

MEMORANDUM

April 28, 2023

TO: Government Operations & Fiscal Policy (GO) Committee

FROM: Naeem M. Mia, Legislative Analyst

SUBJECT: **FY24 Recommended Operating Budget – Department of General Services (DGS) – General Fund and Central Duplicating Services (Print & Mail Internal Service Fund)**

PURPOSE: Vote on recommendations for the Council’s consideration

Expected Attendees:

- David Dise, Director, DGS
- Jamie Cooke, Deputy Director, DGS
- Greg Ossont, Deputy Director, DGS
- Greg Boykin, Division Chief of Facilities Maintenance, DGS
- Angela Dizelos, Division Chief of Central Services, DGS
- Rachel Silberman, Capital Budget Manager, Office of Management and Budget (OMB)

Council President’s FY24 Budget Guidance:

As outlined in Council President’s budget guidance memorandum, all *tax-supported* additions to the budget over the FY23 Approved level must be placed on the reconciliation list as “high priority” or “priority” *except* compensation adjustments in County Government (which are being considered separately) and changes to internal service funds (such as motor pool), which will be looked at across all budgets.

A. Summary of Staff Recommendations

1. Approve the Executive’s recommended FY24 operating budget for the DGS Print and Mail Internal Service Fund at \$8,702,254. Appropriations to this internal service fund will be recovered from individual departments and funds through chargebacks.
2. Approve the Executive’s recommended FY24 operating budget for the DGS General Fund per the staff recommendations contained in Table A-1 below:

Table A-1. Staff Recommendations for General Fund.

#	Cost Item	Amount	Staff Recommendation
1a	Add: Enhance Facilities Maintenance Support of Volunteer Owned Fire Stations	502,797 (5.0 FTEs)	Priority
1b	Shift: Enhance Facilities Maintenance Support of Volunteer-owned Fire Stations by Shifting Facilities Maintenance to the	2,000,000	Priority
2a	Add: Property Manager II to Improve Facility Oversight and Maintenance	113,008 (1.0 FTE)	High Priority
2b	Decrease Cost: Recognize Plumbing Contract Savings from Expanded Property Management Support	(87,000)	High Priority
2c	Add: Administrative Specialist II to Support Capital Asset Management System Implementation	78,293 (1.0 FTE)	Priority
2c	Reduce: Abolish Two Vacant Building Services Worker Positions to Support Higher Need Position Request	(136,616) (- 2.0 FTEs)	Approve
3	Increase Cost: Custodial Services Contractual Cost Increases	1,265,875	High Priority
4	Increase Cost: FY24 Compensation Adjustment	661,287	Pending action by full Council
5	Increase Cost: Annualization of FY23 Compensation Increases	656,022	Approve
6	Increase Cost: Motor Pool Adjustment	503,517	Pending action by full Council
7	Increase Cost: Contractual Cost Increase for Grounds and Mowing Services; Electrical Controls; and Fire Suppression System Inspection Services	134,778	High Priority
8	Increase Cost: Nebel Street Emergency Shelter Maintenance	123,000	High Priority
9	Increase Cost: Annualization of FY23 Personnel Costs	32,001	Approve
10	Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	26,483	High Priority - defer to full Council for action on all budgets' inflationary adjustments
11	Increase Cost: Printing and Mail	4,451	Pending action by full Council
12	Re-align: Personnel Cost Transfer	0 (1.17 FTEs)	Approve
13	Decrease Cost: Retirement Adjustment	(12,392)	Approve
A	Total Change with Approvals:	539,015	
B	Items added to the Reconciliation List:	5,326,489	
C	Total Change (Approvals + Reconciliation List Items):	5,865,504	

Table A-2. Staff Recommendations for Print and Mail Internal Service Fund.

#	Cost Item	Amount	Staff Recommendation
1	Increase Cost: Annualization of FY23 Compensation Increases	181,021	Approve
2	Increase Cost: FY24 Compensation Adjustment	120,178	High Priority pending action by full Council
3	Increase Cost: Annualization of FY23 Operating Expenses	30,000	Approve
4	Increase Cost: Motor Pool Adjustment	7,514	Approve
5	Increase Cost: Printing and Mail	641	Approve
6	Decrease Cost: Retirement Adjustment	(6,956)	Approve
A	Total Change with Approvals:	332,398	
B	Items added to the Reconciliation List:	0	
C	Total Change (Approvals + Reconciliation List Items):	332,398	

B. Fiscal Summary for All Funds (General and Print & Mail)

All Funds	FY23 Approved	FY24 Recommended	FY23 APP vs. FY24 REC
General Fund - Total	\$33,549,269	\$39,414,773	\$5,865,504 17.5%
Personnel Costs	\$14,991,577	\$16,731,885	\$1,740,308 11.6 %
Operating Costs	\$18,557,692	\$22,682,888	\$4,125,196 22.0 %
Print and Mail - Total	\$8,369,856	\$8,702,254	\$332,398 4.0%
Personnel Costs	\$3,213,966	\$3,508,209	\$294,243 9.2%
Operating Costs	\$4,796,480	\$4,834,635	\$38,155 0.8%
Capital Outlays	\$359,410	\$359,410	\$0 0%
Total Expenditures (All Funds)	\$41,919,125	\$48,117,027	14.8%

C. Vacancy/Staffing Trend Analysis

As of March 3, 2023, OMB reported the following tax-supported positions as vacant for more than 1 year:

Table C-1. Positions Vacant as of March 3, 2023.

#	Division	Position	Year Vacant	Total FY24 PC
1	Energy and Sustainability	Program Manager II	4.50	\$118,724
2	Real Estate Office	Program Manager II	3.28	\$118,724
3	Facilities Maintenance	HVAC Mechanic I	3.14	\$92,389
4	Facilities Maintenance	Electrician II	1.22	\$95,631

The total cost of these four (4) positions in FY24 is projected to be \$425,468. The department can provide additional information on these vacancies and whether there are any efforts to fill them. DGS can also consider the possibility of re-classifying these currently vacant and budgeted positions in lieu of adding new positions in FY24.

D. Operating Budget Equity Tool Rating and Justification

1. ORESJ Rating: 3 - Department-level budget demonstrates a strong commitment to advancing racial equity and social justice in Montgomery County.
2. ORESJ Justification: The department indicated commitments across each major area of the Government Alliance (GARE) framework and is well positioned to making meaningful impacts on redressing discrimination in the County.

E. Discussion of Major FY24 Cost Changes in the General Fund

1. **Shift Fire Station Maintenance Function from Fire and Rescue Services (FRS) to DGS (+ \$2,502,797, + 5.0 FTEs)**
 - a. *Add: Enhance Facilities Maintenance Support of Volunteer Owned Fire Stations (+ \$502,797, + 5.0 FTEs)*
 - b. *Shift: Enhance Facilities Maintenance Support of Volunteer-owned Fire Stations by Shifting Facilities Maintenance to DGS (\$2,000,000; cost-neutral shift from FRS)*

Note: The Public Safety reviewed the Facilities Maintenance shift to DGS on 4/21 and recommended 3-0 to approve (as High Priority) as submitted by the Executive. While the MCFRS proposal to maintain this function within Fire and Rescue is more cost effective this year, OMB advised that the shift becomes cost-neutral in out years.

The Executive proposes to shift an existing program (operating expenses but not staff) from FRS to DGS to provide station maintenance for volunteer-owned fire departments (VFDs). The program will require five (5) new staff positions for the FY24 budget at a total FY24 cost of \$502,797 (and a full-year annualized cost of \$627,593 in FY25).

The shift of this function will result in projected overtime savings in FRS, as an FRS captain currently manages the program. The new positions for DGS include:

- Property Manager II;
- Craftworker II;
- HVAC Mechanic II;
- Plumber II; and
- Electrician II

Based on Council staff analysis (in the table below) for the Public Safety Committee’s review of the FY24 recommended budget for FY24, the shift represents a net cost of \$421,297 after accounting for overtime savings in FRS.

FY24 Recommended Budget Facilities Maintenance			
	DGS	MCFRS	Net
Shift Facilities Maint. to DGS	\$2,000,000	(\$2,000,000)	\$0
Add 5 FTEs to Perform Work	\$502,797		\$502,797
Return Captain to the Field in Jan 2024		(\$81,500)	(\$81,500)
Total:	\$2,502,797	(\$2,081,500)	\$421,297

Council staff also estimated that the County would likely be “more cost effective to maintain this function within MCFRS. Compared to the recommended proposal that shifts services to DGS, maintaining the function in the Fire Department and *adding two positions* to remove overtime costs could potentially save about \$335,000 in FY24.”

Proposed FY24 MCFRS Retention of Facilities Maintenance (Reflects Net Changes from Recommended FY24 Budget)			
	DGS	MCFRS	Net
Maintain Facilities Maint. In FRS	(\$2,000,000)	\$2,000,000	\$0
Remove 5 FTEs from DGS	(\$502,797)		(\$502,797)
Add Captain Position for Fac. Main.		\$173,000	\$173,000
Return OTP Captain to the Field		(\$81,500)	(\$81,500)
Add One Facilities Main. Coordinator		\$75,556	\$75,556
Total:	(\$2,502,797)	\$2,167,056	(\$335,741)

On the other hand, DGS is proposing to create a new team (using non-FRS personnel or “civilians”) that would be dedicated to addressing fire station maintenance, including both County-operated and VFD-operated stations. Currently, DGS property managers and maintenance teams are organized into geographic sections covering wide parts of the County and a variety of building functions; this dedicated team could have potential benefits and increased response times that are difficult to quantify. In addition, the long-term (beyond FY24) cost savings has not yet been

analyzed. In addition, DGS may have long-term vacancies that it can consider filling in lieu of adding new positions for this function, including an HVAC Mechanic II and Electrician II.

Council Staff Recommendation: Add to the Reconciliation List as “Priority.” While there are potential benefits of having DGS (as a maintenance-focused department vs. FRS) assume this function, the net costs in FY24 do not support this initiative at this time, given the fiscal capacity constraints in the overall FY24 budget.

2. Improved Property Management Program

- a. *Add: Property Manager II to Improve Facility Oversight and Maintenance (+ \$113,008, + 1.0 FTE)*
- b. *Decrease Cost: Recognize Plumbing Contract Savings from Expanded Property Management Support (- \$87,000)*

DGS requests a new Property Manager II to support the existing property management team. The FY24 cost is \$113,008 with a full-year (FY25) cost of \$142,117. When factoring in the projected ongoing savings in the plumbing contract of \$87,000 by utilizing the in-house maintenance staff, the net FY24 cost of this new position is \$26,008.

The new position will improve oversight and maintenance, mainly by lessening the number of facilities each Property Manager is responsible for. As mentioned previously in the packet, the current property management team oversees County buildings across geographic areas and various building functions and “customers/users.

This will have the impact of allowing each Property Manager to dive more deeply into compliance with maintenance actions, resolving existing problems; as well as proactively catching and addressing new problems before they become large problems. According to DGS:

“Each Property Manager will have more time to communicate with various customers and stake holders in each building. This both helps to identify concerns early and well as avert frustration due to lack of communication.

We currently have seven (7) Property Managers [covering seven geographic areas], all assigned to the day shift. Each Property Manager is responsible for 50 facilities on average [within their areas]; each having a significant number of employees, resident clients, and/or stakeholders utilizing the facilities in their area.

This does not count certain facilities such as the Outdoor Firing Range or Radio Tower Sites, which are not staffed but still require periodic inspection. At these facilities we do maintain landscaping, maintain generators, and provide lead abatement programs, for example.

By adding just one additional Property Manager [PM], the oversight burden per PM will drop to an average of 43 facilities, as we create a new Area 8. The industry average for

facility oversight is about 25 buildings per Property Manager; the additional Property Manager will bring DGS closer to the industry average.”

DGS and OMB also note that the addition of this Property Manager position and the Administrative Specialist to support the Capital Asset Management System (CAMS) implementation are cost neutral enhancements when the elimination of two vacant Building Services Worker positions and the plumbing contract savings are considered.

Council Staff Recommendation: Add both items to the Reconciliation List as “High Priority.” This position supports DGS’ initiative to transition into more preventative maintenance vs. responsive and can leverage the implementation of the CAMS to identify needs.

3. Add: Administrative Specialist II to Support Capital Asset Management System Implementation (+ \$78,293, 1.0 FTE)

DGS requests a new Administrative Specialist II to support the implementation of the CAMS; the position would conduct data entry, provide reporting, and information tracking to identify preventative maintenance needs that the CAMS would generate. The FY24 cost is \$78,293; the full-year annualized cost is \$104,391.

There are no current vacancies within the DGS complement that can be filled to perform this function; most vacancies are in maintenance-related functions or program management.

Council Staff Recommendation: Add to the Reconciliation List as “Priority.” Recommend that OMB identify a vacant and funded position within DGS (to reclassify) or another department (to transfer to DGS) that can assume this function.

4. Reduce: Abolish Two Vacant Building Services Worker Positions to Support Higher Need Position Request (- \$136,616, - 2.0 FTEs)

DGS requests the abolishment of two vacant Building Services Worker positions in order to fund the addition of the new Property Manager II and the Administrative Specialist II. The vacant positions are utilized to provide general maintenance needs in County buildings.

Council Staff Recommendation: Approve the abolishment of the two vacant positions.

5. Increase Costs: Increased Contractual Maintenance Costs

- a. *Increase Cost: Custodial Services Contractual Cost Increases (\$1,265,875)*
- b. *Increase Cost: Contractual Cost Increase for Grounds and Mowing Services; Electrical Controls; and Fire Suppression System (+ \$134,778)*

DGS is requesting increases to these contracts for FY24. The FY23 base budget funds \$7,258,762 for custodial services; an addition of \$1,265,875 (or 17.4%). In addition, DGS is requesting \$134,778 for various additional contracts including landscaping (8.8% increase), electrical maintenance (6.1% increase), and fire suppression systems maintenance (6.3% increase)

A breakdown of these costs and the base FY23 budget for these services are as follows:

	New Amount	FY23 Budget*	Increase*
New Award, Grounds/Mowing Contracts + Grounds service at PSHQ	886,906	814,770	72,136
Portable Fire Extinguisher & Kitchen Hood Fire Suppression System Inspection and Testing - Fireline Contract#1086689, 6% CPI increase	210,910	198,255	12,655
Electrical Controls, Electric Advantage Contract#1107556, 5.8% CPI increase	861,849	811,862	49,987

These increases are contractually scheduled as escalators (typically tied to inflationary adjustment estimates); however, the actual budgets for some maintenance contracts tend to be (historically) under the estimated cost due to fiscal capacity.

Council Staff Recommendation: Add to the Reconciliation List as “High Priority.” Funding of these contracts represents a core and essential function of DGS as the County’s property manager.

6. Increase Cost: Nebel Street Emergency Shelter Maintenance (+ \$123,000)

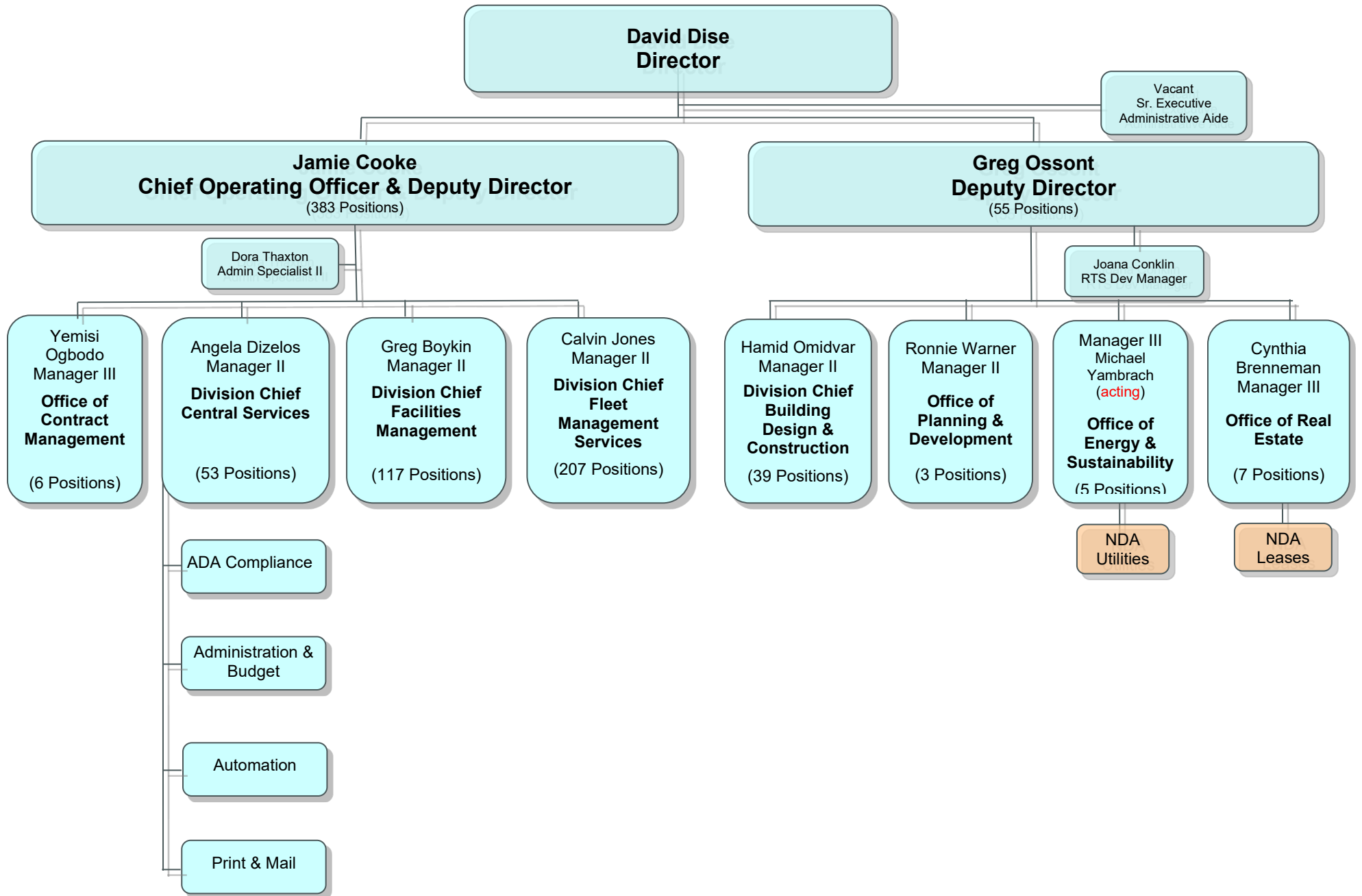
The department requests \$123,000 to provide maintenance at the Nebel Street emergency shelter, a 200-bed year-round facility, which opened in March 2022. Although constructed with County funds, maintenance and operations in FY22 and through part of FY23 was conducted by the County Coalition for the Homeless (MCCH). DGS is currently providing maintenance for the shelter, but funding was not included in the FY23 budget.

Council Staff Recommendation: Add to the Reconciliation List as “High Priority.”

This packet contains:

	<u>Circle Page #</u>
1. DGS Organization Chart as of FY23	1
2. Page from FY24 Recommended Operating Budget Book – DGS	2-9
3. OBET Scoring for DGS	10-14

FY23 DEPARTMENT OF GENERAL SERVICES





General Services

RECOMMENDED FY24 BUDGET

\$48,117,027

FULL TIME EQUIVALENTS

176.30

☀ 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 FY24 Operating Budget for the Department of General Services is \$48,117,027, an increase of \$6,197,902 or 14.79 percent from the FY23 Approved Budget of \$41,919,125. Personnel Costs comprise 42.06 percent of the budget for 241 full-time position(s) and no part-time position(s), and a total of 176.30 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 57.94 percent of the FY24 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

- ★ Enhance facility maintenance at volunteer-owned fire stations by transferring maintenance from MCFRS to the Department of General Services. This shift adds a professional maintenance team including a Property Manager, HVAC Technician, Plumber, Electrician, and a Craftworker to oversee these fire stations in the Department of General Services. This allows a uniform Captain to return to the field and will be funded in part by Emergency Service Transporter Supplemental Payment Program funds. This shift ensures that volunteer-owned stations receive the same expert facilities maintenance service as County-owned fire stations.
- ★ Add a Property Manager II to reduce the average number of facilities managed per position and improve facility oversight and property maintenance. This enhancement is offset by the elimination of a lower priority vacant position elsewhere in the Department.
- ★ Add an Administrative Specialist II to support implementation of the Capital Asset Management System providing technical assistance, customer service, coordinate service and repair work, measure facility management metrics and facility health, and ensure full utilization of system capabilities. This enhancement is offset by the elimination of a lower priority vacant position elsewhere in the Department.

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- ☛ Add funds to support facilities maintenance at the Nebel Street Emergency Shelter.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ☛ Installed sustainability related lighting and lighting controls upgrades and additional Building Automation System upgrades throughout County facilities.
- ☛ Developed the Scotland Neighborhood Recreation Center into a Resiliency Hub where residents can take refuge from the heat of summer or the cold of winter when their residences lose power. Moreover, residents will be able to refrigerate critical medicines, charge electronic devices, and safely gather with neighbors. The Scotland Resiliency Hub is the first of several that DGS plans to develop in Low-to-Moderate Income communities.
- ☛ Implemented a Monitoring Based Commissioning Program across Rockville Co buildings (Executive Office Building, Judicial Center, and Judicial Center). This initial three-building pilot has established best practices that will expand the program across the County's largest energy-consuming buildings.
- ☛ Initiated work needed to repair and stabilize the historic Lincoln Park High School in Rockville. Work includes a complete interior teardown, replacing of rotted floor and ceiling joists, as well as rotted interior walls. Removing antiquated electrical and plumbing systems, and the removal of hazardous materials.
- ☛ Improved sustainability and resiliency through power redundancy systems at the County's Clarksburg correctional facility and installed combined heat/power systems at several locations, including power redundancy improvements at Strathmore.
- ☛ Building on the County Executive's commitment to expand affordable housing in the county, solicited proposals to construct affordable housing at 18 County-owned properties, to include for-sale and rental housing. Proposals have been received and awards will take place in FY24.
- ☛ Continuing the affordable housing initiative, AHC Inc. and Habitat for Humanity were selected as partners to redevelop the former Department of Recreation headquarters (the former Bushey Drive Elementary School). The partners will redevelop the site into rental apartments, for-sale condominiums, and single-family homes affordable to very low and low households earning between 30% and 70% of the area medium income.

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Rachel Silberman of the Office of Management and Budget at 240.777.2770 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 FY23 estimates reflect funding based on the FY23 Approved Budget. The FY24 and FY25 figures are performance targets based on the FY24 Recommended Budget and funding for comparable service levels in FY25.

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 and Capital Improvements Program (CIP) budgets 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.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	3,599,492	16.86
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	26,483	0.00
Re-align: Personnel Cost Transfer	0	1.17
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	327,139	0.00
FY24 Recommended	3,953,114	18.03

☀ 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. This program is fully charged to the CIP.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	0	0.00
FY24 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, electronic and physical archiving of County records. The program administers and manages the countywide paper 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of printing orders completed ¹	5,090	6,265	6,265	6,265	6,265
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.49	3.48	3.49	3.49	3.49
Print/Mail/Archives: Internal customer survey responsiveness rating (scale of 1-4)	3.49	3.48	3.49	3.49	3.49

¹ The Digital Storefront (DSF) records one requisition. However, a customer may have multiple requests within one requisition.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	8,369,856	34.57
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	332,398	0.00
FY24 Recommended	8,702,254	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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	\$1,895,581	\$1,171,679	\$1,390,892	\$1,100,000	\$1,100,000
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	\$1,846,856	\$1,018,515	\$1,579,394	\$1,579,394	\$1,579,394
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	5,943	5,074	5,509	5,509	5,509
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent)	107,740	117,149	114,100	110,902	107,801

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	825,414	4.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	25,402	0.00
FY24 Recommended	850,816	4.50

☼ 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties (\$000) ¹	\$7,597	\$7,907	\$8,073	\$10,158	\$10,158
Average percent of work orders completed in quarter	71.2%	80.4%	85.0%	85.0%	85.0%
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	3.15	3.12	3.15	3.15	3.15

¹ FY24 and FY25 include contract increases and additional funds for grounds maintenance and custodial for fire stations.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	28,200,612	106.70
Shift: Enhance Facilities Maintenance Support of Volunteer-owned Fire Stations by Shifting Facilities Maintenance to the Department of General Services	2,000,000	0.00
Increase Cost: Custodial Services Contractual Cost Increases	1,265,875	0.00
Add: Enhance Facilities Maintenance Support of Volunteer Owned Fire Stations	502,797	5.00
Increase Cost: Contractual Cost Increase for Grounds and Mowing Services; Electrical Controls; and Fire Suppression System Inspection Services	134,778	0.00
Increase Cost: Nebel Street Emergency Shelter Maintenance	123,000	0.00

FY24 Recommended Changes	Expenditures	FTEs
Add: Property Manager II to Improve Facility Oversight and Maintenance	113,008	1.00
Add: Administrative Specialist II to Support Capital Asset Management System Implementation	78,293	1.00
Technical Adj: Personnel Cost Alignment	0	0.50
Decrease Cost: Recognize Plumbing Contract Savings from Expanded Property Management Support	(87,000)	0.00
Reduce: Abolish Two Vacant Building Services Worker Positions to Support Higher Need Position Request	(136,616)	(2.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,426,168	0.00
FY24 Recommended	33,620,915	112.20

☼ 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 (CIP) projects.

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of square feet of leased space managed	816,008	903,023	940,957	940,957	940,057
Average amount Montgomery County pays in rent (in dollars per square foot)	\$30.43	\$21.62	\$16.65	\$19.37	\$19.96
Leased Space Needs: Internal customer survey responsiveness rating (scale of 1-4)	3.33	3.29	3.30	3.30	3.30
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	3.32	3.26	3.30	3.30	3.30

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	923,751	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.	66,177	0.00
FY24 Recommended	989,928	7.00

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	12,292,148	11,648,690	12,796,186	12,967,410	11.3 %
Employee Benefits	3,566,500	3,342,887	3,289,350	3,764,475	12.6 %
County General Fund Personnel Costs	15,858,648	14,991,577	16,085,536	16,731,885	11.6 %
Operating Expenses	22,581,053	18,557,692	18,806,357	22,682,888	22.2 %
Capital Outlay	79,538	0	0	0	---
County General Fund Expenditures	38,519,239	33,549,269	34,891,893	39,414,773	17.5 %
PERSONNEL					
Full-Time	200	201	201	207	3.0 %
Part-Time	1	1	1	0	-100.0 %
FTEs	134.73	135.06	135.06	141.73	4.9 %
REVENUES					
Miscellaneous Revenues	202,771	60,000	60,000	60,000	---
FEMA Reimbursement	4,181,981	0	0	0	---
County General Fund Revenues	4,384,752	60,000	60,000	60,000	---

PRINTING & MAIL INTERNAL SERVICE FUND

EXPENDITURES					
Salaries and Wages	2,352,451	2,423,227	2,399,673	2,650,735	9.4 %
Employee Benefits	772,630	790,739	785,727	857,474	8.4 %

General Services

General Government 32-5

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
Printing & Mail Internal Service Fund Personnel Costs	3,125,081	3,213,966	3,185,400	3,508,209	9.2 %
Operating Expenses	5,449,180	4,796,480	4,825,046	4,834,635	0.8 %
Capital Outlay	19,699	359,410	359,410	359,410	---
Printing & Mail Internal Service Fund Expenditures	8,593,960	8,369,856	8,369,856	8,702,254	4.0 %
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	1,583,046	1,599,725	1,599,725	1,748,557	9.3 %
Mail Revenues	2,584,692	2,296,374	2,296,374	2,416,714	5.2 %
Print Revenues	2,184,118	2,632,335	2,632,335	2,722,562	3.4 %
Investment Income	2,381	9,670	55,960	88,420	814.4 %
Other Charges/Fees	1,901,952	1,869,320	1,869,320	1,869,320	---
Printing & Mail Internal Service Fund Revenues	8,256,189	8,407,424	8,453,714	8,845,573	5.2 %

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	377	0	0	0	---
Employee Benefits	95	0	0	0	---
Grant Fund - MCG Personnel Costs	472	0	0	0	---
Operating Expenses	883	0	0	0	---
Grant Fund - MCG Expenditures	1,355	0	0	0	---

PERSONNEL

Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---
Grant Fund - MCG Revenues	0	0	0	0	---

DEPARTMENT TOTALS

Total Expenditures	47,114,554	41,919,125	43,261,749	48,117,027	14.8 %
Total Full-Time Positions	234	235	235	241	2.6 %
Total Part-Time Positions	1	1	1	0	-100.0 %
Total FTEs	169.30	169.63	169.63	176.30	3.9 %
Total Revenues	12,640,941	8,467,424	8,513,714	8,905,573	5.2 %

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY23 ORIGINAL APPROPRIATION	33,549,269	135.06
Changes (with service impacts)		
Add: Enhance Facilities Maintenance Support of Volunteer Owned Fire Stations [Facilities Management]	502,797	5.00
Add: Property Manager II to Improve Facility Oversight and Maintenance [Facilities Management]	113,008	1.00
Add: Administrative Specialist II to Support Capital Asset Management System Implementation [Facilities Management]	78,293	1.00
Reduce: Abolish Two Vacant Building Services Worker Positions to Support Higher Need Position Request [Facilities Management]	(136,616)	(2.00)
Other Adjustments (with no service impacts)		
Shift: Enhance Facilities Maintenance Support of Volunteer-owned Fire Stations by Shifting Facilities Maintenance to the Department of General Services [Facilities Management]	2,000,000	0.00
Increase Cost: Custodial Services Contractual Cost Increases [Facilities Management]	1,265,875	0.00
Increase Cost: FY24 Compensation Adjustment	661,287	0.00
Increase Cost: Annualization of FY23 Compensation Increases	656,022	0.00
Increase Cost: Motor Pool Adjustment	503,517	0.00
Increase Cost: Contractual Cost Increase for Grounds and Mowing Services; Electrical Controls; and Fire Suppression System Inspection Services [Facilities Management]	134,778	0.00
Increase Cost: Nebel Street Emergency Shelter Maintenance [Facilities Management]	123,000	0.00

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY23 Personnel Costs	32,001	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	26,483	0.00
Increase Cost: Printing and Mail	4,451	0.00
Technical Adj: Personnel Cost Alignment [Facilities Management]	0	0.50
Re-align: Personnel Cost Transfer [Administration]	0	1.17
Decrease Cost: Retirement Adjustment	(12,392)	0.00
Decrease Cost: Recognize Plumbing Contract Savings from Expanded Property Management Support [Facilities Management]	(87,000)	0.00
FY24 RECOMMENDED	39,414,773	141.73

PRINTING & MAIL INTERNAL SERVICE FUND

FY23 ORIGINAL APPROPRIATION	8,369,856	34.57
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY23 Compensation Increases	181,021	0.00
Increase Cost: FY24 Compensation Adjustment	120,178	0.00
Increase Cost: Annualization of FY23 Operating Expenses	30,000	0.00
Increase Cost: Motor Pool Adjustment	7,514	0.00
Increase Cost: Printing and Mail	641	0.00
Decrease Cost: Retirement Adjustment	(6,956)	0.00
FY24 RECOMMENDED	8,702,254	34.57

PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Administration	3,599,492	16.86	3,953,114	18.03
Building Design and Construction	0	0.00	0	0.00
Central Duplicating, Imaging, Archiving, & Mail Services	8,369,856	34.57	8,702,254	34.57
Energy and Sustainability	825,414	4.50	850,816	4.50
Facilities Management	28,200,612	106.70	33,620,915	112.20
Real Estate Program	923,751	7.00	989,928	7.00
Total	41,919,125	169.63	48,117,027	176.30

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY23 Total\$	FY23 FTEs	FY24 Total\$	FY24 FTEs
COUNTY GENERAL FUND					
Recycling and Resource Management	Solid Waste Disposal	54,624	0.10	42,162	0.10
Alcohol Beverage Services	Liquor	663,553	1.20	954,976	1.20
CIP	Capital Fund	8,381,039	56.32	8,764,621	55.15
Administration and Support	General Fund	749,029	3.50	749,029	3.50
Total		9,848,245	61.12	10,510,788	59.95

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
COUNTY GENERAL FUND						
EXPENDITURES						
FY24 Recommended	39,415	39,415	39,415	39,415	39,415	39,415
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY24	0	180	180	180	180	180

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
New positions in the FY24 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY24	0	(154)	(154)	(154)	(154)	(154)
Items recommended for one-time funding in FY24, including temporary vehicle leases, will be eliminated from the base in the outyears.						
Labor Contracts	0	365	365	365	365	365
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	39,415	39,806	39,806	39,806	39,806	39,806

PRINTING & MAIL INTERNAL SERVICE FUND

EXPENDITURES

FY24 Recommended	8,702	8,702	8,702	8,702	8,702	8,702
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	105	105	105	105	105
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	8,702	8,807	8,807	8,807	8,807	8,807

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY24 Recommended		FY25 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance Facilities Maintenance Support of Volunteer Owned Fire Stations	374,387	5.00	499,183	5.00
Property Manager II to Improve Facility Oversight and Maintenance	87,326	1.00	116,435	1.00
Administrative Specialist II to Support Capital Asset Management System Implementation	78,293	1.00	104,391	1.00
Total	540,006	7.00	720,009	7.00

farms, food assistance providers, charities, and educational institutions. The OFSR will develop and maintain a system to collect and process local food systems data to support accurate and timely monitoring of the state of the local food systems, and analyze such data to support decision making and strategic planning. In coordination with the ORESJ, the OFSR will develop and maintain a system to collect and process food assistance recipient data and use that data to find barriers in the food security space.

2. How does your department's budget allocate funds towards ensuring that public documents (including websites and related apps), policies, plans, meetings, and hearings are readily accessible to the public? Please use the checkboxes below to indicate which activities your department budget will enable. Then, in the text box that follows, please describe how your budget targets resources towards these activities.

- Translating documents and marketing material to relevant languages based on the project impact area. Completed in partnership or at the advisement of the Office of Community Partnerships.
- We've not yet planned or implemented strategies listed here and will use the textbox to explain why.

Building off the successful practices of the Food Security Task Force, we know community targeted materials will be necessary. As the OFSR has not been officially stood up with dedicated full time staff, strategies and plans have not been implemented. Once the office is officially stood up, the manor to ensure access will be determined.

3. What persistent gaps or limitations could inhibit your department's ability to advance racial equity and social justice?

Currently there are siloed workflows within multiple government departments and key stakeholders; by working together and using the resources of all these partners in one collective effort-we will be able to better plan, budget and use resources more efficiently and effectively towards a more sustainable plan for the system itself and the residents using the system.

ORESJ Rating

No Data

ORESJ Justification

No Data

General Services



1. How will your overall budget support the department's commitment to advancing racial equity and social justice? To aid you in the formulation of your response, we've offered a list of activities, using the GARE framework, that demonstrate department-level commitments to racial equity and social justice. More information about the GARE framework is below and here.

Normalize - Establish racial equity as a key value by developing a shared understanding of key concepts across the department and create a sense of urgency to make changes

- ★ Form a Racial Equity CORE Team.
- ★ Allocate or support the use of staff time for CORE team activities.
- ★ Develop a racial equity vision statement (and/or racial equity and social justice mission, values, or guiding principles).

DGS assigned an employee, Kara Olsen Salazar, as the DGS Racial Equity liaison. While the goal is that core team members will develop a Racial Equity Action Plan, DGS has not had the capacity to schedule regular meetings with a defined group.

Organize - Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships with other institutions and community.

- ★ Designate resources for staff participation in GARE conferences and other department-specific racial equity and social justice professional development.

DGS supports the next GARE conference on November 18-19, 2022. DGS Racial Equity Liaison, Kara Olsen Salazar, will attend the conference. DGS prioritized training resources to fund the GARE conference in November 2022. While DGS has integrated RESJ in Performance Plans for certain positions, it is not across the board. Funding and staff availability limit our ability at this time to allow ALL staff to complete the trainings. For example, if a mechanic were to take the training, another staff member would need to be available to cover the shift. Access to computer training is also a challenge. The DGS RESJ Liaison has completed the trainings: "Advancing Racial Equity: the Role of Government" and "the Racial Equity Institute's Groundwater Approach: building practical understanding of structural racism" trainings. Others in the department have completed the trainings as well, as time permits. The length of the trainings makes it a challenge for staff to have availability to complete.

Operationalize - Put theory into action by implementing new tools for decision-making, measurement, and accountability like a Racial Equity Tool and developing a Racial Equity Action Plan.

- ★ We're doing something else and will use the text box to describe.

While DGS' mission is to serve the diverse business and service requirements of all County departments, enabling departments to successfully complete their respective missions, DGS is committed to advancing equity in the County. DGS works with our colleagues in departments that we support, to assure that conversations and decisions consider the impact on racial equity and social justice. Areas where DGS programs advance racial equity in the County: - The ADA Compliance Project is constantly working to remove barriers (physical and attitudinal) for people with disabilities who are disproportionately represented by people facing racial inequities. Community feedback is at the core of how ADA Compliance projects are selected with



an emphasis on racial equity so that everyone regardless of disability, age, race, ethnicity can maximize the potential of all programs and services provided by Montgomery County. People with disabilities are disproportionately highly represented in data involving poverty, unemployment and quality of life when compared to our non-disabled peers. The data increases when other marginalized populations become disabled as well. Racism and ableism are often thought of as parallel systems of oppression that work separately to perpetuate social hierarchy. Not only does this way of looking at the world ignore the experiences of people of color with disabilities, but it also fails to examine how race is pathologized in order to create racism. Meaning that society treats people of color in specific ways to create barriers, and these poor conditions create disability. The concept of disability has been used to justify discrimination against other groups by attributing disability to them. According to the National Disability Institute, African Americans are not only more likely to have a disability, but the impact of the disability on their lives is greater than it is on their white counterparts. Ensuring that all of Montgomery County's programs and facilities are fully accessible for people with disabilities, mitigates the societal ramifications that face people of color and people living in poverty in our community. Data from the CDC shows that 26 percent of the U.S. population—61 million American adults—live with a disability that's either visible or non-apparent (<https://www.cdc.gov/ncbddd/disabilityandhealth/infographic-disability-impacts-all.html>). -Site Selection and Facility Planning CIP are areas where DGS can have an impact on where new facilities are located. However, for the most part, the locations for new Libraries, Recreation Center, and Public Safety facilities are decided by the respective departments. -General Government Level of Effort projects allow for very little flexibility to select where work is planned as funds are limited and must be allocated where the need for renovation/repair is most urgent. We have prioritized several LOE projects to support much needed repairs at the Colesville Health Center. This facility serves low income residents. -DGS' solicitations support the County's minority, female, and disabled community. DGS awards over \$30M in contracts to minority, female and disabled owned businesses. -DGS' Office of Energy and Sustainability implemented the reuse of 16 acres of the former Oak's Landfill facility for a 6MW ground mounted solar project. The system generates 11.4 million kWh of energy annually. 7.6 million Kilowatts are designated for Low to Moderate Income households through the community solar program, which enables participation in renewable energy while also providing a discount on energy costs. -The Bette Carol Thompson Scotland Neighborhood Recreation Center has been prioritized to provide equitable and resilient community benefits using "microgrid" planning. The Scotland Neighborhood Recreation Center is located in an identified Equity Emphasis Area with higher-than-average concentrations of low-income, minority populations, and limited English language skills. The project will incorporate energy efficient lighting and equipment upgrades, the installation of 76kW rooftop solar and emergency power generation. The Centers' upgrades, when completed in 2021, will enable independent operation during power outages or other weather-related emergencies for an extended period; enabling critical services to be delivered to the community, such as refrigeration for medicines, mobile phone charging centers, centralized communications. Future hubs were selected to engage a diverse socioeconomic and geographic distribution. The future sites are: Damascus Community Recreation Center; Kennedy Shriver Aquatic Center (KSAC); White Oak Community Recreation Center; Plum Gar Community Recreation Center; Marilyn Praisner Community Recreation Center, Upper County Community Recreation Center - Fleet Management Services promotes equity by providing procurement and maintenance support to DOT Ride-on buses, which offer safe and reliable transportation across the communities in the County allowing easy access to work, school, and shopping for all County constituents. In addition, DFMS ensures via maintenance support of heavy equipment,



that the roadways are clear and in safe operating condition for all modes of transportation including Ride-on buses operating in Montgomery County. Data shows that bus ridership supports lower socioeconomic areas and communities of color.

2. How does your department's budget allocate funds towards ensuring that public documents (including websites and related apps), policies, plans, meetings, and hearings are readily accessible to the public? Please use the checkboxes below to indicate which activities your department budget will enable. Then, in the text box that follows, please describe how your budget targets resources towards these activities.

- ★ Translating documents and marketing material to relevant languages based on the project impact area. Completed in partnership or at the advisement of the Office of Community Partnerships.
- ★ Ensuring interpretation services (ASL and closed-captioning) are available to the public in all relevant places and programs (such as service desks, service phone lines, open houses, public meetings, etc.).
- ★ Ensuring accessibility for people with disabilities using Section 508 of the Rehabilitation Act; Web Content Accessibility Guidelines; and compliance with the Americans with Disabilities Act as a minimum standard.

The DGS Office of ADA Compliance assures compliance with the Americans with Disabilities Act. DGS has entered into a contract with two vendors to provide interpretation services and supports all departments with Visual Communication and Sign Language services, assuring accessibility across County programs. The DGS ADA Coordinator worked with the Public Information Office (PIO) and the Department of Technology and Enterprise Business Solutions (TEBS) on a Web-Site Accessibility Initiative, assuring that County web pages are accessible to all.

3. What persistent gaps or limitations could inhibit your department's ability to advance racial equity and social justice?

While DGS is committed to supporting RESJ, we currently have limited resources to be able to fully engage in all aspects of the RESJ work plan. The DGS FY24 budget requires a 2% cut which further limits our ability to support this important initiative. Funding and staff availability limit our ability at this time to allow ALL staff to complete the trainings. For example, if a mechanic were to take the training, another staff member would need to be available to cover the shift. Access to computer training is also a challenge. The DGS RESJ Liaison has completed the trainings: "Advancing Racial Equity: the Role of Government" and "the Racial Equity Institute's Groundwater Approach: building practical understanding of structural racism" trainings. Others in the department have completed the trainings as well, as time permits. The length of the trainings makes it a challenge for staff to have availability to complete.

ORESJ Rating

3-Department-level budget demonstrates a strong commitment to advancing racial equity and social justice in Montgomery County

ORESJ Justification

The department indicated commitments across each major area of the GARE framework, however the department reports being constrained in meeting the training requirement articulated in RESJ Act. In addition,



while the department's CORE team lead has worked diligently to explore the intersection of racial equity and the department's various lines of business, scaling the staff competencies and capacities across these departments is critical. In the operationalizing section, there are various programmatic activities that appear to explore and consider racial disparities and inequities in the areas of accessibility, climate resilience and energy equity, site selection and planning, and fleet management. To strengthen its work, the department should look to reviewing and developing processes, policies, and practices that enable the seamless application of a racial equity lens to how DGS does business and makes decisions in collaboration with departments and vendors. DGS sits at the intersection of many important government functions, and therefore could play a large role in the County's ability to reduce racial disparities and inequities across a number of life outcomes.

Grants Management



1. How will your overall budget support the department's commitment to advancing racial equity and social justice? To aid you in the formulation of your response, we've offered a list of activities, using the GARE framework, that demonstrate department-level commitments to racial equity and social justice. More information about the GARE framework is below and here.

Normalize - Establish racial equity as a key value by developing a shared understanding of key concepts across the department and create a sense of urgency to make changes

- ★ Form a Racial Equity CORE Team.
- ★ Allocate or support the use of staff time for CORE team activities.
- ★ Develop a racial equity vision statement (and/or racial equity and social justice mission, values, or guiding principles).

Integration of RESJ considerations into all aspects of the County's grant management activities is a legislated requirement for the Office of Grants Management. RESJ considerations are factored into every policy, process, and tool under development by OGM. Each position within OGM is being recruited with the requirement that the final candidate understands RESJ issues, how they impact grants management, and have a general sense of strategies of how to improve equity in the grants management space. Overall, as a small office with RESJ as a core part of our mandate and function in County government, all staff members will be part of a Racial Equity CORE Team, will have staff time dedicated for CORE Team activities, and will be part of developing a racial equity vision statement for the office.

Organize - Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships

