Montgomery County Council

Committee: GO
Committee Review: At a future date
Staff: Christine Wellons, Chief Legislative Attorney
Purpose: To introduce agenda item – no vote expected

AGENDA ITEMS #1C&2A
September 10, 2024
Introduction

SUBJECTS

Bill 17-24, Administration – Department of Technology and Enterprise Business Solutions – Non-merit Positions

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

Resolution to Approve Executive Regulation 7-24, Position Description – Chief Operating Officer, Department of Technology and Enterprise Business Solutions

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

EXPECTED ATTENDEES

None

COUNCIL DECISION POINTS & COMMITTEE RECOMMENDATION

- N/A

DESCRIPTION/ISSUE

Bill 17-24 would:

(1) repurpose the non-merit position of Chief Data Officer in the Department of Technology and Enterprise Business Solutions (TEBS) by abolishing it;
(2) establish the non-merit position of Chief Operating Officer in TEBS; and
(3) generally amend the law governing Non-merit positions.

A position description for the newly created Chief Operating Officer would be created through a Resolution to Approve Executive Regulation 7-24, Position Description – Chief Operating Officer, Department of Technology and Enterprise Business Solutions.

SUMMARY OF KEY DISCUSSION POINTS

- N/A

This report contains:

Staff Report	Pages 1-3
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Resolution	© 3
County Executive's Memorandum (with enclosures)	© 4
Fiscal Impact Statement	© 10
Executive Regulation 7-24	© 11

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Agenda Items 1C&2A
September 10, 2024
Introduction

M E M O R A N D U M

September 5, 2024

TO: County Council

FROM: Christine Wellons, Chief Legislative Attorney

SUBJECTS: Bill 17-24, Administration – Department of Technology and Enterprise Business Solutions – Non-merit Positions

Resolution to Approve Executive Regulation 7-24, Position Description – Chief Operating Officer, Department of Technology and Enterprise Business Solutions

PURPOSE: Introduction – no Council votes required

Bill 17-24, Administration – Department of Technology and Enterprise Business Solutions – Non-merit Positions, sponsored by the Council President at the request of the County Executive, is scheduled for introduction on September 10, 2024. A public hearing on the bill is tentatively scheduled for October 1, 2024 at 1:30 p.m. The Government Operations and Fiscal Policy Committee will hold a worksession for Bill 17-24 at a later date.

Bill 17-24 would:

(1) repurpose the non-merit position of Chief Data Officer in the Department of Technology and Enterprise Business Solutions (TEBS) by abolishing it; and
(2) establish the non-merit position of Chief Operating Officer in TEBS; and

An accompanying regulation, Executive Regulation 7-24, would establish a position description for the newly created non-merit Chief Operating Officer (COO) position in the Department of Technology and Enterprise Business Solutions (TEBS). A Council resolution to approve the executive regulation is scheduled for introduction with the bill on September 10.

BACKGROUND

The County Executive has provided the following background regarding Bill 17-24.

> I am submitting to Council the enclosed bill and associated Executive Regulation that would abolish a non-merit position and create a non-merit position within the

Department of Technology and Enterprise Business Solutions (TEBS), effectively repurposing the Chief Data Officer position into the Chief Operating Officer position.

The Chief Operating Officer role within TEBS will play a pivotal part in enhancing operational efficiency and fostering collaboration across departments through valued leadership, strategic focus, and identification of new opportunities across the enterprise. Through ongoing strategic reorganization, the duties of the Chief Data Officer are now supported by other divisions within TEBS, providing an opportunity to repurpose this position and create the role of Chief Operating Officer.

BILL AND REGULATION SPECIFICS

Bill 17-24 would eliminate the non-merit position of the Chief Data Officer within TEBS, and it would create a new non-merit position within TEBS of the Chief Operating Officer.

Under the proposed Executive Regulation 7-24, the newly created Chief Operating Officer (COO) would be defined as follows.

> The incumbent performs as the TEBS's Chief Operating Officer (COO) and is appointed by the County Executive. The COO works under the administrative direction of and reports to the Chief Information Officer (CIO)/Director, Department of Technology and Enterprise Business Solutions. The COO oversees and manages the daily operations of the TEBS divisions and assists the CIO/TEBS Director in all aspects of planning, implementing, maintaining, and guiding the County Government's information technology programs, infrastructures, and services. The COO will have a clear understanding of the County's business functions and services, data assets, technology platforms, strategic priorities, and, in close coordination with the CIO/TEBS Director ensures an effective TEBS operations and services and the best results for County programs and services.

The COO would be required to have the following minimum qualifications.

> Education: Graduation from an accredited college or university with a Master's Degree.
>
> Experience: Ten (10) years of progressively responsible professional experience in organizational management or in a field related to the assigned area, seven years of which are in a supervisory role.
>
> Licenses, Registrations, Certifications, or Special Requirements: Possession of a valid Class "C" (or equivalent) driver's license from the applicant's state of residence when required for job-related duties.

The non-merit Chief Data Officer (CDO) position, which was created in July 2020 and would be eliminated under the bill, is currently defined as follows.

> The CDO works under the administrative direction of and reports to the Director, Department of Technology Services (DTS) to plan, coordinate, direct, and evaluate Countywide data management standards and practices; oversee and maintain data stores and architectures; ensure effective data confidentiality, security, integrity, transparency, and availability; enable data exploitation and business intelligence; formulate, evaluate, and implement data systems policies and procedures; and perform related duties. The CDO leverages knowledge of the County's business functions and services; existing data assets, technology investments and platforms, and data management organization; data consumption needs; strategic priorities; and targeted outcomes of the County Executive to carry out the CDO functions and duties.

This packet contains:	Circle #
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Bill No. 17-24
Concerning: Administration – Department of Technology and Enterprise Business Solutions – Non-merit Positions
Revised: 9/3/2024 Draft No. 1
Introduced: September 10, 2024
Expires: December 7, 2026
Enacted: _____
Executive: _____
Effective: _____
Sunset Date: _____
Ch. _____, Laws of Mont. Co. _____

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

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

AN ACT to:

(1) repurpose the non-merit position of Chief Data Officer in the Department of Technology and Enterprise Business Solutions (TEBS) by abolishing it;
(2) establish the non-merit position of Chief Operating Officer in TEBS; and
(3) generally amend the law governing Non-merit positions.

By amending
Montgomery County Code
Chapter 2, Administration
Section 2-58D

Boldface	*Heading or defined term.*
Underlining	*Added to existing law by original bill.*
[Single boldface brackets**]**	*Deleted from existing law by original bill.*
Double underlining	*Added by amendment.*
[[Double boldface brackets**]]**	*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. Section 2-58D is amended as follows:

2-58D. Functions.

* * *

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

Sec. 2. Transition – Certain Incumbents:

If, on the effective date of this Act, an employee who (1) has obtained merit system status and (2) is not in a promotional probationary period, occupies the position that this Act is abolishing, then that employee retains their merit system rights.

Resolution No.: _____
Introduced: September 10, 2024
Adopted: _____

COUNTY COUNCIL
FOR MONTGOMERY COUNTY MARYLAND

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

SUBJECT: Approval of Executive Regulation 7-24, Position Description – Chief Operating Officer, Department of Technology and Enterprise Business Solutions

Background

1. The Montgomery County Code §1A-104(b)(2) requires a person holding a position in the Executive Branch designated by law as a non-merit position to be professionally qualified for the position under a position description established by Method (1) regulation.

2. Under Method (1), the Council must approve a regulation before it is adopted, and there is no deadline for Council action.

3. On May 31, 2024, the County Council received Executive Regulation 7-24, Position Description – Chief Operating Officer, Department of Technology and Enterprise Business Solutions.

Action

The County Council for Montgomery County Maryland approves the following resolution:

The Council approves Executive Regulation 7-24, Position Description – Chief Operating Officer, Department of Technology and Enterprise Business Solutions.

This is a correct copy of Council action.

_____
Sara R. Tenenbaum, Clerk of the Council

OFFICE OF THE COUNTY EXECUTIVE

Marc Elrich
County Executive

MEMORANDUM

May 31, 2024

TO: Andrew Friedson, President
Montgomery County Council

FROM: Marc Elrich, County Executive

SUBJECT: Proposed Legislation Repurposing TEBS Chief Data Officer Position to Become Chief Operating Officer Position

I am submitting to Council the enclosed bill and associated Executive Regulation that would abolish a non-merit position and create a non-merit position within the Department of Technology and Enterprise Business Solutions (TEBS), effectively repurposing the Chief Data Officer position into the Chief Operating Officer position.

The Chief Operating Officer role within TEBS will play a pivotal part in enhancing operational efficiency and fostering collaboration across departments through valued leadership, strategic focus, and identification of new opportunities across the enterprise. Through ongoing strategic reorganization, the duties of the Chief Data Officer are now supported by other divisions within TEBS, providing an opportunity to repurpose this position and create the role of Chief Operating Officer.

Montgomery County Code §1A-104(b)(2) requires a non-merit position to be supported by a position description established by executive regulation under method (1). Executive Regulation No. 7-24 was advertised in the April 2024 Montgomery County Register with a comment deadline of April 30, 2024. No comments were received. We are requesting this bill be expedited so that it may bill become effective at the same time as the adoption of this regulation for the position description. This will allow recruitment to begin immediately for this important position.

I appreciate the Council's introduction of this legislation. If you have any questions or would like additional information, please contact Samuel Frushour, Division Chief of Policy, Practice & Strategic Communications in the Office of Human Resources at (240-777-5012).

Enclosures

Marc Elrich
County Executive

cc: Richard Madaleno, Chief Administrative Officer, Office of the County Executive
Fariba Kassiri, Deputy Chief Administrative Officer, Office of the County Executive
Traci L. Anderson, Director, Office of Human Resources
Jennifer Bryant, Director, Office of Management and Budget
Gail Roper, Director, Department of Technology and Enterprise Business Solutions
Kate Stewart, Chair, Government Operations and Fiscal Policy Committee

Expedited Bill No. 24-XXE
Concerning: _____
Revised: _____ Date: _____
Introduced: _____
Expires: _____
Enacted: _____
Executive: _____
Effective: _____
Sunset Date: _____
Ch. ____, Laws of Mont. Co. _____

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: Council President at the Request of the County Executive

AN EXPEDITED ACT to:

(1) repurpose the non-merit position of Chief Data Officer in the Department of Technology and Enterprise Business Solutions (TEBS) by abolishing it; and
(2) establish the non-merit position of Chief Operating Officer in TEBS.

By amending
Montgomery County Code
Chapter 2, Administration
Section 2-58D

Boldface	*Heading or a defined term.*
Underlining	*Added to existing law by original bill.*
[Single boldface brackets**]**	*Deleted from existing law by original bill.*
Double underlining	*Added by amendment.*
[[Double boldface brackets**]]**	*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. Section 2-58D is amended as follows:

Chapter 2. Administration.

Article III. Executive Branch.

Division 1A. Office of the County Executive

Division 11D. Department of Technology and Enterprise Business Solutions.

Sec. 2-58D. Functions.

* * *

(e) Non-merit positions. The positions of Chief Technology Officer, Chief Broadband Officer, Chief Digital Officer, and Chief **[**Data**]** Operating 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.

Sec. 3 Transition - Certain Incumbents.

If, on the effective date of this Act, an employee who (1) has obtained merit system status and (2) is not in a promotional probationary period, occupies the position that this Act is abolishing, then that employee retains their merit system rights.

Approved:

_____

Andrew Friedson, President, County Council Date

Approved:

_____

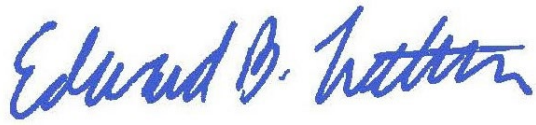
Marc Elrich, County Executive

This is a correct copy of Council action.

May 31, 2024

Sara Tenenbaum, Clerk of the Council — Date

Approved as to form and legality:



April 12, 2024

Office of the County Attorney — Date

LEGISLATIVE REQUEST REPORT

Executive Regulation 7-24
POSITION DESCRIPTION - CHIEF OPERATING OFFICER,
DEPARTMENT OF TECHNOLOGY AND ENTERPRISE BUSINESS SOLUTIONS

DESCRIPTION: The legislation amends Section 2-58D of the Montgomery County Code; abolishing the position of Chief Data Officer in the Department of Technology Enterprise & Business Solutions and creating the position of Chief Operating Officer in the Department of Technology Enterprise & Business Solutions.

PROBLEM: Through ongoing strategic reorganization, the duties of the Chief Data Officer are now supported through other divisions within TEBS, providing an opportunity to repurpose this position to create a Chief Operating Officer.

GOALS AND OBJECTIVES: The creation of the Chief Operating Officer role within TEBS will play a pivotal part in enhancing operational efficiency and fostering collaboration across departments through valued leadership, strategic focus, and identification of new opportunities across the enterprise.

COORDINATION: Office of Human Resources

FISCAL IMPACT: Office of Management and Budget

ECONOMIC IMPACT: N/A

EVALUATION: N/A

EXPERIENCE ELSEWHERE: N/A

SOURCE OF INFORMATION: Samuel Frushour, Office of Human Resources (x.75012)

APPLICATION WITHIN MUNICIPALITIES: N/A

PENALTIES: N/A

Fiscal Impact Statement

Office of Management and Budget

Executive Regulation 7-24

Position Description - Chief Operating Officer, Department of Technology and Enterprise Business Solutions

Regulation Summary	This regulation establishes the non-merit position of Chief Operating Officer, Department of Technology and Enterprise Business Solutions (TEBS), by abolishing and repurposing the non-merit position of Chief Data Officer, TEBS.
Fiscal Impact Summary	This regulation is not expected to impact County revenues or expenditures.

Fiscal Year	2024	2025	2026	2027	2028	2029	Total
Personnel Costs	$0	$0	$0	$0	$0	$0	$0
Operating Expenses	$0	$0	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Revenues	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Impact	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
FTE	0.00	0.00	0.00	0.00	0.00	0.00	

Fiscal Impact Analysis	Changing the title and duties of the non-merit position is not expected to impact County revenues or expenditures. The scope of duties for the Chief Operating Officer is consistent with the Executive Level (EX3) pay band, which is not a change from the current salary schedule for the Chief Data Officer position.
Staff Impact	The Office of Human Resources advises that staff time to implement this regulation will be minimal, and will not increase staff responsibilities.
Actuarial Analysis	The regulation is not expected to impact retiree pension or group insurance costs.
Information Technology Impact	The regulation is not expected to impact the County Information Technology (IT) or Enterprise Resource Planning (ERP) systems.
Other Information	
Later actions that may impact revenue or expenditures if future spending is projected	Future compensation increases could increase the cost of this position, however, it is difficult to estimate compensation increases for non-merit positions at this time.
Contributors	Samuel Frushour, Office of Human Resources Shantee Jackson, Office of Management and Budget

MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject Chief Operating Officer, Department of Technology and Enterprise Business Solutions	**Number** 7-24
Originating Department Office of Human Resources	**Effective Date**

Montgomery County Regulation on

POSITION DESCRIPTION - CHIEF OPERATING OFFICER, DEPARTMENT OF TECHNOLOGY AND ENTERPRISE BUSINESS SOLUTIONS

Issued by: County Executive
Regulation No. 7-24
Authority: Montgomery County Code (2024) §§ 1A-104(b)(2); 2-58D(e)
Supersedes: Executive Regulation 5-19
Council Review: Method (1) under Code Section 2A-15
Register Vol. 41, No. 4
Comment Deadline: April 30, 2024
Effective Date: _____

Summary: This regulation repurposes the non-merit position of Chief Data Officer, Department of Technology and Enterprise Business Solutions (TEBS) by abolishing that position and establishing the non-merit position of Chief Operating Officer, TEBS.

Staff contact: Samuel Frushour, Office of Human Resources
(240) 777-5012

Address: Office of Human Resources
Executive Office Building
101 Monroe Street, 7th 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).

MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject Chief Operating Officer, Department of Technology and Enterprise Business Solutions	**Number** 7-24
Originating Department Office of Human Resources	**Effective Date**

COMCOR 01A.104.29 Chief Operating Officer, Department of Technology and Enterprise Business Solutions

01A.104.29.01 Definition of Class:

This appointed, non-merit executive management job classification is in the Department of Technology and Enterprise Business Solutions (TEBS). The incumbent performs as the TEBS's Chief Operating Officer (COO) and is appointed by the County Executive. The COO works under the administrative direction of and reports to the Chief Information Officer (CIO)/Director, Department of Technology and Enterprise Business Solutions. The COO oversees and manages the daily operations of the TEBS divisions and assists the CIO/TEBS Director in all aspects of planning, implementing, maintaining, and guiding the County Government's information technology programs, infrastructures, and services. The COO will have a clear understanding of the County's business functions and services, data assets, technology platforms, strategic priorities, and, in close coordination with the CIO/TEBS Director ensures an effective TEBS operations and services and the best results for County programs and services.

01A.104.29.02 Major Duties:

The incumbent is responsible for assisting the CIO/TEBS Director in developing and implementing state of the art operational technology strategies aligned with the County's overall goals and objectives, while ensuring efficient and effective use of County resources. The incumbent is also responsible for facilitating cross-departmental collaboration and fostering effective communication and coordination to ensure overall operational efficiency at all levels of government. The incumbent will identify opportunities for technology adoption to enhance government services, streamline processes, and improve overall operational and service efficiency. The incumbent will also establish, enforce, and monitor staff and operational performance metrics and benchmarks for all TEBS Divisions and TEBS services. In addition, the incumbent will develop and implement plans for emergency response and recovery, collaborating with relevant agencies to ensure the safety and well-being of county employees and residents.

01A.104.29.03 Examples of Duties: (Illustrative Only)

- Technology Management including call center technology and CRM systems: Oversees efficiency reviews as well as audit review and response. Maintains and supports work to address council concerns and issues. Coordinates interfaces with the PIO Office as a leadership representative of the department. Management and oversight of multiple organizational divisions/teams with varying needs and priorities.

Develops and implements programs, systems, and procedures to improve internal and external TEBS services. Expected to make independent decisions guided by the CIO, departmental and County policies, and guidelines.

- Customer and Vendor Relations: Written and verbal communication to address customer, council, and employee matters. Will be the sponsor and project lead on high-profile projects, programs, and operations. This will require accuracy and strategy when working with stakeholders. Cultivates strong customer/vendor relations to lead to the continued success of TEBS endeavors. Exhibits strong managerial expertise and discretion regarding personnel issues and adherence to County rules, policies, and requirements. Fosters professional growth of team members, resulting in innovation and continued success of departmental work.

- Perform duties assigned by the CIO/TEBS Director to represent TEBS: Develops presentations, written documentation to respond to technical issues in well-defined nontechnical terms as specified by the director. This will require both the technical knowledge as an SME and the skill to communicate the work of TEBS to individuals of various backgrounds. Functions as a delegate of the department and County in situations that will impact the short-term and long-term operations and reputation of TEBS and MCG. Maintains skill in current and new methods of presenting information to leadership and stakeholders.

- Assist with the development and strategies for a comprehensive budget submittal: Oversees and collects data, establishes return on investment analysis, conducts predictive analysis, and works towards a logical innovation agenda. Assists the CIO/TEBS Director in the TEBS budget development and leadership throughout budget discussions and analysis. Offers input based on expertise, research, and vetting of options. Provides timely and accounting throughout the year. Works with and reviews TEBS leadership, budget team, and administrative staff to staff to build and maintain strong relationships with OMB, Council, CEX, and other partners throughout the budget process.

- Play a key role in effective and efficient development and implementation of a variety of enterprise-wide technology-based strategies, systems, and services.

- Work with the County departments to identify new strategies for larger outcomes and enhancement of service delivery, cost avoidance and process innovation.

01A.104.29.04 Minimum Qualifications:

Education: Graduation from an accredited college or university with a Master's Degree.

Experience: Ten (10) years of progressively responsible professional experience in organizational management or in a field related to the assigned area, seven years of which are in a supervisory role.

Licenses, Registrations, Certifications, or Special Requirements: Possession of a valid Class "C" (or equivalent) driver's license from the applicant's state of residence when required for job-related duties.

01A.104.29.05 Knowledge, Skills, and Abilities:

Advanced knowledge of:

- County or large local government data-driven operations and needs;
- Various government privacy, security and associated laws, rules and regulations including all applicable standards;
- Data security risk analysis and the development of data security architectures and protocols;
- Leadership techniques, principles, and procedures to assign work, schedule, train, and evaluate the work of assigned or matrixed staff;
- Principles and processes for providing customer services; this includes meeting established quality standards;
- Strategic planning principles and theories to ensure competitive advantage;
- Management techniques for high-impact outcomes in service delivery virtuous cycles, e.g., in law enforcement and human services;
- Enterprise data management best practices and strategies;
- Expertise in data governance and quality control;

- Working with data storage, aggregation, analysis, and retrieval;
- Creating best practices and methodologies for technical projects;
- Building business cases for large technical projects;
- Data modeling and visualization techniques;
- Various sources and resources for information at the federal, state and local level in the privacy and security areas;
- Managing large cross-agency, cross-departmental programs.

Ability to:

- Participate with upper management in a decision support mode through the development of appropriate management information;
- Emotional Intelligence to carry out cross-agency, cross-departmental work;
- Advocating for data analytics value across a business to diverse audiences with solid business experience in the field;
- Information management projects and programs;
- Influence personnel through a matrix organization as opposed to line management authority;
- Deal with the public, press, other officials, members of the County Council, boards and commissions, and State and federal officers or representatives in a manner that is diplomatic, clear, and knowledgeable;
- Work in a fast-paced environment, meet deadlines with a sense of urgency, focus on detail and accuracy and be an independent thinker;
- Lead and think strategically;

- Use logic and reasoning to analyze, understand, and evaluate complex situations. Leverage ability to identify the strengths and weaknesses of alternative approaches or solutions, to a situation or targeted outcome. Exercise appropriate judgment in establishing priorities. Consider the relative costs and benefits of potential actions in developing and defending the business case;

- Develop and maintain cooperative and professional relationships with employees at all levels, representatives from various departments, and outside agencies. Effectively respond to and resolve complex inquiries;

- Communicate complex ideas and proposals effectively so others will understand to include preparation of reports, agendas, and policies;

- Listen and understand information and ideas presented verbally and in writing;

- Handle a variety of human resources issues with tact and diplomacy and in a confidential manner.

Skill In:

- Large program management;

- Working with multiple stakeholders at various organizational levels:

- The design, development, and validation of descriptive, predictive, prescriptive, and applied analytics;

- Mentoring, training, and working with data owners and expert personnel in tense situations.

01A.104.29.06 Medical Exam Protocol:

Medical History Review.

Approved:

MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject Chief Operating Officer, Department of Technology and Enterprise Business Solutions	**Number** 7-24
Originating Department Office of Human Resources	**Effective Date**

Marc Elrich, County Executive — Date

APPROVED AS TO FORM AND LEGALITY:
OFFICE OF THE COUNTY ATTORNEY

Edward B. Lattner

April 12, 2024
Date

MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Chief Operating Officer, Department of Technology and Enterprise Business Solutions	**Number** 7-24
Originating Department Office of Human Resources		**Effective Date**

Montgomery County Regulation on

POSITION DESCRIPTION - CHIEF OPERATING OFFICER, DEPARTMENT OF TECHNOLOGY AND ENTERPRISE BUSINESS SOLUTIONS

Issued by: County Executive
Regulation No. 7-24
Authority: Montgomery County Code (2024) §§ 1A-104(b)(2); 2-58D(e)
Supersedes: Executive Regulation 5-19
Council Review: Method (1) under Code Section 2A-15
Register Vol. 41, No. 4
Comment Deadline: April 30, 2024
Effective Date: _____

Summary: This regulation repurposes the non-merit position of Chief Data Officer, Department of Technology and Enterprise Business Solutions (TEBS) by abolishing that position and establishing the non-merit position of Chief Operating Officer, TEBS.

Staff contact: Samuel Frushour, Office of Human Resources
(240) 777-5012

Address: Office of Human Resources
Executive Office Building
101 Monroe Street, 7th 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.104.29 Chief Data Officer, Department of Technology Services]

[01A.104.29.01 Definition of Class:]

[This appointed, non-merit executive management job classification is in the Department of Technology Services. The incumbent performs as the County's Chief Data Officer (CDO) and is appointed by the County Executive. The CDO works under the administrative direction of and reports to the Director, Department of Technology Services (DTS) to plan, coordinate, direct, and evaluate Countywide data management standards and practices; oversee and maintain data stores and architectures; ensure effective data confidentiality, security, integrity, transparency, and availability; enable data exploitation and business intelligence; formulate, evaluate, and implement data systems policies and procedures; and perform related duties. The CDO leverages knowledge of the County's business functions and services; existing data assets, technology investments and platforms, and data management organization; data consumption needs; strategic priorities; and targeted outcomes of the County Executive to carry out the CDO functions and duties.**]**

[01A.104.29.02 Major Duties:]

[The incumbent is responsible for developing strategies and managing Countywide data activities to facilitate a data-driven enterprise and provide transparency. The incumbent is also responsible for identifying, developing, resourcing, and implementing an enterprise data management program critical to the delivery of the government's service to residents and businesses, and to ensure government data confidentiality, integrity, and availability. The incumbent develops, leads, and oversees a comprehensive strategy to govern data capture, storage, maintenance, visualization, integration, security, and access to meet the County's current needs and prepare the County for future needs in structured and unstructured data governance; data storage, searchability and recoverability; government transparency; business intelligence, analytics and discoverability. Further, the incumbent is responsible for civic data analytics, information governance, control, policy development, collaboration, and engagement. Managing data quality and data lifecycle management, the incumbent will produce data architectures and data management strategic plans that increase the County's ability to make data-driven decisions.**]**

[01A.104.29.03 Examples of Duties: (Illustrative Only)]

[• Implement and manage a comprehensive, centralized and progressive Enterprise-wide data strategy for the County that includes: data architecture, management, accuracy, security and privacy; civic data analytics, intelligence, integrity, visualization, and governance; GIS and innovation.

- Assist the DTS Director in the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands for data management while maximizing the return on investment in existing data management functions and assets of the County.
- Direct and oversee varied data initiatives throughout the County to ensure consistent alignment with the Enterprise's data management strategy.
- Develop and implement policies, procedures, and standards regarding data operation, data accountability; data quality, privacy, and ethics; manage data governance; study and maximize data quality.
- Formulate a large-scale multi-department, multi-source, multi-year enterprise data management program for the County.
- Provide data warehousing strategies that provide consistent, clean, and integrated data.
- Establish an architecture and a collection of integrated decision support-applications and databases, providing easy access to business data.
- Collaborate with and mentor a cross-functional team of professionals that include data engineers, data administrators, database administrators, developers, GIS analysts, and other positions as needed to support the County's data analytics strategy.
- Support planning for Enterprise-wide systems and platforms; make recommendations for integration of incongruent systems for data sharing and consistency.
- Assist in the collection and cleansing of data from varied legacy systems; make recommendations for modernizing legacy systems and assuring new solutions provide timely, useful and clean data.
- Review existing systems and operating procedures to identify trends, cost reductions and identify ways to increase operational efficiency.
- Work with the departments to identify data needs for larger outcomes and enhancement of service delivery, cost avoidance and process innovation.

- Work with consultants and industry partners to identify data management best practices.

- Work with other partners data scientists to ensure availability of data for active, enterprise-wide performance management.**]**

[01A.104.29.04 Minimum Qualifications:]

[Education: Master's degree from an accredited college or university in Data Science, Computer Science, Management Information Systems, Statistics, Analytics or another quantitative discipline or equivalent experience.

Experience: Ten (10) years of progressive work experience in data analytics/data science in a fast-paced, complex environment.

Licenses, Registrations, Certifications, or Special Requirements: None.

Knowledge, Skills, and Abilities:

Advanced knowledge of:

- Enterprise data management best practices and strategies;

- County or large local government data-driven operations and needs;

- Various government privacy, security and associated laws, rules and regulations including all applicable standards;

- Computer-based systems processing personally identifiable information (PII) and electronic Private Health Information (ePHI) such as in employee record systems and various protocols relative to privacy and confidentiality of information;

- Data security risk analysis and the development of data security architectures and protocols;

- Leadership techniques, principles, and procedures to assign work, schedule, train, and evaluate the work of assigned or matrixed staff;

- Principles and processes for providing customer services; this includes meeting established quality standards;
- Strategic planning principles and theories to ensure competitive advantage;
- Big Data solutions and management techniques for high-impact outcomes in service delivery virtuous cycles, e.g., in law enforcement and human services;
- Expertise in data governance and quality control;
- Working with Cloud technologies, e.g., for data storage, aggregation, analysis, and retrieval;
- Creating best practices and methodologies for technical projects;
- Building business cases for large technical projects;
- Data modeling and visualization techniques;
- Various sources and resources for information at the federal, state and local level in the privacy and security areas;
- Managing large cross-agency, cross-departmental programs.

Ability to:

- Participate with upper management in a decision support mode through the development of appropriate management information;
- Emotional Intelligence to carry out cross-agency, cross-departmental work;
- Advocating for data analytics value across a business to diverse audiences with solid business experience in the field;
- Information management projects and programs;
- Influence personnel through a matrix organization as opposed to line management authority;

- Deal with the public, press, other officials, members of the County Council, boards and commissions, and State and federal officers or representatives in a manner that is diplomatic, clear, and knowledgeable;

- Work in a fast-paced environment, meet deadlines with a sense of urgency, focus on detail and accuracy and be an independent thinker;

- Lead and think strategically;

- Use logic and reasoning to analyze, understand, and evaluate complex situations. Leverage ability to identify the strengths and weaknesses of alternative approaches or solutions, to a situation or targeted outcome. Exercise appropriate judgment in establishing priorities. Consider the relative costs and benefits of potential actions in developing and defending the business case;

- Develop and maintain cooperative and professional relationships with employees at all levels, representatives from various departments, and outside agencies. Effectively respond to and resolve complex inquiries;

- Communicate complex ideas and proposals effectively so others will understand to include preparation of reports, agendas, and policies;

- Listen and understand information and ideas presented verbally and in writing;

- Handle a variety of human resources issues with tact and diplomacy and in a confidential manner.

Skill In:

- Large program management;

- Working with multiple stakeholders at various organizational levels:

- The design, development, and validation of descriptive, predictive, prescriptive, and applied analytics;

- Mentoring, training, and working with data owners and expert personnel in tense situations.**]**

[01A.104.29.05 Medical Exam Protocol:]

[Medical History Review.**]**

COMCOR 01A.104.29 Chief Operating Officer, Department of Technology and Enterprise Business Solutions

01A.104.29.01 Definition of Class:

This appointed, non-merit executive management job classification is in the Department of Technology and Enterprise Business Solutions (TEBS). The incumbent performs as the TEBS's Chief Operating Officer (COO) and is appointed by the County Executive. The COO works under the administrative direction of and reports to the Chief Information Officer (CIO)/Director, Department of Technology and Enterprise Business Solutions. The COO oversees and manages the daily operations of the TEBS divisions and assists the CIO/TEBS Director in all aspects of planning, implementing, maintaining, and guiding the County Government's information technology programs, infrastructures, and services. The COO will have a clear understanding of the County's business functions and services, data assets, technology platforms, strategic priorities, and, in close coordination with the CIO/TEBS Director ensures an effective TEBS operations and services and the best results for County programs and services.

01A.104.29.02 Major Duties:

The incumbent is responsible for assisting the CIO/TEBS Director in developing and implementing state of the art operational technology strategies aligned with the County's overall goals and objectives, while ensuring efficient and effective use of County resources. The incumbent is also responsible for facilitating cross-departmental collaboration and fostering effective communication and coordination to ensure overall operational efficiency at all levels of government. The incumbent will identify opportunities for technology adoption to enhance government services, streamline processes, and improve overall operational and service efficiency. The incumbent will also establish, enforce, and monitor staff and operational performance metrics and benchmarks for all TEBS Divisions and TEBS services. In addition, the incumbent will develop and implement plans for emergency response and recovery, collaborating with relevant agencies to ensure the safety and well-being of county employees and residents.

01A.104.29.03 Examples of Duties: (Illustrative Only)

- Technology Management including call center technology and CRM systems: Oversees efficiency reviews as well as audit review and response. Maintains and supports work to address council concerns and issues. Coordinates interfaces with the PIO Office as a leadership representative of the department. Management and oversight of multiple organizational divisions/teams with varying needs and priorities. Develops and implements programs, systems, and procedures to improve internal and external TEBS services. Expected to make independent decisions guided by the CIO, departmental and County policies, and guidelines.

- Customer and Vendor Relations: Written and verbal communication to address customer, council, and employee matters. Will be the sponsor and project lead on high-profile projects, programs, and operations. This will require accuracy and strategy when working with stakeholders. Cultivates strong customer/vendor relations to lead to the continued success of TEBS endeavors. Exhibits strong managerial expertise and discretion regarding personnel issues and adherence to County rules, policies, and requirements. Fosters professional growth of team members, resulting in innovation and continued success of departmental work.

- Perform duties assigned by the CIO/TEBS Director to represent TEBS: Develops presentations, written documentation to respond to technical issues in well-defined nontechnical terms as specified by the director. This will require both the technical knowledge as an SME and the skill to communicate the work of TEBS to individuals of various backgrounds. Functions as a delegate of the department and County in situations that will impact the short-term and long-term operations and reputation of TEBS and MCG. Maintains skill in current and new methods of presenting information to leadership and stakeholders.

- Assist with the development and strategies for a comprehensive budget submittal: Oversees and collects data, establishes return on investment analysis, conducts predictive analysis, and works towards a logical innovation agenda. Assists the CIO/TEBS Director in the TEBS budget development and leadership throughout budget discussions and analysis. Offers input based on expertise, research, and vetting of options. Provides timely and accounting throughout the year. Works with and reviews TEBS leadership, budget team, and administrative staff to staff to build and maintain strong relationships with OMB, Council, CEX, and other partners throughout the budget process.

- Play a key role in effective and efficient development and implementation of a variety of enterprise-wide technology-based strategies, systems, and services.

- Work with the County departments to identify new strategies for larger outcomes and enhancement of service delivery, cost avoidance and process innovation.

01A.104.29.04 Minimum Qualifications:

Education: Graduation from an accredited college or university with a Master's Degree.

Experience: Ten (10) years of progressively responsible professional experience in organizational management or in a field related to the assigned area, seven years of which are in a supervisory role.

Licenses, Registrations, Certifications, or Special Requirements: Possession of a valid Class "C" (or equivalent) driver's license from the applicant's state of residence when required for job-related duties.

01A.104.29.05 Knowledge, Skills, and Abilities:

Advanced knowledge of:

- County or large local government data-driven operations and needs;
- Various government privacy, security and associated laws, rules and regulations including all applicable standards;
- Data security risk analysis and the development of data security architectures and protocols;
- Leadership techniques, principles, and procedures to assign work, schedule, train, and evaluate the work of assigned or matrixed staff;
- Principles and processes for providing customer services; this includes meeting established quality standards;
- Strategic planning principles and theories to ensure competitive advantage;
- Management techniques for high-impact outcomes in service delivery virtuous cycles, e.g., in

law enforcement and human services;

- Enterprise data management best practices and strategies;
- Expertise in data governance and quality control;
- Working with data storage, aggregation, analysis, and retrieval;
- Creating best practices and methodologies for technical projects;
- Building business cases for large technical projects;
- Data modeling and visualization techniques;
- Various sources and resources for information at the federal, state and local level in the privacy and security areas;
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Ability to:

- Participate with upper management in a decision support mode through the development of appropriate management information;
- Emotional Intelligence to carry out cross-agency, cross-departmental work;
- Advocating for data analytics value across a business to diverse audiences with solid business experience in the field;
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- Develop and maintain cooperative and professional relationships with employees at all levels, representatives from various departments, and outside agencies. Effectively respond to and resolve complex inquiries;
- Communicate complex ideas and proposals effectively so others will understand to include preparation of reports, agendas, and policies;
- Listen and understand information and ideas presented verbally and in writing;
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Skill In:

- Large program management;
- Working with multiple stakeholders at various organizational levels:
- The design, development, and validation of descriptive, predictive, prescriptive, and applied analytics;
- Mentoring, training, and working with data owners and expert personnel in tense situations.

01A.104.29.06 Medical Exam Protocol:

MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject Chief Operating Officer, Department of Technology and Enterprise Business Solutions	**Number** 7-24
Originating Department Office of Human Resources	**Effective Date**

Medical History Review.

Approved:

Marc Elrich, County Executive — May 31, 2024 Date

APPROVED AS TO FORM AND LEGALITY:
OFFICE OF THE COUNTY ATTORNEY

April 12, 2024
Date