M E M O R A N D U M

April 21, 2023

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: FY24 Operating Budget for Technology and Enterprise Business Solutions (TEBS)

Expected to attend:

Gail Roper, Chief Information Officer, Department of Technology & Enterprise Business Solutions (TEBS)
Allison Dollar, TEBS
Senior members of the TEBS team
Seamus McNamara, Office of Management and Budget

Documents for Committee review:
1. Budget submission detail (©1-8)
2. TEBS new organization (©9)
3. TEBS Vacancies as of March 3, 2023 (©10-12)
4. April 18, 2023, CP memo to CE on reductions associated with position vacancies (©13)
5. RESJ TEBS review (©14-16)

TEBS FY24 Operating Budget

FY24 COUNTY EXECUTIVE RECOMMENDATION

TEBS	FY23 Approved	FY24 CE Recommended	Change from FY23 Approved
Total Expenditures (General Fund)	**$50,992,147**	**$54,020,715**	**5.94%**
Personnel Costs	167 FTEs	172.75 FTEs	3.0%
Operating Costs	$27,431,217	29,740,923	5.2%

Council staff recommends the following:

1. **Place the following items which represent a direct increase over FY23 approved levels on the Reconciliation list with the indicated priorities**
    a. **Website initiative $1,500,000 with <u>High Priority</u>**
    b. **MF/Customer Identity/Access Management $200,000 with <u>High Priority</u>**
2. **Support the balance of the TEBS Recommended budget at the level of $52,320,715 (original recommendation of $54,020,715 less the two Reconciliation items of $1.5m and $200k)**
3. **Postpone discussion of vacancy and lapse strategies until the Executive's non-recommended reductions are received and reviewed by April 28, 2023.**
4. **Discuss RESJ performance and ensure continued TEBS progress towards RESJ County goals**
5. **Ask OMB to consider creating a new NDA for FY25 that consolidates all software, licensing and other costs that are destined for all County departments' use**

<u>**Introduction**</u>

The mission of the Department of Technology and Enterprise Business Solutions (TEBS) is listed in ©1of the budget submission:

"… 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…."

The total recommended FY24 Operating Budget for TEBS is **$54,020,715**, an increase of $3,028,568 or 5.94 percent from the FY23 Approved Budget of $50,992,147. The detail is shown in ©1-8. The department has undertaken a major transformation and reorganized its operating divisions into 5 program areas; their names along with the budget allocation proposed are shown in the Table below, and the new organizational structure can be seen in ©9.

	FY24 Recommended $	FY24 Recommended FTEs
Digital Transformation	$ 16,239,051	41.75
Broadband Programs and Infrastructure Modernization	$ 9,073,324	33
Chief Information Officer	$ 13,507,506	56
Public Safety Programs and Regional Interoperability	$ 6,658,978	14
Strategic Partnerships	$ 8,541,856	28
TOTALS	$ 54,020,715	172.75

A number of high level observations can be made about this TEBS FY24 recommended budget:

➢ It includes a major reorganization that ties management of the enterprise more directly to strategies and County priorities (including a new program area that explicitly supports public safety communications).

➢ It continues to expand investments in cybersecurity and migration to cloud-based technology. Most of these expenses are currently shown as increases in the TEBS budget, but the increases may reflect higher user counts in all County departments. The good practice of Device Client Management (DCM) as an NDA can perhaps be copied and used for software distribution to all user departments in future budgets rather than continue to be shown as a TEBS expense.

➢ A significant number of positions in technology infrastructure previously funded as part of the Cable Plan is now absorbed within the TEBS budget; the GO Committee has been asking the Executive to reduce the reliance of mission critical items on the Cable Fund where revenues are diminishing every year, and he has done so this year.

➢ A major initiative to rethink communication to the residents (spurred by the Customer Service initiative deployed from 2020-22 and the OLO recent report on "How the County communicates to its residents") is proposed with the creation of a new web site. It is a much-needed step forward that the Council should embrace and support. The Council's ideas and needs should be explicitly provided in the early stages of project development so that the design, technology platforms and user approaches can reflect Council priorities.

Individual program reviews

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 Systems (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.

	FY23 Approved	FY24 Recommended	Change
Expenditures	$13,374,669	$16,239,051	$2,864,382
FTEs	36.75	41.75	5.0

There are increased costs due to software maintenance agreements and internal transfers. The major new recommended program is a "web initiative" that is listed at an additional $1,500,000 cost. In the ECON Committee discussion, and again in the GO discussions, Council staff suggests the following issues to be discussed to ensure a good understanding of this important item in the TEBS recommended budget:

➢ How does the effort align and learn from the recent Office of Legislative Oversight report on current processes through which the County communicates to its residents?
➢ How will the web experience connect and support the current centralized phone system, called MC311, that collects and responds to resident concerns? Will it replace the system, act in isolation from it or somehow integrate itself in a higher-order project which includes both?
➢ How will the concerns and needs of Council offices be incorporated in the web design?
➢ What is the timeframe for the design, procurement and implementation of the proposed system?

Council Staff recommends support for the new web site. As it is an increase over prior year expenditures, the item would be incorporated in the Reconciliation list, and Council staff recommends listing it as High Priority given the impact it will have on all residents and business in the County

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).

	FY23 Approved	FY24 Recommended	Change
Expenditures	18,759,595	$9,073,324	- $ 9,686,271
FTEs	57.6	33	-24.6

There are no increases over the FY23 budget; indeed there is an overall major decrease, and a position is added originally shown in the Cable Plan.

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.

	FY23 Approved	FY24 Recommended	Change
Expenditures	12,095,096	$13,507,506	1,412,410
FTEs	51.0	56.0	5.0

This budget has no increases over FY23 with the exception of an M III position that is shifting from the Cable Fund. This program area is where the cybersecurity programs are managed, and the CIO has indicated readiness to discuss metrics of success in that important area in Closed Session at the Committee's pleasure.

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 43-4 General Government FY24 Operating Budget and Public Services Program FY24-29 (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.

As a newly created program office, there are no comparable expenses from FY23, but simply transfers from existing assignments in structures that no longer exist.

	FY23 Approved	FY24 Recommended	Change
Expenditures	N/A	$6,658,978	N/A
FTEs	N/A	14.0	N/A

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.

	FY23 Approved	FY24 Recommended	Change
Expenditures	$6,762,787	$8,541,856	$1,779,069
FTEs	23.0	28.0	5.0

This program has position shifts due to reorganization, and an item that represents a budget enhancement: Multifactor Authentication (MFA), Customer Identity and Access Management item for $200,000. Given the critical nature of cybersecurity expenditures, the Committee should included in the Reconciliation list with a High Priority designation.

Vacancies analysis

TEBS has 42 positions that are vacant as of March 3, 2023 with a total cost of $5,780,817. Here is a summary table of these positions by length of time; the full Table appears on ©10

Less than a year 19 positions vacant $ 2.7m
1-2 years   4 positions vacant $ 550k
2-5 years   10 positions vacant $ 1.3m
5-8 years   8 positions vacant $ 982k
Over 10 years   1 position vacant $ 118k

In order to understand the reasons for this large number of vacancies, Council staff asked the following question: Provide impact of eliminating vacant positions held open more than 5 years

Here is the response received from the Executive:

Of the 42 positions identified this the chart above, here is the breakdown:

- Recruitment Status:
  - 12 Pre-Development
  - 15 Development of PD and Job Ad
  - 6 Reclassifying, preparing to submit to HR
  - 1 With HR Recruiters to post
  - 4 Active Recruitment
  - 1 Interviews Scheduled
  - 1 Candidate Selected- offer pending
  - 2 Positions Filled

TEBS has 12 positions that are considered "vacant" but they are in pre-development, which means they are being evaluated to ensure they are aligned with TEBS strategic priorities. We would also like to maintain some flexibility in our vacancies to ensure capacity to address ongoing/upcoming projects and finding ways to implement newer technologies.

TEBS Strategic Priorities: Improving service to the public through digital transformation, establishing an IT governance framework, addressing core business systems that old and expensive to maintain, and aligning our IT project portfolio to encompass equity solutions.

TEBS continues to move the IT organizational design from a maintenance-oriented operational model to one designed around rapid delivery and consulting services. TEBS designed an organizational structure that emphasizes strategic alignment and fiscal accountability and initiated a comprehensive reorganization to support our strategic goals and to better align talent. TEBS adopted an organizational transformation strategy to advance the capabilities of the TEBS organization. TEBS is developing an IoT strategy to gain value from data generated by connected sensors and smart devices to integrating network protocols and data formats. TEBS reviewed, analyzed, and adopted a plan to address employee skills to promote an upskilling curriculum for each TEBS employee, and made performance management a mandatory process for each supervisor without exception. TEBS adopted a human capital strategy, which includes the following:

- Working to create new job classifications that better align with the work we are doing.
- A level set occurred first quarter of FY23 and recruitments were placed on hold to ensure all recruitments support department wide strategic goals.
- Updated TEBS internal recruitment process to improve efficiencies and ensure compliance with OHR policies while ensuring to address diversity, equity, and inclusion
- Implemented a Contractor Management Strategy, which includes converting contractor positions to merit, and eliminating contractor positions.
- Implemented mandatory training for all TEBS employees; 3 hours from preselected list and 7 hours discretionary, 10 hours total.

In addition, Council staff asked:

What keeps OMB from eliminating the very old ones (say longer than 2 years) in order to produce some immediate FY24 savings? The budget shows a $1,110,061 one time budget adjustment due to higher than expected vacancy positions, but could this adjustment be made permanent? And more far-reaching?

And the Executive response:

FY24 additional adjustments recognize the high level of vacancies and the expectations of departments making reasonable efforts to fill necessary vacancies within the fiscal year. However, not all of these positions will be filled during FY24, and these adjustments recognize that reality.
TEBS represents a unique case where industry hiring practices have made it difficult for the department to hire FTE's under the constraints of OHR's position classifications. OMB understands that TEBS is working with OHR to remove that barrier and is working aggressively to fill positions.
OMB and TEBS do not support making the one time budget adjustment permanent.

The Council President sent a memo to the County Executive on April 18, 2023, (see ©13) requesting a list of vacancies in each department that could be unfunded with the least amount of impact (non-recommended reductions). That list is expected on April 28, 2023, which is two days after the GO Committee meeting reviewing the TEBS operating budget. The chair may want to wait until the receipt of the Executive recommendations before taking actions on the TEBS vacancies.

In order to better understand the activities and changes within the recommended budget in key areas, Council staff raised a number of questions, and received the following responses from the Executive branch. It might be helpful for the Committee to review each answer and provide suggestions and direction during the worksession.

Racial Equity and Social Justice score

Each Council analyst is asked to present the outcome of the RESJ tool for the department under consideration, its justification and comments. TEBS has not fared well, and the final score given by the CE's office of RESJ was 0 (see detail in ©14-16). Council staff is aware of the key role TEBS

plays in accomplishing RESJ goals in the community for all County departments providing technology resources and training, and also of the strides made to improve diversity in all ranks of TEBS employees, so a question was raised regarding the mismatch between that perception and the score given through the Score card process. Here is the Executive response:

TEBS is working with the ORESJ to better communicate the work we are doing to improve diversity and have this accurately reflected in the RESJ tool score. Below are some current initiatives and innovations.

CURRENT INITIATIVES
- Expand community partnerships to deploy an additional 32,000 free laptop computers to low-income seniors and families living in affordable housing developments, enroll 20,000 families in the Affordable Connectivity broadband subsidy program (ACP), and seek additional Maryland and Federal broadband grant funding to expand MoCoNet, the County's residential broadband network at affordable housing developments.
- Expand corporate digital equity partnerships to grow youth STEAM programs and internships, enhance digital media and cyber awareness skills, and expand intergenerational digital equity programs.
- Engage with community partners to expand access and awareness of how to use the TEBS-created Police Accountability Board electronic complaint form reporting system, including expanding awareness among immigrants and to residents in languages other than English.
- 46% of FiberNet sites provide access to County sites (including, public school buildings, Montgomery College campuses, Libraries, and Recreation Centers), which provide free public WiFi by low-income families, Blacks and Latinos, and seniors who are twice as likely as wealthier, white Asian and younger households to have home internet access.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS
- Built community partnerships and leveraged open source tools to target distribution of 50,000 free laptop computers to low-income residents. Low-income residents are only 21% of County households and Black and Latinos are 29% of County households; but are respectively 60% and 43% of households without computers. 84% Montgomery Connects computers were distributed were distributed to low-income residents, 77% to Blacks and Latinos, and 65% to low-income Black and Latino residents.
- Winner of three Alliance for Community Media awards for Black History, African Heritage, and Public Meeting programming, recognizing County Cable Montgomery's achievements to highlight the rich cultural heritage and diversity Montgomery County.
- Implemented process efficiencies in equipment provisioning to simplify MoCoNet high speed broadband installations for consumers. As a result, staff productivity improved by 50% and enhanced digital equity access for seniors, immigrants, and low-income families was delivered.

- Offering livestream support to departments for hybrid and online public meetings to improve production quality, expand interactive capabilities for public participation, and simultaneously live stream to up to eight social media platforms.

Committee members may want to discuss the dissonance between perceptions and ensure that progress continues to be made in this vital area.

In addition to these questions, the following questions related to "outward facing" technology expenditures in the TEBS budget will be discussed in the ECON Committee in their April 21, 2023 worksession. A recommendation should be forthcoming to the GO Committee after the worksession.

1. Define progress made in reducing the digital gap – can you provide metrics for success with the distribution of 50k laptops? in broadband delivery using ARPA and other intergovernmental funds? Citing the processes, you plan to use in order to gauge the success of hardware and training distribution programs would be a good start to metric development

   The metrics for success include reviewing federal and state data, and implementing whenever possible, additional means to track progress to provide devices, expand broadband access, and provide digital skills training to low-income residents, Black, Latino, and senior residents, and to identify additional support provided to immigrant communities, job seekers, and youth STEAM programs.

   Computer For You Preliminary Computer Distribution Data:
   - 81% or 40,500 computers provided to families earning less than $50,000/year
   - 75% or 37,500 computers provided Blacks and Latinos
   - 65% or 32,500 computers provided Blacks and Latinos in
   - 11% or 5,000 provided to seniors over the age of 60

   Affordable Connectivity Program (**ACP**) Broadband Subsidy Program ($45 off per month)
   - 17,182 families enrolled in $45/month ACP broadband discount program with direct enrollment support provided to 1,200 families

   Senior Planet Montgomery (Projected FY23)
   - 3,959 lecture and workshop participants, and 201 multi-week course graduates
   - 435 sessions offered providing 640.5 hours of instruction (284 single session lectures and workshops and 17 5-week courses)
   - 95% of participants found the courses useful, 93% rated their instruction high, and 90% would recommend Senior Planet Montgomery to a family or friend.
   - 81% of participants state their quality of life has improved after taking a course, 78% feel more connected to family and friends, 73% feel more confident living independently, and 72% have more access to health information.
   - Senior Planet Montgomery will also expand programs assisting seniors with budgeting, online banking, and small business creation to assist in closing the wealth gap.

   MoCoNet Residential Broadband (Projected FY23)

- 5 residential affordable housing communities served
- 275 MoCoNet 100 Mbps subscribers
- 61% MoCoNet subscriber penetration rate

In addition, Montgomery County, in partnership with Montgomery College, WorkSource Montgomery, and the Wireless Industry Association will implement an FY23 grant in FY24 to offer 5G Broadband Bootcamp Training Program from October 2023 to October 2024. Projected Outcomes:
- 75 participants with a specific focus on recruiting underemployed youth aged 16 to 26, African Americans, Latinos, women, veterans, and others who are traditionally underrepresented in the technology field technician workforce.
- 60% of program participants, during a program year, will achieve measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.
- 50% of participants who enrolled in the 5G Broadband Job Training Bootcamp will attain an industry recognized credential during participation in or within one year after exit from the program.
- 77% of those who obtain an industry recognized credential will be in unsubsidized employment during the second quarter after exit from the program.

2. In the Digital Transformation budget, there is a new $1.5m item to develop a comprehensive County web site. What are the deliverables from such a project, and their time frame? and will there be savings in departmental web site budgets in FY24 or FY25?
The deliverable will be a Next Gen web experience, a modernized cloud-based website with enhanced search capabilities with better access for residents.
Potential savings in the future? There may be cost saving determined in the future, the immediate savings will be in time and efficiency.

3. Are there new AI and ChatGPT technologies implementation plans that will help the general public and residents, businesses and visitors transact their business with the County? And are there pilots planned and will there be a budget impact on involved operations?

At this time TEBS does not have a budget request for AI and ChatGPT. TEBS continues to examine and envision how investments in Artificial Intelligence (AI) can bring efficiency in decision making and problem solving, enhanced security, and foster effective decision making across the enterprise. TEBS continues to research AI solutions that boost customer service, resident expectations, and their experiences with government services.

Technology and Enterprise Business Solutions

RECOMMENDED FY24 BUDGET	FULL TIME EQUIVALENTS
$54,020,715	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
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

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
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: MIII 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
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 %
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	----

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
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**
Changes (with service impacts)		
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

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
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
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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Department of Technology & Enterprise Business Solutions (TEBS)

Chief Information Officer

Gail M. Roper
CIO/Director

CIO Staff
Kenny Lakes, HR Liaison (Admin Specialist III)
Cheryl Bishop, Sr EAA

Office of Broadband Programs & Infrastructure Modernization
Joseph Webster
Chief Broadband Officer

Community Engagement, Marjorie Williams, Acting
Community Technology, Marjorie Williams
Data Center Management, Ted Bowser
Digital Equity, Mitsuko Herrera
FiberNet Engineering, Mark Gardner
    FiberNet Infrastructure, Ben Harrington
Telecom Operations, Max Stuckey

Office of Strategic Partnerships

Jon Frey
Acting Chief Technology Officer

DevOps & Server Support, Shan Balasubramanian
Employee Productivity Services, Jon Frey
Enterprise Cloud Solutions, Bobby John, Acting
Enterprise Services Team, Rishi Gulhar
Infrastructure & Cloud Services, Sing Chan
Low Code Governance & Admin, Manu Daniel

Office of the Chief Information Officer
Gail M. Roper, CIO

Change Management, Shayna Taqi/Skyler Grubbs
Enterprise Information Security, Keith Young
Integrated Justice Information System, Lisa Henderson
One Face Forward Initiative, Ivan Galic
    Device Client Management, Michelle Rinaldi
    System Center Configuration Management, John Foster
Project Management, Keisha Lewis
Strategy & Planning, Alison Dollar
    Finance & Human Resources, Leny Bautista
    Policy Governance, Danni Melton Russell
    Vendor & Contracts Management, John Gillick

Office of Digital Transformation
Kenneth Lennon
Chief Digital Officer

Data Innovation Team, Victoria Lewis
Geographic Information Systems, Varun Chudiwale, Acting
Technical Support Team, Saji Jose, IT Expert
Web Solutions Team, Chris Daniel
Enterprise Resource Planning, Karen Michalak
    Financials, Chandra Maddela
    Human Capital Management, Patricia Palomino
    Payroll/Comp/BI, Amanda Hardy-Konkus
    Security & System Admin. Matt Rosenstock

Office of Public Safety Programs & Regional Interoperability

Michael Knuppel
Chief Public Safety Programs

Public Safety Data Systems, Logan Holliday
Radio Communications Services, Gerry Adcock
Public Safety CIP Programs

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April 20, 2023

Department	HR Organization	Position	Number of Days Vacant (as of March 3, 2023)	Total PC Associated with Vacancies
TBS	TBS 34 ODT	016094.Human Resources Specialist III.000121.FT.P.2	3121	$118,724
TBS	TBS 34 CIO C	016092.ERP Change Management Specialist.100542.FT.P.3	2910	$128,029
TBS	TBS 34 CIO P	000733.Senior Information Technology Specialist.000551.FT.P.4	2224	$132,718
TBS	TBS 34 OBP	014873.Senior Information Technology Specialist.000551.FT.P.4	2182	$132,718
TBS	TBS 34 OBP	013858.Program Specialist II.000836.FT.P.4	2098	$102,596
TBS	TBS 34 OBP	016342.Program Manager II.000832.FT.P.1	2054	$118,724
TBS	TBS 34 ODT	017138.ERP Functional Business Analyst.100546.FT.P.3	2050	$142,817
TBS	TBS 34 OBP	013973.Senior Information Technology Specialist.000551.FT.P.1	1897	$132,718
TBS	TBS 34 OBP	013266.Telecommunications Technician.003426.FT.P.	1888	$92,389
TBS	TBS 34 OBP	012744.Senior Information Technology Specialist.000551.FT.P.1	1746	$132,718
TBS	TBS 34 OBP	000705.Senior Information Technology Specialist.000551.FT.P.3	1623	$132,718
TBS	TBS 34 OBP	011559.Senior Information Technology Specialist.000551.FT.P.	1593	$132,718
TBS	TBS 34 ODT	000698.Senior Information Technology Specialist.000551.FT.P.3	1384	$132,718
TBS	TBS 34 ODT	016039.Information Technology Expert.000550.FT.P.6	1315	$153,944
TBS	TBS 34 ODT	017856.ERP Functional Business Analyst.100546.FT.P.2	1287	$142,817

TBS	TBS 34 CIO P	000729.Senior Information Technology Specialist.000551.FT.P.3	1273	$132,718
TBS	TBS 34 OBP	016272.Senior Information Technology Specialist.000551.FT.P.3	1258	$132,718
TBS	TBS 34 CIO C	015987.Senior Information Technology Specialist.000551.FT.P.5	984	$132,718
TBS	TBS 34 OBP	016454.Senior Information Technology Specialist.000551.FT.P.4	908	$132,718
TBS	TBS 34 CIO P	010022.Manager III.000112.FT.P.2	460	$137,461
TBS	TBS 34 ODT	018202.Manager III.000112.FT.P.3	405	$137,461
TBS	TBS 34 OBP	000716.Senior Information Technology Specialist.000551.FT.P.1	376	$132,718
TBS	TBS 34 ODT	000792.ERP Functional Business Analyst.100546.FT.P.3	376	$142,817
TBS	TBS 34 ODT	000703.Senior Information Technology Specialist.000551.PT.P.	346	$103,306
TBS	TBS 34 CIO C	016093.ERP Change Management Specialist.100542.FT.P.3	334	$128,029
TBS	TBS 34 OBP	000730.Senior Information Technology Specialist.000551.FT.P.3	285	$132,718
TBS	TBS 34 OBP	016458.Senior Information Technology Specialist.000551.FT.P.5	250	$132,718
TBS	TBS 34 ODT	000793.Senior Information Technology Specialist.000551.FT.P.2	250	$132,718
TBS	TBS 34 OSP	013034.Senior Information Technology Specialist.000551.FT.P.4	250	$132,718
TBS	TBS 34 OBP	016040.Information Technology Expert.000550.FT.P.4	235	$153,944
TBS	TBS 34 OBP	016459.Information Technology Expert.000550.FT.P.2	235	$153,944

TBS	TBS 34 OBP	016460.Information Technology Expert.000550.FT.P.4	235	$153,944
TBS	TBS 34 CIO C	019011.Enterprise Technology Expert.100548.FT.P.	235	$166,222
TBS	TBS 34 ODT	010018.Information Technology Expert.000550.FT.P.1	224	$153,944
TBS	TBS 34 OBP	014012.Manager III.000112.FT.P.	224	$137,461
TBS	TBS 34 CIO I	014013.Senior Information Technology Specialist.000551.FT.P.5	194	$132,718
TBS	TBS 34 OSP	017430.Enterprise Technology Expert.100548.FT.P.5	162	$166,222
TBS	TBS 34 CIO D	012232.Senior Information Technology Specialist.000551.FT.P.2	71	$174,630
TBS	TBS 34 CIO F	000772.Fiscal Assistant.000215.FT.P.3	68	$109,258
TBS	TBS 34 OBP	015217.Senior Information Technology Specialist.000551.FT.P.3	-2	$159,144
TBS	TBS 34 ODT	000708.Senior Information Technology Specialist.000551.FT.P.	-19	$174,630
TBS	TBS 34 CIO F	000700.Manager III.000112.FT.P.4	-19	$172,163

$5,780,817

MONTGOMERY COUNTY COUNCIL
ROCKVILLE, MARYLAND

EVAN GLASS   TRANSPORTATION & ENVIRONMENT COMMITTEE, CHAIR
PRESIDENT   ECONOMIC DEVELOPMENT COMMITTEE

MEMORANDUM

DATE: April 18, 2023

TO: County Executive Marc Elrich
             Richard Madaleno, Chief Administrative Officer
             Jennifer Bryant, Director, Office of Management and Budget (OMB)

FROM: Evan Glass, Council President

SUBJECT: Reductions associated with position vacancies

Recently we received from OMB a list of all vacant positions in County Government as of March 3, 2023, some of which have recommended funding in the Recommended FY24 Budget. Many of these positions have been vacant for more than one year.

To ensure that the budget uses taxpayer resources efficiently, we request that the Executive provide the Council with a list of vacancies in each department that could be unfunded with the least amount of impact. We understand that these would be non-recommended reductions. The list should include the FY24 budget cost associated with each position and should focus on budgeted positions—both full- and part-time—that have been vacant for more than one year.

We request receipt of these lists no later than Friday, April 28 so that we can review them as part of our development of the Approved FY24 Operating Budget in May. Thank you in advance for your cooperation.

cc: Councilmembers
        Heads of County departments and offices

No Data

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

No Data

ORESJ Rating

No Data

ORESJ Justifcation

No Data

Technology and Enterprise Business Solutions

✳ Department Level OBET Questions

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

N/A

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.

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

While most of the TEBS programs (Office of the Chief Information Officer, Office of Digital Transformation, Office of Strategic Partnerships, and Office of Broadband Programs) do not have a direct racial equity impact, they are required for the management, oversight, and proper functioning of programs throughout County government that have a direct impact on equity. 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. Technology services underlie all County services and are an essential component of providing effective, efficient, and

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equitable services to all County residents. TEBS provides solutions and services to internal and external partners, customers, and constituents, when and where needed; securely enabling County employees to provide quality services and information to internal entities, residents, and businesses. TEBS provides expert consultative services to partners including internal customers, external agencies, and the public and private sectors to increase the productivity of County government, business, and residents; and to assist with technology enabled economic, workforce development, and community digital equity initiatives. The Cybersecurity programs ensure that the County adequately protects the personally identifiable information of residents who rely on our services. FiberNet builds out connections to affordable housing properties and provides free high-speed internet to residents in those buildings and provides technology services to 162,000 students, and countless other public users through public computers in our library system, recreation facilities, and other County buildings and outdoor spaces. The Device Client Management (DCM) supports a variety of programs; most recently for the Montgomery Connects program that distributed 50,000 free computers to low-income residents.

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.

N/A

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.

⭐ 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.

N/A

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

TEBS has an indirect impact on racial equity but is required to manage and provide oversight of IT programs throughout County government that have a direct impact on equity. TEBS has staffing shortages that prevent the department's ability to hire talent with needed skillsets. TEBS has challenges competing with the private sector; salary ranges are sometimes too low for the high-level IT skills and certifications required and job classifications for IT-related positions are no longer relevant and list out-dated skills. TEBS is currently working with OHR to address these concerns.

ORESJ Rating

0-The Department-level budget does not yet demonstrate a commitment to advancing racial equity and social justice in Montgomery County

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<u>ORESJ Justifcation</u>

The department explained its major functions and the services it provides, which enable the county to carry out day-to-day operations. It's unclear, however, why the department did not indicate any activities that it is/or may be undertaking related to training/capacity building or other efforts to track and/or expand program access (in particular the data analysis, planning, and strategy underlying FiberNet and Montgomery Connects, as well as Open Data implementation and disaggregation of data).

Transit Services

✳ Department Level OBET Questions

<u>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.</u>

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.

DOT formed its CORE Team in Fiscal Year 2022. The CORE team has three sub-teams that focus on the following areas: Programs & Policies, Internal Culture, and Community Outreach. CORE team meetings occur bi-weekly with sub-team meetings occurring often as needed. CORE Team membership consists of staff from the Director's office and the different DOT operating divisions.

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.

⭐ Implement a plan or policy requiring all staff and leadership to complete "Advancing Racial Equity: the Role of Government" and "the Racial Equity Instituteâ€™s Groundwater Approach: building practical understanding of structural racism" trainings.

⭐ Designate permanent and sustainable staff resources, with an FTE or similar investment, to organize and lead the department's commitment to racial equity and social justice.

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

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