



Technology and Enterprise Business Solutions

RECOMMENDED FY24 BUDGET

\$54,020,715

FULL TIME EQUIVALENTS

172.75

 GAIL M. ROPER, CHIEF INFORMATION OFFICER/DIRECTOR

MISSION STATEMENT

The mission of the Department of Technology and Enterprise Business Solutions (TEBS) is to be responsive, collaborative, and innovative in providing technology solutions and services to facilitate the delivery of a wide range of services in all branches of government. The Department strives to provide its solutions and consultative services in a cost-effective, timely, and high-quality fashion to reduce service times, avoid inflated costs, reduce information security risk, and improve the quality of County services through automation-assisted process improvement. The Department facilitates business and reengineering processes to improve legacy workflow and streamline services to our customers.

TEBS is responsive by providing measurable solutions and services to internal and external partners, customers, and constituents, when and where they are needed; securely enabling County employees to provide quality services and information to internal entities, residents, and businesses; and enhancing project management to improve contract management and overall performance.

TEBS is collaborative as it provides expert consultative service to partners including internal customers, external agencies, and the public and private sectors to increase the productivity of County government, businesses, and residents; and to assist with technology enabled economic, workforce development, and community digital equity initiatives.

TEBS is innovative as it identifies and implements technology solutions to address business needs that enhance value and enable continuous measurable improvement.

BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Department of Technology and Enterprise Business Solutions is \$54,020,715, an increase of \$3,028,568 or 5.94 percent from the FY23 Approved Budget of \$50,992,147. Personnel Costs comprise 45.80 percent of the budget for 172 full-time position(s) and one part-time position(s), and a total of 172.75 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 54.20 percent of the FY24 budget.

Additional support for TEBS programs are provided and detailed in the Cable Television Communications Fund.

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:

- ◆ **Thriving Youth and Families**
- ◆ **An Affordable, Welcoming County for a Lifetime**
- ◆ **Effective, Sustainable Government**

INITIATIVES

- ★ Continue to implement an enterprise driven IT governance model that is focused on responsiveness, collaboration, and innovation by centralizing the adoption of a more agile approach to technology initiatives, expanding the use of low to no-code technologies, and developing and staffing an enterprise IT project development governance model that emphasizes a solid business strategy.
- ★ Replace and modernize the Montgomery County Government external facing website, resulting in an improved web experience evolving to meet internal and external user needs.
- ★ Continue to modernize the technology and centralize the information across Montgomery County Government, resulting in improved efficiencies, and a unified infrastructure to drive data driven decision making. This modernization is the foundation to continuously improve the overall experience for stakeholders and citizens.
- ★ Examine and envision how an investment in Artificial Intelligence (AI) can bring efficiency in decision making and problem solving, enhanced security, and foster effective decision making across the enterprise, by funding AI solutions that boost customer service, resident expectations, and their experiences with government services.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Established a governance structure and procedures within the Enterprise Office of Project Management that enabled the organization to successfully manage and deliver enterprise projects that significantly impact the organization, are highly complex, and subject to significant risks.
- ★ Created a new Office of Public Safety Programs and Regional Interoperability (OFPS) to assist in the strategic planning, consultative designing, implementation, operations, and maintenance of mission-critical county-wide and regionally integrated public safety systems and services.
- ★ Published the first-ever Enterprise Information Technology (IT) Service Catalog, providing departments with ongoing references to the technology services available, which will provide a simple and standardized way for departments to submit requests for new engagements. Requesters will experience a consultative and inclusive process by which their needs are discussed, solutions are evaluated, and plans are enacted to resolve the business needs. The online catalog will improve service delivery to the departments while providing TEBS with useful data for strategic planning and continuous improvement.
- ★ Expanded cybersecurity capabilities to combat today's and tomorrow's increased information security threats by implementing next-generation Endpoint Detection and Response capabilities to further protect desktops and servers from advanced attackers and malicious software, and by implementing an Enterprise Mobile Application Management (MAM) solution, which enhances the County's data security and mobile threat protection by standardizing the list of supported applications ("apps"), instituting a required access code, and restricting the copying and saving of County data to personal mobile devices and accounts.

PROGRAM CONTACTS

Contact Leny Bautista of the Department of Technology and Enterprise Business Solutions at 240.777.2865 or Seamus McNamara of the Office of Management and Budget at 240.277.2755 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

Digital Transformation

The Office of Digital Transformation provides a digital vision for the County to meet the County's priority objectives, enhance the value of services provided to stakeholders, and lower the overall cost of service delivery. The Office of Digital Transformation is responsible for ensuring that the enterprise's business strategy is optimal, given the current and evolving digital realities, opportunities, and threats. The Chief Digital Officer leads the Office of Digital Transformation and champions the use of information, data, and technology in improving the business model of County stakeholders, innovating upon all aspects of the business, and creating business success for Montgomery County.

The Office of Digital Transformation is responsible for Geographic Information System (GIS), Web Solutions, Data Services, Technical Support and Enterprise Resource Planning (ERP) which includes Human Capital Management, Payroll/Comp/BI, Security and System Administration, and Financials.

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of enterprise resource planning (ERP) work orders completed	1,023	673	700	700	700
Number of websites and web applications supported	397	264	279	294	309
Number of Open Data datasets published	22	30	30	25	25
Enterprise resource system availability	99.93%	99.98%	99.98%	99.98%	99.98%
Success rate for business intelligence data refreshes	99.00%	99.90%	99.90%	99.90%	99.90%
Number of business intelligence data models published	114	118	120	122	125

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	13,374,669	36.75
Add: Website Initiative	1,500,000	0.00
Technical Adj: Mid-year reorganization position shifts and adjustments	1,264,544	5.00
Increase Cost: Oracle Licenses Based on Updated County Usage	610,354	0.00
Increase Cost: Oracle Software Maintenance	49,200	0.00
Decrease Cost: Contract Support Service in ERP-Payroll, Compensation, and Business Intelligence	(210,000)	0.00
Shift: Transfer One Contractual IT Support Resource to OMB	(220,000)	0.00
Decrease Cost: Contract Support Services in ERP-Security	(270,000)	0.00

FY24 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.	140,284	0.00
FY24 Recommended	16,239,051	41.75

☀ Office of Broadband Programs and Infrastructure Modernization

The Office of Broadband Programs (OBP) is responsible for Countywide broadband governance, planning, implementation, and operations; encouraging broadband related economic development; and enabling digital equity initiatives. This Office leads the County Executive's digital equity programs; manages the County's cable television and telecommunications franchise agreements and the Cable Revenue Fund; ensures that consumer cable and broadband services are of high quality and that communications providers comply with safety and construction codes; enforces cable and broadband customer service requirements; promotes community and civic engagement through Public, Educational, and Government (PEG) programming utilizing multi-media platforms; and manages the County's FiberNet fiber optic network and related broadband services. FiberNet is the County's critical infrastructure communications network that enables all email, video, Internet access, and Cloud services, and supports County voice telephony, broadband, and networking for MCPS, MC, HOC, M-NCPPC, and WSSC Water.

Infrastructure Modernization: OBP is responsible for modernizing and maintaining the County's infrastructure supporting FiberNet, voice, and broadband services as well as the County's data center infrastructure.

Telecommunication Solutions: The Enterprise Telecommunications and Services Division (ETSD) provides integrated communications services and solutions for County government departments and agencies, including MC311. ETSD is responsible for the programming, operation, and maintenance of the County's telephone system and related services, e.g., voicemail and automatic call distribution (ACD).

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of telecom service requests ¹	1,500	N/A	1,496	TBD	TBD
Average number of workdays to complete telecom service requests ²	0.8	N/A	7.0	TBD	TBD
Percent of time public safety radio system is fully operational	98.90%	100.00%	100.00%	100.00%	100.00%

¹ Effective FY22, intake is being handled by ServiceNow and data is not available prior to July 1, 2022 to provide FY22 actuals. Projected FY24 and FY25 will be determined once Service Level Agreements (SLAs) have been established.

² Effective FY22, intake is being handled by ServiceNow and data is not available prior to July 1, 2022 to provide FY22 actuals. Projected FY24 and FY25 will be determined once Service Level Agreements (SLAs) have been established.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	18,759,595	57.50
Shift: Senior IT Specialist to TEBS General Fund from Cable Fund	172,951	1.00
Shift: Cable Positions to General Fund	0	2.00
Decrease Cost: NOC Contractor to FTE Conversion	(551,655)	0.00
Technical Adj: Mid-year reorganization position shifts and adjustments	(10,047,684)	(27.50)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	740,117	0.00
FY24 Recommended	9,073,324	33.00

☀ Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) prioritizes the enterprise agenda for technology strategy. The OCIO focuses on strategic business outcomes which include alignment with the business goals of the organization, IT Strategy and Planning, the IT project portfolio, IT Project Management Office (PMO), IT performance measurement, IT organizational change management, One Face Forward initiative, IT methodologies and trend decisions, IT vendor management, finance and human resources, and Infrastructure and Cloud Services. The OCIO remains focused on dealing with vendor relationships, and identifying and introducing new ways of doing business including the emphasis on consultative services to departments. The OCIO is strategic in engaging with business executives and the political body. The OCIO defines policy development that protects and defines data security by working closely with the Chief Information Security Officer.

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of IT help desk requests	69,732	84,584	87,122	89,735	92,427
Percent of customers satisfied with the IT help desk	98%	99%	98%	98%	98%
Percent of IT help desk requests resolved on the first call	97%	97%	90%	90%	90%

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	12,095,096	51.00
Technical Adj: Mid-year reorganization position shifts and adjustments	884,189	4.00
Shift: Mill to TEBS General Fund from Cable Fund	174,149	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	354,072	0.00
FY24 Recommended	13,507,506	56.00

☀ Public Safety Programs and Regional Interoperability

The newly created Office of Public Safety Programs and Regional Interoperability (OFPS) is responsible for the strategic planning and consultative design, implementation, operation, and maintenance of mission-critical county-wide and regionally integrated public safety systems and services. OFPS will assist in the identification and adoption of emerging public safety technologies. OFPS will look to leverage new and existing public safety programs within the National Capital Region (NCR).

Radio Communications Services (RCS) is responsible for (24-hour) operations and maintenance of the County's 800 MHZ radio and mobile communications systems and infrastructures that supports public safety and public service departments/agencies. RCS manages the newly created radio life-cycle replacement program.

The Public Safety Data System (PSDS) is responsible for (24-hour) operations and maintenance of the 9-1-1 Computer Aided Dispatch (CAD) system and processes working collaboratively with the Emergency Communications Center (ECC) senior management. PSDS manages the CAD system upgrade program and integration of the advance messaging and responder location program.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	0	0.00
Technical Adj: Mid-year reorganization position shifts and adjustments	6,992,337	14.00

FY24 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.	(333,359)	0.00
FY24 Recommended	6,658,978	14.00

☀ Strategic Partnerships

The Office of Strategic Partnerships (OSP) supports innovation by bridging the gap between County departmental business partners and technology solution providers to accomplish quick and agile solutions that address longstanding technological or work challenges facing departments. The Chief Technology Officer oversees this office and manages business process reengineering and maintains a consulting relationship with all department partners. OSP directs the planning to ensure alignment of required goals to support enterprise business demands. OSP focuses on envisioning how departmental technology and business needs can be better supported to improve service to our customers. OSP establishes cloud governance, architecture, and best practices, and implements cloud solutions. This office pushes technology services from an administrative, back-office function to a strategic partner for departments in innovating service to residents.

OSP manages DevOps & Server Support, Employee Productivity Services, Enterprise Cloud Solutions, Enterprise Services, Infrastructure & Cloud Services, and Low Code Governance and Administration, which manages the deployment and governance of low code platforms to meet aggressive delivery timetables of applications and for faster iterative updates, while deploying to the customer or public end-users.

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Average monthly Enterprise Service Bus data transfers ¹	256,873	251,824	260,000	265,000	270,000

¹ In FY22, although the number of interfaces increased to 550 from 500, the monthly average statistics decreased because several high frequency run jobs were retired.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	6,762,787	23.00
Technical Adj: Mid-year reorganization position shifts and adjustments	906,612	5.00
Enhance: Multifactor Authentication/Customer Identify & Access Management	200,000	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.	672,457	0.00
FY24 Recommended	8,541,856	28.00

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	16,589,417	19,064,962	17,560,583	20,040,196	5.1 %
Employee Benefits	4,163,291	4,455,668	3,986,173	4,700,727	5.5 %
County General Fund Personnel Costs	20,752,708	23,520,630	21,546,756	24,740,923	5.2 %
Operating Expenses	22,589,384	27,431,217	28,364,095	29,239,492	6.6 %

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
Capital Outlay	0	40,300	40,300	40,300	—
County General Fund Expenditures	43,342,092	50,992,147	49,951,151	54,020,715	5.9 %
PERSONNEL					
Full-Time	168	167	167	172	3.0 %
Part-Time	2	2	2	1	-50.0 %
FTEs	166.25	168.25	168.25	172.75	2.7 %
REVENUES					
Other Licenses/Permits	(20)	0	0	0	—
County General Fund Revenues	(20)	0	0	0	—
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	0	0	0	0	—
Operating Expenses	5,209,911	0	0	0	—
Grant Fund - MCG Expenditures	5,209,911	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	—
REVENUES					
Federal Grants	805,544	0	0	0	—
Other Intergovernmental	4,009,755	0	0	0	—
Grant Fund - MCG Revenues	4,815,299	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	48,552,003	50,992,147	49,951,151	54,020,715	5.9 %
Total Full-Time Positions	168	167	167	172	3.0 %
Total Part-Time Positions	2	2	2	1	-50.0 %
Total FTEs	166.25	168.25	168.25	172.75	2.7 %
Total Revenues	4,815,279	0	0	0	—

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	FY23 ORIGINAL APPROPRIATION	50,992,147 168.25
<u>Changes (with service impacts)</u>		

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Website Initiative [Digital Transformation]	1,500,000	0.00
Enhance: Multifactor Authentication/Customer Identify & Access Management [Strategic Partnerships]	200,000	0.00
Other Adjustments (with no service impacts)		
Technical Adj: Mid-year reorganization position shifts and adjustments [Public Safety Programs and Regional Interoperability]	6,992,337	14.00
Technical Adj: Mid-year reorganization position shifts and adjustments [Digital Transformation]	1,264,544	5.00
Technical Adj: Mid-year reorganization position shifts and adjustments [Strategic Partnerships]	906,612	5.00
Technical Adj: Mid-year reorganization position shifts and adjustments [Office of the Chief Information Officer]	884,189	4.00
Increase Cost: FY24 Compensation Adjustment	874,355	0.00
Increase Cost: MCCATS3 Contract Increase	869,000	0.00
Increase Cost: Annualization of FY23 Compensation Increases	796,984	0.00
Increase Cost: Oracle Licenses Based on Updated County Usage [Digital Transformation]	610,354	0.00
Increase Cost: Annualization of FY23 Personnel Costs	313,635	0.00
Shift: MIII to TEBS General Fund from Cable Fund [Office of the Chief Information Officer]	174,149	1.00
Shift: Senior IT Specialist to TEBS General Fund from Cable Fund [Office of Broadband Programs and Infrastructure Modernization]	172,951	1.00
Increase Cost: Oracle Software Maintenance [Digital Transformation]	49,200	0.00
Increase Cost: Printing and Mail	2,483	0.00
Shift: Cable Positions to General Fund [Office of Broadband Programs and Infrastructure Modernization]	0	2.00
Decrease Cost: Retirement Adjustment	(1,718)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY23	(35,600)	0.00
Decrease Cost: Motor Pool Adjustment	(135,507)	0.00
Decrease Cost: Contract Support Service in ERP-Payroll, Compensation, and Business Intelligence [Digital Transformation]	(210,000)	0.00
Shift: Transfer One Contractual IT Support Resource to OMB [Digital Transformation]	(220,000)	0.00
Decrease Cost: Contract Support Services in ERP-Security [Digital Transformation]	(270,000)	0.00
Decrease Cost: NOC Contractor to FTE Conversion [Office of Broadband Programs and Infrastructure Modernization]	(551,655)	0.00
Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions	(1,110,061)	0.00
Technical Adj: Mid-year reorganization position shifts and adjustments [Office of Broadband Programs and Infrastructure Modernization]	(10,047,684)	(27.50)
FY24 RECOMMENDED		54,020,715 172.75

PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Digital Transformation	13,374,669	36.75	16,239,051	41.75
Office of Broadband Programs and Infrastructure Modernization	18,759,595	57.50	9,073,324	33.00
Office of the Chief Information Officer	12,095,096	51.00	13,507,506	56.00
Public Safety Programs and Regional Interoperability	0	0.00	6,658,978	14.00

PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Strategic Partnerships	6,762,787	23.00	8,541,856	28.00
Total	50,992,147	168.25	54,020,715	172.75

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY23 Total\$	FY23 FTEs	FY24 Total\$	FY24 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	322,400	0.00	322,400	0.00
Alcohol Beverage Services	Liquor	1,154,777	0.00	1,183,897	0.00
CIP	Capital Fund	228,658	1.00	237,203	1.00
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	0	0.00	46,080	0.00
NDA - Retiree Health Benefits Trust	Retirement Fund (ERS)	46,080	0.00	0	0.00
Total		1,751,915	1.00	1,789,580	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
COUNTY GENERAL FUND						
EXPENDITURES						
FY24 Recommended	54,021	54,021	54,021	54,021	54,021	54,021
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY24	0	(1,650)	(1,650)	(1,650)	(1,650)	(1,650)
Items recommended for one-time funding in FY24, including (Website Initiative, and MFA replacement), will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	0	1,110	1,110	1,110	1,110	1,110
Labor Contracts	0	468	468	468	468	468
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	54,021	53,949	53,949	53,949	53,949	53,949

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