David Whitaker, Esq.
Director
Irvin Corley, Jr.
Executive Policy Manager
Marcell R. Todd, Jr.
Director, City Planning
Commission
Janese Chapman
Director, Historic Designation

Advisory Board

John Alexander

Roland Amarteifio
Megha Bamola
LaKisha Barclift, Esq.
Paige Blessman
M. Rory Bolger, Ph.D., FAICP
Eric Fazzini, AICP
Willene Green
Christopher Gulock, AICP

City of Detroit CITY COUNCIL

LEGISLATIVE POLICY DIVISION

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TO: Art Thompson, Chief Information Officer

Department of Information Technology

FROM: David Whitaker, Director

Legislative Policy Division

DATE: March 8, 2023

RE: 2023-2024 Budget Analysis

Attached is our budget analysis regarding your department's budget for the 2023-2024 Fiscal Year.

Please be prepared to respond to the issues/questions raised in our analysis during your scheduled hearing on **Friday**, **March 10**, **2023**, **at 2:00 p.m.** We would then appreciate a written response to the issues/questions at your earliest convenience before or after your budget hearing. Please forward a copy of your responses to the Council members, the City Clerk's Office, and the Legislative Policy Division.

Please contact us if you have any questions regarding our budget analysis. Thank you for your cooperation in this matter.

Attachments:

Issues and Questions

Agency Plan: Mission, Goals and Activity Summary

Budget Summary

cc: Councilmembers

Auditor General's Office

Jay Rising, CFO

Tanya Stoudemire, Chief Deputy CFO-Policy & Administration Director

Steven Watson, Deputy CFO/Budget Director

Felix O'Aku, Agency CFO

Malik Washington, Mayor's Office

Department of Innovation and Technology (31)

FY 2023-24 Budget Analysis by the Legislative Policy Division

Budget Issues and Questions

- 1. Please briefly explain the DOIT's new expense initiatives, new capital funding requests, operational reform and savings proposals, and new revenue initiatives/proposals to be implemented in FY 2024. Please provide which appropriation/cost center the new initiative/request/proposal is impacting in FY 2024.
- 2. DOIT's FY 2024 Proposed Budget is \$57.3 million, a \$21.7 million increase (61%) increase over the FY 2023 budget of \$35.6 million due to the consolidation of IT software and hardware costs from the Nondept agency. Correspondingly, on B31-7, Operating Supplies increases by \$16.3 M in FY 2024, and Operating Services increases by \$5.2 M in FY 2024. Please explain these increases. Please briefly describe the IT costs that was transferred from Nondept.
- 3. Please explain how ARPA funds were utilized in the FY 2022 and the FY 2023 Budget. Please explain what other City agencies were the beneficiaries of these ARPA funds for technology purposes in accordance with the ARPA federal guidelines.
- 4. On page B31-7: Please explain the following changes in expenditures (note: see question 2 above for the increases in Operating Supplies (\$16.4 million)/Operating Services (\$5.3 million):
 - a. Salary & Wages, increased from \$13.8 million in FY 2023 to \$14.4 million in FY 2024; a \$.6 million, 4.2% increase.
 - b. Professional and Contractual Services decrease by .3 million from \$8.3 million in FY 2023 to \$8.0 million in FY 2024. Is this small decrease due to multi-year contracts or changes in the number of contractual staff/consultants, etc.?
- 5. On page B31-8: Please explain the following increases/decreases:
 - a. Cost Center 310020- Departmental Technical Services- decreased by \$527,427; (-35.2%).
- 6. According to the Office of the Chief Financial Officer (OCFO), as of December 31, 2022, the department had 14 vacancies. As of February 10, 2023, the department had 17 vacancies. Briefly describe the reason for the vacancies. Also, briefly explain the department's strategy to fill any vacant positions.
- 7. The FY 2024 DOIT proposed budget includes 144 positions, a net decrease of 1 from 145 budgeted in FY 2023 (multiple position changes in several cost centers). Please explain the shift in positions. As of 2-10-2023, there are 15 actual FTEs under ARPA; where are these positions located in the proposed budget?
- 8. Please provide an update on cyber security improvements to protect City's computer system infrastructure and prevent breaches and hacking.
- 9. Briefly describe any current and proposed collaborations between DOIT and community organizations that address the "digital divide".
 - a. Please provide an update on the Digital Inclusion pilot project.
 - b. Please provide an update on DOIT's partnership with Connect 313 and human I-T.
- 10. City Council expressed a desire to have more contracts awarded to Detroit-based and minority-owned businesses. Does DOIT have any current or proposed initiatives included in the proposed budget to address Council's concerns?
- 11. Capital projects identified for funding in the Capital Agenda in FY 2024- which projects/ (and amounts) are included in the proposed budget:

- a. Please explain the role of PLD and DOIT in the technology infrastructure project utilizing fiber optics lines. What is the status of this project?
- b. DivDat machines- what is the city's cost per machine; in which department's operating budget is this recorded?
- c. What is the replacement schedule for desktop and in car DPD cameras?
- d. Is there an alternative funding source for the Hart Plaza electronic sign?
- e. What is the plan to replace obsolete department IT systems; what is the average age of these systems?
- f. How much of the Public Safety software- Central Square replacement can be funded with grants; how much would the General Fund contribute? In which cost center is this cost funded?

DEPARTMENT OF INNOVATION & TECHNOLOGY (31)

Mission

The Department of Innovation and Technology (DoIT) empowers City agencies, partners, and citizens to achieve their goals; and innovates by delivering reliable, timely, cost-effective, appropriate technology and solutions.

The past three years have clearly demonstrated that fully leveraging the power and promise of digital transformation is no longer an option; it is now very clearly and critically at the core of everything the City does (and hopes to do). DoIT embraces its role as the *digital enablers* for the City's civil workforce, service delivery and support systems, and the residents and businesses they serve:

- 1. We digitally equip City **employees**.
- 2. We digitally resource City departments and priorities.
- 3. We empower the City's civil workforce with digital **innovation**.
- 4. We leverage digital potential for all **Detroiters**.

DoIT is a central staff agency responsible for developing and providing information technology and consulting services to City agencies that will innovate on how they deliver services and interact with citizens. The responsibilities of DoIT include: strategic technology planning, business needs solutions, information management, Cyber Security, special project management, application development and implementation, system/application maintenance and support, telecommunications, data center operations, technology acquisition, data security and other services to empower agencies to use technology to improve operations and the quality of services provided.

DEPARTMENT OF INNOVATION & TECHNOLOGY (31)

Operating Programs and Services

- **Data Strategy and Analytics (DSA)** provides direction, analysis and development services related to enterprise data standards, including base units, dashboards, data warehouse ...
- **Enterprise Technology Operations** includes Data, Server and Network Management, Client Services Division, and Enterprise Applications Management.
- **Departmental Technology Services** is responsible for records management, GIS services, and support for government and department operations and independent customer agency support.
- Public Safety and Cyber Security includes applications, infrastructure, and radio and field technicians.
- Project Management Office manages system implementations and special projects.

Goals, Strategic Priorities and Related City Outcomes

Goals / Strategic Priorities	Timeframe	Related City Outcome
1. Improve citizens' experience with and access to information	July 2023 - June 2027	Effective Governance
2. Add content and continue to publish existing data to the Open Data Portal to demonstrate value to all Detroiters	July 2023 – June 2027	Effective Governance
3. Improve information security, cyber hygiene, management and sharing across City departments and divisions	July 2023 – June 2027	Efficient & Innovative Operations
4. Improve service delivery and customer service between DoIT and City departments	July 2023 – June 2027	Efficient & Innovative Operations
5. Utilize research and public private partnerships to develop a comprehensive digital inclusion strategy to help bridge Detroit's digital divide	July 2023 – June 2027	Efficient & Innovative Operations

DEPARTMENT OF INNOVATION & TECHNOLOGY (31)

Budget By Service

Services	FY 2024 Mayor Proposed	FY 2024 Mayor Proposed FTE
Customer Support, Incident Response & Investigation	\$7,707,733	66.0
Data Strategy & Analytics	\$995,489	7.0
Document Imaging & Management	\$783,099	2.0
DoIT Administration	\$1,966,648	12.0
Emergency 911 & Radio Support	\$6,550,374	-
Enterprise Application Support, Licensing & Contracts	\$15,655,815	10.0
Facilities, Supplies, and Maintenance	\$111,972	-
Geospatial Information Systems	\$1,229,575	10.0
Hardware Device & Software Support	\$2,510,600	-
Network / Voice Support, Systems, Applications	\$5,421,703	8.0
Paper Mail & Print Services	\$1,270,936	2.0
Project Management	\$1,259,088	9.0
Security Policy & Compliance	\$1,836,000	-
Server Infrastructure Hosting, Admin, Database, & Storage	\$5,750,283	12.0
Citywide Supplemental Technology Staffing	\$3,210,496	-
Technology Training	\$235,500	-
Website Support & Development	\$817,636	6.0
Total:	\$57,312,947	144.0

DEPARTMENT OF INNOVATION & TECHNOLOGY (31)

Metrics and Data

Metrics	Data	Related Goal #
Average time onboarding new employees with technology	36 hours	4
Email uptime	100%	4
% of employees that receive annual Cyber Security training and % new hires that receive it within 60 days of starting	To be collected	3 & 4
% of employees that are required to use multi-factor authentication to access systems.	To be collected	3
% of servers and workstations that have new critical security patches loaded within 45 days of patch release	To be collected	3

Operating Budget Highlights

Initiative	FY 2024 Mayor Proposed	FY 2024 Mayor Proposed FTE
Enterprise Microsoft Contract Cost Increase	\$630,990	-

Department Name: Department of Innovation & Technology

Department #: 31

Budget Summary:

	FY2022		FY20)23	FY2024		
	Actual		Adopted		Mayor Proposed		
	General Fund	All Funds	General Fund All Funds		General Fund	All Funds	
Total Revenues	4,104	4,104	-	-	-	-	
Total Expenditures	21,893,811	32,775,943	35,580,364	35,580,364	57,312,947	57,312,947	
Net Tax Cost	21,889,707	32,771,839	35,580,364	35,580,364	57,312,947	57,312,947	

	FY2025		FY20)26	FY2027		
	Forecast		Forecast For		ast Forecast Forecast		cast
	General Fund	All Funds	General Fund All Funds		General Fund	All Funds	
Total Revenues	-	-	-	-	-	-	
Total Expenditures	58,439,413	58,439,413	59,095,155	59,095,155	59,765,393	59,765,393	
Net Tax Cost	58,439,413	58,439,413	59,095,155	59,095,155	59,765,393	59,765,393	

Positions (by FTE):	2/10/2023 Actual	FY2023 Adopted	FY2024 Mayor Proposed	FY2025 Forecast	FY2026 Forecast	FY2027 Forecast
General Fund	128	145	144	144	144	144
Non-General Fund	ı	ı	-	ı	ı	-
ARPA	15	-	-	-	-	-
Total Positions	143	145	144	144	144	144

CITY OF DETROIT BUDGET DEVELOPMENT EXPENDITURES BY SUMMARY CATEGORY - ALL FUNDS DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name	FY2023	FY2024	FY2025	FY2026	FY2027
Summary Category	Adopted	Mayor Proposed	Forecast	Forecast	Forecast
31 - Department of Innovation & Technology	35,580,364	57,312,947	58,439,413	59,095,155	59,765,393
Salaries & Wages	13,791,930	14,368,378	14,629,652	14,820,950	15,030,986
Employee Benefits	4,722,386	4,556,955	4,654,395	4,727,285	4,792,014
Professional & Contractual Services	8,358,382	8,041,296	8,202,122	8,284,143	8,366,986
Operating Supplies	1,359,610	17,732,102	18,086,744	18,267,612	18,450,290
Operating Services	7,273,056	12,539,216	12,790,000	12,917,900	13,047,079
Other Expenses	75,000	75,000	76,500	77,265	78,038
Grand Total	35,580,364	57,312,947	58,439,413	59,095,155	59,765,393

CITY OF DETROIT BUDGET DEVELOPMENT EXPENDITURES BY SUMMARY CATEGORY - FUND DETAIL

DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Summary Category	FY2023 Adopted	FY2024 Mayor Proposed	FY2025 Forecast	FY2026 Forecast	FY2027 Forecast
31 - Department of Innovation & Technology	35,580,364	57,312,947	58,439,413	59,095,155	59,765,393
1000 - General Fund	35,580,364	57,312,947	58,439,413	59,095,155	59,765,393
Salaries & Wages	13,791,930	14,368,378	14,629,652	14,820,950	15,030,986
Employee Benefits	4,722,386	4,556,955	4,654,395	4,727,285	4,792,014
Professional & Contractual Services	8,358,382	8,041,296	8,202,122	8,284,143	8,366,986
Operating Supplies	1,359,610	17,732,102	18,086,744	18,267,612	18,450,290
Operating Services	7,273,056	12,539,216	12,790,000	12,917,900	13,047,079
Other Expenses	75,000	75,000	76,500	77,265	78,038
Grand Total	35,580,364	57,312,947	58,439,413	59,095,155	59,765,393

CITY OF DETROIT BUDGET DEVELOPMENT

FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name	FY2023 Adopted	FY2024 Mayor Proposed	FY2025 Forecast	FY2026 Forecast	FY2027 Forecast
31 - Department of Innovation & Technology	35,580,364	57,312,947	58,439,413	59,095,155	59,765,393
1000 - General Fund	35,580,364	57,312,947	58,439,413	59,095,155	59,765,393
25310 - Safer Neighborhoods - DoIT	16,034,665	16,085,787	16,408,987	16,596,430	16,783,910
310220 - Public Safety	16,034,665	16,085,787	16,408,987	16,596,430	16,783,910
29310 - Efficient and Innovative Operations Support - DolT	19,545,699	41,227,160	42,030,426	42,498,725	42,981,483
310010 - Office of the CIO	1,541,150	1,790,803	1,801,019	1,799,032	1,812,146
310020 - Departmental Technical Services	1,626,951	1,099,524	1,121,616	1,134,435	1,147,258
310050 - DolT Transportation & Public Works	734,134	752,366	767,665	779,302	790,744
310060 - DoIT Neighborhood, Community, & Econ Dev	1,239,397	1,273,678	1,299,577	1,319,279	1,338,651
310070 - DoIT Government Operations	1,102,197	1,110,434	1,133,014	1,150,191	1,167,080
310080 - DoIT Legislative & Individual Agency Operations	640,030	648,605	661,794	671,827	681,691
310090 - DoIT Client Services	1,211,599	1,245,820	1,271,146	1,290,296	1,309,131
310100 - DoIT Auxiliary Services	276,974	279,459	285,132	289,303	293,413
310110 - Data Strategy & Analytics	966,061	995,492	1,015,736	1,031,135	1,046,275
310120 - DoIT Program Management	886,842	907,793	926,253	940,295	954,101
310130 - Enterprise Technology Operations	803,162	804,447	820,735	832,059	843,251
310140 - Data & Server Management	936,909	992,118	1,012,293	1,027,639	1,042,727
310150 - Network Services	860,626	882,472	900,416	914,066	927,489
310170 - Enterprise Applications Support	4,499,134	4,195,635	4,279,860	4,327,576	4,375,383
310180 - Geospatial Information Systems	1,130,626	1,231,577	1,256,621	1,275,660	1,294,381
310190 - Web Administration	896,427	820,435	837,117	849,793	862,257
310200 - Enterprise Information Management	193,480	22,196,502	22,640,432	22,866,837	23,095,505
Grand Total	35,580,364	57,312,947	58,439,413	59,095,155	59,765,393

CITY OF DETROIT BUDGET DEVELOPMENT

POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name Job Code - Job Title	FY2023 Adopted	FY2024 Mayor Proposed	FY2025 Forecast	FY2026 Forecast	FY2027 Forecast
31 - Department of Innovation & Technology	145	144	144	144	144
1000 - General Fund	145	144	144	144	144
25310 - Safer Neighborhoods - DoIT	38	37	37	37	37
310220 - Public Safety	38	37	37	37	37
11302103. Director of Public Safety and Cyber Security	1	1	1	1	1
15111004. Project Manager Analytics Specialist IV	0	1	1	1	1
15112102.Information Technology Specialist Systems Analyst	1	0	0	0	0
15113304.Information Technology Specialist Software Engine	2	2	2	2	2
15114104.Information Technology Specialist Database Admir	1	1	1	1	1
15114202.Information Technology Specialist Systems Admini	2	2	2	2	2
15114203.Information Technology Specialist Systems Admini	2	2	2	2	2
15114204.Information Technology Specialist Systems Admini	1	1	1	1	1
15114214. Supervisory Information Technology Specialist Sys	3	3	3	3	3
15115102.Information Technology Technician II	6	6	6	6	6
15115103.Information Technology Technician III	4	4	4	4	4
15115104.Information Technology Technician IV	9	8	8	8	8
15115112. Supervisory Information Technology Technician II	2	2	2	2	2
15115122.Information Technology Technician Manager II	2	2	2	2	2
43601102.Administrative Assistant II	1	1	1	1	1
43601103.Administrative Assistant III	1	0	0	0	0
81012071.Administrative Assistant Grade III	0	1	1	1	1
29310 - Efficient and Innovative Operations Support - DoIT	107	107	107	107	107
310010 - Office of the CIO	8	9	9	9	9

CITY OF DETROIT BUDGET DEVELOPMENT

POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

artment # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name Job Code - Job Title	FY2023 Adopted	FY2024 Mayor Proposed	FY2025 Forecast	FY2026 Forecast	FY2027 Forecast
013376.Executive Administrative Assistant II	1	1	1	1	1
112124.Information Technology Specialist Systems Analyst	1	1	1	1	1
112224.Information Technology Specialist Information Secur	1	1	1	1	1
15112233.Information Technology Specialist Information Sec	2	2	2	2	2
15113304.Information Technology Specialist Software Engine	0	1	1	1	1
15114214. Supervisory Information Technology Specialist Sys	1	1	1	1	1
931640.Chief Information Officer	1	1	1	1	1
932014.Executive Management Team Mayors Office	1	1	1	1	1
310020 - Departmental Technical Services	2	2	2	2	2
11302102. Director of Enterprise Technology Operations	1	1	1	1	1
43601105.Administrative Assistant II	1	1	1	1	1
310050 - DolT Transportation & Public Works	6	6	6	6	6
15112102.Information Technology Specialist Systems Analys	2	2	2	2	2
15115103.Information Technology Technician III	2	2	2	2	2
15115224.Service Level Manager	1	1	1	1	1
15119003.Information Technology Specialist Systems Engine	1	1	1	1	1
310060 - DolT Neighborhood, Community, & Econ Dev	10	10	10	10	10
15112102.Information Technology Specialist Systems Analys	1	1	1	1	1
15115102.Information Technology Technician II	1	1	1	1	1
15115103.Information Technology Technician III	4	4	4	4	4
15115224.Service Level Manager	2	2	2	2	2
15119003.Information Technology Specialist Systems Engine	2	2	2	2	2
310070 - DoIT Government Operations	9	9	9	9	9

CITY OF DETROIT BUDGET DEVELOPMENT

POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

artment # - Department Name und # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name Job Code - Job Title	FY2023 Adopted	FY2024 Mayor Proposed	FY2025 Forecast	FY2026 Forecast	FY2027 Forecast
15112102.Information Technology Specialist Systems Analyst	2	2	2	2	2
15115102.Information Technology Technician II	3	3	3	3	3
15115103.Information Technology Technician III	1	1	1	1	1
15115224.Service Level Manager	2	2	2	2	2
15119003.Information Technology Specialist Systems Engine	1	1	1	1	1
310080 - DoIT Legislative & Individual Agency Operations	5	5	5	5	5
15112102.Information Technology Specialist Systems Analyst	1	1	1	1	1
15115102.Information Technology Technician II	1	1	1	1	1
15115103.Information Technology Technician III	1	1	1	1	1
15115224.Service Level Manager	1	1	1	1	1
15119003.Information Technology Specialist Systems Engine	1	1	1	1	1
310090 - DoIT Client Services	13	13	13	13	13
025031.Senior Data Processing Equipment Operator	2	2	2	2	2
15113333.Information Technology Specialist Software Engine	1	0	0	0	0
15115102.Information Technology Technician II	3	3	3	3	3
15115103.Information Technology Technician III	4	3	3	3	3
15115104.Information Technology Technician IV	1	2	2	2	2
15115122.Information Technology Technician Manager II	1	1	1	1	1
15119003.Information Technology Specialist Systems Engine	1	2	2	2	2
310100 - DoIT Auxiliary Services	2	2	2	2	2
13111628. Supervisory Records Management Specialist Progr	1	1	1	1	1
15111603.Program Analyst III Records and Compliance Speci	1	1	1	1	1
310110 - Data Strategy & Analytics	7	7	7	7	7

CITY OF DETROIT BUDGET DEVELOPMENT POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER

DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

FY2023 Adopted	FY2024 Mayor Proposed	FY2025 Forecast	FY2026 Forecast	FY2027 Forecast
1	1	1	1	1
			1	1
	1	<u> </u>	1	1
	1	1	1	1
	1	1	1	1
_	1	-	1	1
	1	<u> </u>	1	1
-	6		6	6
	-			1
	-		1	1
<u> </u>	1	1	1	1
4	3	3	3	3
4	3	<u> </u>	3	3
•	1		1	1
-	<u>+</u> 1	1	<u>+</u> 1	1
1	1	1	1	1
7	7	7	7	7
•	1	-	1	1
	1	1	1	1
1	1	1	1	1
	2	2	2	2
	1	1	1	1
	1	1	1	1
_	6	6	6	6
	1 1 1 1 1 1 1 6 1 1 0 4 4 1 2 1 7 1 1	Adopted Mayor Proposed 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 2 1 1 1 2 1 1 1 1 1 1 1 3 2 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Adopted Mayor Proposed Forecast 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 2 1 1 1 1 1 2 1 1 1 1 1 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1<	Adopted Mayor Proposed Forecast Forecast 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 6 6 6 6 1 1 1 1 1 1 1 1 0 1 1 1 1 1 1 1 4 3 3 3 3 3 3 3 4 3 3 3 1 1 1 1 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1

CITY OF DETROIT BUDGET DEVELOPMENT POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER DEPARTMENT 31 - DEPARTMENT OF INNOVATION & TECHNOLOGY

d Forecast	FY2026 Forecast	FY2027 Forecast
2	2	2
1	1	1
1	1	1
2	2	2
6	6	6
2	2	2
1	1	1
1	1	1
1	1	1
1	1	1
10	10	10
1	1	1
2	2	2
1	1	1
1	1	1
2	2	2
3	3	3
6	6	6
1	1	1
4	4	4
0	0	0
1	1	1
0	0	0
	0 144	<u> </u>