

M E M O R A N D U M

July 15, 2020

TO: Government Operations and Fiscal Policy Committee

FROM: Christine Wellons, Legislative Attorney

SUBJECT: Expedited Bill 30-20, Administration – Executive Branch – Chief Digital Officer

PURPOSE: Worksession – Committee to make recommendations on Bill

Expected Attendees

Fariba Kassiri, DCAO

Gail Roper, DTS

Expedited Bill 30-20, Administration – Executive Branch – Chief Digital Officer, sponsored by Lead Sponsor Council President at the request of the County Executive, was introduced on July 7, 2020.¹ A public hearing is tentatively scheduled for July 21, and final action is tentatively scheduled for July 28.

Bill 30-20 would transfer the Chief Digital Officer and funding from the Office of the County Executive to the Department of Technology Services (DTS). The Chief Digital Officer would be a non-merit position that reports directly to the Director of DTS. Among other duties, the position would:

- (1) “Lead the development of the digital business strategy and roadmap for the County”; and
- (2) “Define and report on digital business key performance indicators (KPIs) and metrics that represent progress against digital goals.”

The Executive has requested the legislation because: “Transferring and subsequently filling this role in the Department of Technology Services will provide an organizational competency to address long-standing technology requirements to update systems that are public-facing and to establish methods for human centered design and to find flexible, practical solutions to problems faster.”

BACKGROUND

The Chief Digital Officer (CDO) is a position that was added to the Office of the County Executive by legislation in 2019 (Bill 3-19). The position is currently vacant. Due to organizational considerations and priorities for technology, the Executive has requested the

¹#ChiefDigitalOfficer

transfer of the CDO position to the Department of Technology Services (DTS). Expedited Bill 30-20 would enable the transfer of the position to DTS under the supervision of the DTS Director.

POTENTIAL ISSUES FOR DISCUSSION

The Committee might wish to discuss the following issues in connection with Expedited Bill 30-20.

1. Organizational Questions

In its request for Expedited Bill 30-20, Executive staff stated: “The Chief Digital Officer position is presently located in the Office of the County Executive; however, the position description is being amended as this role is in direct alignment to the enterprise-wide digitalization and modernization strategy efforts of the Department of Technology Services (DTS). The work of this position will be directed by the Director of the Department of Technology Services and thus is more appropriate to be in the DTS.”

The Committee might wish to ask Executive staff to explain the significance of having the CDO report to the DTS Director. DTS is one of over 20 departments, many of whom have their own IT shops and their own ideas about priorities and resource allocation. The move from CAO to DTS may diminish the policy impact of that position. On the other hand, the DTS location would bring significant budget and ability to deploy and implement projects. How does moving the position to DTS better align with “enterprise-wide digitalization and modernization strategy efforts” of the County government?

2. Fiscal Impact

The Office of Management and Budget (OMB) has stated that the bill has no fiscal impact. The position is funded in the FY21 operating budget, although the position is not currently filled.

The Committee might wish to ask Executive staff the specific cost of the position and whether the position should remain vacant for purposes of cost savings. Will the position result in efficiencies leading to cost savings? Why is it critical, from the Executive’s perspective, that the position be filled expeditiously?

3. Technical Amendments

Non-substantive amendments should be made to lines 2-12 of the bill as follows.

Delete lines 1-17 and replace them with:

Sec. 2-26. Non-merit positions.

The following positions in the Office of the County Executive are non-merit positions:

- (a) 5 Directors of the Regional Services Centers;
- (b) Director, Office of Community Partnerships;

- (c) Director, Criminal Justice Coordinating Commission;
- (d) 4 Assistant Chief Administrative Officers;
- (e) Special Projects Manager; and
- (f) Chief Labor Relations Officer[[]; and
- (g) Chief Digital Officer; and]].

NEXT STEPS

A public hearing on Expedited Bill 30-20 is tentatively scheduled for July 21, 2020. Final action is tentatively scheduled for July 28. If the GO Committee decides to recommend approval of the bill to the full Council, then staff recommends adoption of the technical amendments discussed above under discussion item #3.

<u>This packet contains:</u>	<u>Circle #</u>
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Expedited Bill No. 30-20
Concerning: Administration –
Executive Branch – Chief Digital Officer
Revised: 07/02/2020 Draft No. 1
Introduced: July 7, 2020
Expires: January 7, 2022
Enacted: _____
Executive: _____
Effective: _____
Sunset Date: None
Ch. , Laws of Mont. Co.

COUNTY COUNCIL FOR MONTGOMERY COUNTY, MARYLAND

Lead Sponsor: Council President at the Request of the County Executive

AN EXPEDITED ACT to:

- (1) transfer the Chief Digital Officer from the Office of the County Executive to the Department of Technology Services; and
- (2) generally amend the law regarding non-merit positions in the Executive Branch.

By amending

Montgomery County Code
Chapter 2, Administration
Sections 2-26 and 2-58D

Boldface

Underlining

[Single boldface brackets]

Double underlining

[[Double boldface brackets]]

* * *

Heading or a defined term.

Added to existing law by original bill.

Deleted from existing law by original bill.

Added by amendment.

Deleted from existing law or the bill by amendment.

Existing law unaffected by bill.

The County Council for Montgomery County, Maryland, approves the following act:

Sec 1. Sections 2-26 and 2-58D are amended as follows:

2-26. Non-merit positions.

The following positions in the Office of the County Executive are non-merit positions:

- (a) 5 Directors of the Regional Services Centers;
- (b) Director, Office of Community Partnerships;
- (c) Director, Criminal Justice Coordinating Commission;
- (d) 4 Assistant Chief Administrative Officers;
- (e) Special Projects Manager;
- (f) Chief Labor Relations Officer; and
- (g) [Chief Digital Officer; and
- (h)] Chief Equity Officer.

2-58D. Functions.

* * *

- (e) *Non-merit positions.* The positions of Chief Technology Officer, Chief Broadband Officer, Chief Digital Officer, and Chief Data Officer are non-merit positions.

Sec. 2. Expedited Effective Date. The Council declares that this legislation is necessary for the immediate protection of the public interest. This Act takes effect on the date on which it becomes law.

LEGISLATIVE REQUEST REPORT

Bill 30-20

Chief Digital Officer - Amendments

DESCRIPTION: This bill transfers the Chief Digital Officer position from the Office of the County Executive to the Department of Technology Services.

PROBLEM: The Chief Digital Officer position is presently located in the Office of the County Executive; however, the position description is being amended as this role is in direct alignment to the enterprise-wide digitalization and modernization strategy efforts of the Department of Technology Services (DTS). The work of this position will be directed by the Director of the Department of Technology Services and thus is more appropriate to be in the DTS.

GOALS AND OBJECTIVES: Transfer the Chief Digital Officer position from the Office of the County Executive to the Department of Technology Services.

COORDINATION: Office of Human Resources

FISCAL IMPACT: Office of Management and Budget.

ECONOMIC IMPACT: Office of Legislative Oversight.

EVALUATION:

EXPERIENCE ELSEWHERE: Unknown

SOURCES OF INFORMATION: Kimberly Williams
Office of Human Resources

APPLICATION WITHIN MUNICIPALITIES:

PENALTIES: N/A




OFFICE OF THE COUNTY EXECUTIVE
Rockville, Maryland 20850

Marc Elrich
County Executive

MEMORANDUM

July 1, 2020

TO: Sidney Katz, President, Montgomery County Council

FROM: Marc Elrich, County Executive 

RE: **Proposed Expedited Bill and Regulation: Chief Digital Officer**

When the position of Chief Digital Officer was created last year, we envisioned that this position would lead the County through a digital transformation and could best perform this service to the County in the Office of the County Executive in close coordination with the Department of Technology Services. The search for a permanent DTS Director took longer than we anticipated, but ultimately, we were fortunate to hire the incredibly talented Gail Roper who immediately recognized the great potential of the Chief Digital Officer position. After Ms. Roper was onboarded as our permanent Director in February, she immediately began a comprehensive analysis of the skill competencies and the structure of the department to deliver a reorganization strategy. The focus of the Chief Digital Officer was expanded to play a leadership role in the Department of Technology Services based on the need to transform the digital focus of the organization. Ms. Roper added additional duties including a leadership role in the department to address the organization's need to accelerate the focus on modernizing manual processes in county departments. Transferring and subsequently filling this role in the Department of Technology Services will provide an organizational competency to address long-standing technology requirements to update systems that are public-facing and to establish methods for human centered design and to find flexible, practical solutions to problems faster.

This position will work in concert with the technology experts currently working for the County to institutionalize the focus on modernization of data strategies. The Chief Digital Officer will also collaborate with the Office of the Chief Information Officer on digital business opportunities that leverage technology to drive cross-organizational efficiencies, replace legacy processes, and enhance economic development opportunities. The position will establish public/private partnerships to meet the County's priority objectives and enhance value s well as find opportunities to lower the overall cost of service delivery.

Proposed Expedited Bill and Regulation: Chief Digital Officer

July 1, 2020

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I request that the Council approve the enclosed bill and executive regulation for the position of Chief Digital Officer. The Chief Digital Officer position is presently located in the Office of the County Executive. The proposed regulation amends the Chief Digital Officer's position description so that the position reports to the Director of the Department of Technology Services and the proposed bill transfers the position from the Office of the County Executive to Department of Technology Services. The Executive Regulation for the updated position description was advertised in the April register. No comments were received.

cc: Andrew Kleine, Chief Administrative Officer
Fariba Kassiri, Deputy Chief Administrative Officer
Marc Hansen, County Attorney
Gail Roper, Director, Department of Technology Services
Dale Tibbitts, Special Assistant to the County Executive



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject	Position Description for Chief Digital Officer	Number 8-20
Originating Department Office of Human Resources		Effective Date

Montgomery County Regulation on

POSITION DESCRIPTION - CHIEF DIGITAL OFFICER DEPARTMENT OF TECHNOLOGY SERVICES

Issued by: County Executive

Regulation No. 8-20

Authority: Montgomery County Code (2014) Section 1A-104(b)(2)

Supersedes: Regulation No. 09-19, COMCOR 01A.104.30

Council Review: Method (1) under Code Section 2A-15

Register Vol. 37 No. 4

Effective Date: _____

Comment Deadline: April 30, 2020

Summary: This regulation amends the position description for Chief Digital Officer.

Staff contact: Kimberly Williams, Office of Human Resources
(240) 777-5198

Address: Office of Human Resources
Executive Office Building
101 Monroe Street, Fifth Floor
Rockville, Maryland 20850

Background: Montgomery County Code § 1A-104(b)(2) requires that certain positions in the Executive Branch designated by law as non-merit must be supported by a position description established by executive regulation under method (1).

COMCOR 01A.104.30 Chief Digital Officer, [Office of the County Executive] Department of Technology Services

01A.104.30.01 Definition of Class:

This is an appointed, non-merit full-time position in the County Government reporting to the [Chief Administrative Officer (CAO)] Director of Technology Services. The Chief Digital Officer (CDO) is a visionary leader with strong Information Technology (IT) focused skills and sound knowledge of the County's



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internal and external business environments (demographics, partners), services and processes. The CDO will collaborate with the Office of the CIO on digital business opportunities that leverage technology to drive cross-organizational efficiencies, replace legacy processes, seek out and enhance economic development opportunities. The position will establish public/private partnerships to meet the County's priority objectives; enhance value, and opportunities to lower the overall cost of service delivery.

The incumbent advises the [CAO] Director of Technology Services on digital business opportunities that leverage technology to drive cross-organizational synergies, partnerships, and integration to meet the County's priority objectives; enhance stakeholder value; and lower the overall cost of service delivery. The incumbent monitors trends in digital government practices and strategies; leverages experience in enterprise technology management business transformation and IT driven innovation ideas; organizational management; asset management; multi-generational technology investment; digital government strategy planning; systems, technologies and techniques; and knowledge of information privacy and security risk management to advise the County [CAO] on IT governance and digital risk management. The incumbent works proactively with business units to implement practices and governance that maximize return on investment in process and service automation initiatives to deliver targeted outcomes and meet investment objectives on a large scale. The CDO is responsible for ensuring the enterprise's business strategy is optimal, given current and emerging digital realities, opportunities and threats. The CDO champions the use of information and technology in business model design and all aspects of the business to create business success for Montgomery County. The CDO may also execute on most or all digital initiatives.

01A.104.30.02 Major Duties:

The Chief Digital Officer serves under general policy direction from the [CAO] Director of Technology Services.

Works collaboratively with other County executive-level managers to create a digital vision for the County, and to identify the opportunities for differentiating capabilities and solutions that achieve the priority goals and objectives of the County.

[Monitors trends in digital government practices and strategies.]

Reviews current and planned information technology and digitalization efforts, investments, and initiatives of the County to advise the Director of Technology Services [CAO] and major stakeholders in the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands in enterprise digital business management.



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Works with the Department of Technology Services and all others to make recommendations to the CAO related to the County's services and digital business.

Solicits input and gains an understanding of the digital business issues and opportunities from each business unit, integrating them into the development of the enterprise digital business strategy.

Ensures digital initiatives are implemented and integrated into the internal IT assets and capabilities, or cloud-based services.

[Monitors digital trends and opportunities and advises the CAO on their use to affect large-scale outcomes] Manages DTS personnel to provide solutions that promote digital trends, opportunities and advises on its use to affect large-scale outcomes; including the use of smart mobile devices (in the hands of customers/citizens and employees), social media, technology embedded in products (such as vehicles), the integration of IT and operational technology (e.g., 5G telecom networks, county-wide networks, energy and transportation grids), and the Internet of Things (e.g., smart lighting, sensor-based SMART controls, body worn networks and devices).

Makes recommendations on augmenting current enterprise organizational structures and increasing the focus on the big digital picture including opportunities, threats, capabilities and gaps; ensures resourcing and organizational design strategy recommendations integrate well with the overall business strategy of the County.

Advises on the selection, acquisition, or creation of digital solutions and services or the addition of digital capabilities to existing solutions and services.

[Assists in identifying digital products, services or customer experiences to broaden constituent and partner engagement and service equity through appropriate digital channels and communities selection.]

Develops and administers digital risk governance artifacts and instruments (e.g. dashboards) to support the digital risk management objectives of the County.

Works with executive management to determine acceptable levels of risk for the organization and guides security culture, policy, and technology for measurable improvement in the County's digital services risk posture.

01A.104.30.03 Examples of Duties: (Illustrative Only)



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- Advise the Director [CAO] on IT investments, policies, and practices and in the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands of the constituency through digital services.
- Lead the development of the [a] digital business [government plan] strategy and roadmap for the County.
- Define and report on digital business key performance indicators (KPIs) and metrics that represent progress against digital goals.
- Continually assess past, current, or proposed future IT programs and advise the Director [CAO] on the digital assets and capabilities needed to survive and thrive in the midterm and the long term [a range of related matters].
- [• Formulate and establish Countywide enterprise-level digital business management and governance frameworks, artifacts and instruments.]
- Ensure Countywide reduction in risk to digital initiatives by ensuring representation and participation in programs by all business units and stakeholders.
- [• Administer governance artifacts and instruments (e.g., dashboards) that address risk to digitalization efforts and projects.]
- [• Identify policy and standards gaps in IT program/project management.]
- Identify and help in incorporating management best practices to transform increasingly more County's service to digital than present.
- Work in a team with County departments and agencies [on IT driven innovation projects/ideas], leading organizational changes and IT environments required to create and sustain enterprise digital capabilities.
- Collaborate with information asset owners, asset custodians and other business, technology, and digital security and risk stakeholders to manage risk.
- Encourage accountability for the successful delivery of County information technology



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programs/projects and digital services.

- Advise the Director [CAO] on IT investments, policies, and practices for the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands through digital services [technology acquisition practices, strategies and partnerships].
- Participate in the County's information technology strategic planning and governance structure, to make recommendations and provide cohesion and convergence with the digital government plan.
- Participate in steering committees or advisory boards of major programs.
- Provide regular reporting on the current status of the digital risk reduction program to enterprise risk teams, senior business leaders, independently elected and appointed officials and the County Executive, as part of a strategic enterprise risk management program, thus supporting County business outcomes.
- Advise on the development, implementation and monitoring of a strategic, comprehensive program to ensure appropriate levels of confidentiality, integrity, availability, safety, privacy and recovery of information assets owned, controlled or/and processed by the County.
- Create a framework for roles and responsibilities with regard to information ownership, classification, accountability, and protection of information assets and investments.
- Facilitate a metrics and reporting framework to measure the efficiency and effectiveness of the program, facilitate appropriate resource allocation, and increase the maturity of information management programs, and review these with stakeholders at the executive and IT Policy Advisory Committee (IPAC) and Interagency Technology Policy Coordination Committee (ITPCC) levels.
- Identify technology opportunities outside of direct organizational control to include contracts and acquisition alternatives for managing digital business.
- Conduct surveys of comparable experiences and programs in other jurisdictions and sectors.



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01A.104.30.04 Minimum Qualifications:

Education: Bachelor's degree in Management Information Systems, Business Management, or Public Administration or a directly related field.

Experience: [Seven (7) to ten (10) years] Ten (10) years of relevant work experience, in digital business management, enterprise information systems management, or related role with at least five (5) or more years of progressive leadership experience in leading cross-functional teams and enterprise-wide programs.

Equivalency: Any combination of education and experience that has been achieved and is equivalent to the stated education and experience and required knowledge, skills, and abilities deemed adequate by the County to successfully perform the duties and responsibilities of this job.

Licenses, Registrations, Certifications, or Special Requirements:

Preferred:

- Graduate degree in Business Administration, Public Administration, Computer Science, Digital Business Management experience or related field.
- Five or more years of experience in information-intensive industries or digitally advanced enterprises.
- Experience with independent profit and loss (P&L) responsibilities.
- Experience in digital transformation and digital service delivery management.
- Experience with HIPAA, PCI and CJIS compliance.

Knowledge, Skills, and Abilities:

Knowledge of:

- Extensive knowledge of emerging [Emerging] and mature digital services in the public, not-for-profit, and private sectors.



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- Management and supervisory principles, practices, and techniques in senior level information technology management and governance.
- Policies, practices, procedures, and terminology of assigned function.
- Federal, State, Local and County applicable laws, rules, regulations, and guidelines.
- Compliance with federal, State and local laws.
- Information Technology best practices as related to assigned tasks.
- Information Security Management best practices.
- Information Technology risk assessment and management.

Skill in:

- Technology and digital services strategic planning and visioning.
- Agile and Lean methodologies.
- Information Technology and Digital Services investment portfolio management and governance.
- Large program/project management oversight and governance.
- Results-based program planning and accountability.
- Understanding IT, Operational Technology (OT) and Internet of Things (IoT), and the overlap of technology and the physical world.
- Understanding the desired business outcomes of the organization, the supporting business processes, and the technology dependencies.
- Expressing risk tolerance and understanding risk appetite in terms of business and organizational outcomes.



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Subject	Position Description for Chief Digital Officer	Number 8-20
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- Supporting and working effectively with business units to envision future (digitalized) states.
- Managing technology dependencies that are outside of direct organizational control; including reviewing contracts, mapping data flows across external services, and creating alternatives for managing business service delivery.
- Leadership, collaboration and negotiation techniques, including contracts, agreements and proposals.
- Negotiating Public-Private Partnerships.
- Developing and evaluating procurements, e.g., Requests for Proposals (RFPs).
- Interacting with and supporting the activities of Information Technology and information security professionals.
- Problem-solving and decision-making, [Strategic] strategic planning, developing, monitoring, and evaluating.
- [• Both verbal and written communication, including presentations and communication technical issues in non-technical language.]
- Presentation and briefing skills.

Ability to:

- Work with Executive and Senior level managers.
- Work with a large number of stakeholders in various sectors and the public.
- Establish and maintain effective working relationships with departmental clientele, representatives of outside agencies and providers, other County employees and officials, and the general public.
- Work in a people-centric style that supports improved behavior across the enterprise with respect to technology use and dependency.



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- Ability to effectively drive people, process and technology change in a dynamic and complex operating environment.
- Excellent oral and written communication skills, including the ability to explain digital concepts and technologies to business leaders, as well as business concepts to technologists and political bodies.
- Establish and sustain an on-going program of results-based accountability.
- Manage, motivate, train, develop and evaluate programs.
- [• Work independently and efficiently and as part of a team.]
- [• Manage time well; perform multiple tasks; and organize diverse activities.]
- Translate policies and objectives into ideas and initiatives that deliver results.
- Research, compile, analyze, interpret, and prepare a variety of memoranda or reports.
- Deliver awareness formal or informal training.
- Identify security safeguards using risk management-based analysis that are in line with the value of the assets being protected.

01A.104.30.05 Medical Exam Protocol:

Medical History Review.

Approved:

A handwritten signature in black ink, appearing to read "Marc Elrich".

Marc Elrich, County Executive
APPROVED AS TO FORM AND LEGALITY

7/01/2020

Date



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OFFICE OF THE COUNTY ATTORNEY

By: *Edward B. Kottman*

Date: July 1, 2020



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Subject	Position Description for Chief Digital Officer	Number 8-20
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Montgomery County Regulation on

POSITION DESCRIPTION - CHIEF DIGITAL OFFICER DEPARTMENT OF TECHNOLOGY SERVICES

Issued by: County Executive

Regulation No. 8-20

Authority: Montgomery County Code (2014) Section 1A-104(b)(2)

Supersedes: Regulation No. 09-19, COMCOR 01A.104.30

Council Review: Method (1) under Code Section 2A-15

Register Vol. 37 No. 4

Effective Date: _____

Comment Deadline: April 30, 2020

Summary: This regulation amends the position description for Chief Digital Officer.

Staff contact: Kimberly Williams, Office of Human Resources
(240) 777-5198

Address: Office of Human Resources
Executive Office Building
101 Monroe Street, Fifth Floor
Rockville, Maryland 20850

Background: Montgomery County Code § 1A-104(b)(2) requires that certain positions in the Executive Branch designated by law as non-merit must be supported by a position description established by executive regulation under method (1).

COMCOR 01A.104.30 Chief Digital Officer, Department of Technology Services

01A.104.30.01 Definition of Class:

This is an appointed, non-merit full-time position in the County Government reporting to the Director of Technology Services. The Chief Digital Officer (CDO) is a visionary leader with strong Information Technology (IT) focused skills and sound knowledge of the County's internal and external business environments (demographics, partners), services and processes. The CDO will collaborate with the Office of the



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CIO on digital business opportunities that leverage technology to drive cross-organizational efficiencies, replace legacy processes, seek out and enhance economic development opportunities. The position will establish public/private partnerships to meet the County's priority objectives; enhance value, and opportunities to lower the overall cost of service delivery.

The incumbent advises the Director of Technology Services on digital business opportunities that leverage technology to drive cross-organizational synergies, partnerships, and integration to meet the County's priority objectives; enhance stakeholder value; and lower the overall cost of service delivery. The incumbent monitors trends in digital government practices and strategies; leverages experience in enterprise technology management business transformation and IT driven innovation ideas; organizational management; asset management; multi-generational technology investment; digital government strategy planning; systems, technologies and techniques; and knowledge of information privacy and security risk management to advise the County on IT governance and digital risk management. The incumbent works proactively with business units to implement practices and governance that maximize return on investment in process and service automation initiatives to deliver targeted outcomes and meet investment objectives on a large scale. The CDO is responsible for ensuring the enterprise's business strategy is optimal, given current and emerging digital realities, opportunities and threats. The CDO champions the use of information and technology in business model design and all aspects of the business to create business success for Montgomery County. The CDO may also execute on most or all digital initiatives.

01A.104.30.02 Major Duties:

The Chief Digital Officer serves under general policy direction from the Director of Technology Services.

Works collaboratively with other County executive-level managers to create a digital vision for the County, and to identify the opportunities for differentiating capabilities and solutions that achieve the priority goals and objectives of the County.

Reviews current and planned information technology and digitalization efforts, investments, and initiatives of the County to advise the Director of Technology Services [CAO] and major stakeholders in the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands in enterprise digital business management.



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Works with the Department of Technology Services and all others to make recommendations to the CAO related to the County's services and digital business.

Solicits input and gains an understanding of the digital business issues and opportunities from each business unit, integrating them into the development of the enterprise digital business strategy.

Ensures digital initiatives are implemented and integrated into the internal IT assets and capabilities, or cloud-based services.

Manages DTS personnel to provide solutions that promote digital trends, opportunities and advises on its use to affect large-scale outcomes; including the use of smart mobile devices (in the hands of customers/citizens and employees), social media, technology embedded in products (such as vehicles), the integration of IT and operational technology (e.g., 5G telecom networks, county-wide networks, energy and transportation grids), and the Internet of Things (e.g., smart lighting, sensor-based SMART controls, body worn networks and devices).

Makes recommendations on augmenting current enterprise organizational structures and increasing the focus on the big digital picture including opportunities, threats, capabilities and gaps; ensures resourcing and organizational design strategy recommendations integrate well with the overall business strategy of the County.

Advises on the selection, acquisition, or creation of digital solutions and services or the addition of digital capabilities to existing solutions and services.

Develops and administers digital risk governance artifacts and instruments (e.g. dashboards) to support the digital risk management objectives of the County.

Works with executive management to determine acceptable levels of risk for the organization and guides security culture, policy, and technology for measurable improvement in the County's digital services risk posture.

01A.104.30.03 Examples of Duties: (Illustrative Only)

- Advise the Director on IT investments, policies, and practices and in the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands of the constituency through digital services.



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- Lead the development of the digital business strategy and roadmap for the County.
- Define and report on digital business key performance indicators (KPIs) and metrics that represent progress against digital goals.
- Continually assess past, current, or proposed future IT programs and advise the Director on the digital assets and capabilities needed to survive and thrive in the midterm and the long term.
- Ensure Countywide reduction in risk to digital initiatives by ensuring representation and participation in programs by all business units and stakeholders.
- Identify and help in incorporating management best practices to transform increasingly more County's service to digital than present.
- Work in a team with County departments and agencies, leading organizational changes and IT environments required to create and sustain enterprise digital capabilities.
- Collaborate with information asset owners, asset custodians and other business, technology, and digital security and risk stakeholders to manage risk.
- Encourage accountability for the successful delivery of County information technology programs/projects and digital services.
- Advise the Director on IT investments, policies, and practices for the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands through digital services.
- Participate in the County's information technology strategic planning and governance structure, to make recommendations and provide cohesion and convergence with the digital government plan.
- Participate in steering committees or advisory boards of major programs.
- Provide regular reporting on the current status of the digital risk reduction program to enterprise risk teams, senior business leaders, independently elected and appointed officials and the County Executive, as part of a strategic enterprise risk management program, thus supporting County



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business outcomes.

- Advise on the development, implementation and monitoring of a strategic, comprehensive program to ensure appropriate levels of confidentiality, integrity, availability, safety, privacy and recovery of information assets owned, controlled or/and processed by the County.
- Create a framework for roles and responsibilities with regard to information ownership, classification, accountability, and protection of information assets and investments.
- Facilitate a metrics and reporting framework to measure the efficiency and effectiveness of the program, facilitate appropriate resource allocation, and increase the maturity of information management programs, and review these with stakeholders at the executive and IT Policy Advisory Committee (IPAC) and Interagency Technology Policy Coordination Committee (ITPCC) levels.
- Identify technology opportunities outside of direct organizational control to include contracts and acquisition alternatives for managing digital business.
- Conduct surveys of comparable experiences and programs in other jurisdictions and sectors.

01A.104.30.04 Minimum Qualifications:

Education: Bachelor's degree in Management Information Systems, Business Management, or Public Administration or a directly related field.

Experience: Ten (10) years of relevant work experience, in digital business management, enterprise information systems management, or related role with at least five (5) or more years of progressive leadership experience in leading cross-functional teams and enterprise-wide programs.

Equivalency: Any combination of education and experience that has been achieved and is equivalent to the stated education and experience and required knowledge, skills, and abilities deemed adequate by the County to successfully perform the duties and responsibilities of this job.

Licenses, Registrations, Certifications, or Special Requirements:



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Preferred:

- Graduate degree in Business Administration, Public Administration, Computer Science, Digital Business Management experience or related field.
- Five or more years of experience in information-intensive industries or digitally advanced enterprises.
- Experience with independent profit and loss (P&L) responsibilities.
- Experience in digital transformation and digital service delivery management.
- Experience with HIPAA, PCI and CJIS compliance.

Knowledge, Skills, and Abilities:

Knowledge of:

- Extensive knowledge of emerging and mature digital services in the public, not-for-profit, and private sectors.
- Management and supervisory principles, practices, and techniques in senior level information technology management and governance.
- Policies, practices, procedures, and terminology of assigned function.
- Federal, State, Local and County applicable laws, rules, regulations, and guidelines.
- Compliance with federal, State and local laws.
- Information Technology best practices as related to assigned tasks.
- Information Security Management best practices.
- Information Technology risk assessment and management.



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Skill in:

- Technology and digital services strategic planning and visioning.
- Agile and Lean methodologies.
- Information Technology and Digital Services investment portfolio management and governance.
- Large program/project management oversight and governance.
- Results-based program planning and accountability.
- Understanding IT, Operational Technology (OT) and Internet of Things (IoT), and the overlap of technology and the physical world.
- Understanding the desired business outcomes of the organization, the supporting business processes, and the technology dependencies.
- Expressing risk tolerance and understanding risk appetite in terms of business and organizational outcomes.
- Supporting and working effectively with business units to envision future (digitalized) states.
- Managing technology dependencies that are outside of direct organizational control; including reviewing contracts, mapping data flows across external services, and creating alternatives for managing business service delivery.
- Leadership, collaboration and negotiation techniques, including contracts, agreements and proposals.
- Negotiating Public-Private Partnerships.
- Developing and evaluating procurements, e.g., Requests for Proposals (RFPs).
- Interacting with and supporting the activities of Information Technology and information security professionals.



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- Problem-solving and decision-making, strategic planning, developing, monitoring, and evaluating.
- Presentation and briefing skills.

Ability to:

- Work with Executive and Senior level managers.
- Work with a large number of stakeholders in various sectors and the public.
- Establish and maintain effective working relationships with departmental clientele, representatives of outside agencies and providers, other County employees and officials, and the general public.
- Work in a people-centric style that supports improved behavior across the enterprise with respect to technology use and dependency.
- Ability to effectively drive people, process and technology change in a dynamic and complex operating environment.
- Excellent oral and written communication skills, including the ability to explain digital concepts and technologies to business leaders, as well as business concepts to technologists and political bodies.
- Establish and sustain an on-going program of results-based accountability.
- Manage, motivate, train, develop and evaluate programs.
- Translate policies and objectives into ideas and initiatives that deliver results.
- Research, compile, analyze, interpret, and prepare a variety of memoranda or reports.
- Deliver awareness formal or informal training.



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- Identify security safeguards using risk management-based analysis that are in line with the value of the assets being protected.

01A.104.30.05 Medical Exam Protocol:

Medical History Review.

Approved:

A handwritten signature in cursive script, appearing to read "Marc Elrich".

Marc Elrich, County Executive

7/01/2020

Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY

By: A handwritten signature in cursive script, appearing to read "Edmund B. Kottner".

Date: July 1, 2020

Fiscal Impact Statement
Regulation 8-20, Chief Digital Officer - Amendments

1. Executive Regulation Summary

Executive Regulation 8-20 would amend the position description for the Chief Digital Officer to reflect the transfer of the position from the Office of the County Executive to the Department of Technology Services.

2. An estimate of changes in County revenues and expenditures regardless of whether the revenues or expenditures are assumed in the recommended or approved budget. Includes source of information, assumptions, and methodologies used.

No changes in County expenditures or revenues are anticipated due to this regulation. This regulation simply amends the position description for the Chief Digital Officer by transferring the position from the Office of the County Executive to the Department of Technology Services.

3. Revenue and expenditure estimates covering at least the next 6 fiscal years.

No changes in County expenditures or revenues are anticipated over the next 6 fiscal years due to this regulation.

4. An actuarial analysis through the entire amortization period for each regulation that would affect retiree pension or group insurance costs.

Not applicable.

5. Later actions that may affect future revenue and expenditures if the regulation authorizes future spending.

Regulation 8-20 does not authorize future spending.

6. An estimate of the staff time needed to implement the regulation.

There is no additional staff time needed to implement the regulation.

7. An explanation of how the addition of new staff responsibilities would affect other duties.

Not applicable.

8. An estimate of costs when an additional appropriation is needed.

Not applicable.

9. A description of any variable that could affect revenue and cost estimates.

Not applicable.

10. Ranges of revenue or expenditures that are uncertain or difficult to project.

Not applicable.

11. If a regulation is likely to have no fiscal impact, why that is the case.

This regulation simply amends the position description for the Chief Digital Officer by transferring the position from the Office of the County Executive to the Department of Technology Services.

12. Other fiscal impacts or comments.

None.

13. The following contributed to and concurred with this analysis:

Corey Orlosky, Office of Management and Budget



Richard S. Madaleno, Director
Office of Management and Budget

4-14-20

Date

Economic Impact Statement

Office of Legislative Oversight

Expedited Bill 30-20

Administration – Executive Branch – Chief Digital Officer

SUMMARY

Overall, the Office of Legislative Oversight (OLO) expects Expedited Bill 30-20 to have an insignificant impact on the Montgomery County economy.

BACKGROUND

Expedited Bill 30-20 would “transfer the Chief Digital Officer from the Office of the County Executive to the Department of Technology Services.”¹

INFORMATION, ASSUMPTIONS and METHODOLOGIES

No methodologies were used in this statement. The assumptions underlying the claims made in the subsequent sections are based on the judgment of OLO staff.

VARIABLES

Not applicable.

IMPACTS

Businesses, Non-Profits, Other Private Organizations

Workforce, operating costs, property values, capital investment, taxation policy, economic development, competitiveness, etc.

OLO believes that Expedited Bill 30-20 would have little to no impact on private organizations in the County in terms of the Council’s priority indicators, namely workforce, operating costs, capital investments, property values, taxation policy, economic development and competitiveness.

Residents

Workforce, property values, income, taxation policy, economic development, etc.

OLO believes that Expedited Bill 30-20 would have little to no impact on County residents in terms of the Council’s priority indicators, namely employment, property values, and taxes paid.

WORKS CITED

Montgomery County Council. Expedited Bill 30-20 Administration – Executive Branch – Chief Digital Officer. Introduced on July 7, 2020. Montgomery County, Maryland.

CAVEATS

Two caveats to the economic analysis performed here should be noted. First, predicting the economic impacts of legislation is a challenging analytical endeavor due to data limitations, the multitude of causes of economic outcomes, economic shocks, uncertainty, and other factors. Second, the analysis performed here is intended to *inform* the legislative process, not determine whether the Council should enact legislation. Thus, any conclusion

¹ Montgomery County Council, Expedited Bill 30-20 Administration – Executive Branch – Chief Digital Officer, Introduced on July 7, 2020, Montgomery County, Maryland, 1.

Economic Impact Statement

Office of Legislative Oversight

made in this statement does not represent the OLO's endorsement of, or objection to, the bill under consideration.

CONTRIBUTIONS

This economic impact statement was drafted by Stephen Roblin (OLO).