

MEMORANDUM

March 1, 2019

TO: County Council

FROM: Amanda Mihill, Legislative Attorney *A. Mihill*

SUBJECT: Expedited Bill 3-19, Administration – Executive Branch – Non-Merit Positions

PURPOSE: Public Hearing – no Council votes required

Expedited Bill 3-19, Administration – Executive Branch – Non-Merit Positions, sponsored by Lead Sponsor Council President Navarro at the request of the County Executive, was introduced on February 12. A Government Operations and Fiscal Policy Committee worksession is tentatively scheduled for March 7 at 9:30 a.m.¹

Bill 3-19 and the Executive Regulation would designate certain positions in the Executive Branch as non-merit positions. Draft position descriptions are on ©9-55. Specifically:

- Bill 3-19 would create the following **new** non-merit positions:
 - Chief Labor Relations Officer (©9-12) – Office of the County Executive
 - Chief Digital Officer (©13-18) – Office of the County Executive
 - Chief Equity Officer (©19-22) – Office of the County Executive
- Bill 3-19 would **convert** the following merit M1 positions to non-merit positions:
 - Deputy Director (©23-27) – Department of Housing and Community Affairs (vacant)
 - Deputy Director for Results (©28-33) – Office of Management and Budget (vacant)
 - Deputy Director (©34-37) – Department of General Services (occupied)
 - Deputy Director of Operations (©38-42) – Department of Transportation (occupied)
 - Chief Broadband Officer (©43-46) – Department of Technology Services (occupied)
 - Chief Data Officer (©47-51) – Department of Technology Services (occupied)
- Bill 3-19 would **rename** a Deputy Director in DOT to “Transportation Policy Officer” (©52-55). This is an existing non-merit position.

¹ Key Search Terms #MoCoExeAppointments

Other search terms: non-merit jobs, county employment and county executive staff

The fiscal impact statement on ©56-58 identifies 5 positions that would be **abolished** in connection with Bill 3-19:

- Senior Information Technology Specialist – Grade 28 in the Office of the County Executive
- Manager I – M1 in Department in Finance
- Manager I – M1 in Department of Liquor Control
- Manager I – M1 in Office of Human Resources
- Manager I – M1 in Office of Procurement

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Expedited Bill No. 3-19
Concerning: Administration – Executive
Branch – Non-Merit Positions
Revised: 2/8/2019 Draft No. 1
Introduced: February 12, 2019
Expires: August 12, 2020
Enacted: [date]
Executive: [date signed]
Effective: [date takes effect]
Sunset Date: None
Ch. [#], Laws of Mont. Co. [year]

COUNTY COUNCIL FOR MONTGOMERY COUNTY, MARYLAND

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

AN EXPEDITED ACT to:

- (1) designate certain positions in the Executive Branch as non-merit positions; and
- (2) generally amend the laws governing non-merit positions in the Executive Branch.

By amending

Montgomery County Code
Chapter 1A, Structure of County Government
Sections 1A-203

Montgomery County Code
Chapter 2, Administration
Sections 2-26, 2-27, 2-30, 2-56, 2-58D, and 2-64K.

Boldface	<i>Heading or a defined term.</i>
<u>Underlining</u>	<i>Added to existing law by original bill.</i>
[Single boldface brackets]	<i>Deleted from existing law by original bill.</i>
<u>Double underlining</u>	<i>Added by amendment.</i>
[[Double boldface brackets]]	<i>Deleted from existing law or the bill by amendment.</i>
* * *	<i>Existing law unaffected by bill.</i>

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

Sec 1. Sections 1A-203, 2-26, 2-27, 2-30, 2-56, 2-58D, and 2-64K are amended as follows:

1A-203. Establishing other offices.

(a) *Executive Branch.* These are the offices of the Executive Branch that are not part of a department or principal office:

* * *

Office of Community Use of Public Facilities ([section 44-4]
2-64M)

* * *

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; [and]
- (e) Special Projects Manager; [.]
- (f) Chief Labor Relations Officer;
- (g) Chief Digital Officer; and
- (h) Chief Equity Officer.

2-27. Functions and organization.

(a) Generally. The Department of Housing and Community Affairs has the following functions:

* * *

(b) Non-merit position. The position of Deputy Director is a non-merit position.

27 **2-30. Department of General Services — Functions.**

28 [The Department of General Services must:]

29 (a) Generally. The Department of General Services must:

30 [(a)] (1) acquire and dispose of real property, except real property used
31 (or intended to be used) for right-of-way governed under Chapter
32 49, including roads, streets, highways, bridges, culverts, storm
33 drainage systems, pedestrian and bicycle pathways and walkway
34 systems;

35 [(b)] (2) design and build County buildings, including public parking
36 facilities under Chapter 60;

37 [(c)] (3) maintain County vehicles, including heavy and light equipment
38 and transit equipment;

39 [(d)] (4) remodel and renovate County buildings, except public parking
40 facilities under Chapter 60, which remain open during the
41 remodeling or renovation;

42 [(e)] (5) repair and maintain County buildings, except public parking
43 facilities under Chapter 60;

44 [(f)] (6) manage County property and identify and acquire real property
45 needed for the operation of County government;

46 [(g)] (7) plan and implement the use of space in County buildings; and

47 [(h)] (8) operate mail, printing, duplication, and archiving services.

48 (b) Non-merit position. The position of Deputy Director is a non-merit
49 position.

50 **2-56. Non-merit positions.**

51 The positions of Deputy Director of Operations and Transportation Policy
52 Officer [of the Department of Transportation is a] are non-merit positions.

53 **2-58D. Functions.**

54 * * *

- 55 (e) *Non-merit positions.* The positions of Chief Technology Officer, Chief
56 Broadband Officer, and Chief Data Officer [is a] are non-merit
57 positions.

58 **2-64K. Functions.**

- 59 (a) *Generally.* The [office of management and budget shall have] The
60 Office of Management and Budget has the following functions:

61 [(a)] (1) [Preparation] preparation and administration of the annual
62 operating budget, six-year public services program and related
63 matters.

64 [(b)] (2) [Preparation] preparation and administration of the annual
65 capital budget, six-year capital improvements program and
66 related matters.

67 [(c)] (3) [Planning] planning for county facilities.

68 [(d)] (4) [Program] program evaluation.

69 [(e)] (5) [Coordination] coordination of productivity improvement
70 activities, including management, organization and systems
71 analyses and projects.

72 [(f)] (6) [Other] other management functions as assigned by the chief
73 administrative officer.

- 74 (b) *Non-merit position.* The position of Deputy Director for Results is a
75 non-merit position.

76 **Sec. 2. Expedited Effective Date.**

77 The Council declares that this legislation is necessary for the immediate
78 protection of the public interest. This Act takes effect on the date on which it
79 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 a position that this Act converts to a non-merit position:

(a) that employee retains all merit system rights; and

(b) the position does not become a non-merit position until that employee leaves the position through transfer, promotion, demotion, retirement, or other separation from service.

Approved:

Nancy Navarro, President, County Council

Date

Approved:

Marc Elrich, County Executive

Date

This is a correct copy of Council action.

Megan Davey Limarzi, Esq., Clerk of the Council

Date

LEGISLATIVE REQUEST REPORT
Bill 3-19

Administration – Executive Branch – Non-Merit Positions

DESCRIPTION: This Bill revises Chapters 1A and 2 to designate certain positions as non-merit. It also moves the labor relations function from the Office of Human Resources to a new Office of Labor Relations.

PROBLEM: Top level policy-driven positions should be responsive to the County Executive. Movement of the labor relations function from OHR to a new OLR will permit OHR to concentrate on core personnel duties while allowing the new OLR to focus on labor relations matters.

GOALS AND OBJECTIVES: Increase the effectiveness, efficiency, and responsiveness of these policy-driven positions.

COORDINATION: Chief Administrative Officer.

FISCAL IMPACT: Office of Management and Budget

ECONOMIC IMPACT: Department of Finance

EVALUATION: n/a

EXPERIENCE ELSEWHERE: n/a

SOURCES OF INFORMATION: Edward B. Lattner, Office of the County Attorney
Kimberly Williams, Office of Human Resources

APPLICATION WITHIN MUNICIPALITIES: n/a

PENALTIES: n/a



OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Marc Elrich
County Executive

MEMORANDUM

January 24, 2019

TO: Nancy Navarro, Council President

FROM: Marc Elrich, County Executive *ME*

SUBJECT: Proposed Legislation Designating Executive Branch Positions as Non-Merit

As County Executive, I am committed to reviewing and bolstering the County's fiscal health and the needs of our diverse communities Countywide. As part of that process, my staff and I have found opportunities for improvement that align with my administration's key objectives to create a more effective, responsive and efficient government.

Therefore, I am submitting to Council the enclosed bill, which would designate certain positions in the Executive Branch as non-merit positions in accordance with Charter § 401. Designating these positions as non-merit serves to improve the efficiency, accountability and effectiveness of County government because the positions being submitted for consideration involve the development of policy or the implementation of important programs impacting the public. Furthermore, the non-merit designation of these positions allows for regular innovation at the senior management level across strategic areas in large departments within County government.

I want to highlight that through a combination of changes, this reorganization saves money and establishes the position of Chief Equity Officer within the Office of the County Executive.

Montgomery County Code § 1A-104(b)(2) requires that each of these positions be supported by a position description established by executive regulation under method (1). I am enclosing the proposed executive regulations, which include those position descriptions.

In addition to this legislation, we will be abolishing several positions. The net impact of creating and abolishing these positions is a savings of \$750,000 starting in FY20 and continuing annually. These savings allow us to minimize reductions with service impacts to our communities in the FY20 budget and beyond.

Nancy Navarro, Council President

January 24, 2019

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This proposed, multi-faceted approach demonstrates my commitment to increase government accountability while simultaneously streamlining operations in a sustainable way.

I will formally submit these regulations to the Council for approval after publication for notice and comment in the County Register.

Also enclosed is a legislative request report, a Fiscal Impact Statement, and an Economic Impact Statement. I would appreciate the Council's approval of this bill.

Attachments

cc: Andrew Kleine, Chief Administrative Officer
Fariba Kassiri, Assistant Chief Administrative Officer
Dale Tibbitts, Special Assistant to the County Executive
Marc Hansen, County Attorney
Karen Plucinski, Acting Director, Office of Human Resources
Rich Madaleno, Director, Office of Management and Budget
Alex Espinosa, Director, Department of Finance



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Chief Labor Relations Officer, Office of the County Executive	Number 8-19
Originating Department Office of Human Resources		Effective Date

Montgomery County Regulation on

POSITION DESCRIPTION - CHIEF LABOR RELATIONS OFFICER, OFFICE OF THE COUNTY EXECUTIVE

Issued by: County Executive

Regulation No. 8-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

Comment Deadline: March 3, 2019

Summary:	This regulation establishes the position description for Chief Labor Relations Officer, Office of the County Executive, a non-merit position.
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).

CHIEF LABOR RELATIONS OFFICER, OFFICE OF THE COUNTY EXECUTIVE

This is an appointed, non-merit full-time or part-time position in the County Government reporting to the Chief Administrative Officer (CAO). Under the general direction of the County Executive's Office, an incumbent of this position is responsible for both the formulation of the County's labor relations policy and its implementation. In fulfilling this function, the incumbent is responsible for representing management in labor relations including contract negotiations, interpretation and administration of collective bargaining agreements (CBA), and the



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Subject	Position Description for Chief Labor Relations Officer, Office of the County Executive	Number 8-19
Originating Department	Office of Human Resources	Effective Date

maintenance of positive and effective labor-management relations.

The Chief Labor Relations Officer counsels and advises managers and supervisors of all departments on labor relations matters and maintains contact with state and local labor relations groups and individuals. Supervision is exercised over a small number of employees, office/and clerical support functions.

MAJOR DUTIES:

Collective Bargaining and Contract Administration: responsible for negotiating collective bargaining agreements, the process by which wages, benefits and other terms and conditions of employment for organized employees is established; training management representatives on the provisions of each collective bargaining agreement applicable to their department; and responding to requests from management for advice and counsel on planned management action, prior to decision making and implementation.

CBA Approvals:

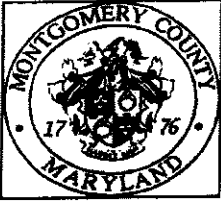
Once both labor and management have ratified the agreements the Chief Labor Relations Officer issues implementing instructions for affected department management. For non-compensation agreements the pertinent management personnel are sent the instructions which capture the changes to the contract and any salient issues that those at the department should be aware of. For compensation agreements the instructions are sent to the Department of Finance (FIN) and Office of Human Resources (OHR) to ensure that any wage increases are timely and properly implemented.

CBA Training:

In addition to issuing implementing instructions Chief Labor Relations Officer then schedules training on the new contracts. The target audience for this training is managers and supervisors with responsibility for supervising employees covered by the agreement.

Litigation:

The Litigation Unit supports the Office of the County Attorney in its efforts to initiate, prosecute, defend and monitor a wide range of litigation activity, primarily for and on behalf of departments under the personnel authority of the County Executive. This litigation activity consists primarily of grievance arbitrations, unfair labor practice complaints, Merit System Protection Board (MSPB) appeals, and/or Petitions for Judicial review of MSPB decisions. The Unit also supports litigation by the Office of the County Attorney in a limited number



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Subject	Position Description for Chief Labor Relations Officer, Office of the County Executive	Number 8-19
Originating Department Office of Human Resources	Effective Date	

of civil complaints, filed by or on behalf of an employee, in Court and appellate matters before the Court of Appeals. Litigation activity also flows from Interest Arbitrations.

EXAMPLES OF DUTIES: (Illustrative Only)

- Formulates the County's labor relations policy and directs its implementation, under general direction from the County Executive and subject to approval of the Council;
- Prepares for and conducts the County's participation in union-management contract negotiations to develop mutually agreeable compensation structures, to establish and define union/management rights and obligations and to establish and define conditions of employment;
- Provides training on County-Union agreements and educates and counsels all levels of supervisors and managers in the administration of such agreements, to ensure proper and uniform interpretation and administration of collective bargaining agreements;
- Maintains records and prepares reports on union activities; keeps the County management informed of potential problems;
- Assembles and analyzes information on trends in labor relations to best represent County interests in labor relations;
- Advises and assists management with respect to publicity on labor relations matters;
- Maintains contact with Statewide labor relations groups and counterparts in local municipalities and other County governments on labor relations issues.

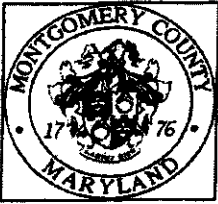
MINIMUM QUALIFICATIONS:

Education: Graduation from an accredited college or university with a Master's Degree in Public Administration, Business Administration, Human Resources, or a related field.

Experience: Seven (7) years of experience in labor relations and litigation, preferably in public administration, which must have included substantial experience as the primary negotiator in management-union contracts. Experience in collective bargaining, grievance, and arbitration strongly preferred.

Advanced Knowledge of:

- General principles and practices used in modern labor relations (i.e., contract negotiation, mediation,



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Subject	Position Description for Chief Labor Relations Officer, Office of the County Executive	Number 8-19
Originating Department	Office of Human Resources	Effective Date

fact- finding, arbitration, contract administration and interpretation);

- Labor relations laws and current trends in the labor field;
- Supervisory practices and the rights and obligations of management and unions; personal and professional integrity; resourcefulness; tact; good judgement; physical condition commensurate with the duties of the position.

Ability to:

- Maintain effective working relationships with all levels of management and upon representation; negotiate; and
- communicate effectively both orally and in writing.

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

Approved:

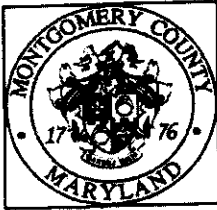
Marc Elrich, County Executive

Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY

BY: *[Signature]*

DATE: 1/11/19



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Chief Digital Officer, Office of the County Executive	Number 9-19
Originating Department Office of Human Resources	Effective Date	

Montgomery County Regulation on

POSITION DESCRIPTION – CHIEF DIGITAL OFFICER, OFFICE OF THE COUNTY EXECUTIVE

Issued by: County Executive

Regulation No. 9-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date: _____

Comment Deadline: March 3, 2019

Summary: This regulation establishes the position description for Chief Digital Officer, Office of the County Executive, a non-merit position.

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

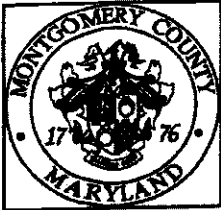
Address: Office of Human Resources
Executive Office Building
101 Monroe Street, Fifth Floor
Rockville, Maryland 20850

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).

CHIEF DIGITAL OFFICER, OFFICE OF THE COUNTY EXECUTIVE

DEFINITION OF CLASS:

This is an appointed, non-merit full-time position in the County Government reporting to the Chief Administrative Officer (CAO). The Chief Digital Officer 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 incumbent advises the CAO on digital



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Subject	Position Description for Chief Digital Officer, Office of the County Executive	Number 9-19
Originating Department Office of Human Resources	Effective Date	

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 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.

MAJOR DUTIES:

The Chief Digital Officer serves under general policy direction from the CAO.

Works collaboratively with other County executive-level managers to 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 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.

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.

Monitors digital trends and opportunities and advises the CAO on their 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.



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Subject	Position Description for Chief Digital Officer, Office of the County Executive	Number 9-19
Originating Department Office of Human Resources	Effective Date	

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 digital risk governance artifacts and instruments 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.

EXAMPLES OF DUTIES: (Illustrative Only)

- Advise the 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 a digital government plan and roadmap for the County.
- Continually assess past, current, or proposed future IT programs and advise the CAO on 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.
- 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 CAO on technology acquisition practices, strategies and partnerships.



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Subject	Position Description for Chief Digital Officer, Office of the County Executive	Number	9-19
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- 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.

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 of relevant work experience, in digital business management, enterprise information systems management, or related role.

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, or related field.
- Experience in digital transformation and digital service delivery management.
- Experience with HIPAA, PCI and CJIS compliance.



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Subject	Position Description for Chief Digital Officer, Office of the County Executive	Number 9-19
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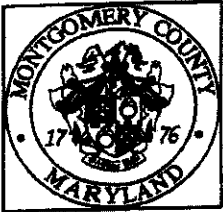
Knowledge, Skills, and Abilities:

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.

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.
- Problem-solving and decision-making, Strategic planning, developing, monitoring, and evaluating.



MONTGOMERY COUNTY EXECUTIVE REGULATION

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Subject	Position Description for Chief Digital Officer, Office of the County Executive	Number 9-19
Originating Department Office of Human Resources	Effective Date	

- 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.
- 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.

MEDICAL EXAM PROTOCOL: Medical History Review

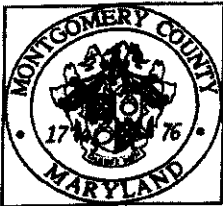
Approved:

Marc Elrich, County Executive

Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY

BY: Ed Tuttle
DATE: 11/24/19



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Chief Equity Officer, Office of the County Executive	Number 7-19
Originating Department Office of Human Resources		Effective Date

Montgomery County Regulation on

POSITION DESCRIPTION - CHIEF EQUITY OFFICER, OFFICE OF THE COUNTY EXECUTIVE

Issued by: County Executive
Regulation No. 7-19

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

Supersedes: None

Council Review: Method (1) under Code Section 2A-15
Register Vol. 36 No. 2

Effective Date:

Comment Deadline: March 3, 2019

Summary: This regulation establishes the position description for Chief Equity Officer, Office of the County Executive, a non-merit position.

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

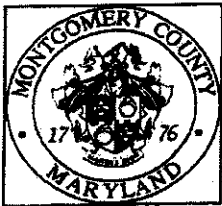
Address: Office of Human Resources
Executive Office Building
101 Monroe Street, Fifth Floor
Rockville, Maryland 20850

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).

CHIEF EQUITY OFFICER, OFFICE OF THE COUNTY EXECUTIVE

DEFINITION OF CLASS:

This is an appointed, non-merit full-time position in the County Government reporting to the Chief Administrative Officer (CAO). The incumbent directs, administers, and facilitates the Countywide equity programs; works to build an infrastructure to ensure policy decisions are evaluated through an equity lens to create fair access to opportunity; collaborates with County departments, employees, community members, and



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Chief Equity Officer, Office of the County Executive	Number 7-19
Originating Department Office of Human Resources		Effective Date

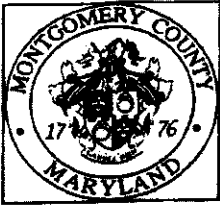
other stakeholders to make meaningful movement towards a more equitable county; and performs related duties as assigned.

MAJOR DUTIES:

This single-incumbent executive management classification exercises broad direction over equity work across Montgomery County. The incumbent provides leadership and vision to ensure the development and management of innovative and effective strategies to achieve racial equity for Montgomery County residents. The work requires considerable initiative and judgment, and the ability to make independent decisions within broad policies and procedures as determined by County executive management, the Council, and federal, State, and County laws, ordinances, and regulations.

EXAMPLES OF DUTIES: (Illustrative Only)

- Identifies disparities and the systemic causes that may exist within the County's departments and community.
- Oversees design, coordination, and implementation of programs, policies, and practices aimed at addressing the systemic disparities existing in the delivery of County services.
- Develops and creates awareness and understanding in the use of an equity lens to develop and implement programs and practices.
- Creates an infrastructure to sustain the County's commitment to equity.
- Implements the Countywide and Health and Human Services' Racial Equity Plans and other related plans.
- Provides leadership, guidance, training, and support to internal and external partners in the development and delivery of equity programs and tools; and develops work plans and training materials.
- Analyzes proposed legislation and regulations and provides expert technical guidance and leadership to management and elected officials on equity issues affecting County programs and practices.
- Establishes baseline disparity data targets/benchmarks in collaboration with partners; and establishes goals and initiatives to make progress and processes to track outcomes.
- Develops methods to determine how disparate impacts will be documented and evaluated; and collects, evaluates, and analyzes indicators and progress benchmarks related to addressing systemic disparities.
- Directs, evaluates, and coordinates analyses and recommendations regarding race and equity policy issues and long-range plans to address department and community needs and services; and develops and coordinates reports and supporting materials to be presented to the Council for information or action.



MONTGOMERY COUNTY EXECUTIVE REGULATION

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Subject	Position Description for Chief Equity Officer, Office of the County Executive	Number 7-19
Originating Department	Office of Human Resources	Effective Date

- Develops and deepens relationships with community members and non-profits committed to racial equity work; and participates in community equity collaborations on behalf of the County to identify and address cumulative impacts of institutional and structural inequities in the County.

MINIMUM QUALIFICATIONS:

Education: A Bachelor's degree from an accredited college or university in sociology, education, public administration, ethnic studies, communication, social work, public health, or a closely related field. A Master's degree or other advanced degree in a related field is highly desirable.

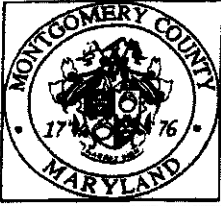
Experience: At least five (5) years of experience of demonstrated success in the administration of community, educational, or social justice programs which focus, in part, on the elimination of structural racism. At least two (2) of those years must be in a managerial, supervisory, or program administration capacity. Experience in a public agency is strongly preferred.

Advanced Knowledge of:

- Theories, principles, and practices of effective management and strategic planning process and techniques.
- Social, political and environmental issues influencing equity program development and implementation.
- Effective institutional change management principles and practices.
- Effective interpersonal and group communication techniques.
- Policy analysis and development techniques and methods of formulating and advocating for public policies specific to equity issues.
- How inequities were created, are currently reinforced and maintained, and can be removed.
- Principles and practices of community and public relations.

Ability to:

- Plan, organize, manage, and direct the implementation of equity programs.
- Effectively manage diverse employees and groups and apply effective management skills in the areas of planning and project management including organizing, directing, motivation, and evaluation.
- Act as a visionary and strategic thinker to identify and define complex equity disparities; develop sound conclusions and recommendations; and represent recommendations in a way that is compelling to a variety of institutional and community audiences.
- Conduct racial impact analysis; and utilize evidence and data to recommend improvements to life outcomes for marginalized populations.
- Represent the County effectively on equity issues in a variety of forums.
- Prepare clear, concise, and comprehensive correspondence, reports, studies, and other written materials.



MONTGOMERY COUNTY EXECUTIVE REGULATION

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Subject	Position Description for Chief Equity Officer, Office of the County Executive	Number 7-19
Originating Department Office of Human Resources	Effective Date	

- Speak clearly, explicitly, and convincingly to diverse audiences.
- Recognize and acknowledge existing cultural and racial "blind spots" and work toward addressing them.
- Exercise sound, expert independent judgment and political acumen within general policy guidelines.
- Exercise tact and diplomacy in dealing with highly sensitive, complex and confidential issues and situations.
- Build effective strong working relationships, partnerships and networks with communities of color, and the organizations that serve them.

MEDICAL EXAM PROTOCOL: Medical History Review.

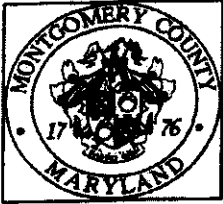
Approved:

Marc Elrich, County Executive

Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY

[Signature]
1/11/19



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject - Position Description for Deputy Director, Department of Housing and Community Affairs	Number 3-19
Originating Department Office of Human Resources	Effective Date

Montgomery County Regulation on

POSITION DESCRIPTION – DEPUTY DIRECTOR, DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

Issued by: County Executive
Regulation No. 3-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

Comment Deadline: March 3, 2019

Summary: This regulation establishes the position description for Deputy Director, Department of Housing and Community Affairs, a non-merit position.

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).

DEPUTY DIRECTOR, DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

DEFINITION OF CLASS:

This is an appointed, non-merit position in the County Government. This executive-level position reports to the Director, Department of Housing and Community Affairs (DHCA) and has full authority and accountability in the absence of the Director. The Deputy Director supports the Director in planning, developing, implementing, and evaluating policies, program, and special projects. The incumbent also addresses and resolves complex



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject - Position Description for Deputy Director, Department of Housing and Community Affairs	Number 3-19
Originating Department Office of Human Resources	Effective Date

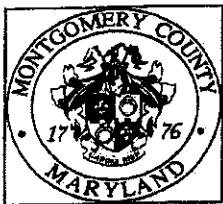
issues related to affordable, workforce, and market-rate housing with County, State, regional, and federal officials/managers as well as with private for-profit and not-for-profit sector and community/civic association leaders.

MAJOR DUTIES:

Incumbents perform a variety of complex duties. The distinguishing characteristics of this classification include responsibility for implementing affordable housing, the loan, grant, and other programs, and coordinating such efforts with other County, State, regional, and federal officials/managers and/or private agencies.

EXAMPLES OF DUTIES: (Illustrative Only)

- Develops the departmental work program and develops responsive and fiscally sound policies which impact public, private, and community interests related to the County's housing programs;
- Develops and promotes fair and affordable housing, tenant rights, and healthy living conditions and helps to preserve and produce affordable workforce and market-rate housing.
- Works with Director, Division Chiefs, and senior managers in planning and developing strategic, long-range policies; in establishing long and short terms goals and objectives; in implementing innovative programs and initiatives; and in determining organizational and financial resources required to meet objectives;
- Examines numerous diverse, complex, and politically-sensitive issues and problems related to housing and works with departmental and other County/outside stakeholders toward their resolution;
- Leads and/or works with task forces and advisory committees; analyzes recommendations / findings; informs/advises the Director and other officials of issues, strategies, and findings; implements recommendations; evaluates outcomes, etc.
- Serves as the primary liaison to officials/staff at the Montgomery County Planning Board, MNCPPC, the Housing Opportunities Commission (HOC), Council of Governments (COG), State of Maryland Department of Housing and Community Development, and other agencies on all matters of mutual concern;
- Serves as the Director's personal representative in meetings with and in making oral and written presentations before appointed and elected officials, community organizations, private sector business associations, and officials of both regulatory and non-regulatory local, State, and federal government agencies;
- Testifies before the County Council and Planning Board; participates in their committees regarding legislation and issues affecting departmental policies and procedures;
- Serves as liaison between the department and communities; manages community relations and outreach activities;



MONTGOMERY COUNTY EXECUTIVE REGULATION

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Subject - Position Description for Deputy Director, Department of Housing and Community Affairs	Number 3-19
Originating Department Office of Human Resources	Effective Date

- Oversees administration/management of major departmental contracts;
- Monitors and evaluates housing development programs to ensure the program meets all federal and local regulations, guidelines, and reporting requirements.
- Oversees the management of public and privately funded grants from award to close out; and responsible for tracking project budgets, funding accounts, and program income.
- Participates in developing the department's Operating and Capital Improvement Budgets;
- Provides oversight on modernization and development projects to include preparation of scope of services and participation in the selection process for developers or contractors.
- Manages/oversees the day-to-day real estate activities related to the acquisition and development of affordable, workforce, and market rate housing; coordinates development activities from planning to occupancy.
- Conducts and/or directs the efforts of consultants/contractors in carrying out evaluations and/or management studies of departmental programs; creates program evaluation criteria; assesses findings; proposes new approaches and/or modifications to Director;
- Coordinates the development of analytical and transactional tasks to include but not limited to market research, project budgets, sources and uses, draw schedules, proformas, and project schedules.
- Handles special projects, reports, and activities;
- Performs related duties as required.

MINIMUM QUALIFICATIONS:

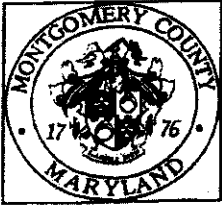
Experience: Ten (10) years of progressively responsible experience in public housing, affordable housing, or real estate redevelopment environment; three (3) of which were in a supervisory or executive capacity; or the equivalent combination of education and experience which meet the minimum qualifications requirement.

Education: Bachelor's degree from an accredited college or university with emphasis in Business Administration, Real Estate or closely related field.

Licenses, Registrations, Certifications, or Special Requirements: None

KNOWLEDGE, SKILLS, AND ABILITIES:

Advanced knowledge of:



MONTGOMERY COUNTY EXECUTIVE REGULATION

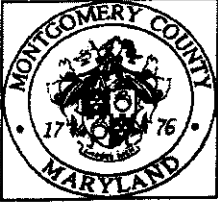
Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject - Position Description for Deputy Director, Department of Housing and Community Affairs	Number 3-19
Originating Department Office of Human Resources	Effective Date

- Principles, practices, and techniques of planning, formulating, analyzing, and implementing management and programmatic policies and strategies.
- Long- and short-range strategic planning and evaluation techniques and methods, and ability to look to the future with a broad perspective.
- Principles and practices of housing, community planning, and urban development, including zoning ordinances, master and sector plan development, land use, etc.
- Local, State, and federal laws, regulations, and programs affecting affordable, workforce, and market-rate development activities.
- Functions and activities of the local government, bi-county, State, and federal agencies that deal with Montgomery County.
- Contract development, administration, and monitoring; budget/fiscal control; procurement; human resources; etc.
- Federal, State, local and County applicable laws, rules, regulations and guidelines.

Skill in:

- Identifying, analyzing, and evaluating information concerning highly complex and often politically-sensitive housing issues.
- Manage numerous responsibilities, set priorities, anticipate problems, develop contingency plans, and monitor achievement of broad program goals/objectives.
- Working effectively with task forces, advisory groups, and panels comprised of a diverse range of stakeholders; to grasp and synthesize key issues; and to implement recommendations/findings.
- Interpersonal relations and ability to establish and maintain effective working relationships with elected/appointed officials, managers and supervisors, other governmental staff, civic and community leaders and groups, and representatives of the private business sector.
- Negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Managing staff, allocating resources, and evaluating programs.
- Leadership, collaboration and negotiation techniques, including contracts, agreements, and proposals.
- Developing and monitoring programs and related budgets.
- Managing user expectations and satisfaction.
- Developing and evaluating Requests for Proposals (RFPs).
- Problem-solving and decision-making.



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject - Position Description for Deputy Director, Department of Housing and Community Affairs	Number 3-19
Originating Department Office of Human Resources	Effective Date

Ability to:

- Cooperate with and fully support the goals and objectives of intra and interagency programs and activities.
- Effectively representing the organization on policy matters and controversial questions and to deal tactfully and equitably with a diverse range of people.
- Communicating clearly, concisely, and effectively, both orally and in writing.
- Ability to attend meetings and/or perform assignments at locations outside of the office.
- Manage, motivate, train, develop, and evaluate staff.
- 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 applications web-based information products.
- Research, compile, analyze, interpret, and prepare a variety of memorandums or reports.

MEDICAL EXAM PROTOCOL: Medical History Review.

Approved:

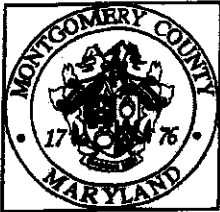
Marc Elrich, County Executive

Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY

BY: [Signature]

DATE: 1/11/19



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Deputy Director for Results, Office of Management and Budget	Number 12-19
Originating Department Office of Human Resources		Effective Date

Montgomery County Regulation on

POSITION DESCRIPTION - DEPUTY DIRECTOR FOR RESULTS, OFFICE OF MANAGEMENT AND BUDGET

Issued by: County Executive
Regulation No. 12-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

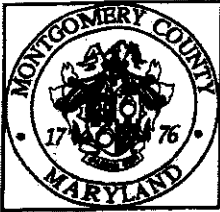
Comment Deadline: March 3, 2019

Summary:	This regulation establishes the position description for Deputy Director for Results, Office of Management and Budget, a non-merit position.
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).

DEPUTY DIRECTOR FOR RESULTS, OFFICE OF MANAGEMENT AND BUDGET

DEFINITION OF CLASS:

This is an appointed, non-merit position in the County Government. This is a senior level management position serving as the Deputy Director for the Office of Management and Budget (OMB). The position reports to the Director, Office of Management and Budget and has full authority and accountability in the absence of the Director. The position works in conjunction with the Director to oversee the planning and deployment of



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Deputy Director for Results, Office of Management and Budget	Number 12-19
Originating Department Office of Human Resources	Effective Date	

Montgomery County Regulation on

POSITION DESCRIPTION - DEPUTY DIRECTOR FOR RESULTS, OFFICE OF MANAGEMENT AND BUDGET

Issued by: County Executive
Regulation No. 12-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

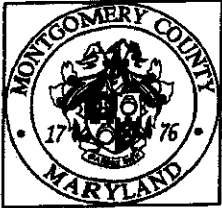
Comment Deadline: March 3, 2019

Summary:	This regulation establishes the position description for Deputy Director for Results, Office of Management and Budget, a non-merit position.
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).

DEPUTY DIRECTOR FOR RESULTS, OFFICE OF MANAGEMENT AND BUDGET

DEFINITION OF CLASS:

This is an appointed, non-merit position in the County Government. This is a senior level management position serving as the Deputy Director for the Office of Management and Budget (OMB). The position reports to the Director, Office of Management and Budget and has full authority and accountability in the absence of the Director. The position works in conjunction with the Director to oversee the planning and deployment of



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Deputy Director for Results, Office of Management and Budget	Number	12-19
Originating Department	Office of Human Resources	Effective Date	

Countywide resources to carry out the mission of OMB in supporting the implementation of the County Executive's priorities and policy agenda. The position directs the preparation and transmittal of the County Executive's annual proposed operating budget and six-year fiscal plan; oversees OMB's involvement in the collective bargaining process; assists the Director in developing strategies and policies to implement the County's budget priorities; and assist the Director in the management of OMB. This is a supervisory position and has full line management responsibility for planning, developing, and implementing employee work programs, communicating expectations, and assessing the achievement of established goals.

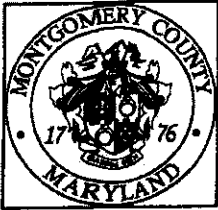
MAJOR DUTIES:

Work is performed independently under general administrative supervision and final results are evaluated for effectiveness in establishing policies and achieving goals and objectives integral to County's mission and purpose. Judgments and decisions are guided by broad guidelines within the context of regulations, legislation, and/or County policies and practices and requires full utilization of management principles and tactical as well as strategic planning within broadly outlined and complex regulations.

EXAMPLES OF DUTIES: (Illustrative Only)

Plan, develop, and lead year-long process to prepare the County's annual Operating Budget, six-year Public Services Program (PSP), and six-year Fiscal Plan. Consisting of the following functions:

- Establish the County's overall fiscal planning guidelines and specific budget guidelines to Executive Branch departments based on the County's fiscal plan and economic forecast.
- Collect information from various sources and analyze complex problems to identify options and recommend funding levels, including solutions to close budget gaps, in the County's annual operating budget consistent with the County Executive's policy priorities.
- Direct development of all budget adjustments including supplemental appropriations, budget amendments, and savings plan appropriation reductions.
- Manage the internal review of department budget requests, scheduling of budget review meetings with department directors and senior leadership including the County Executive and Chief Administrative Officer, and planning for the Council budget review and approval process.
- Negotiate changes to the Council's requirements specified in the annual appropriation resolutions with the Council Administrator and other Council Staff.
- Provide direction to staff on analyzing department and agency budget requests, in identifying and preparing options for the County Executive's decisions and making recommendations.
- Oversee preparation and transmittal of all fiscal reports to the County Council including the quarterly analysis of expenditures and revenues and the annual six-year fiscal plan.
- Coordinate fiscal planning and strategy with the manager overseeing development of the Capital Improvements Program.



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Deputy Director for Results, Office of Management and Budget	Number 12-19
Originating Department Office of Human Resources	Effective Date	

- Manage the complex budgetary relationship between the County, agencies, and other levels of government.
- Identify efficient and effective use of County resources, including development of performance measures and performance-based budgeting in coordination with CountyStat and other departments.
- Lead cross-department groups, including department directors and designated staff, to identify efficiencies, cost reductions, and improvements in the delivery of County programs and services through more effective allocation of County resources.
- Represent the County Executive and defend budget recommendations during Council review and approval of the annual operating budget.
- Oversee responses to questions and requests for information from the County Council, other County officials, and the public.
- Oversee OMB's involvement in the collective bargaining process. This involves assessing the County's fiscal condition and developing parameters regarding the economic provisions of labor agreements. Represent the County Executive as necessary in negotiations with the County's designated employee organizations.
- Assist Department Director in developing strategies and policies to implement the County Executive's priorities.
- Build and strengthen relationships and partnerships between OMB and departments and agencies.
- Supervises a team of Management and Budget Specialists - planning, developing, and implementing work programs, communicating expectations, assessing the achievement of established goals, and mentoring and coaching.
- Serve as Department Director in the Director's absence, with authority to approve decision memos, fiscal impact statements, position exemptions, procurement exemptions, and all other actions.

MINIMUM QUALIFICATIONS:

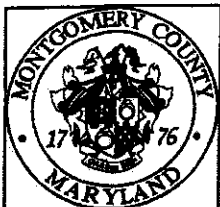
Education: Graduation from an accredited college or university with a bachelor's degree in accounting, business administration, economics, finance, public administration, or a closely related field.

Experience: Ten (10) years' professional experience in accounting, budget formulation, and/or financial management, four years of which were in a supervisory capacity.

Licenses, Registrations, Certifications, or Special Requirements: None

Knowledge, Skills, and Abilities:

Advanced knowledge of:



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Deputy Director for Results, Office of Management and Budget	Number 12-19
Originating Department Office of Human Resources	Effective Date	

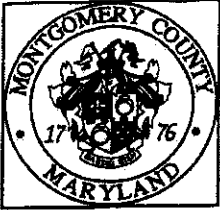
- The principles and practices of public administration with particular reference to management concepts and techniques, strategic planning principles, policy analysis, labor relations, accounting and actuarial principles, resource allocation and budgeting.
- County government's services and programs, budget process, legal requirements, human resources policies and procedures, and accounting policies and requirements.
- Program development, implementation, management and evaluation techniques, high level interagency coordination, negotiations, and conflict resolution.
- The laws, rules and regulations governing the preparation and implementation of the County's budget and fiscal planning.
- Applicable federal, State and County laws, regulations, and policies affecting the County's services and programs.

Skill in:

- Identifying, analyzing, and evaluating information concerning highly complex, varied, and often sensitive services and programs across the entire County government.
- Effectively representing the organization on policy matters and controversial questions; negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Managing processes, setting priorities, communicating expectations, anticipating problems, developing contingency plans, and monitoring achievement of broad programmatic goals, objectives, and quality standards.
- Interpersonal relations and ability to work tactfully and effectively with elected/appointed officials, Union representative, employees, supervisors and managers, outside agencies senior leadership, and community and business organization leaders.
- Expressing ideas, conclusions and recommendations clearly and concisely, both orally and in writing.

Ability to:

- Exercise judgment and independent decision making consistent with overall organizational policies and goals.
- Plan, set priorities, and organize numerous work assignments of team members to meet tight and often conflicting deadlines.



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Deputy Director for Results, Office of Management and Budget	Number 12-19
Originating Department Office of Human Resources	Effective Date	

- Lead, inspire, motivate, evaluate, and counsel subordinate supervisory staff and to delegate responsibility to them, as appropriate.

MEDICAL EXAM PROTOCOL: Medical History Review.

Approved:

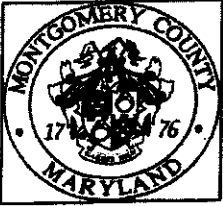
Marc Elrich, County Executive

Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY

BY: Ed Hutter

DATE: 1/15/19



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject Position Description for Deputy Director, Department of General Services	Number 2-19
Originating Department Office of Human Resources	Effective Date

Montgomery County Regulation on

POSITION DESCRIPTION - DEPUTY DIRECTOR, DEPARTMENT OF GENERAL SERVICES

Issued by: County Executive

Regulation No. 2-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

Comment Deadline: March 3, 2019

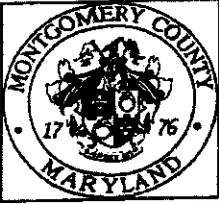
Summary:	This regulation establishes the position description for Deputy Director, Department of General Services, a non-merit position.
Staff contact:	Kimberly Williams, Office of Human Resources (240) 777-5198
Address:	Office of Human Resources Executive Office Building 101 Monroe Street, Fifth Floor 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).

DEPUTY DIRECTOR, DEPARTMENT OF GENERAL SERVICES

DEFINITION OF CLASS:

This is an appointed, non-merit position in the County Government. This is a senior level management position serving as the deputy director for the Department of General Services (DGS). This position reports to the Director of DGS and has full authority and accountability in the absence of the Director.

This position focuses on an approach to Countywide planning and real estate development and assists the Executive branch in working with the County Council and Planning Board on significant land use policy and



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implementation issues. The incumbent spends a significant amount of time in public forums promoting and supporting the County's vision for a more cohesive, environmentally responsible, and cost-effective use of all facilities.

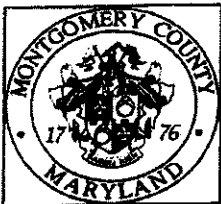
MAJOR DUTIES:

An employee in this class plans, develops, coordinates and evaluates land use and growth policies, redevelopment programs, and the use of public real estate assets. The employee directs managers in: review of planning and land use policies, capital planning and design, and maximizing the value of public real estate assets. This position has direct oversight and management of Capital Improvement Project (CIP) related design and construction and is tasked with leading the strategic direction related to sustainability in the County.

The work is performed within the context of broadly defined missions and functions and general administrative direction with little technical guidance. The employee exercises full accountability for all matters associated with completing work assignments, including determining the work to be performed and the methods used. Results of the work are considered technically authoritative and evaluated in terms of the Department's role in meeting its goals and objectives. Guidelines consist of broad policy directives and basic legislation and require the employee to use considerable judgment in interpreting the intent of the guidelines and in generating specific policies and guidance for use by managers in developing various components of the County's land use and growth policies, redevelopment and planning implementation, and use and development of county real estate assets. The complexity of the work is characterized by the need for planning, directing, and integrating a broad range of general functions, programs, and services for a wide range of diverse internal and external service recipients. The work requires consideration of public works, environmental, land use, community issues and impacts, and developing solutions which accommodate conflicting objectives from a variety of organizations, officials, groups, and individuals. These areas require substantial analysis of the legal implications for actions taken. This work directly impacts the business community and public and requires significant interaction with the public. The work is sedentary, performed in an office setting and subject to common everyday risks.

EXAMPLES OF DUTIES: (Illustrative Only)

- Provide substantial input and influence on policy to department directors, County Council, the County Executive, and the public.
- Represent higher management and/or the organizational unit(s) managed in presenting, justifying, defending, gaining compliance, obtaining or committing resources, and resolving issues of considerable consequence to the organizational unit(s).
- Develop and implement organizational strategies that integrate the County Executive's Vision Statement, and the County and State's plans for facilities and services throughout Montgomery County.



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- Oversee the department's implementation of the Capital Improvement Program in the design and construction of public facilities.
- Develop and oversee administration of department-wide policies and procedures.
- In the absence of the Director, or for the Director, serve as the spokesperson for the Department by responding to inquiries from the media, the County Council, and other local and State Government officials and business, communities, and citizens.

MINIMUM QUALIFICATIONS:

Education: Graduation from an accredited college or university with a Master's Degree in Planning, Public or Business Administration or related fields.

Experience: Seven (7) years' experience in the field of planning, real estate development and asset management with at least four (4) years in a managerial or supervisory capacity which included responsibility for fund and budget administration, program planning, implementation, and administration.

Equivalency: An equivalent combination of education and experience may be substituted.

Licenses, Registrations, Certifications, or Special Requirements: None

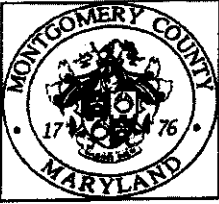
Knowledge, Skills, and Abilities:

Advanced knowledge of:

- Methods and techniques, practices, and procedures of land use planning and real estate development.
- Laws, ordinances, and regulations governing the land use and development such as zoning, subdivision regulations, historic preservation regulations, and public real estate acquisition and disposition.
- Principles and practices of accounting and financial analysis as they apply to business transactions associated with real estate functions and services.
- Principles and practices of public administration as they may apply to the management of a complex government organization.

Skill in:

- Making timely decisions in the light of conflicting priorities.
- Negotiating agreements which accommodate the conflicting interests and viewpoints of individuals, groups, and contractors with a particular emphasis on real estate transactions.
- Oral and written communication sufficient to develop positions and justifications of decisions reached.
- Making presentations to and reaching out to the public in meetings.
- Negotiating agreements, a collective position, etc., in support of the execution of the program objective.



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Ability to:

- Communicate effectively, orally and in writing, in a clear and concise manner.
- Establish and maintain effective working relationships with other governmental agencies, private organizations and the general public.
- Develop, present, and defend program measurements related to the program.
- Establish and maintain effective working relationships with government, community, business, and private individuals.
- Supervise support employees.
- Attend meetings and perform work assignments at locations outside the office.

MEDICAL EXAM PROTOCOL: Medical History Review.

Approved:

Marc Elrich, County Executive

Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY

BY: Ed Smith

DATE: 1/11/19



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Deputy Director of Operations, Department of Transportation	Number 10-19
Originating Department Office of Human Resources	Effective Date	

Montgomery County Regulation on

POSITION DESCRIPTION – DEPUTY DIRECTOR OF OPERATIONS, DEPARTMENT OF TRANSPORTATION

Issued by: County Executive
Regulation No. 10-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

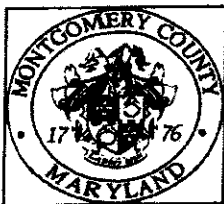
Comment Deadline: March 3, 2019

- Summary:** This regulation establishes the position description for Deputy Director of Operations, Department of Transportation, a non-merit position.
- 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).

DEPUTY DIRECTOR OF OPERATIONS, DEPARTMENT OF TRANSPORTATION

DEFINITION OF CLASS:

Under the executive appointment of the County Executive and reporting to the Director, Department of Transportation, the Deputy Director of Operations has full authority and accountability in the absence of the Director. The Deputy Director assists the Director in the overall management, administration, operations, planning, and coordination of a diverse range of activities, operations, services, and staff in order to accomplish



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Subject	Position Description for Deputy Director of Operations, Department of Transportation	Number 10-19
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the departmental vision, mission, and guiding principles. The position works in conjunction with the Director to oversee the planning and deployment of department-wide resources to carry out the operations of the Department in supporting the implementation of the County Executive's priorities. The position assists the Director in the management of the Department of Transportation and has full line management responsibility for planning, developing, and implementing employee work programs, communicating expectations, and assessing the achievement of established goals.

MAJOR DUTIES:

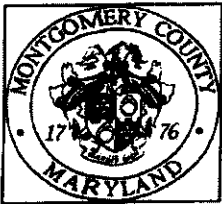
The Deputy Director of Operations oversees defined operations, services, divisions, staff within the Department of Transportation. The work includes coordinating with County and department staff to develop or update the administration and operations of the Department including information such as operational objectives, technologies, systems, information specifications, schedules, funding, and staffing. The work may involve preparing and reviewing operational reports and schedules to ensure accuracy, efficiency, and compliance with government policies and regulations. The position provides technical assistance to staff, volunteers, advisory boards, councils, community agencies, and others.

EXAMPLES OF DUTIES: (Illustrative Only)

- Exercises the full range of supervisory duties and responsibilities as defined in the Montgomery County Personnel Regulations (MCPR).
- Assists the Director in developing comprehensive long and short-range strategies designed to achieve Departmental goals and objectives and establishes priorities as necessary to accomplish them.
- Assumes the duties and responsibilities of the Director in his/her absence.
- Exercises technical management oversight for all operations.
- Analyzes technical performance reports, correspondence, and contracts.
- Reviews, evaluates and makes recommendations to the Director regarding areas of departmental responsibility.
- Investigates and researches difficult and complex inquiries, problems, or complaints, and initiates appropriate steps to address/resolve them.
- Performs tasks and duties which may not be specifically listed in the class specification or position descriptions, but which are within the general occupational category and responsibility level typically associated with the employee's class of work.

SUPERVISORY CONTROLS:

Work is performed with a wide latitude for independent judgment and action under the general supervision of



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the Director. May provide direct supervision to management, professional, technical, and administrative support staff.

SUPERVISION EXERCISED: Employees in this classification act as supervisors to other positions.

GUIDELINES:

Incumbent must possess the ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Incumbent must possess the ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

COMPLEXITY:

Complex function with significant number of interrelated professional and operational disciplines which must be coordinated. Considerable discretion and latitude to direct and control affairs of the organization. Requires the exercise of ingenuity, creativity, judgment, and problem-solving skills.

SCOPE AND EFFECT:

The work involves planning, developing, and carrying out vital administrative and service programs. The programs are essential to the mission of the County and/or effect large numbers of people on a long-term or continuing basis.

CONTACTS:

Serves as a liaison between department director and department division chiefs, customers, County, State, and federal government representatives, public service and other community organizations, the media and the public-at-large; attends conferences, seminars and training.

PUBLIC SERVICE /ASSISTANCE:

Personal assistance and/or care of constituents is provided on an on-going basis.

HAZARDS: The work involves no significant hazards.

MINIMUM QUALIFICATIONS:

Graduation from college or equivalent plus experience of a type, duration, level of complexity, diversity and responsibility to be determined at time of announcement, which has provided the applicant with the necessary knowledge, skills and abilities to perform the duties in the appropriate executive level functional area; or equivalent combination of education, experience and training.



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Knowledge, Skills, and Abilities:

Advanced Knowledge of:

- Modern office procedures, practices, and equipment.
- Principles and practices of public and business administration.
- Functions, organizations and governing laws and regulations of the County government.

Skill In:

- Analyzing, interpreting, and applying the most complex procedures and information from journals, documents and manuals, financial reports, policy and procedure manuals and legal documents and manuals;
- Responding effectively to the most sensitive inquiries or complaints from constituents, other Elected Officials, and department managers, and regulatory agencies;
- Writing original reports, business correspondence, and procedure manuals;
- Effectively presenting information on complex topics to groups including Elected Officials, Department Managers and the public, to respond to questions in one-on-one situations and in groups.

Ability to:

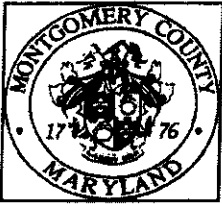
- Analyze, interpret and report research findings and recommendations.
- Exercise judgment and discretion in applying and interpreting policies and procedures.
- Plan, assign and direct the work of others in a manner conducive to full performance and high morale.
- Understand and carry out complex oral and written instructions.
- Establish and maintain effective working relationships with department officials, employees and the general public.

Licenses, Registrations, Certifications, or Special Requirements:

Employment must have been in an administrative, professional, and supervisory capacity in an area of work related to the functional responsibility of the departments/divisions in which the position exists. In those departments/divisions where registered specialists provide the primary source of functional and technical knowledge for planning and accomplishing the mission of the departments/divisions, the incumbent may also be required to be registered and experienced in that profession. Work experience must have included supervising and coordinating a variety of functions.

Work Environment:

Work is generally conducted in both an office and field environment. The job functions require the ability to



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attend meetings, seminars, training and conferences as well as travel to off-site facilities.

Physical Demands:

The duties require sitting, standing, often times for long periods, walking on all types of terrain, maintaining balance, climbing stairs and inclines, kneeling, bending, stooping, crouching, reaching, pushing, pulling, twisting, requires a sense of touch, finger dexterity, ability to grip with hands and fingers, to lift and carry up to 30 pounds. May be required to wear and/or use personal protective equipment such as gloves, masks, eye protection, etc. for first aid and other department activities. May be required to work offsite and subject to outside temperatures and inclement weather.

MEDICAL EXAM PROTOCOL: Core Exam.

Approved:

Marc Elrich, County Executive

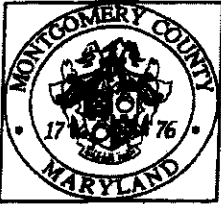
Date

APPROVED AS TO FORM AND LEGALITY

OFFICE OF THE COUNTY ATTORNEY

BY: [Signature]

DATE: 1/11/19



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Chief Broadband Officer, Department of Technology Services	Number 6-19
Originating Department	Office of Human Resources	Effective Date

Montgomery County Regulation on

POSITION DESCRIPTION – CHIEF BROADBAND OFFICER, DEPARTMENT OF TECHNOLOGY SERVICES

Issued by: County Executive
Regulation No. 6-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

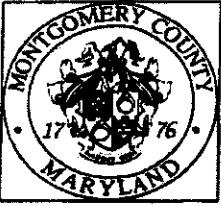
Comment Deadline: March 3, 2019

- Summary:** This regulation establishes the position description for Chief Broadband Officer, Department of Technology Services, a non-merit position.
- 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).

CHIEF BROADBAND OFFICER, DEPARTMENT OF TECHNOLOGY SERVICES

DEFINITION OF CLASS:

This appointed, non-merit, single-incumbent executive management job classification is in the Office of Broadband Programs in the Department of Technology Services. The incumbent performs as the County's Chief Broadband Officer (CBO) and reports to the Director, Department of Technology Services (DTS). The CBO is responsible to achieve the County Executive's priority objectives in digital equity, economic



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Subject	Position Description for Chief Broadband Officer, Department of Technology Services	Number 6-19
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development, and workforce development through broadband technologies. The incumbent is responsible for planning and deploying broadband technologies that enhance the County's and its constituents' ability to leverage broadband and the Internet to conduct business.

MAJOR DUTIES:

The incumbent is responsible for identifying, developing, resourcing and implementing broadband initiatives and programs that are critical to the delivery of the government's service to residents and businesses, and support business and workforce development and job creation in targeted priority economic sectors, enhance community engagement and Smart County initiatives, and position the County's digital infrastructure to be prepared to meet future demand in areas such as public safety, education, mobility, digital equity, and commerce. The incumbent will be responsible for the County's broadband initiatives, infrastructure, services, and related cable, video, television, and consumer services.

EXAMPLES OF DUTIES: (Illustrative Only)

- Formulating a large-scale multi-sector, multi-year broadband program for the County.
- Assisting the CIO in the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands for broadband while maximizing the return on investment in existing broadband functions and assets to the County.
- Overseeing the following program areas: The County's fiber optic network, FiberNet, and the County government's network services, the Cable Office, and the ultraMontgomery program.
- Providing expertise and guidance in the leveraging of broadband technologies by developing a clear vision and producing a broadband and digital infrastructure master plan with measurable outcomes;
- Developing the business case and overseeing the development and implementation of budgets and fiscal forecasts;
- Identifying strategic public-private partnerships and capital investments;
- Identifying, competing for, and administering grants and matching funding sources;
- Negotiating agreements and managing vendors and franchisees;
- Developing and maintaining good relations with members of the County Legislative Branch and other key partners;
- Representing the County's interests in broadband matters at the Federal, State and County government;
- Developing, delivering and defending testimony in public hearings of the legislative or policy governing bodies (e.g., FCC, State Legislature, Congress).
- Identifying and implementing best practices for the management of existing and emerging wireless and wireline technologies.
- Resolving the County residents' cable and broadband complaints and addressing businesses' broadband connectivity issues; and supporting digital equity initiatives and technology training.



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Subject	Position Description for Chief Broadband Officer, Department of Technology Services	Number 6-19
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- Working with and representing the County at telecommunications forums and association, e.g., National Association of Telecommunications Officers and Advisors (NATOA)
- Working with the Montgomery County Economic Development Corporation (MCEDC), Montgomery County Business Council (MCBC), the County's Interagency Technology Policy Coordinating Committee (ITPCC), the Information Technology Policy Advisory Committee (IPAC), the Metropolitan Washington Council of Governments (MWCOG), and others to further the County's broadband interests and objectives.

MINIMUM QUALIFICATIONS:

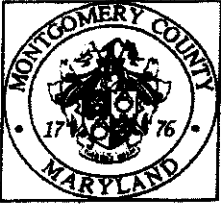
Education: Graduation from an accredited college or university with a Master's Degree in telecommunications, computer science, engineering, business or related field or equivalent experience.

Experience: Seven (7) years of progressively responsible professional experience in enterprise-wide organizational management of broadband/telecommunication operations and services, four (4) years of which were in a supervisory or executive capacity.

Licenses, Registrations, Certifications, or Special Requirements: None

KNOWLEDGE, SKILLS AND ABILITIES:

- Thorough knowledge of broadband technologies and architectures
- Demonstrated in-depth knowledge of business principles and practices required to manage high-speed broadband service to the business and residential premises; including but not limited to sales, operations, customer service, communications and process development.
- Knowledgeable about budgeting, general accounting and fiscal management practices; office procedures; and business operating systems.
- Thorough understanding of financial principles; be able to evaluate fiscal and financial information and achieve positive financial results.
- Must be knowledgeable about the appropriate methods and means of dealing with human behavior situations in a variety of business circumstances.
- Ability to plan, implement, and support large scale fiber networks; including but not limited to recommending policies, procedures, organizational structures, staffing, processes, and management reporting and controls.



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Subject	Position Description for Chief Broadband Officer, Department of Technology Services	Number 6-19
Originating Department Office of Human Resources	Effective Date	

- Demonstrated ability to effectively work directly with the public, vendors, and county and other government personnel.
- Communicate effectively verbally and in writing with all organizational levels both in the utility and its subsidiaries and with outside contractors and vendors.
- Relies on extensive experience, sound judgment and demonstrates leadership to plan and accomplish goals.
- Proven ability to plan and organize work to meet deadlines, all with a high degree of accuracy with attention to detail. Must have strong analytical and critical thinking skills with demonstrated problem-solving abilities. A wide degree of creativity and flexibility is expected.
- Ability to communicate effectively, verbally and in writing, in a diverse range of audiences and settings; persuasion and negotiation of conflicts and problems; assessing operational, program, staffing, and fiscal needs; interpreting legal documents and government regulations, evaluating fiscal and financial reports, forms, and data; analyzing complex written documents; identifying and resolving administrative problems; working long and irregular hours, and under pressure conditions; delegating responsibility and achieving results through subordinates; and maintaining order in an environment of changing priorities.
- Requires understanding and the ability to interpret contracts, agreements, and administrative policies to properly apply provisions to supervising and directing the work of subordinates as appropriate, and to build and lead a team successfully. Must be able to resolve administrative problems and effectively delegate duties to achieve results.
- Understands the concept of providing quality services and agrees to maintain a continuing commitment to superior customer service.

MEDICAL EXAM PROTOCOL: Medical History Review.

Approved:

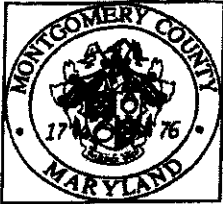
Marc Elrich, County Executive

Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY

BY: Ed Nitt

DATE: 1/11/19



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Chief Data Officer, Department of Technology Services	Number 5-19
Originating Department Office of Human Resources		Effective Date

Montgomery County Regulation on

POSITION DESCRIPTION - CHIEF DATA OFFICER, DEPARTMENT OF TECHNOLOGY SERVICES

Issued by: County Executive
Regulation No. 5-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

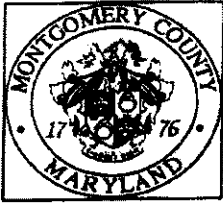
Comment Deadline: March 3, 2019

- Summary:** This regulation establishes the position description for Chief Data Officer, Department of Technology Services, a non-merit position.
- 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).

CHIEF DATA OFFICER, DEPARTMENT OF TECHNOLOGY SERVICES

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



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Chief Data Officer, Department of Technology Services	Number 5-19
Originating Department	Office of Human Resources	Effective Date

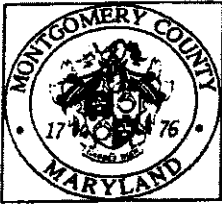
and practices; oversee and maintain data stores and architectures; ensure effective data confidentiality, security, integrity, transparency, and availability; enable data exploitation and business intelligence; formulate, evaluate, and implement data systems policies and procedures; and perform related 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.

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.

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.



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Subject	Position Description for Chief Data Officer, Department of Technology Services	Number 5-19
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- 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.

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.

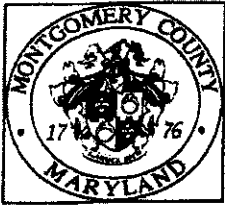
Experience: Ten (10) years of progressive work experience in data analytics/data science in a fast-paced, complex environment.

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;



MONTGOMERY COUNTY EXECUTIVE REGULATION

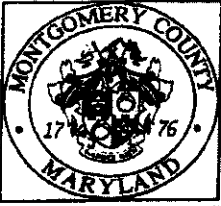
Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject	Position Description for Chief Data Officer, Department of Technology Services	Number 5-19
Originating Department	Office of Human Resources	Effective Date

- 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;



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Subject	Position Description for Chief Data Officer, Department of Technology Services	Number 5-19
Originating Department Office of Human Resources	Effective Date	

- 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.

MEDICAL EXAM PROTOCOL: Medical History Review.

Approved:

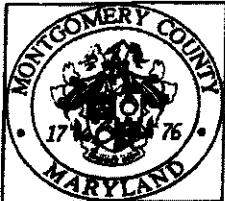
Marc Elrich, County Executive

Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY

BY: Ed [Signature]

DATE: 1/11/19



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject	Position Description for Transportation Policy Officer, Department of Transportation	Number 4-19
Originating Department Office of Human Resources	Effective Date	

Montgomery County Regulation on

POSITION DESCRIPTION –TRANSPORTATION POLICY OFFICER, DEPARTMENT OF TRANSPORTATION

Issued by: County Executive

Regulation No. 4-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

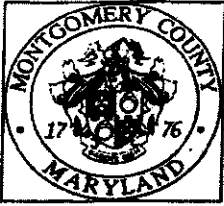
Comment Deadline: March 3, 2019

Summary:	This regulation establishes the position description for Transportation Policy Officer, Department of Transportation, a non-merit position.
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).

TRANSPORTATION POLICY OFFICER, DEPARTMENT OF TRANSPORTATION

DEFINITION OF CLASS:

Under the executive appointment of the County Executive and reporting to the Director, Department of Transportation, the Transportation Policy Officer (TPO) is responsible for shaping and implementing a complex transportation network for the County. This is an appointed, non-merit position in the County Government. The TPO is also responsible for ensuring the alignment and integration of strategies for the transportation,



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Subject	Position Description for Transportation Policy Officer, Department of Transportation	Number 4-19
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transportation planning, public works, and municipal parking functions.

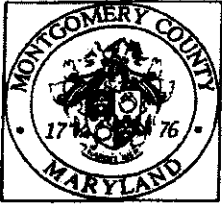
MAJOR DUTIES:

The Transportation Policy Officer directs transportation and infrastructure policies, programs, and strategic investments to ensure they are designed, managed, and operated in accordance with the County's commitment to increasing economic opportunity, improving public safety, building a more vibrant County, improving outreach to community members and other stakeholders, and strengthening the County's functionality.

Key responsibilities include examining issues and problems relating to transportation and developing responsive and fiscally sound policies for the Department's programs which impact on a variety of public, private, and community interests and operations. The work involves the planning, development, and implementation of County Government transportation programs which are essential to the County Government's mission and affects large numbers of people throughout the County.

EXAMPLES OF DUTIES: (Illustrative Only)

- Maximize the value, within County's financial capacity, provided by the County's transportation system.
- Coordinate and align the County's transportation system and program with those of neighboring jurisdictions, the State, and regional transportation agencies.
- Ensure County's transportation and infrastructure facilities and programs are "best in class" and meet the diverse needs of the County.
- Oversee the policy direction for the Department of Transportation and transportation planning by exploring and developing solutions for mobility to effectively and efficiently move people and things, shape urban form, affect economic vitality, and impact quality of life within the County.
- Provide overall strategic direction to ensure high quality services are provided, maintain and improve the County's infrastructure, and guarantee a clean and safe environment.
- Provide vision and oversight to create financial and operational efficiencies by leveraging "best in class" parking system techniques and designs.
- Partner with the County Executive, Chief Administrative Officer, Director, Chief Operating Officer, County Council, and other county leaders to best achieve the County's stated mobility, access, and operational goals.
- Implement the County's Strategic Plan for Transportation.



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Subject	Position Description for Transportation Policy Officer, Department of Transportation	Number 4-19
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- Meets with and makes verbal and written presentations before appointed and elected officials, community organization and private sector business representatives, and officials of both regulatory and non-regulatory local, State, and federal government agencies.
- Guide investments in the County's transportation assets to improve mobility and reduce operations and management costs where feasible.
- Make policy recommendations and decisions through improved data collection, performance management, engagement with County residents and national best practices.
- Oversee an effective, responsive and accountable organization to ensure the attraction and retention of a quality staff and provide professional development opportunities to successfully implement best practices that serve the evolving needs of County residents.
- Communicate with policymakers about projects, policies and results, and provide comprehensive information to the public.
- Foster collaborative and innovative partnerships with the County, regional, State, and federal agencies, community groups, industry organizations and the non-profit, private and philanthropic sectors to advocate for the County's policy and investment priorities.
- Directs the coordinated analysis of and response to multi-divisional issues, e.g., review and analysis of Master Plans, Sector Plans, proposed legislation, etc.

MINIMUM QUALIFICATIONS:

Education: Bachelor's degree in Public Administration, Business, Engineering, Transportation, Architecture, Urban Planning or a closely related field.

Experience: Minimum ten (10) years' experience in transportation or public works administration, public sector management, or a closely related field. Minimum five (5) years' experience in an executive level and/or leadership role. Experience must include working with internal shareholders including other departments and collective bargaining units. Additionally, the experience must include government, finance, and operations.

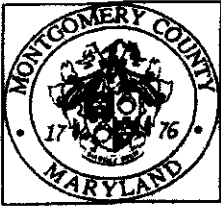
Licenses, Registrations, Certifications, or Special Requirements:

Preferred:

- Master's degree in transportation, urban planning, public policy, or a similar field
- Licensure by the State of Maryland as a Professional Engineer

Knowledge, Skills, and Abilities:

- Excellent leadership skills with an exceptional ability to inspire, empower, mentor, develop, and sustain a highly functional team.
- Extensive knowledge of transportation management in a large and complex urban environment.



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- Exhibit a strong commitment to diversity and a passion of safe, sustainable transportation and infrastructure development.
- Knowledge of transportation planning, public works, and municipal parking systems.
- Excellent written and verbal communication skills.
- Must be politically savvy and sensitive to the interests of a wide-range of stakeholder groups, strategic partners, elected officials, and administrative colleagues.
- Strong understanding of and/or experience working with local, State, and/or federal transportation programs and policies with emphasis on transit and transportation demand management

MEDICAL EXAM PROTOCOL: Core Exam.

Approved:

Marc Elrich, County Executive

Date

APPROVED AS TO FORM AND LEGALITY

OFFICE OF THE COUNTY ATTORNEY

BY: *[Signature]*

DATE: 1/11/19

Fiscal Impact Statement
Bill XX-19 Non-Merit Positions - Creation

1. Legislative Summary.

The proposed legislation would amend the County Code to identify additional non-merit positions in the Executive branch and to amend the title of an existing non-merit position.

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.

The proposed legislation has an estimated cost savings of approximately \$750,000.

The legislation would convert five current, funded M1 positions to non-merit, with no additional cost. The legislation also makes a technical title change to an existing non-merit position, with no fiscal impact.

In addition, one current but unfunded M1 position will be converted, with funding coming from the projected increase in licensing fees of the Department of Housing and Community Affairs (DHCA). The increase in licensing fees has been determined to be a reasonable source of funding for the identified position as the major duties of the proposed new DHCA non-merit position will benefit the process. The remainder would be covered through a reduction in Montgomery Housing Initiative (MHI) expenses.

The legislation would add three, new additional non-merit positions in the County Executive's Office. One of these positions would be funded by abolishing a vacant Grade 28 position in the County Executive's Office, utilizing up to \$94,000 of DTS PSSM CIP funds to offset the difference. As this project is winding down in the next few fiscal years, the executive branch will continue to explore ways to utilize existing operating expense funds to offset the difference in order to maintain cost neutrality. A second position would be funded by eliminating operating expenses related to the labor negotiator contract. A third position would be funded by abolishing a vacant M1 position in the Department of Finance (FIN).

Four M1 positions will be abolished with no adverse effects on government operations anticipated. The total savings associated with eliminating these positions is approximately \$750,000 annually.

This analysis assumes that the non-merit positions will be filled within the same salary range and funding as the current positions.

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

The proposed legislation assumes the identified FY20 savings of an estimated \$750,000 would be an annual savings, and anticipated personnel costs would change only in as much as county compensation changes over the next six fiscal years.

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

Not applicable.

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

Any changes to the compensation to non-merit employees would affect future spending.

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

Minimal staff time would be required to make the administrative changes necessary to implement the bill.

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

The minimal staff time required to implement the administrative changes necessary for this bill would not affect other duties.

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.

Any changes in DHCA license fees receipts could affect the additional revenue identified to cover one of the non-merit positions. While salary provided to non-merit employees could vary from current funding, the administration is committed to making salary considerations within existing funding limits.

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

Not applicable.

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

Not applicable.

12. Other fiscal impacts or comments.

Not applicable.

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


Date

**Economic Impact Statement
Expedited Bill xx-19, Non-Merit Positions – Creation**

Background:

Expedited Bill xx-19 Non-Merit Positions Creation would:

- (1) make certain organizational changes in the Executive Branch;
- (2) designate certain positions in the Executive Branch as non-merit positions; and
- (3) make certain other stylistic and technical changes.

The proposed bill would designate certain positions in the Executive Branch as non-merit positions in accordance with Charter §401. The bill would also move labor relations functions from the Office of Human Resources into a new Office of Labor Relations (OLR) in the Office of the County Executive.

1. The sources of information, assumptions, and methodologies used.

There were no sources of information, assumptions, or needed methodologies in the formulation of this economic impact statement.

2. A description of any variable that could affect the economic impact estimates.

There are no variables that could affect economic impact estimates. The goal of the position designations is to improve the efficiency and effectiveness of the County without sacrificing the continuity necessary for operational efficiency. The proposed move of the labor relations functions from the Office of Human Resources into a new Office of Labor Relations in the Office of the County Executive would permit OHR to focus on core personnel functions while the newly created OLR can concentrate on crafting innovative solutions to address employee/management relations with greater responsiveness.

3. The Bill's positive or negative effect, if any on employment, spending, savings, investment, incomes, and property values in the County.

The bill will have no impact on employment, spending, savings, investment, incomes, and property values in the County.

4. If a Bill is likely to have no economic impact, why is that the case?

See number 2.

5. The following contributed to or concurred with this analysis:

David Platt and Dennis Hetman, Finance.


Alexandre A. Espinoza, Director
Department of Finance


Date