

MEMORANDUM

April 12, 2013

TO: Government Operations and Fiscal Policy Committee
FROM: Dr. Costis Toregas, Council IT Adviser
SUBJECT: Department of Technology Services

Expected to attend:

Sonny Segal, CIO, Department of Technology Services
Dieter Klinger, COO, Department of Technology Services
Naeem Mia, Office of Management and Budget

Staff recommendations:

1. **Accept the Executive's recommended budget of \$28,926,505** for FY14, which represents an increase of \$2,666,721 or 10.2% from the FY13 approved budget.
2. The Open Data Implementation Plan, once released, should be carefully tracked and its acceptance beyond DTS in other departments and agencies should be supported by all Council Committees.
3. A process for recognizing and handling the Red and Yellow systems in a budgetary manner should be a top priority for DTS and OMB in FY14. A progress report should be presented to the Committee in the Fall 2013 timeframe.

Background

The Table below provides historical detail regarding the total DTS budget by year:

	Approved FY10	Approved FY11	Approved FY12	Approved FY13	Recommended FY14
Total DTS budget	31,844,190	26,370,280	\$25,649,440	\$26,260,000	\$28,926,504
Increase (-Decrease)	-5.5%	-17.2%	-2.7%	+2.4%	+10.4%

The Technology Services budget recommendation for FY14 is on © 1-8.

The major trends seen in the progressive IT marketplace in other government agencies (Open Government initiatives, mobile apps, cyber security) are reflected in the County's own proposed activities. Several major projects that were completed successfully (MC311, ERP for Financial, Procurement and Financial functions) are now being integrated into the daily work flow of all departments, while new ones are under development (HHS Process and Technology Modernization, for example). The Department is challenged to maintain operations while promoting new strategies and technologies, and the Executive's budget is in step with the order of magnitude of the challenge ahead and required effort.

There were several questions raised with the leadership of DTS regarding Organizational Development, Cybersecurity, and the County's Open Data initiative. The responses to the questions raised are presented on © 9-14.

OMB notes that on © 9, question 1, almost half of the increase contained in the FY14 budget comes from internal shifts of staff from PIO and TechMod; these shifts represent an effort to centralize management and supervision in an Enterprise manner within DTS and is in step with good practice elsewhere. Equally good practice is the establishment of a new Chief Operating Officer (COO) position to permit the CIO to focus on strategic aspects of management and outward communications for the department. This new position is shown in the Organizational Chart for DTS on © 15. The COO, Dieter Klinger, is of course not new but has many years of experience in a variety of responsible posts, so there was no learning curve delay. In addition, the CIO continues to have direct reporting relationship with, among others, the Security Officer, an important aspect given the rising importance of cyber security that can cripple or stop County operations if left unchecked.

A short progress report on Open Data implementation is provided on © 10; this important program is of course not limited to DTS but depends on all departments (and indeed agencies) embracing the culture of Open Data and publishing relevant and helpful data sets that allow residents, businesses, and visitors to better connect with the County.

The ability of the department to keep pace with changing skill requirements in the technology development and support arena is described on © 11. The department identifies a multi-dimensional strategy to ensure alignment:

- Hire contract employees to understand the need and scope for permanent positions.
- Train employees using online and other resources (including a new offering by the Institute of Electrical and Electronics Engineers).
- Consider shifting staff to new positions where new skills are needed.

The progress of this effort must be tracked carefully over time, as the shift in technology systems is pervasive and deep, and the workforce development aspects are important to monitor; this workforce training and enhancement concern applies to all County employees as tablets, smart phones, and apps have now become commonplace in all service delivery platforms.

Finally, while the issue of the existence of several "Red" (critical) and "Yellow" (at risk) systems in the DTS inventory is already identified within the ITPCC discussions with the Committee, the Executive branch should develop an explicit mechanism by which these systems are both identified and

incorporated in the formal budget process. Currently, systems are either “in the budget” or remain outside of the attention span of the Committee until a crisis arises or they are included in a proposed budget. The maintenance of an explicit inventory of Red and Yellow systems with needed costs, remediation strategies, and the impact of continuing to ignore them should become part of a visible process and dialogue. Fix on failure is a painful alternative that should not be accepted.

Technology Services

MISSION STATEMENT

The mission of the Department of Technology Services is to use information technology to enable our employees to provide quality services to our citizens and businesses, deliver information and services to citizens at work, at home, and in the community, and increase the productivity of government and citizens.

BUDGET OVERVIEW

The total recommended FY14 Operating Budget for the Department of Technology Services is \$28,926,504, an increase of \$2,666,721 or 10.2 percent from the FY13 Approved Budget of \$26,259,783. Personnel Costs comprise 51.6 percent of the budget for 129 full-time positions and two part-time positions. A total of 110.53 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 48.4 percent of the FY14 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY13 estimates reflect funding based on the FY13 approved budget. The FY14 and FY15 figures are performance targets based on the FY14 recommended budget and funding for comparable service levels in FY15.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Received Web 2.0 award from the Public Technology Institute. Montgomery County was one of only ten jurisdictions in the U.S. – including one of only two County governments – to be honored with this distinction.***
- ❖ ***Ranked sixth in the national Digital Counties Survey. Montgomery County is the only jurisdiction in the nation to be ranked in the top 10 during the first 10 years of this annual survey competition.***
- ❖ ***Deployed a redesigned County web portal to address several improvement opportunities identified by CountyStat.***
- ❖ ***Launched the openMontgomery program, the latest phase in the County's open government program. openMontgomery (<http://montgomerycountymd.gov/open>) comprises four pillar platforms: dataMontgomery (<http://data.montgomerycountymd.gov>); engageMontgomery (<http://engage.montgomerycountymd.gov>); mobileMontgomery (<http://montgomerycountymd.gov/open/mobile.html>); and, accessMontgomery (<http://montgomerycountymd.gov/open/access.html>). The four platforms work together to open the County's data sets in consumable formats; consult the public on topics of importance to them; serve County services on Smartphones and other mobile devices in 72 languages; and provide access to County documents and reports not previously made available. This program is acclaimed as the first of its kind among governments.***
- ❖ ***Deployed the new County Bag Tax web application.***
- ❖ ***Implemented the Data Network, Cable plant, and PBX telephone system at the new Public Safety Headquarters.***
- ❖ ***Launch Enterprise Identity Management system to support employees, retirees, volunteers, partners, and citizens.***
- ❖ ***Developed and deployed ERP Business Intelligence (BI) tools. Provided technical support for Enterprise Resource Planning (ERP) Hyperion budgeting, Oracle Learning Management, and Oracle Performance Management modules.***

- ❖ **Scheduled to complete mainframe retirement by July 1, 2013.**
- ❖ **Support the Department of Liquor Control's ERP Warehouse and Transportation Management system implementations.**
- ❖ **Provide project management, development, application engineering, systems engineering and quality assurance support for the Public Safety System Modernization (PSSM) program.**
- ❖ **Implement the Integrated Justice Information Systems (IJIS) CRIMS Phase 2.**
- ❖ **Productivity Improvements**
 - **Provided project management, development, application engineering, systems engineering and quality assurance support for the Integrated Justice Information Systems program, including the Department of Corrections and Rehabilitation's Corrections and Rehabilitation Information Management System (CRIMS) application. The work done on the part of the County resulted in enhanced solution functionality to the end-users resulting in increased productivity and critical data usage and outcomes.**
 - **Implemented new Web Portal Content Management System greatly improving usability of the County's web site.**
 - **Conducted a number of mobile computing initiatives, including: a pilot project to evaluate the use of mobile computing devices in the workplace; a new mobile support website; mobile support help desks, and upgrading key wireless access Internet points in County facilities providing enhanced connectivity options for employees and associates.**

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Dennis Hetman of the Office of Management and Budget at 240.777.2770 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Enterprise Systems and Operations (ESOD)

This program designs, implements and maintains a secure and reliable computer-based hardware, software, and data infrastructure for County business systems and County staff. The Division manages enterprise-wide systems including Enterprise Resource Planning (ERP), MC311, MCTime, enterprise messaging system, enterprise directory system, enterprise file and print system, enterprise image archiving, enterprise anti-malware systems, the mainframe system, and hundreds of enterprise servers (web, application, database). ESOD manages and provides support for the Public Safety Data System. ESOD also operates the enterprise data center, a 24-hour-a-day service supporting enterprise and department servers, the mainframe and network control center equipment.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Enterprise Applications System Availability (%) ¹	N/A	99.8	99.5	99.5	99.5
Number of Email Messages Sent and Received by County Email Account Holders (in millions) ²	81.2	85.6	90.0	95.0	100.0

¹ Performance tracking began in FY12.

² Number of messages sent versus received is approximately the same and the ratio has not changed with the growth of messages.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	11,064,634	31.00
Enhance: Open Government - Dataset Implementation and Support	532,000	0.00
Enhance: Open Government - Maryland Public Information Act Implementation and Support	100,000	0.00
Increase Cost: Datacenter Capacity Expansion for the Department of Health and Human Services	96,000	0.00
Increase Cost: Public Safety Communications System - Computer-Aided Dispatch - Server Maintenance	30,000	0.00
Increase Cost: Public Safety Communications System - Computer-Aided Dispatch - Software Maintenance	27,000	0.00
Increase Cost: Tape Backup Equipment Maintenance	14,500	0.00
Increase Cost: Technology Modernization - Vertex Maintenance	9,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	180,974	2.00
FY14 CE Recommended	12,054,108	33.00

Enterprise Telecommunications and Services (ETSD)

This program provides reliable, modern, and integrated communications services to enable network data, voice and other solutions for County Government departments and Agencies. PBX Telecommunications Services is responsible for the programming, operation and maintenance of the County's PBX telephone network and all associated adjuncts, i.e., Voicemail, IVR, and Cabling infrastructure. Radio Communications Services is responsible for the operation and maintenance of the County's 800 MHZ radio and mobile communications systems which predominantly support public safety agencies. Network Services is responsible for providing Wide Area Network (WAN) management and design services to County government, FiberNet connectivity to other agencies, and wireless connectivity. Some costs associated with FiberNet/WAN are charged to the Cable Fund in accordance with the cable franchise provision to support installation, construction, operations, and maintenance of the County's FiberNet and associated network equipment.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Average Number of Workdays to Complete Telecom Requests (in workdays)	7.5	8.7	9.0	9.0	9.0

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	5,356,372	20.05
Shift: Technology Modernization - Senior IT Specialists from the Capital Improvements Program to the General Fund	554,371	4.00
Increase Cost: Cisco CAT2600 Network Equipment	80,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-185,802	-2.00
FY14 CE Recommended	5,804,941	22.05

Enterprise Applications and Solutions (EASD)

This program delivers and maintains solutions through core business, web-based applications, and geographic information services; and provides oversight for the Desktop Computer Modernization (DCM) program and the County's Help Desk. The Application Development and Integration team supports the County's electronic government initiative to include website management. Electronic government seeks to provide cost-effective services at greater convenience to residents and employees through the use of modern web technologies. The Enterprise System Services team is responsible for supporting the enterprise software applications which are used throughout the County Government (e.g. ERP, BPREP, Tax Assessment). This includes applications maintenance, upgrades, phase out and replacement; and ensuring applications are adapted to conform to changes in the County's hardware and software environment. The Geographic Information Systems team designs and implements applications for County departments, designs and develops custom maps and web-based mapping applications, maintains the accuracy and currency of the Montgomery County Street Centerlines database and the Geographic Base Files (GBF/DIME) and related data layers, and participates in the development and maintenance of the enterprise planimetric and property databases. The Information Technology Help Desk Services team provides IT support directly to departments and employees.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Average Number of Seconds to Serve a Web Page (in seconds)	0.49	0.50	0.50	0.50	0.50
Percent of DTS Help Desk Requests that are Resolved on the First Call (%)	97.8	96.0	97.0	97.0	97.0

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	4,931,897	32.30
Increase Cost: Financial Disclosure System	36,000	0.00
Increase Cost: Foresee Software Maintenance	36,000	0.00
Increase Cost: Accessibility Software Maintenance	30,000	0.00
Increase Cost: eSubscription Software Maintenance	30,000	0.00
Increase Cost: Tax Assessment System Maintenance	27,000	0.00
Increase Cost: Geographic Information Systems Street Centerlines Database Maintenance	25,000	0.00
Increase Cost: Trumba Software Maintenance	20,000	0.00
Increase Cost: Automated Clearing House System Maintenance	18,000	0.00
Increase Cost: Public Information Center System Maintenance	18,000	0.00
Increase Cost: Esri Software Maintenance	10,000	0.00
Increase Cost: Google Apps for Government Maintenance	10,000	0.00
Increase Cost: Google Site Search Maintenance	10,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,678	1.08
FY14 CE Recommended	5,221,575	33.38

Enterprise Services and Strategic Planning Office (ES&SPO)

This Office provides leadership and strategies for the development and delivery of County technology solution planning and implementation for both County staff and residents. The Office acts as the first step to improving project return on investment (ROI) and fosters a successful project outcome through the establishment and use of a strong Project Management Methodology (PMM). The Office manages both Enterprise Architecture and Enterprise Strategic Planning to ensure cost-effective Countywide IT investment. The Project Management Office (PMO) is responsible for reviewing and prioritizing new project requests for the Department, reviewing all technology funding requests for County Departments, maintaining the IT Initiative Dashboard of technology projects, developing and maintaining the project management standards across projects, and providing contract management support services for the Department. Additionally, project managers in this Office are responsible for managing major multi-million dollar cross-departmental projects (including Technology Modernization, Integrated Justice, and numerous Department initiatives). Project Management certification is encouraged to promote continuous growth and demonstration of project management best practices.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	2,098,520	7.00
Increase Cost: Funding for MC311 Siebel Customer Relationship Management (CRM) System	672,000	1.00
Increase Cost: IJIS - JusticeWeb Annual Maintenance	60,000	0.00
Increase Cost: IJIS - State's Attorney's Office Interface Utility	7,250	0.00
Increase Cost: IJIS - JustWare Annual Software Maintenance for the State's Attorney's Office	5,950	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,229	0.00
FY14 CE Recommended	2,852,949	8.00

Office of the Chief Information Officer (CIO)

This Office provides technology leadership, allocation of resources, policy direction, and program guidance for the Department and the County government's Information Technology initiatives, including the Technology Modernization Program (Tech Mod) and Public Safety Systems Modernization (PSSM) programs. The Office is responsible for assisting Departments with creating process efficiencies and aligning their information technology needs with the overall County enterprise strategy.

Management Services is responsible for centralized administrative support functions in the areas of budgeting and financial processing, human resources management, procurement, facilities management, front desk support, and event planning.

The Enterprise Information Security Office (EISO) provides enterprise risk assessments, data security consulting, policy/procedure development, and sensitive data architecture design to the County government. These services also include identifying and managing the tools required to protect the County from data security threats to provide security training to County employees through an Enterprise Security Awareness Training program, and rapidly respond to incidents that may affect the confidentiality, integrity, and/or availability of the County's information assets and data. Additionally, the EISO is responsible for oversight in various enterprise information security compliance mandates, such as the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and the Payment Card Industry Data Security Standards (PCI DSS).

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Average Security Vulnerabilities per Device	52	50	45	40	35
Project Budget Performance (% over baseline)	-0.2	0	0	0	0
Project Schedule Performance (average days past baseline)	11.8	7.8	5.0	5.0	5.0

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	2,808,360	14.10
Add: Security Initiatives - Training and Policy Development	180,000	0.00
Technical Adj: FY13 Mid-Year Position Change - Lapse of MII Position to Support MI Position (Chief Operating Officer)	20,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-15,429	0.00
FY14 CE Recommended	2,992,931	14.10

BUDGET SUMMARY

	Actual FY12	Budget FY13	Estimated FY13	Recommended FY14	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,346,072	10,752,057	10,686,368	11,229,484	4.4%
Employee Benefits	3,297,867	3,525,276	3,577,484	3,700,296	5.0%
County General Fund Personnel Costs	14,643,939	14,277,333	14,263,852	14,929,780	4.6%
Operating Expenses	10,467,885	11,862,150	11,982,450	13,876,424	17.0%
Capital Outlay	0	120,300	0	120,300	—
County General Fund Expenditures	25,111,824	26,259,783	26,246,302	28,926,504	10.2%
PERSONNEL					
Full-Time	128	128	128	129	0.8%
Part-Time	2	2	2	2	—
FTEs	101.60	104.45	104.45	110.53	5.8%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCG Personnel Costs	0	0	0	0	—
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	0	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
DEPARTMENT TOTALS					
Total Expenditures	25,111,824	26,259,783	26,246,302	28,926,504	10.2%
Total Full-Time Positions	128	128	128	129	0.8%
Total Part-Time Positions	2	2	2	2	—
Total FTEs	101.60	104.45	104.45	110.53	5.8%
Total Revenues	0	0	0	0	—

FY14 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY13 ORIGINAL APPROPRIATION	26,259,783	104.45
Changes (with service impacts)		
Enhance: Open Government - Dataset Implementation and Support [Enterprise Systems and Operations (ESOD)]	532,000	0.00
Add: Security Initiatives - Training and Policy Development [Office of the Chief Information Officer (CIO)]	180,000	0.00
Enhance: Open Government - Maryland Public Information Act Implementation and Support [Enterprise Systems and Operations (ESOD)]	100,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Funding for MC311 Siebel Customer Relationship Management (CRM) System [Enterprise Services and Strategic Planning Office (ES&SPO)]	672,000	1.00
Shift: Technology Modernization - Senior IT Specialists from the Capital Improvements Program to the General Fund [Enterprise Telecommunications and Services (ETSD)]	554,371	4.00
Increase Cost: FY14 Compensation Adjustment	429,933	0.00
Increase Cost: Datacenter Capacity Expansion for the Department of Health and Human Services [Enterprise Systems and Operations (ESOD)]	96,000	0.00
Increase Cost: Cisco CAT2600 Network Equipment [Enterprise Telecommunications and Services (ETSD)]	80,000	0.00
Increase Cost: Retirement Adjustment	65,771	0.00
Increase Cost: Motor Pool Adjustment (Load in account 63500)	64,721	0.00
Increase Cost: IJIS - JusticeWeb Annual Maintenance [Enterprise Services and Strategic Planning Office (ES&SPO)]	60,000	0.00
Increase Cost: Financial Disclosure System [Enterprise Applications and Solutions (EASD)]	36,000	0.00
Increase Cost: Foresee Software Maintenance [Enterprise Applications and Solutions (EASD)]	36,000	0.00
Increase Cost: Accessibility Software Maintenance [Enterprise Applications and Solutions (EASD)]	30,000	0.00
Increase Cost: eSubscription Software Maintenance [Enterprise Applications and Solutions (EASD)]	30,000	0.00

	Expenditures	FTEs
Increase Cost: Public Safety Communications System - Computer-Aided Dispatch - Server Maintenance [Enterprise Systems and Operations (ESOD)]	30,000	0.00
Increase Cost: Other Labor Contract Costs	27,664	0.00
Increase Cost: Public Safety Communications System - Computer-Aided Dispatch - Software Maintenance [Enterprise Systems and Operations (ESOD)]	27,000	0.00
Increase Cost: Tax Assessment System Maintenance [Enterprise Applications and Solutions (EASD)]	27,000	0.00
Increase Cost: Geographic Information Systems Street Centerlines Database Maintenance [Enterprise Applications and Solutions (EASD)]	25,000	0.00
Increase Cost: Trumba Software Maintenance [Enterprise Applications and Solutions (EASD)]	20,000	0.00
Technical Adj: FY13 Mid-Year Position Change - Lapse of MII Position to Support MI Position (Chief Operating Officer) [Office of the Chief Information Officer (CIO)]	20,000	0.00
Increase Cost: Automated Clearing House System Maintenance [Enterprise Applications and Solutions (EASD)]	18,000	0.00
Increase Cost: Public Information Center System Maintenance [Enterprise Applications and Solutions (EASD)]	18,000	0.00
Increase Cost: Tape Backup Equipment Maintenance [Enterprise Systems and Operations (ESOD)]	14,500	0.00
Increase Cost: Esri Software Maintenance [Enterprise Applications and Solutions (EASD)]	10,000	0.00
Increase Cost: Google Apps for Government Maintenance [Enterprise Applications and Solutions (EASD)]	10,000	0.00
Increase Cost: Google Site Search Maintenance [Enterprise Applications and Solutions (EASD)]	10,000	0.00
Increase Cost: Technology Modernization - Vertex Maintenance [Enterprise Systems and Operations (ESOD)]	9,000	0.00
Increase Cost: IJIS - State's Attorney's Office Interface Utility [Enterprise Services and Strategic Planning Office (ES&SPO)]	7,250	0.00
Increase Cost: IJIS - JustWare Annual Software Maintenance for the State's Attorney's Office [Enterprise Services and Strategic Planning Office (ES&SPO)]	5,950	0.00
Increase Cost: Printing and Mail Adjustment (Load in account 63022)	1,853	0.00
Technical Adj: FTE Adjustment due to Rounding	0	1.08
Decrease Cost: Group Insurance Adjustment	-80,895	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum	-221,955	0.00
Increase Cost: Annualization of FY13 Personnel Costs	-278,442	0.00
FY14 RECOMMENDED:	28,926,504	110.53

PROGRAM SUMMARY

Program Name	FY13 Approved		FY14 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Enterprise Systems and Operations (ESOD)	11,064,634	31.00	12,054,108	33.00
Enterprise Telecommunications and Services (ETSD)	5,356,372	20.05	5,804,941	22.05
Enterprise Applications and Solutions (EASD)	4,931,897	32.30	5,221,575	33.38
Enterprise Services and Strategic Planning Office (ES&SPO)	2,098,520	7.00	2,852,949	8.00
Office of the Chief Information Officer (CIO)	2,808,360	14.10	2,992,931	14.10
Total	26,259,783	104.45	28,926,504	110.53

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY13		FY14	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	1,654,249	4.35	1,725,757	5.35
CIP	CIP	2,616,277	20.50	1,854,287	16.50
Total		4,270,526	24.85	3,580,044	21.85

FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY14	FY15	FY16	FY17	FY18	FY19
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY14 Recommended	28,927	28,927	28,927	28,927	28,927	28,927
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY14	0	-352	-352	-352	-352	-352
Items recommended for one-time funding in FY14, including Open Data Implementation (\$112K), Open Data MPIA Implementation (\$60K), Security Awareness Training Program Developer (\$90K), and Security Technical Writer/Policy Developer (\$90K), will be eliminated from the base in the outyears.						
Labor Contracts	0	559	690	690	690	690
These figures represent the estimated cost of general wage adjustments, new service increments, and associated benefits.						
Labor Contracts - Other	0	0	-28	-28	-28	-28
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	28,927	29,133	29,237	29,237	29,237	29,237

DTS (April 16 2pm 3CCR)

	FY14 Rec	FY13 Appr	Increase	% Increase
OP Budget	\$28,926,504	\$26,259,783	\$2,666,721	+10.2 %
Positions	129 FT + 2 PT	128 FT + 2 PT	1	+ 0.8 %
FTEs	110.53 FTEs	104.45 FTEs	6.08	+ 5.8 %

1. Briefly summarize the major reasons for a 10.2% increase in resource allocation for DTS in the FY14 budget. It is one of the few departments with double-digit increase in allocation.

Response: The recommended DTS FY14 budget increases fall into six areas:

Description	FY14 Increase
1. Transfer from PIO of MC311 System Operations and Maintenance	\$ 672,000
2. Open Government Implementation and ongoing Support	\$ 632,000
3. Software, Hardware Maintenance and Infrastructure	\$ 599,700
4. Shift of 4 Techmod IT support positions from CIP to Operating Budget	\$ 554,371
5. Cyber Security Initiative	\$ 180,000
6. Multi-program adjustments, including compensation and benefits changes	\$ 28,650
TOTAL:	\$2,666,721

OMB addendum: After adjusting for the shifts from PIO to DTS and the return of the TechMod positions, the recommended FY 14 budget increase over FY 13 approved budget is closer to 5% excluding escalations in maintenance costs and support for the new Open Government items.

2. Provide an organizational chart and identify major changes and the rationale behind them (for example there is a new COO position).

Response: Please see the attached DTS Organizational Chart dated March 2013.

The major organizational change reflected in the chart is the reorganization following addition of a Chief Operating Officer (COO) position. The COO position was created in order to meet the day-to-day operational needs of the Department, since the Chief Technology Officer (CTO) position, which previously was responsible for the Department day-to-day operations, has been fully dedicated to leading the Public Safety System Modernization (PSSM) Program.

The three operating divisions, the project management office and management services now report to the COO. The Cable Office, Enterprise Information Security Office and Enterprise programs report to the CIO.

3. Detail the budget items included in the \$632,000 increase in ESOD for Open Government support. Is it consultant support? Licenses?

Response: The recommend budget in the Enterprise Systems and Operations Division (ESOD) for the Open Government initiative is comprised of the following five items.

Open Government Support	FY14 Budget
1. Licenses for dataMontgomery (Socrata)	\$ 60,000
2. Licensing for Internet portal to enable searching of published Maryland Public Information Act (MPIA) requests and responses (Bill 23-12)	\$ 40,000
Subtotal Licensing	\$ 100,000
3. Contractor Support to build and maintain data extracts and interfaces with enterprise / departmental systems	\$ 360,000
4. Contractor Support to develop an Open Data Implementation Plan and establish open data processing infrastructure (one-time)	\$ 112,000
5. Contractor support to develop MPIA publishing and processing infrastructure (one-time)	\$ 60,000
Subtotal Contractor support	\$ 532,000
TOTAL:	\$ 632,000

4. What is the Communications unit status? It was significantly downsized in years past, but its current state is not easy to discern from the budget presentation. Is it back to operational strength?

Response: The Enterprise Telecommunications Services Division (ETSD) is stable and continues to be responsive to telephone and radio communications needs. Like other units in DTS and the government, they are stretched to provide the levels of service equal to those provided in the past. To make this possible, DTS has shifted some resources to fill resource gaps in the division and continues to monitor all operating units to see where additional resources are needed.

5. Please provide your assessment of Open Data progress and status of Implementation Plan referenced in the new County law.

Response: The dataMontgomery (open data) program was officially launched on December 5, 2012, in response to Bill 23-13. We have currently published 20 County government datasets, including several very high value and popular datasets such as Residential Building Permits, Food Inspections, MC311 service requests and the FY13 Approved Operating Budget.

Progress continues in preparing datasets for publishing on the openMontgomery platform. DTS has drafted the Data Standards Manual required by Bill 23-12 and is working with the County's Chief Innovation Officer (CInO) to solicit input from outside IT interests. DTS expects to publish the manual within the six months prescribed as required by the law. DTS is working with CountyStat and the Chief Administrator's Office in developing an approach and survey instruments to update the computer applications inventory as a first step towards developing the Open Data Implementation Plan. The survey will be sent to the departments in April and the inventory of computer applications is estimated to be updated by the end of June. The computer applications inventory will provide an insight into data sets that may be available for consideration under the dataMontgomery program. Additional resources shown the recommended budget and discussed in item 3 above, will be deployed to complete the implementation plan, continue data publishing and implement the publishing of MPIA responses.

6. Is there good staffing skills alignment with the new demands of technology and market place? Mobile apps and the Open Data environment will require new skills which may not match DTS's inventory

Response: DTS has excellent staff skills supplemented with contractor resources, as evidenced by the successful implementations of the Enterprise Resource Planning (ERP) system, Open Data and several mobile applications, including MC311. DTS does recognize that technology is evolving and becoming more demanding and complex. In order to meet these new challenges and be competitive, we have initiated a new online training program through the Institute for Electrical and Electronics Engineers (IEEE) and we are working with OHR to provide competitive IT classifications. In addition, DTS has encouraged and supported staff responsible for mainframe and other legacy systems to acquire needed skills in more modern platforms and transition to supporting newer systems.

DTS hires contract versus in-house personnel for a variety of reasons and under different circumstances, including:

- Filling needed IT skill needs quickly to meet fast evolving business needs
- Providing flexibility in a fast changing IT field as technologies continue to accelerate
- Evaluating need and scope for permanent IT positions as new programs are initiated and their anticipated life

Contract personnel are most often hired under one or more of the following scenarios:

- The County has an immediate near-term need for a resource and cannot wait the expected 3-6 months it takes to hire a new County employee.
- The County has a need for a resource with a specific skill set in a particular technology that is not readily available in the market place or demands a salary above the County's pay scales.
- The County has limited duration needs for a skill set or specialized application, where a long-term staffing commitment is not desirable.
- The County has changing needs over time, where it is desirable to have the flexibility of contractor staff that can be adjusted to meet the evolving business needs.

Over time, some contracted staff has successfully competed to fill permanent positions in the County. Before recommending, DTS management carefully evaluates the need to convert contracted positions to permanent positions.

7. What is DTS's role in supporting ERP long term across departmental implementations?

Response: DTS will continue to provide the technical systems and infrastructure leadership and support for module implementations and ongoing support. ERP is a comprehensive and complex system that spans many business functions across the departments, therefore its long-term governance structure is being reviewed from an Enterprise level and is expected to be in place before in FY 15. Meantime, DTS has, and will continue to be, a strong partner with the functional subject matter experts and the departmental business owners in expanding the use of the ERP system. DTS' role is to work with the other members of the implementation and operations teams to implement and operate the best business solutions.

8. Is there progress made in establishing a CISO position within DTS to give the cyber security issue visible responsible leadership? The \$180,000 budgeted within the CIO office is a major allocation, but information regarding the composition of the amount should be provided.

Response: The role of the Enterprise Security Official in the Enterprise Information Security Office (EISO) in DTS encompasses the functions of a Chief Information Security Officer. The Enterprise Security Official leads and works with the designated departmental information security and privacy contacts, industry experts, vendors and support groups to plan, formulate and implement the County's cyber security program. At the present time there are no plans to change this role or add additional leadership in the form of a Chief Information Security Officer, instead to restore essential resources and program elements previously cut.

The \$180,000 budget request is for restoring the following two essential functions in the EISO: reestablishment of a County-wide Security Awareness Training Program and development of required cyber security policies/procedures in order to meet regulatory compliance requirements. The latter also serve as the basis for the development of the County-wide Security Awareness Training Program to include the many new technologies that the County has implemented, evolving cyber threats, laws and practices during the time this program has been dormant. Both of these functions are planned to be accomplished using contractor resources in FY14. FY 15 requirements will be evaluated after the program is in place and based on the then prevailing security risk environment.

9. It has been years since the use of CBT for all employee updates in cyber security skills, yet the threat is growing and changing. When is the next round of staff-wide training to be deployed?

The next series of County wide training is included in the \$180,000 additional funding request for FY14 as discussed in the preceding item. This proposed comprehensive cyber security training curriculum for County employees and contractors will cover several areas crucial to cyber security awareness and response, including mobile device security, social engineering, and physical security. The plan is to develop and deploy the training to all County employees prior to the end of the second quarter of FY14. The recommended funding for this awareness training program is expected to last only through the end of FY14.

10. Is there a 2014 Open Gov Summit/Hackathon budgeted? How much?

Response: The DTS FY14 work program does include both an Open Government Summit and Hackathon, However, the recommended budget does not include explicit funding for an Open Government Summit or Hackathon. Several funding alternatives are being evaluated to include the identification of sponsors and the use of County facilities in an attempt to minimize County costs. In addition, costs of these events may be shared by several participating departments, including DTS, and the external agencies depending on the format for these events, making it potentially feasible to fund within existing programs.

11. Is support for the Open County Partnership with NACo included in the budget request? What is the status and who is the responsible staff person?

Response: Support for the Counties Open Government Partnership is not included in the DTS FY14 recommended budget. The DTS Director, Sonny Segal, is expected to continue to provide staff support for the time being until the future of the program is codified at NACo. Montgomery County's proposal for a Counties Open Government Partnership is sponsored by Councilmember Riemer and the County's CAO, Tim Firestine. The proposal was transmitted to NACo in December 2012. The County Executive presented it at the MACo Winter Conference in January 2013. The proposal was presented by Councilmember Riemer and the DTS Director, Sonny Segal (standing in for the CAO) at NACo's 2013 Innovation Summit (a part of NACo's 2013 Legislative Conference) in Washington, DC, on March 3, 2013. Fariba Kassiri, the County's Assistant CAO, and the County's CIO, Sonny Segal, met with NACo's President Elect, the Hon. Linda Langston (Supervisor, Linn County, IA) and discussed the Counties Open Government Partnership proposal. Ms. Langston requested that Montgomery County provide her with a narrative justifying how the proposed Counties Open Government Partnership will support her Resilient Counties initiative. The recommended next steps are for NACo to place the Counties Open Government Partnership proposal on its Executive Committee agenda at NACo's upcoming 78th Annual Conference in Fort Worth, Texas, on July 19-22, 2013, for consideration as a part of NACo's mainstream support agenda.

12. WiFi in Public Spaces- how many implementations will there be in FY14 and where in the budget (or in Cable Plan) is the expense?

Staff support to expand WiFi in County locations is included as part of the FY14 DTS personnel complement. Funding for equipment will be evaluated as 3rd and 4th Quarter FY13 Restricted PEG Equipment revenue is received. Based on a preliminary revenue estimate of \$179,000, the Silver Spring WiFi could be repaired and upgraded and public WiFi could be expanded at up to 38 community, aquatic, parent resource, children's resource, senior- and regional service centers. This FY14 initiative will build on the 13 public WiFi deployments provided by DTS in FY13.

13. Where are we going with Cloud Computing in FY14? Are there explicit projects identified for pilot or full implementation? (see the question for DCM on MS Office upgrades)

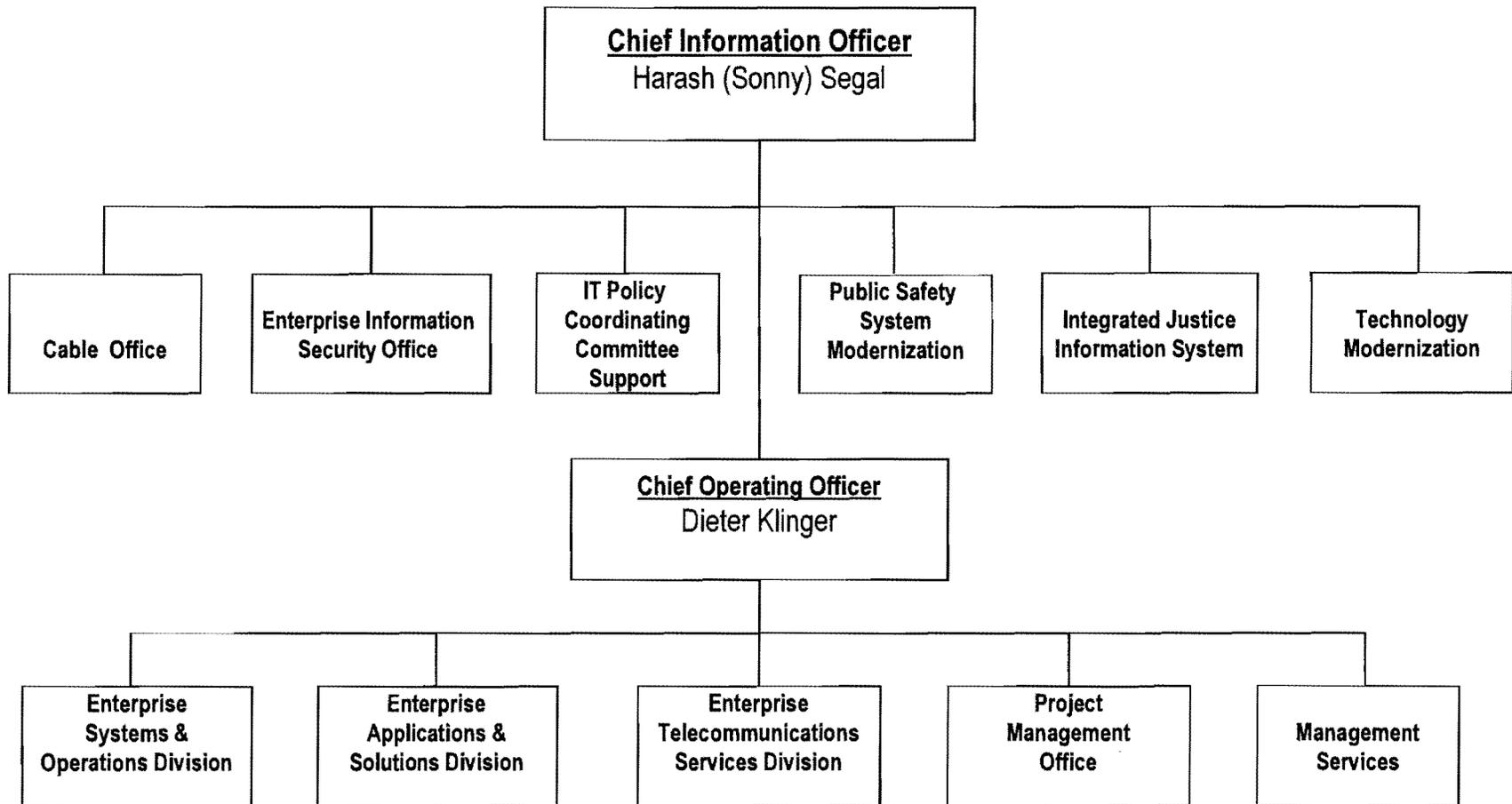
Response: The County is currently leveraging cloud solutions where the software resides on vendor resources versus residing on the County's computers on the County's premises. DTS is constantly looking for and recommending cloud-based solutions to as a part of its IT Review Process to address business needs when it makes sense to do so. Examples of the cloud-based solutions that are in use currently, include: dataMontgomery (Socrata), engageMontgomery (MindMixer), various map-based applications (Google Maps), webpage translation (Google), video streaming (Granicus), webpage analytics (Google Analytics), Help Desk (RemedyForce), mass communications (GovDelivery), various social media, various security cloud solutions, and surveys services (Survey Monkey).

Enterprise-wide deployment of either newer PC or cloud-based Office productivity software (e.g., Microsoft Office, Google Docs) is contingent on fiscal resource availability. DTS is laying the ground work for a cloud-based solution, such as by upgrading the County's Active Directory (the directory of all registered County users) and other infrastructure (e.g., networks, firewalls, and PCs), and will be expanding cloud-based solutions evaluations and undertake a pilot in FY 14 in anticipation of future funding for potential large-scale implementation.

14. Are any of the Red or Yellow systems in the Risk Report included in the FY14 budget?

Response: Yes, most Red and several Yellow systems are included in either the CIP or Operating budget as shown in the following table.

Program	Category	Budget
Budgeting	Red	CIP
CAD	Red	CIP
PS Radio System	Red	CIP
Station Alerting	Red	CIP
CJIS	Red	CIP
Tax Assessment	Red	CIP
Fibernet	Red	Cable
Budget publication	Yellow	CIP
DLC APPX	Yellow	CIP
LE Field reporting	Yellow	CIP
LE Records management	Yellow	CIP
PS mobiles	Yellow	CIP
Network Infrastructure	Yellow	CIP
Tax billing	Yellow	Operating
Servers	Yellow	Operating
MS windows	Yellow	Operating



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