

Comptroller of Maryland
Fiscal Year 2027 Operating Budget**House Appropriations Committee**
Public Safety and Administration Subcommittee
February 25, 2026

Chair Acevero, Vice Chair Ivey, and Members of the Public Safety and Administration Committee,

Thank you for the opportunity to present the Fiscal Year (FY) 2027 budget request and response to the DLS Analysis for the Office of the Comptroller of Maryland. It has been an honor to serve as Comptroller for the past three years and to lead our agency's dedicated and talented state employees.

When I last appeared before this Subcommittee, I discussed the significant investments we had made to modernize the Comptroller's Office, strengthen our customer service operations, and begin the transformation of the state's aging revenue and financial infrastructure. Thanks to the resources allocated in the FY 2026 budget, we have continued to build on that momentum — recruiting and filling critical vacancies, converting long-term contractual workers to permanent positions, and advancing the most ambitious IT modernization effort in our agency's history.

We have also continued to rebuild and strengthen the agency — launching new data-driven tools to improve accountability and transparency, expanding our public engagement efforts, and working to ensure that every Marylander who interacts with our office receives timely, high-quality service. Our agency works hand-in-hand with the General Assembly and the Moore-Miller Administration to execute our shared goals. I am delighted to share our progress and outline our priorities for the year ahead.

Before I turn to our priorities, let me briefly remind the subcommittee of the scope of our work. As Maryland's revenue administrator, the Comptroller's Office:

- Serves over **3.2 million individual taxpayers** for personal income tax, who submit more than **5.8 million returns and payments** each year;
- Issues **2.7 million refunds** annually;
- Last year issued **477,000 earned income credits totaling \$550 million**;
- Serves **500,000 businesses** paying various taxes and fees, who annually submit more than **6.1 million returns and payments**; and
- In FY 2025, collected **\$36.2 billion in total revenue** — including \$23.7 billion in personal income taxes, \$7.0 billion in sales and use taxes, and \$2.5 billion in corporate income taxes — and distributed those funds across state accounts, local governments, and nonprofits as prescribed by statute.

We also distribute large dollars across many funds and entities: **\$8.5 billion in local income taxes to 23 county governments and Baltimore City**; **\$204 million to 156 municipal governments**; **\$77 million in admissions and amusement taxes to counties and Baltimore City**; and various funds pledged to debt service obligations, including the Bay Restoration Fund and Stadium Authority.

As I discuss our accomplishments and key goals, I'd like to also highlight the core priorities that have guided our FY 2027 budget decisions. These priorities reflect both the ongoing needs of our agency and the direction of this Administration:

1. Implement critical agency wide improvements to help our state government work better
2. Ensure resources and expertise of the office to create opportunities for and positively impact Maryland families, communities, and businesses
3. Ensure Maryland is well-positioned for responsible long term economic growth and success

Together, these priorities will help us realize our vision: To work in partnership to create a state that is more equitable, more resilient and more prosperous so that every Marylander can reach their full potential.

PRIORITY 1: HELP STATE GOVERNMENT WORK BETTER

In many ways, the Comptroller's Office functions as the backbone of our state government. You might not even realize that we're there, but we are — holding it all together. Our duties are extensive; we process millions of tax returns, which accounts for 91% of general fund revenues; maintain the state ledger; process the payment of salaries and wages of over 100,000 state employees every two weeks; provide mainframe computer services to nearly 50 state agencies; and forecast, analyze and monitor state revenues and the state and national economies. And underlying all of that work is the commitment that every Marylander who reaches out to our agency — whether by phone, email, or in person — receives timely, accurate, and high-quality service.

Modernization

Over the past three years, we have made enormous strides in building better tools for our staff and the public. We have launched over 70 modernization projects across the agency, including:

- **New Website:** In March 2025, we launched our fully redesigned website at MarylandComptroller.gov — a 508-compliant, mobile-responsive site available in English, Spanish, and Chinese, with Korean planned for future releases. During the redesign, we removed 9,000 outdated or duplicative web pages, making it easier for the public to access essential information and services.
- **Maryland Tax Connect:** We have moved away from the legacy SMART system and onto a new, more stable cloud-based tax platform, now live for all business taxes with over 160,000 registered business taxpayers.
- **MyCOMConnect CRM Platform:** Launched in February 2025, this customer relationship management system built on ServiceNow has been transformative. Since launch, MyCOMConnect has processed more than 800,000 taxpayer intakes, with over 600,000 resolved on the first call. For the first time, every incoming call and email creates a data point enabling longitudinal tracking. Management can identify and track agent performance, cases can be allocated to completion, and taxpayers receive update emails as their cases progress. Our taxpayer portal now allows taxpayers to log in, track cases, and securely share correspondence.
- **Unclaimed Property:** Fiscal Year 2025 was one of the most successful years for our unclaimed property program. Due in part to our new infrastructure investments including the launch of the Kelmar Abandoned Property System, the unit paid out a record 70,670 claims — a 155% increase over FY 2024 — and returned \$121 million to Marylanders, more than double the prior year.
- **Cybersecurity and Fraud Detection:** We have implemented improved cybersecurity and fraud detection services, including upgraded infrastructure within our Hearings and Appeals Division.

Over the next year we will migrate two more major systems to new, modern platforms. First, in August 2026, we will move personal income taxes to Maryland Tax Connect, bringing more than 3 million individual taxpayers to our new cloud-based tax system. Second, beginning January 1, 2027, our central payroll system, which handles more than a hundred thousand state employees, will migrate to Workday.

Although there is still work ahead in making tax processing faster and more efficient, I am encouraged by the significant progress we have made in the last year to cut tax processing times and increase the number of Marylanders claiming the tax credits that belong to them. This is a direct result of our continued agency modernization efforts and the hard work and commitment of our team.

Within our **Office of Equity and Transformation**, we have launched an agency-wide COMStat program that leads our performance management and open data initiatives. COMStat transforms data into usable information — analyzing, interpreting, visualizing, and reporting data while providing agency-wide data governance. In its first year, COMStat has already delivered significant results:

- Launched Phase I of Open Government Data for the public;
- Launched the Agency COM360 Dashboard, which provides weekly reporting on individual and business tax processing, service delivery, and tax credits; and
- Developed the Customer Service Data Dashboard, which analyzes call center data — including call times, emails received, and resolution times — across divisions.

PRIORITY 2: SHARE THE RESOURCES OF THE AGENCY

Another key to making government work better is ensuring that our resources are available and accessible to the public. Over the past year, the Comptroller's Office has continued to deepen our public engagement strategy, connecting families, communities, local governments, and businesses across Maryland with the resources and services our agency provides.

Public Engagement Team and Small Business Director

Our public engagement team continues to work across the state to make sure that every community — from Western Maryland to the Shore — knows that they have a point of contact within our agency who is knowledgeable about their community and focused on their needs. Our team hosts roundtables, webinars, and briefings, often in partnership with other state agencies and external partners, and they are always eager to identify new ways to connect with community partners. Our Regional Public Engagement Officers respond to tax filers questions by listening, understanding, and connecting them to services throughout our agency; often this connection happens after hours and during weekends. Our Small Business Director does similar work across the state for our small businesses, ensuring that we have a “no wrong door” approach for all our entrepreneurs and small business owners.

EITC Research Project and Marketing Campaign

We have continued to build upon our proactive efforts around the Earned Income Tax Credit (EITC) and Child Tax Credit (CTC). Last year, our agency issued **477,000 earned income credits totaling \$550 million**. Our #EarnedIt outreach campaign (established last tax season), our research partnership with the Urban Institute, and our coordination with the Governor's Office of Children and multiple state agencies continue to reach low- to moderate-income Marylanders and communities with low uptake. We are also encouraging taxpayer engagement through educational webinars and a centralized resource hub on our website. These credits remain among the government's most effective tools for combating poverty and supporting economic mobility, and we remain committed to ensuring that every eligible Marylander receives the benefits they are owed.

This year, we are running a new and expanded Earned It “2.0” campaign. We are taking an all-government approach by partnering with 13 state agencies to inform Marylanders about this important tax credit. This helps us reach taxpayers across the entire state, through direct mail and text campaigns, email, newsletters, as well as digital, and traditional media. You will also see campaign flyers and rack cards at agency and partner locations across the state.

Our efforts are showing early signs of success. So far this tax season, we have distributed over 6,000 mail inserts to Department of Labor customers, sent almost 100,000 digital flyers to Maryland Health Benefits Exchange (MHBE) customers, and 50,000 letters directly to taxpayers. In the first two weeks, our social media ads have garnered over 12,000 clicks and over 1.4 million impressions. We also developed a new “Earned It” webpage and screening tool – all of our outreach materials direct Marylanders to these great resources (which are straightforward and user-tested).

Office of Taxpayer Advocate

The Office of the Taxpayer Advocate (OTA), created on January 1, 2025, continues to serve as the voice of Maryland taxpayers across our agency. The office is staffed by a team of four experts — a Director, a Lead Analyst, and two Analysts — who provide guidance and support, systemic advocacy, individualized assistance, and taxpayer rights advocacy. **Between January and August 2025, OTA handled 1,129 cases.** Under the leadership of Andrea Brown, OTA has been working across the agency to help resolve complex tax issues, compile and examine data, and make recommendations to address systemic challenges faced by taxpayers. A copy of the report will be sent to members of the committee and DLS staff.

CORE PRIORITY 3: SUPPORTING MARYLAND'S LONG-TERM ECONOMIC GROWTH

Ensuring Maryland is well-positioned for responsible, long-term economic growth and success requires strong collaboration with our state and local government partners and close analysis of the data available to us. The Comptroller's Office has been working to support this growth through the Comptroller's positions on several state boards and our data, as well as revenue operations work.

First, over the last year, we have worked to leverage two of our greatest assets – our data and internal expertise within the Comptroller's Office – to assist policymakers in making data-driven decisions. Early in my tenure we released the agency's first-ever research report – the [State of Maryland's Economy](#). This report provided an analysis of Maryland's economic competitiveness compared to our neighboring states and the U.S. overall. Recent reports include:

- [State Spending Series: Transit Costs](#) (March 2025) — Examines cost drivers in Maryland's public transit infrastructure.
- [State Spending Series: Climate Change Costs](#) (April 2025) — Outlines the categories and costs of climate change for Maryland. Key findings include that Maryland experienced 85 extreme weather events between 1980 and 2024 with total recovery costs between \$10 billion and \$20 billion.
- [State Spending Series: School Construction Costs](#) (September 2025) - This report, part of the Comptroller's State Spending Series, seeks to better understand the condition of Maryland's public school buildings and the cost drivers limiting the ability of the state and local school systems to achieve a state of good repair and build new schools to meet present and future needs.
- [State of the Economy Series: Housing and the Economy](#) (October 2025) — Analyzes Maryland's housing landscape. The report found that Maryland has a current shortage of about 100,000 housing units and needs to build 590,000 new units to meet demand by 2045.
- [Expanding Opportunity to Build Wealth: Baby Bonds](#) (December 2025) — Developed at the request of the General Assembly, this report analyzes the feasibility of a baby bonds program in Maryland. Under one scenario, approximately 30,000 babies born each year under Medicaid would receive a \$7,000 seed investment. Over 30 years, a five-year cohort of 150,000 children would generate \$2.4 billion in wealth-building capital, with participants at age 30 having approximately \$50,000 — enough for a down payment on a home.

Ensuring Maryland is well-positioned for responsible, long-term economic growth and success requires strong collaboration with our state and local government partners and close analysis of the data available to us. In addition to the research and reports described above, the Comptroller's Office supports Maryland's economic growth through the Comptroller's positions on several state boards and through our revenue operations work.

In addition to this work, our agency's work on the **Board of Public Works** seeks to set Maryland up for current and long-term success by working and supporting our small businesses and minority business enterprises (MBEs). We have strived to increase transparency of the key decisions made by the BPW and to account for the funds approved by the BPW by publishing on our [website](#) summaries of each meeting and BPW quarterly reports. Additionally, in October 2025, the BPW launched its new **BPW Dashboard**, a searchable, accessible online tool that allows the public to sort contracts by agency, vendor, date, and amount — enhancing transparency and accountability in how the state spends taxpayer dollars. The dashboard was the direct result of 2024 legislation (HB 877), a legislative priority

of the Maryland Legislative Black Caucus, and was developed by the Office of the Comptroller in partnership with the Offices of the Governor and Treasurer.

As **Vice Chair of the State Retirement and Pension System**, I continue to work to ensure that our 415,000+ state employees and retirees have access to their full benefits upon reaching eligibility. As Investment Committee Chair, I led the process to codify our Emerging Manager program to ensure that we are leveraging assets from smaller, more nimble managers to lead to excess returns. Additionally, recognizing that climate risk is investment risk, we created the system's first Climate Advisory Council, tasked with keeping our investment managers up to date on new opportunities and challenges with our investment portfolio. My work on other boards, including the **Maryland Community Investment Corporation**, also contributes to building a more prosperous state over the long term.

DLS COMMENTS & COMPTROLLER ANSWERS

The Comptroller should comment on the reason for the unavailability of tax year data for the two performance measures and provide a timeline for when the data will be reported in the MFR submission.

The data for tax year 2024 was not available for the MFR due to a very small window between the end of the calendar year and the final due date for DBM. We reviewed the percentages and researched to assure accurate data. However, the limited turnaround time meant we missed the window for the MFR printing. We have sent required data files to DLS for review.

The Comptroller should provide an update on how the call center contract is supporting outreach and customer service activities in fiscal 2026 and if year-to-date trends reflect lower hold times. The Comptroller should also comment on how it plans to manage telephone calls during high demand in fiscal 2027 since additional funding for the call center contract is not included in the fiscal 2027 budget.

Contracted call center services will not begin until May 2026. We requested the funds for this contract to support taxpayers as we release personal income tax in Maryland Tax Connect in August 2026 through the following tax season and it will then sunset as intended. This contract will not serve as a long-term solution to reduce our current call volume challenges.

The Comptroller should comment on the reasons for the decreased customer satisfaction in fiscal 2024 and 2025.

We believe the decreased customer satisfaction during fiscal years 2024 and 2025 was largely attributable to the transition from our legacy SMART system to our new cloud-based platform, which introduced new processes and interfaces that many taxpayers and staff were still navigating. System transitions of this scale can create temporary friction in customer experience as users adapt to new workflows and our team works to resolve emerging issues. We are confident that our customer relationship management platform, MyCOMConnect, which was implemented in the second half of FY 2025, will remedy many of these customer issues as it provides our team with improved tools to track, manage, and resolve taxpayer inquiries more efficiently going forward.

The Comptroller should comment on its efforts to strictly enforce tax laws and fees to reduce the number of active delinquent cases.

The Compliance Division has launched several new efforts to enforce compliance. In addition to the remote seller program, we have launched a managed audit program, developed a new audit team in our individual income tax unit, and are engaged with a vendor to look at unreported income in the digital economy. These efforts were buoyed by a \$1.7 million investment in staffing and a \$3.9 million investment in technology for FY25. Thanks to these investments, we were able to support these new efforts and bring on eight new auditor trainees to our individual tax auditing unit and 14 new auditor trainees to our business tax auditing unit. While training is still underway for many of these new staff members, the new investments (alone) generated approximately \$5.1M in assessments in FY25, a number we anticipate tripling in FY26.

The Comptroller should comment on why the recoveries of unpaid taxes through payment agreements, tax liens, bank attachments, and salary garnishments remain below pre-pandemic levels.

These enforcement methods are last resorts and only need to occur when individuals who have funds refuse to pay. The end goal is compliance – not onerous enforcement. The Compliance division's approach has been to communicate and work with our taxpayers in order to drive payments rather than creating undesirable interactions and challenges in collections. Our liens often exceeded our payment plans pre-pandemic, and now we are generating more payment plans than liens and working successfully with our taxpayers to reduce their debts and generate revenue. This approach means more money in the door while allowing Marylanders to continue to earn income.

The Comptroller should comment on the reason for the significant drop in the amount collected from delinquent business tax cases and how it plans to recover the pending amounts.

The period under review coincides with the Comptroller's Office transition to Maryland Tax Connect (MTC) for Business Taxes -- a modernization effort that fundamentally changed how we identify, bill, and collect on delinquent accounts. While the data may suggest a decline in collections, we want to be clear: we do not believe less revenue is being collected. In fact, we believe the opposite is true. Just as noted above, the goal is compliance and payments, not paper pushing.

Under the legacy SMART system, auto-billing for delinquencies would often trigger within two days of a return being posted, before payments could be properly allocated. This led to frequent inaccuracies — payments applied to wrong periods, funds held in suspense, and bills generated for accounts that had, in fact, already paid. These errors inflated our delinquency figures and compromised the reliability of historical collection data.

Under the new system with Maryland Tax Connect, we have extended the time between posting and billing to allow for proper payment processing, and taxpayers now have direct visibility into their balances, enabling faster self-cure. As a result, significantly fewer delinquencies are reaching the billing stage — and our annual accounts receivable reflects this improvement, declining from \$826 million in FY24 to \$731 million in FY25.

We have also taken a more deliberate, targeted approach to collections — conducting pre-billing checks for suspended payments, inbound adjustments, and pending corrections before issuing notices. Rather than generating unnecessary correspondence, we are contacting taxpayers only when we have confirmed a genuine delay in payment. Initial analysis indicates that had we applied this approach retroactively from our February 2024 go-live date, our collection numbers would have exceeded prior reported figures.

We acknowledge that any system transition introduces a learning curve, and there may be some mid-year processing delays as we continue to refine billing operations. However, we are confident that our current methodology is more accurate, more efficient, and better positioned to deliver results. We remain committed to pursuing all delinquent accounts and will continue to report transparently on our progress.

FMIS Modernization: The Comptroller should brief the committees on the expected timeline for completion of the project.

The FMIS modernization project is progressing through a phased implementation approach to ensure statewide consistency, minimize risk, and enable agencies to transition in a structured manner. Phase 1 implementation (FY27-FY28) will deliver core financials -- General Ledger, AP/AR, Budget Ledger, Cost Allocations, and Financial Reporting -- allowing us to decommission the legacy FMIS. Subsequent phases will expand capabilities to grants management, integration with inventory and asset management, advanced financial functions, and agency system integrations. Key milestones include ERP vendor demos in March–April 2026, selecting an ERP technology in Q4 of FY26, and system integrator procurement Q2 of FY27, with Phase 1 implementation start in Q3 of FY27.

The timeline developed must continue to align with the availability of funding necessary to execute required activities, ensuring fiscal responsibility throughout the project. Modernization will close process gaps, resolve audit findings un-addressable in FMIS, and improve data quality and transparency through standardized processes, stronger internal controls, and real-time statewide reporting.

Unclaimed Property: The Comptroller should provide an update on the implementation of Chapters 635 and 636, including the planned fund source for the estimated \$4.1 million for system maintenance and IT expenses in fiscal 2028.

The Maryland Uniform Disposition of Abandoned Property Act (the Act), which was originally passed in 1966, governs the distribution of unclaimed property. The Act was outdated and needed to be modernized to ensure that Marylanders have efficient and reliable access to their property. Senate Bill 665 of 2025 modernized the Act by incorporating forms of property that did not exist when it was enacted, like virtual currency. Additionally, the bill updated and streamlined current procedures to align the State with national best practices. The legislation also expedited the process of reuniting Marylanders with their unclaimed property. Finally, the bill allowed the Comptroller's office to allocate funds to support the maintenance of critical IT systems that benefit the State.

COM has already fully implemented the changes resulting from the passage of Senate Bill 665 of 2025. The Unclaimed Property Division shared the updated statute with the third-party vendor who delivered the Division's new unclaimed property system to ensure the system accounted for the changes upon go-live.

As anticipated, the changes have enabled the Division to be more efficient in its claims processing and increase transparency. The COM is now able to publish properties valued at \$50 or higher on its website, giving rightful owners greater visibility. The Division has already exercised its authority to reunite properties with rightful owners without the owner having to initiate a claim. In December, the Division sent the first batch of 1,000 "Quick Pay" checks valued up to \$5,000 to owners of those funds. The first batch included \$412,243.32 in claims. The Division expects to send the next batch of letters in March and then proceed to send batches on a routine basis.

Regarding the inclusion of virtual currency, one of the Division's third-party auditors has already identified a holder of dormant virtual currency. The holder is in the process of performing due diligence pursuant to the Act. Once that process is completed, they will liquidate the currency and remit it to the COM.

The COM is exercising its authority to utilize up to \$5 million in unclaimed property special funds to support its IT initiatives in fiscal year 2027, as the Governor's allowance includes \$4.1 million to fund the maintenance of the new unclaimed property system, services for the data analytics team, phase II of the COM's customer relations management platform, and other IT projects. The agency anticipates spending approximately \$1m annually on licensing and maintenance on the new unclaimed property system.

FY 2027 BUDGET REQUEST

We submitted our FY2027 Budget Requests to the Governor, Speaker, and Senate President in August 2025, after months of working closely with our agency leaders and division directors to examine our budget, refine our projections, and identify our most urgent needs. Our goal was to continue to build upon our past successes and identify those areas most in need of additional state support with the greatest potential to benefit our entire state government and Marylanders. We looked to the following core priorities to guide our decision-making:

INFORMATION TECHNOLOGY AND SYSTEMS

The Comptroller's Office will have its biggest year in decades as we move from our outdated mainframe technology to our new integrated tax system in August 2026. The new system will ensure our state's ability to process tax returns, collect revenue, administer a variety of special funds, and accurately forecast revenues. It is essential and long overdue. It will also help us more ably prevent fraud and serve taxpayers more efficiently. Over the past several years, the agency has invested in a new Customer Relationship Management system (MyCOMConnect), an updated website, and improved cybersecurity and endpoint management tools. These systems now form the backbone of our operations – and will serve Maryland long after my time as Comptroller has ended.

Budget Request: We respectfully request \$2,000,000 in FY27 for ongoing Integrated Tax System Support. These funds are necessary now to build out tax law changes that the General Assembly has authorized and to continually implement improvements and bug fixes. For instance, this year we will need to build a short-term rental tax and an update to our PTE tax collection. We will also be working to ensure that the “single sign on” effort led by the Department of Commerce can become a reality so that businesses do not need multiple usernames and passwords for every single agency. This funding protects prior investments and ensures continuity of service for Maryland taxpayers and businesses.

TAXPAYER SERVICES DIVISION

The Taxpayer Services Division oversees the agency's call centers and 11 branch offices across the State, providing front-line assistance to individuals and businesses on refunds, payments, and tax compliance. In recent years, customer engagement has increased substantially across all service channels, leading to growing backlogs and longer wait times. A staffing analysis completed in FY 2024 found that the Division requires 129 additional personnel to operate at full capacity and meet rising demand. Last year we received 25 additional PINs and are asking for another 25 this year. Your members have all experienced the frustration of constituents who cannot reach our office. These PINs are absolutely necessary to ensure we can start making a dent in the number of constituent complaints you and other members receive.

Budget Request: 25 new PINs in FY27 to address current staffing shortages and improve service delivery. The total request is \$1,417,383 in general funds.

LEGAL DIVISION & HEARINGS AND APPEALS DIVISION

The Legal Division serves as the agency's principal advisor on legal, regulatory, and policy matters affecting Maryland tax law. Over the past several years, the General Assembly has enacted significant changes to the tax code, increasing the need for specialized legal expertise to implement and administer new revenue-generating laws effectively. The Hearings and Appeals Division reviews appeals of tax assessments and refund denials, administers the Comptroller's Office in Compromise program, oversees Voluntary Disclosure Agreements, and manages whistleblower cases. Beginning January 1, 2026, the Division also became responsible for adjudicating appeals related to the Digital Advertising Gross Revenues (DAGR) tax.

Budget Request: We request three Senior Tax Attorneys at \$366,576 to support implementation and ongoing administration of the Hotel Rental Tax established under SB 979 (Chapter 638, 2025) and the new DAGR-related appeals. All of these positions were discussed in the fiscal notes of the bills as they passed. These positions will allow the agency to process cases more efficiently, reduce delays for taxpayers, and mitigate potential legal risk to the State.

Taken together, these requests reflect a measured and responsible approach to ensuring that Maryland's tax administration system remains effective, fair, and fiscally sound. My team and I welcome the opportunity to brief you or your staff in greater detail and to provide any additional information that may assist the Committee's deliberations.

Thank you for your leadership and your continued partnership with the Comptroller's Office.

At the core of every investment the Comptroller's Office is making is the goal of creating a more equitable, more resilient, and more prosperous state. From right-sizing our customer service teams and implementing new tax laws, to modernizing our aging IT infrastructure and building the data-driven tools we need for accountability and transparency — each of these requests is designed to help us better serve Marylanders and strengthen the fiscal foundation of our state government.

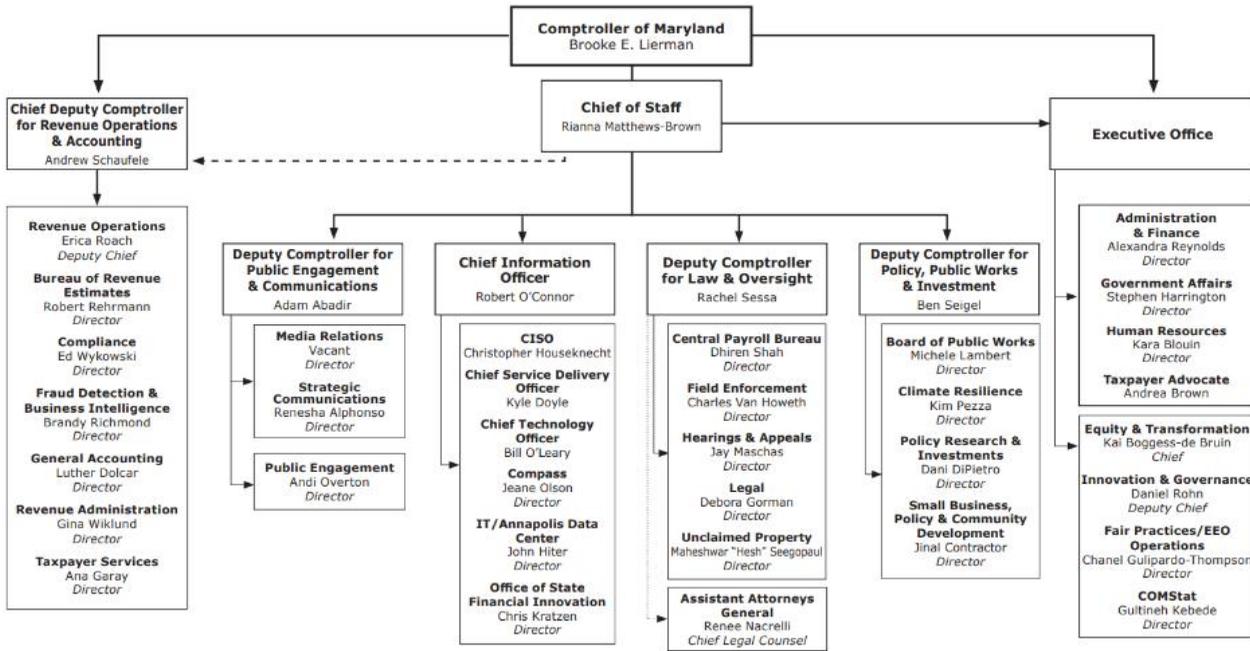
I appreciate your time and partnership in this effort, and I respectfully ask for your support of the Comptroller of Maryland's Fiscal Year 2027 Budget.

My best,

A handwritten signature in black ink, appearing to read "Brooke E. Lierman". The signature is fluid and cursive, with a large initial "B" and a long, sweeping underline.

Brooke E. Lierman
Comptroller of Maryland

ATTACHEMENT A: ORGANIZATIONAL CHART



EXECUTIVE TEAM	
Chief of Staff -	Rianna Matthews-Brown
Chief Deputy Comptroller for Revenue Operations & Accounting -	Andrew Schaufele
Deputy Comptroller for Law & Oversight -	Rachel Sessa
Deputy Comptroller for Public Engagement -	Adam Abadir
Deputy Comptroller for PPI -	Ben Seigel
Chief Equity & Transformation Officer/ Fair Practices Officer -	Kai Boggess-de Bruin
Chief Information Officer -	Robert O'Connor
Deputy Chief of Revenue Operations -	Erica Roach
Deputy Chief of Staff -	Emily Hollis
Government Affairs Director -	Stephen Harrington
Strategic Communications Director -	Renisha Alphonso
Media Relations Director -	Vacant

EXECUTIVE OFFICE		
Chief of Staff Rianna Matthews-Brown	Director of Government Affairs Stephen Harrington	Executive Assistant to COS Lisa Wald
Deputy Chief of Staff Emily Hollis	Director of State Government Affairs Matt Dudzic	Front Office Assistant Kathie Stone
Chief Equity & Transformation Officer/Fair Practices Officer Kai Boggess-de Bruin	Director of Intergovernmental Affairs (Local/Federal) Michael Bayrd	Correspondence Manager Jennifer Donatelli
Deputy Chief of Innovation & Governance Daniel Rohn	Director of COMStat Gultineh Kebede	Special Assistant Sharon Bailey
Director of Fair Practices/EEO Operations Chanel Gulipardo-Thompson	Senior Executive Assistant Gina Walker	Special Projects Manager Hanna Parkinson
		Taxpayer Advocate Andrea Brown

02/23/26

