Building Facility Maintenance Upgrades, will be eliminated from the base in the outyears.						
Labor Contracts	0	85	85	85	85	85
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	47,279	47,263	47,263	47,263	47,263	47,263
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY27 Recommended	11,984	11,984	11,984	11,984	11,984	11,984
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
Elimination of One-Time Items Recommended in FY27	0	(1,465)	(1,465)	(1,465)	(1,465)	(1,465)
Items recommended for one-time funding in FY27, including Postage and Mail Supplies, will be eliminated from the base in the outyears.						
Labor Contracts	0	13	13	13	13	13
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	11,984	10,532	10,532	10,532	10,532	10,532

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Apprenticeship Program in Electrical, Plumbing and HVAC to Address Workforce Shortages Beginning in January 2027	259,242	6.00	518,484	6.00
Total	259,242	6.00	518,484	6.00