

MONTGOMERY COUNTY GOVERNMENT

**ARTIFICIAL
INTELLIGENCE
PROGRESS
REPORT**

SEPTEMBER
2025





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MESSAGE FROM THE CHIEF INFORMATION OFFICER: DIRECTOR GAIL ROPER

PIONEERING PROGRESS, DELIVERING IMPACT



I'm proud to present Montgomery County's AI Action Plan Progress Report, highlighting our dedication to delivering technology that's not only innovative, but purposeful, inclusive, and impactful for our community. Over the past year, we've moved decisively from vision to reality, demonstrating that AI can, and should, measurably improve how we serve residents, businesses and employees alike.

Our successes are tangible and community-driven. A few examples of our standout initiatives illustrate how thoughtfully designed AI experiences enrich community engagement. In a first-of-its-kind experience for Montgomery County, we welcomed attendees at our 2024 Quality Leadership Forum with an immersive holographic message from County Executive Marc Elrich, captivating our leadership team and vividly demonstrating how TEBS is leveraging breakthrough technology to redefine communication and engagement. "AI Shirley," launched in 2024 and enhanced the 2025 Oakley AR Experiences at Oakley Cabin African American Museum and Park, to combine interactive storytelling with cutting-edge technology, enabling visitors to engage deeply with the history of Montgomery County - every day of the year - in more than 140 languages.

As we continue this exciting journey, transparency and measurable outcomes remain central to our approach. The goal is to continue using AI to create real and lasting public value supported by solid data governance, continuous learning and meaningful community partnerships.

Thank you for your trust and collaboration as we keep pushing the boundaries of what's possible in public service. Together, we're not just imagining the future—we're making it happen.

A handwritten signature in black ink that reads "Gail M. Roper". The script is fluid and cursive.

Gail M. Roper
Chief Information Officer



INTRODUCTION

Montgomery County's AI Action Plan, launched in July 2024, set an ambitious roadmap to harness artificial intelligence as a force for equity, efficiency, and innovation in public service. This Progress Report reflects our achievements, challenges, and forward-looking strategies one year into this transformative journey.

Over the past 12 months, we have translated vision into action, delivering on 90% of our original commitments while adapting to evolving technological and community needs. This report highlights how cross-departmental collaboration, strategic partnerships and resident-centric design have driven measurable progress.

Key milestones include the rollout of enterprise-wide AI tools, academic collaborations with leading institutions and robust employee training programs. By featuring acclaimed industry voices such as Gartner's Frank Buytendijk and Microsoft integration experts at our Quality Leadership Forum, we reinforce Montgomery County's position as a recognized public-sector innovator. We've actively invested in hiring AI-centric team members who understand our values and can deliver solutions grounded in data quality, governance and real-world usability.

Our strategic collaborations with Montgomery College and The Universities of Maryland at Shady Grove and the University of Maryland, College Park, along with national engagements, including a recent 6,000-attendee event in New York, where Director Gail Roper represented Montgomery County, highlight our leadership and willingness to share insights on responsible AI integration.

This document serves as both a testament to our progress and a commitment to continuous improvement. It underscores Montgomery County's leadership in ethical AI adoption, demonstrating how technology can strengthen trust, streamline services and empower every resident.





HIGHLIGHTS

AI USAGE OVERVIEW

STAFF

38+

DEPARTMENTS USING
APPROVED AI TOOLS



DEVELOPMENT

2,064

HOURS SPENT
IN AI TRAININGS



AI DEPLOYMENT SUCCESS

- 600 USERS ACROSS 37 DEPARTMENTS HOLD GRAMMARLY LICENSES
- 189 USERS SUCCESSFULLY COMPLETED M365 COPILOT PILOT PROGRAM

CITIZEN DEVELOPER COMMUNITY

TEBS has developed the Power Platform Citizen Developer Community, which enables county staff to build business applications without needing deep IT or coding expertise. Using Microsoft's Power Platform, staff can create apps, automate processes, design chatbots, and manage data through easy-to-use no-code/low-code tools. This approach helps replace manual processes, speeds up problem-solving, and empowers employees to deliver innovative solutions more quickly. Many of these solutions integrate AI features, allowing citizen developers to create tools that improve efficiency and enhance services for residents.

SINCE

2024

AI ADOPTIONS %
INCREASED

MORE THAN

40

DEPARTMENTS
REACHED

UP TO

90%

DEPARTMENTAL
UTILIZATION





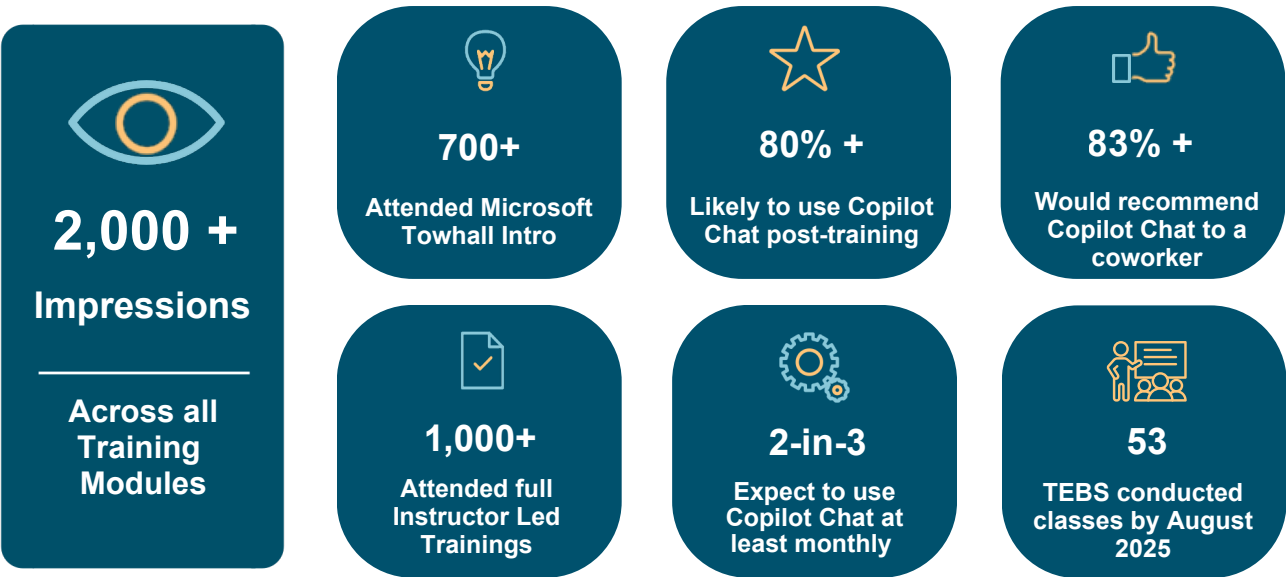
HIGHLIGHTS

MICROSOFT COPILOT TRAINING

Copilot Chat Training Summary

Total User Counts & Sentiment Snapshot

Jun 30-July 31, 2025 - TEBS-led classes consistently showed even higher sentiments and learning outcomes across all metrics.





HIGHLIGHTS

MICROSOFT COPILOT CHAT REACH

Peak Users



3,700

Above Target Usage



2.5x

MICROSOFT COPILOT CHAT USAGE SUMMARY

The TEBS Microsoft Copilot Chat implementation has exceeded all expectations, delivering remarkable results that demonstrate the transformative power of AI adoption in enterprise environments.

What began as an ambitious initiative to integrate conversational AI into daily workflows has evolved into a resounding success story that showcases both immediate user value and long-term strategic impact.

RAPID ADOPTION EXCEEDS EXPECTATIONS

Microsoft Copilot Chat usage reached 3,700 unique users at peak in July 2025. This result is more than double the original target, which the project team set at 1,500 unique users. The peak demonstrates strong demand and immediate value across the organization.

PROOF OF STRATEGIC IMPACT

Sustained high engagement and rapid scale-up provide solid evidence of Copilot Chat’s role in driving AI adoption and delivering measurable impact toward TEBS’ strategic goals.



HIGHLIGHTS

AI FISCAL STRATEGY

LAYING THE GROUNDWORK: FISCAL STRATEGIES FOR AI SUCCESS

AI PROJECTS PRIORITIZATION

TEBS has identified measurable business outcomes that will guide the prioritization of AI projects. Department-wide key performance indicators (KPIs) have been established, and TEBS is partnering with Microsoft's Business Performance team to identify quantifiable outcomes for each AI project received by the Center of Excellence.

PILOT INVESTMENTS MODEL

TEBS uses pilots to determine AI capabilities before pursuing full-scale rollouts. Internal procedures have been established to manage pilot investments, ensuring that projects demonstrate value before expanding.

BUSINESS PERFORMANCE TEAM

TEBS is creating a Business Performance Team to evaluate investments and measure value. Responsibilities include monitoring cloud costs, reviewing business cases, managing demand forecasting and maintaining a strategic roadmap.

TECHNOLOGY BUSINESS MANAGEMENT FRAMEWORK

TEBS is adopting a Technology Business Management framework that identifies AI-related spending by growth or transformation. The department is analyzing current technology expenses and identifying areas that require restructuring. A cloud consumption model is also being established to monitor, control, and predict AI impact on cloud costs.

STAFF UPSKILLING INVESTMENT

TEBS is investing in upskilling technology and business staff in AI-related skillsets. A new tool has been procured and is being onboarded to assess staff's baseline skills and establish role-specific training pathways.

LEVERAGE INDUSTRY PARTNERSHIPS

TEBS is leveraging partnerships with local higher education institutions and vendors to reduce costs for piloting, implementing and scaling AI initiatives. For example, the County's CIO has obtained no-cost services from Microsoft to launch the Teams telephony platform and deliver Copilot trainings.



HIGHLIGHTS

AR/VR USING AI



WE ARE THE FUTURE OF AI

Step into the future with us. Montgomery County is transforming public engagement through innovative AI, AR and VR experiences.

Experience County Executive Marc Elrich delivering MCG's first holographic message, and explore Oakley Cabin's powerful history through our interactive guide, "AI Shirley."

TEBS received a 2025 Maryland Preservation Award for Excellence in Preservation Partnerships from the Maryland Historical Trust for work with Montgomery Parks and the University of Maryland on the Oakley AR Experiences.

JOIN MONTGOMERY COUNTY AS WE REDEFINE WHAT'S POSSIBLE WITH AI.

The Oakley AR Experience launched in 2024. TEBS expanded access from the 15 days per year that Oakley was open to allow access year-round. The Oakley AR Experience has increased visitors to Oakley Cabin by 41 percent in its first year of deployment, and 11 percent of this visitor traffic occurred outside of the Oakley Cabin operating months of April to October.

Meet "AI Shirley"





ACHIEVEMENTS

Since July 2024, Montgomery County has successfully executed key initiatives from its AI Action Plan, achieving measurable advancements in equitable service delivery, workforce productivity and secure data governance. These outcomes reflect cross-departmental collaboration, ethical AI integration and resident-centered design principles.



AICOE Departmental Engagements

Established the AICOE - an organizational governance structure to rapidly deploy policies, training, and innovation strategies to better serve our residents.



End-User AI Survey

The TEBS OCM (Office of Change Management) collected post-training feedback from end users to evaluate effectiveness, measure adoption confidence, and refine AI learning strategies across the enterprise.



Quarterly Leadership Forum (QLF)

Established to showcase Montgomery County's AI leadership, where more than 300 County managers and executives engage with AI strategy through TEBS-led roadmap presentations.



Data Classification Administrative Procedure

Launched a County-wide data classification initiative using Microsoft Purview and Veronis, enabling secure tagging of sensitive information, and strengthening governance across complex, multi-system environments.



Data Classification Progress

Conducted assessment of data classification posture and based on results, developed a robust data classification strategy and roadmap to begin securing sensitive County data, laying the groundwork for safe AI deployments and cross-departmental access controls, which will require acceptance and updates to the administrative procedure.



Ethical Review Board

Developed board to ensure alignment of AI projects with fairness, transparency and privacy standards.



ACHIEVEMENTS cont.



Copilot Studio

Provided training to departments through the Citizen as Developer program, equipping staff with the skills to design and deploy no-code/low-code solutions that streamline processes, enhance efficiency and foster innovation across their operations.



Copilot for M365 Pilot

Conducted a pilot consisting of 189 selected users to test role-specific AI workflows (policy drafting, translation, etc.). The data obtained shows that Copilot consistently saves time and increases efficiency across departments, boosting productivity.



Copilot Chat Rollout

Coordinated 12 vendor sessions, co-facilitating nine of them, and delivered weekly TEBS-led classes, with more than 80% of participants indicating an increased likelihood of actively using Copilot Chat. In addition, the OCM team curated and developed self-paced Copilot Chat training materials and implemented a targeted communications strategy to promote ongoing end-user engagement.



Grammarly Rollout

Deployed 600 Grammarly licenses to enhance writing efficiency, streamline communication, and reduce time spent on document revisions.



AI Training and Engagement

Trained 1,500+ staff members on responsible AI use through workshops, trainer-led classes and self-guided models.



Gartner AI Maturity Model

Aligned enterprise AI strategy with Gartner's AI Maturity Model to assess current capabilities and guide future investment. This framework allows the County to benchmark progress, prioritize resource allocation, and identify gaps across key domains such as governance, workforce readiness, data quality and enterprise adoption.



Monty 2.0 Upgrades:

Monty 2.0 exponentially expanded the range of information available for public consumption, allowing residents to acquire information about 3,000 topics. Interactions were also improved via more lifelike conversations and automated translation capabilities in 140 languages.





ACHIEVEMENTS cont.



OHR AI Chatbot & Call Center

Developed to automate routine HR inquiries, freeing staff for complex case resolution.



AI Student Projects

Developed collaborative partnerships with Montgomery College, The Universities of Maryland at Shady Grove and the University of Maryland, College Park to support the AI Center of Excellence with innovative ideas, creative thinking, and the development of support tools. Students are individuals and groups in both undergraduate and graduate level courses learning data science, design thinking, user research and product development.



Talent Pipeline

Strategically onboarded new staff and continuing to recruit AI-centric team members who combine deep LLM development expertise with low-code mastery of platforms — designing secure, scalable AI applications, while implementing automated workflows and rigorously documenting and supporting solutions in line with County standards.



Fiscal Strategy and ROI

Implemented several fiscal strategies to measure the return on investment (ROI) of AI initiatives. By aligning AI projects with clear, measurable outcomes, establishing a Business Performance Team to evaluate costs and value, and adopting a Technology Business Management framework to track AI-related spending, TEBS is ensuring that AI investments deliver tangible benefits. These efforts position Montgomery County to demonstrate not only innovation in technology, but also accountability in showcasing how AI improves efficiency, saves resources, and creates value for residents.



Monty 3.0 and Beyond

Planned Monty enhancements to include the development of a new user interface that will improve the user experience and reduce operating expenses. The addition of this update addresses specific knowledge streams such as the development of agentic features, including the ability to submit MC311 service requests on behalf of users and integration with the MC311 customer relationship management (CRM) system to facilitate transfers to live customer service representatives.





SCORECARD








Montgomery County is delivering on the bold promises of its 2024 AI Action Plan. This snapshot highlights how innovation has reshaped service delivery, tracking completed milestones (✓), advancing initiatives and driving more equitable, resident-centered outcomes.

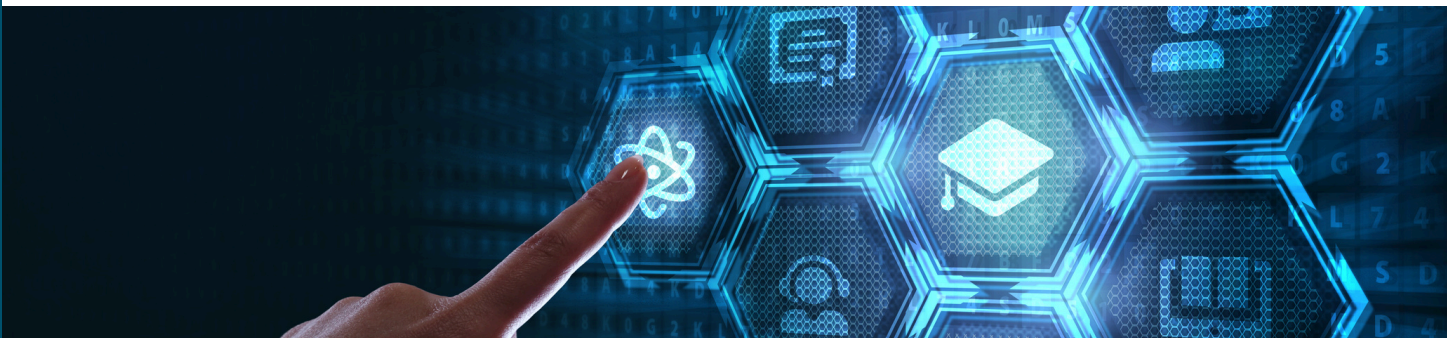
01	Ongoing Resident Engagement	→	✓	Hosted AI-focused town halls and training workshops to align enterprise adoption with workforce needs and public service priorities.
02	Implement GenAI Tools	→	✓	Implemented GenAI tools to streamline services, reduce processing times and expand access.
03	Update Governance Processes	→	✓	Introduced AI-informed workflows that increase efficiency, ensure oversight and accelerate decision-making.
04	AI Awareness Plan	→	✓	Initiated development of AI Awareness training modules to build foundational literacy and prepare MCG workforce for responsible adoption.
05	AICOE Project Management Plan	→	✓	Standardized outreach process to assess AI needs across departments prioritizing initiatives by potential business impact.
06	Publish Approved AI Vendors	→	✓	Established a centralized list of approved AI vendors to streamline procurement and ensure alignment with County standards.
07	Establish Ethics Review Board	→	✓	Launched to evaluate AI initiatives for transparency, accountability, and alignment with community values.





SCORECARD cont.

08	Vendor Partnerships	→		Expanded strategic partnerships with leading AI vendors to support implementation, training, and innovation at scale.
09	Staff AI Positions	→		Recruitment of AI-focused roles to support enterprise adoption, project management, and the development of responsible, high-impact solutions.
10	AI Intranet/Internet Sites	→		Established a streamlined TEBS intranet and County-wide internet redesign project, which will continue incorporating AI initiatives.
11	Secure Configuration Governance	→		Implemented protocols for AI tools to safeguard data, manage risk, and align with best practices.
12	Enforce AI Policies	→		Operationalized AI policies through training, communications, and monitoring to ensure consistent, compliant use across departments.
13	Fiscal Strategies for AI	→		Advanced disciplined fiscal strategies with ROI, including pilot investment models, KPI-driven prioritization and cost tracking frameworks.
14	Academic Partnerships	→		Strengthened academic partnerships to support workforce upskilling, research collaboration and regional exchange.





WHAT'S NEXT?

WE ENVISION A GOVERNMENT WHERE AI:

- 1 Elevates Equity**
Ensures inclusive access to services across languages and abilities.
- 2 Enhances Efficiency**
Automates repetitive tasks, freeing staff for high-impact work.
- 3 Ensures Trust**
Maintains rigorous ethical standards and data security.
- 4 Engages Globally**
Strengthens partnerships with academia, industry and global jurisdictions.



A graphic featuring a laptop screen displaying various data visualizations like bar charts and line graphs. Overlaid on the screen is the text 'AI PROGRESS REPORT' in large white letters. In the foreground, there is a glowing, wireframe sphere representing a neural network or data globe. The background shows a blurred city skyline.

AI PROGRESS REPORT

For more information, please visit:

<https://www.montgomerycountymd.gov/OPI/ai-action-plan.html>

