

MEMORANDUM

April 3, 2014

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

Expected to attend:

Sonny Segal, Chief Information Officer, DTS  
Dieter Klinger, Chief Operating Officer, DTS  
Representative from Office of Management and Budget

Staff recommendations:

1. **Accept the Executive's recommended budget of \$29,826,068** for FY15, which represents an increase of \$1,071,564 or 3.7% of the FY14 approved budget.
2. **Add \$97,000** for the unified Google search project to the reconciliation list in order to permit DTS to implement this vital service across all 6 agencies.
3. Request that the Cyber Security Strategic Plan (CSSP) funding requirements for FY15 be presented to the Committee when the CSSP is released, and supplemental appropriations requested promptly for elements deemed important for FY15.

**Background**

The DTS budget has been increased for the last three years, reflecting the importance of technology in the delivery of services across all departments. The Table below provides detail regarding the total DTS budget figure by year:

	Recommended FY15	Approved FY14	Approved FY13	Approved FY12
Total DTS budget	\$ 29,826,068	\$ 28,754,504	\$ 26,259,783	\$ 25,649,440
Increase	+3.7 %	+9.5 %	+2.4 %	

In addition, after several years of a flat full time complement of 128 people, the Executive is recommending a 5.5% increase to 135.

The full Technology Services budget recommendation for FY15 is on ©1-8.

The major trends seen in the progressive IT marketplace (transition to the Cloud, increase in Tablets and smart phones, enterprise-wide applications, and business process re-engineering) are closely mapped to the County's own activities. Major projects have been undertaken and completed successfully (MC311, ERP for Financial, Procurement and HR functions), while new ones are under development (HHS Process and Technology Modernization within the TechMod project, for example). The Department is challenged to maintain operations and promote new strategies and technologies, and the Executive's increase request is in step with the order of magnitude of the challenge ahead and required effort.

Several questions were raised by Council staff in order to understand the structure and focus of the FY15 budget request. These questions, and the answers provided by DTS, are below.

1. What resources will you need to implement the Cyber Security Strategic Plan steps relevant to FY15? Detail and show crosswalks to existing resources.

*The recommended DTS budget includes \$800k for Enterprise Information Security Office personnel costs and \$600k for Software, Hardware and services. This includes the \$280k increase for Security Initiatives.*

*In addition to the security office personnel dedicated to security functions, an additional 25+ FTEs from the DTS compliment are applied to security functions on an ongoing basis. The following is a list of security functions that are included in the DTS FY15 work plan.*

- *Program Benchmark Assessment*
- *IPAC/TOMG/SC Engagement*
- *Incident response*
- *Security awareness training*
- *Policy Update*
- *Automated security tools*
- *Patch management*
- *End point vulnerability management*
- *Cloud E-mail and collaboration*
- *Ongoing regulatory compliance*
- *Penetration Testing / Risk Assessment*
- *Asset replacements*
- *Perimeter security*
- *PC management*
- *Identity Management*
- *COTS Vulnerability Management*

**Staff Comment:** The Committee received a briefing on the Cyber Security Strategic Plan (CSSP) on March 31, 2014. The exact nature of investments is under the direct control of the CIO, and the Executive's recommendations in this area appear to be responsive to the issues raised, but it is not possible to know the implementation requirements for the CSSP since it is not yet final. The issue of

cyber security is vital, and failure to invest, in a timely manner, in proper cyber security measures covering both IT systems and employee practices in all departments, could be far more costly than an early investment in proper tools and training. Once the CSSP is released, the Committee should request an update on financial requirements necessary to implement the priority areas that may not be covered under the current request. This topic should remain a high priority and be reviewed periodically by the Committee, either in open or closed session, depending on the nature of the briefing.

2. The Committee has expressed interest in two broadband areas: making broadband more available in underserved areas, and making wireless (WiFi) broadband available in public spaces. What resources in the 2015 Operating Budget request align with these two areas?

*The County is engaged with cable providers to expand broadband in underserved areas.*

*DTS is currently focusing on upgrading / expanding WiFi in County facilities to include public WiFi access. One of the priorities is the upgrading the Public Libraries network and WiFi infrastructure to accommodate the rising demand. Currently 93 County Facilities have public WiFi.*

**Staff Comment:** Broadband availability is a function of system penetration, of pricing practices, and of available governmental support. The Executive's answers are not complete, but provide a foundation for further discussion. The WiFi response indicates the continued orientation of DTS towards providing wireless coverage to County employees. Many progressive jurisdictions undertake the provisioning of wireless connectivity to residents who otherwise would not receive the benefits of this empowering technology. No program for WiFi deployment in public spaces is currently in the DTS budget. The Committee should continue advocating for these needed governmental support services and encourage the Executive to invest in this vital area.

3. The FiberNet CIP recommended to the full Council has a \$580,000 operating impact for staffing of the Network Operations Center (NOC). Where are these necessary resources?

*The FiberNet CIP operating budget impact does include estimated operational costs for a Network Operations Center (NOC). The cost estimates still need to be refined and operational details need to be fleshed out. Therefore, no additional appropriation was made in the FY15 operating budget for items related to the NOC.*

*The OBIs in the FiberNet CIP are for informational purposes only and do not represent an obligation to the operating budget until an appropriation is recommended and approved.*

*The FiberNet CIP budget includes an estimated \$120,000 in FY16 to fund a NOC study. DTS is planning to submit an operating budget request for the resources required to establish the NOC for the FY16 operating budget.*

*The focus in FY15 will be on post ARRA work to realize the full potential of additional fiber added to the network.*

**Staff comment:** The discussion during the CIP FiberNet review, as well as during ITPCC CIO meetings, has not questioned the existence of a Network Operating Center, but rather its quick deployment. The \$120,000 allocation towards a study should be reallocated towards staffing the Center towards the end of FY15. The clients of FiberNet have spoken directly about the need for an NOC, and

DTS should heed this call. The Committee should endorse this budget item and encourage the Executive to use it in standing up the Center itself.

4. Will DTS have an active role in supporting TechMod projects in 2015? If so, where are the resources shown - both for the current method of support, as well as the desired sustainable model? If this relates to the \$3,037,000 OBI number, please indicate crosswalk.

*Yes, DTS continues to be an active participant in the TechMod projects in 2015, as well as providing operational support for the systems and components that are in production. The current Techmod CIP includes \$1,926,145 for 15 DTS FTEs.*

*The DTS operating budget includes over 10 FTEs that support the operations of Techmod systems (ERP, MCTime, MC311) and infrastructure. The DTS operating budget also includes \$1,797,892 for ERP and MC311 software maintenance and support.*

**Staff Comment:** While DTS' role in supporting TechMod is undisputed and important, the Executive has yet to provide a full picture of how the overall ERP system will be maintained through time. Once the TechMod CIP adjustments are provided in late April, this important question must be discussed and decisions made regarding the "Sustaining Organization" that will carry forth the support for ERP across all departments; the funding for this sustaining organization is not yet identified, nor is its location within the FY15 budget.

5. The Council heard Dieter Klinger's promised server and communication fixes to the MC311 snow emergency systems currently paid by PIO, DOT and perhaps other budgets. Indicate if any of that promise is in the DTS 2015 budget and show.

*MC311 support was moved to DTS budget in FY14 and is the same in FY15. In addition, to the resources dedicated to MC311, DTS has applied additional senior technical resources to address problems identified. Some corrective actions have been applied and have resulted in increased stability. Work is ongoing to ensure all MC311 system components are operating at optimal levels and can sustain high loads when needed. DTS expects this to be an ongoing effort with high levels of effort required for several months.*

*DTS has made corrective changes to the DOT Storm Operations Map system which resulted in stable operations during the last two snow events. DTS is working with DOT to define and plan longer term enhancements to the system that optimize the system and ensure ongoing stability. DTS is planning to work with DOT in the next several months to implement the defined enhancements.*

*Infrastructure support for both MC311 and DOT Storm Operations Map are included in the DTS budget, as part of the overall Enterprise Systems support.*

*Application enhancements for Department system, such as the DOT Storm Operations Map are budgeted in the using department.*

*For reference, overviews diagrams of both MC311 and DOT Storm Operations Map are attached.*

**Staff comment:** Since the Executive is not providing the actual budget figures requested, it is hard to confirm whether the promised fixes to the Snow Emergency systems will be put in place during FY15.

6. Are we moving to cloud-based e-mail services in 2015? Where is that cost identified?

*Yes, the County is moving to Microsoft Office 365 e-mail and collaboration services starting in July 2014. The cost is included in the DTS Operating budget. The costs are being offset by savings from the Mainframe retirement, scheduled for June 2014, and therefore there is no new budget request for FY15.*

**Staff comment:** Two major items are of importance. One is that the final parts of the Mainframe system that provided able service in the IT arena will finally be shut down this year, thus providing revenues to purchase new, Cloud based capability. The second is that Microsoft Office 365, a cloud-based system, will be implemented starting July 2014, thereby improving the portability and ease of use of County resources using the cloud and different devices from remote and office locations.

7. The Open Data Implementation Plan (ODIP) is due in June. What steps in that plan are to be implemented in 2015, and where are these costs?

*The plan will result in the following work items in FY15:*

- *Publishing of datasets based on the priority identified in the plan*
- *Begin publishing MPIA responses*
- *Refine and update the plan*

*The DTS operating budget includes the staff resources to continue publishing datasets and refining the plan. The rate of dataset publishing will be dependent on the mix and complexity of the datasets published.*

*DTS has developed a MPIA response publishing tool, which is scheduled to be rolled out to departments during April 2014, and expected public access to the published responses starting in July 2014.*

*The cloud software licensing, and infrastructure support costs are also in the DTS operating budget. The FY15 recommended budget includes a \$126,000 increase for open government to add modules including financial transparency, open checkbook, and publishing both operating and CIP budgets online.*

**Staff comment:** The FY15 request includes new allocations to the base budget to accommodate modules on financial transparency, open checkbook, and online publishing of budgets; this is a welcome direction that aligns well with Council priorities.

Finally, on ©4, the Enterprise Applications and Solutions Division request contains a budget increase of \$6,000 to provide a “Google Search Appliance for County Intranet”. There is a long-standing interest in providing Google search capability simultaneously across all six County agencies; if DTS is investing new dollars to contract for a new Google appliance, it should be sized properly to support this important, needed unified view of searching capacity across the agencies. Circles 9-22 describe the cross-agency project that was presented and approved by the ITPCC principals and endorsed by the Committee. The \$97,000 cost of this needed project should be placed on the Reconciliation list for funding in FY15.

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# 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 FY15 Operating Budget for the Department of Technology Services is \$29,826,068, an increase of \$1,071,564 or 3.7 percent from the FY14 Approved Budget of \$28,754,504. Personnel Costs comprise 53.0 percent of the budget for 135 full-time positions and two part-time positions, and a total of 110.03 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 47.0 percent of the FY15 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**
- ❖ **Children Prepared to Live and Learn**
- ❖ **Safe Streets and Secure Neighborhoods**

## 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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 recommended budget and funding for comparable service levels in FY16.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Received the following awards in 2013:**
  - 1. Montgomery County Ranks Number One in the Nation in the 2013 Digital Counties Survey - Montgomery County has been named America's top digital county government in the United States by the Center for Digital Government and National Association of Counties (NACo).**
  - 2. Montgomery County received first place honors in the 2013 Digital Counties Survey competition for jurisdictions with populations of 500,000 or greater.**
  - 3. National Association of Counties Achievement Awards for: ASK the CIO, Bike Share Research Tool, and Open Montgomery program.**
  - 4. National Technology Award for the County's OpenMontgomery Program**
  - 5. Finalist in the 2012 Information Security Executive North America Award. Award recognizes project excellence in Information Security.**
- ❖ **Continue the implementation of the OpenMontgomery Initiative and deploy the GovStat module to measure and publish departmental performance data.**
- ❖ **Continue development of an Implementation Plan as required by Bill 23-12. The Implementation Plan will contain an inventory of datasets in the County. The Implementation Plan will also contain a high-level publication schedule for publication of each documented dataset. In developing the publication schedule, each dataset will be**

evaluated and rated by the dataMontgomery Workgroup on factors relating to their publication value and alignment with the mission of the department.

- ❖ Expanded the Enterprise Identity Management system to support employees, retirees, volunteers, partners, and citizens for greater application access and improved security.
- ❖ Developed, deployed, and improved Enterprise Resource Planning (ERP) Business Intelligence (BI) tools. Provided technical support for ERP Hyperion budgeting, Oracle Learning Management, and Oracle Performance Management modules.
- ❖ Provided technology infrastructure and led the transition of technology services for numerous new County facilities.
- ❖ Completed implementation of ERP Oracle Warehouse Management and Transportation Management modules.
- ❖ Provided project management, development, application engineering, systems engineering and quality assurance support for the Public Safety System Modernization (PSSM) program.
- ❖ Implemented the Integrated Justice Information Systems (IJIS) CRIMS Phase 2.
- ❖ Productivity Improvements
  - Restarted the Security Awareness Training Program for County employees in fiscal 2014 and continue roll-out into fiscal 2015.
  - Implemented for all departments a new Web Portal design and a new content management system that facilitates the construction of more advanced and graphically rich websites. The new portal was successfully launched with migration to the new architecture and is being proliferated on an ongoing basis as DTS assists the departments in converting their pages and websites to the new architecture.
  - Implemented a new cloud-based constituent message and publication delivery system.
  - Introduced a new method to provide urgent notifications to Department and Office Directors. DTS will use this tool to provide updates by text messaging alerts to mobile phones if the County e-mail system is not available.
  - Introduced a new service that offers easy access to Cable shows for residents with smartphones and other mobile devices.
  - Continued upgrade and expansion of wireless access points in County facilities, expanding access to mobile devices both for employees and visitors.
  - Implemented ERP Self-Service for Retirees and other Agencies.

## PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Naeem Mia of the Office of Management and Budget at 240.777.2782 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 FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Enterprise Applications System Availability (%) <sup>1</sup>	99.8	99.8	99.7	99.7	99.7
Number of Email Messages Sent and Received by County Email Account Holders (in millions) <sup>2</sup>	85.6	84.8	88	91	94
Number of Enterprise Service Bus data transfers (monthly average) <sup>3</sup>	7,902	82,285	200,000	500,000	1,000,000

<sup>1</sup> Performance tracking began in FY12. DTS is currently investigating alternative server and application hosting strategies.

<sup>2</sup> Number of messages sent versus received is approximately the same; the ratio has not changed with the growth of messages.

<sup>3</sup> The large increase in transfers is a result of an increase in the number of interfaces, as well as the frequency of transfers (monthly, weekly, daily, hourly, every minute). ESB will continue to see significant growth with the implementation of Open Data and cross-agency collaboration efforts.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>12,054,108</b>	<b>33.00</b>
Enhance: Open Government - Budget and Performance Data Publication	126,000	0.00
Increase Cost: Open Data - Financial Transparency Modules	48,000	0.00
Increase Cost: Computer Aided Dispatch (CAD) Software Maintenance	27,000	0.00
Increase Cost: Log Correlation Software License Maintenance for ERP Audit Compliance	24,000	0.00
Increase Cost: Anti-Virus Software Maintenance	9,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-352,000	0.00
Shift: Kronos Maintenance Contract Management to Department of Finance	-375,000	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.	973,848	-1.00
<b>FY15 CE Recommended</b>	<b>12,534,956</b>	<b>32.00</b>

### **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.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Transmission Facilities Application Process - Average number of days to process applications for siting wireless towers	27	30	30	30	30
Average Number of Workdays to Complete Telecom Requests (in workdays)	8.7	9.3	9.0	9.0	9.0

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>5,804,941</b>	<b>22.05</b>
Increase Cost: Wireless Access Points (Aruba) maintenance	50,000	0.00
Increase Cost: Private Branch Exchange (PBX) Business Telephone System - Uninterruptible Power Supply Maintenance	28,000	0.00
Increase Cost: Failed Network Equipment Replacements	20,000	0.00
Increase Cost: Cisco Network Equipment Warranty Maintenance	15,000	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.	61,900	0.00
<b>FY15 CE Recommended</b>	<b>5,979,841</b>	<b>22.05</b>

### **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.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Average Number of Seconds to Serve a Web Page <sup>1</sup>	0.50	0.40	0.40	0.40	0.40
Percent of DTS Help Desk Requests that are Resolved on the First Call (%)	96.0	96.8	97.0	97.0	97.0

<sup>1</sup> DTS is working with departments to migrate their older applications to the latest architecture which will improve security and reliability.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>5,221,575</b>	<b>33.38</b>
Increase Cost: GovDelivery License Maintenance	50,000	0.00
Increase Cost: ESRI ArcGIS Desktop and ArcGIS On-Line Software License Maintenance	20,000	0.00
Increase Cost: Geographic Information Systems (GIS) Street Centerlines Database Maintenance	18,000	0.00
Increase Cost: Tax Assessment System Maintenance	8,000	0.00
Increase Cost: Public Information Center System Maintenance	7,000	0.00
Increase Cost: Google Search Appliance for County Intranet	6,000	0.00
Increase Cost: SkipJack License Maintenance	5,000	0.00
Increase Cost: Trumba License Maintenance	5,000	0.00
Increase Cost: Financial Disclosure System Maintenance	4,000	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.	1,024,888	3.00
<b>FY15 CE Recommended</b>	<b>6,369,463</b>	<b>36.38</b>

### Office of the Chief Operating Officer (COO)

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.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Open Data – Number of datasets published	N/A	24	30	50	50

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>2,852,949</b>	<b>8.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-808,840	4.60
<b>FY15 CE Recommended</b>	<b>2,044,109</b>	<b>12.60</b>

### 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).

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Average Security Vulnerabilities per Device <sup>1</sup>	49.9	39.2	30.0	25.0	25.0

<sup>1</sup> County-wide Security Awareness Training Program for employees resumed in FY14. Replacement of older personal computers and Windows XP continues under the Device Client Management (DCM) program.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>2,820,931</b>	<b>13.10</b>
Increase Cost: Annualization of FY14 Personnel Costs	420,020	0.50
Enhance: Security Initiatives - Training, Policy Development, and Risk Assessments	280,000	0.00
Increase Cost: Integrated Justice Information Systems (IJIS) - Justware Annual Software Maintenance for State's Attorney's Office (SAO) Case Management System (CMS)	6,886	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.	-630,138	-6.60
<b>FY15 CE Recommended</b>	<b>2,897,699</b>	<b>7.00</b>

## BUDGET SUMMARY

	<b>Actual FY13</b>	<b>Budget FY14</b>	<b>Estimated FY14</b>	<b>Recommended FY15</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	10,722,453	11,116,155	11,286,766	11,886,047	6.9%
Employee Benefits	3,633,308	3,641,625	3,850,120	3,921,742	7.7%
<b>County General Fund Personnel Costs</b>	<b>14,355,761</b>	<b>14,757,780</b>	<b>15,136,886</b>	<b>15,807,789</b>	<b>7.1%</b>
Operating Expenses	11,891,701	13,876,424	13,996,726	13,897,979	0.2%
Capital Outlay	0	120,300	0	120,300	—
<b>County General Fund Expenditures</b>	<b>26,247,462</b>	<b>28,754,504</b>	<b>29,133,612</b>	<b>29,826,068</b>	<b>3.7%</b>
<b>PERSONNEL</b>					
Full-Time	128	128	128	135	5.5%
Part-Time	2	2	2	2	—
FTEs	104.45	109.53	109.53	110.03	0.5%
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>26,247,462</b>	<b>28,754,504</b>	<b>29,133,612</b>	<b>29,826,068</b>	<b>3.7%</b>
<b>Total Full-Time Positions</b>	<b>128</b>	<b>128</b>	<b>128</b>	<b>135</b>	<b>5.5%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>—</b>
<b>Total FTEs</b>	<b>104.45</b>	<b>109.53</b>	<b>109.53</b>	<b>110.03</b>	<b>0.5%</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

# FY15 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY14 ORIGINAL APPROPRIATION</b>	<b>28,754,504</b>	<b>109.53</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Security Initiatives - Training, Policy Development, and Risk Assessments [Office of the Chief Information Officer (CIO)]	280,000	0.00
Enhance: Open Government - Budget and Performance Data Publication [Enterprise Systems and Operations (ESOD)]	126,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY15 Compensation Adjustment	565,226	0.00
Increase Cost: Annualization of FY14 Personnel Costs [Office of the Chief Information Officer (CIO)]	420,020	0.50
Increase Cost: GovDelivery License Maintenance [Enterprise Applications and Solutions (EASD)]	50,000	0.00
Increase Cost: Wireless Access Points (Aruba) maintenance [Enterprise Telecommunications and Services (ETSD)]	50,000	0.00
Increase Cost: Open Data - Financial Transparency Modules [Enterprise Systems and Operations (ESOD)]	48,000	0.00
Increase Cost: Retirement Adjustment	43,739	0.00
Increase Cost: Private Branch Exchange (PBX) Business Telephone System - Uninterruptible Power Supply Maintenance [Enterprise Telecommunications and Services (ETSD)]	28,000	0.00
Increase Cost: Computer Aided Dispatch (CAD) Software Maintenance [Enterprise Systems and Operations (ESOD)]	27,000	0.00
Increase Cost: Log Correlation Software License Maintenance for ERP Audit Compliance [Enterprise Systems and Operations (ESOD)]	24,000	0.00
Increase Cost: Group Insurance Adjustment	21,024	0.00
Increase Cost: ESRI ArcGIS Desktop and ArcGIS On-Line Software License Maintenance [Enterprise Applications and Solutions (EASD)]	20,000	0.00
Increase Cost: Failed Network Equipment Replacements [Enterprise Telecommunications and Services (ETSD)]	20,000	0.00
Increase Cost: Geographic Information Systems (GIS) Street Centerlines Database Maintenance [Enterprise Applications and Solutions (EASD)]	18,000	0.00
Increase Cost: Cisco Network Equipment Warranty Maintenance [Enterprise Telecommunications and Services (ETSD)]	15,000	0.00
Increase Cost: Anti-Virus Software Maintenance [Enterprise Systems and Operations (ESOD)]	9,000	0.00
Increase Cost: Tax Assessment System Maintenance [Enterprise Applications and Solutions (EASD)]	8,000	0.00
Increase Cost: Public Information Center System Maintenance [Enterprise Applications and Solutions (EASD)]	7,000	0.00
Increase Cost: Integrated Justice Information Systems (IJIS) - Justware Annual Software Maintenance for State's Attorney's Office (SAO) Case Management System (CMS) [Office of the Chief Information Officer (CIO)]	6,886	0.00
Increase Cost: Google Search Appliance for County Intranet [Enterprise Applications and Solutions (EASD)]	6,000	0.00
Increase Cost: Printing and Mail	5,310	0.00
Increase Cost: SkipJack License Maintenance [Enterprise Applications and Solutions (EASD)]	5,000	0.00
Increase Cost: Trumba License Maintenance [Enterprise Applications and Solutions (EASD)]	5,000	0.00
Increase Cost: Financial Disclosure System Maintenance [Enterprise Applications and Solutions (EASD)]	4,000	0.00
Decrease Cost: Motor Pool Rate Adjustment	-13,641	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 [Enterprise Systems and Operations (ESOD)]	-352,000	0.00
Shift: Kronos Maintenance Contract Management to Department of Finance [Enterprise Systems and Operations (ESOD)]	-375,000	0.00
<b>FY15 RECOMMENDED:</b>	<b>29,826,068</b>	<b>110.03</b>

## PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Enterprise Systems and Operations (ESOD)	12,054,108	33.00	12,534,956	32.00
Enterprise Telecommunications and Services (ETSD)	5,804,941	22.05	5,979,841	22.05
Enterprise Applications and Solutions (EASD)	5,221,575	33.38	6,369,463	36.38
Office of the Chief Operating Officer (COO)	2,852,949	8.00	2,044,109	12.60
Office of the Chief Information Officer (CIO)	2,820,931	13.10	2,897,699	7.00
<b>Total</b>	<b>28,754,504</b>	<b>109.53</b>	<b>29,826,068</b>	<b>110.03</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
<b>COUNTY GENERAL FUND</b>					
Cable Television	Cable Television	1,725,757	5.35	0	0.00
CIP	CIP	1,854,287	16.50	2,561,108	21.00
<b>Total</b>		<b>3,580,044</b>	<b>21.85</b>	<b>2,561,108</b>	<b>21.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(5000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
<b>This table is intended to present significant future fiscal impacts of the department's programs.</b>						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY15 Recommended</b>	<b>29,826</b>	<b>29,826</b>	<b>29,826</b>	<b>29,826</b>	<b>29,826</b>	<b>29,826</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Approved in FY15</b>	<b>0</b>	<b>-180</b>	<b>-180</b>	<b>-180</b>	<b>-180</b>	<b>-180</b>
Items approved for one-time funding in FY15, including the Security Awareness Training Program Developer (\$90,000) and the Security Technical Writer/Policy Developer (\$90,000), will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>131</b>	<b>131</b>	<b>131</b>	<b>131</b>	<b>131</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Labor Contracts - Other</b>	<b>0</b>	<b>-28</b>	<b>-28</b>	<b>-28</b>	<b>-28</b>	<b>-28</b>
These figures represent other negotiated items included in the labor agreements.						
<b>Subtotal Expenditures</b>	<b>29,826</b>	<b>29,750</b>	<b>29,750</b>	<b>29,750</b>	<b>29,750</b>	<b>29,750</b>



# INTERAGENCY TECHNOLOGY POLICY AND COORDINATION COMMITTEE (ITPCC)

## 1.2—Interagency Web Search Capability Project

Agency Sponsor:  
MCG-Technology  
Services

Lead Project Manager:  
Christopher Daniel

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## 1.0 Overview

The Interagency Web Search Project will strengthen citizen access to information contained within agency web sites that current search solutions do not easily reveal. This project will leverage the Montgomery County Government (MCG) web search solution (Google Site Search) to enable web visitors to quickly and accurately search by keyword or phrase to discover relevant content that is distributed among County agency websites. The feasibility and implications of leveraging the solution for crawling, indexing, and querying, and presenting County agency web site content will be evaluated and assessed.

The following will be performed for the project:

- Identify key Agency business and technical stakeholders involved with search engine management or optimization
- Conduct an inventory of current/planned Agency search engines
- Gather search engine requirements from Agency stakeholders
- Purchase a Google Site service option to meet project requirements **[supplemental appropriation will be needed]**
- Design, build, and implement a responsive Interagency Search Form/Results application prototype design using Google Site Search to satisfy search engine requirements
- Provide agencies with guidelines and recommendations (Web Content Search and Discovery Guide) to improve content discovery
- Create and implement web search and discovery change request and technical support procedures and forms to facilitate search engine optimization and security
- Provide training for Google Site Search Administrators
- Assess the viability and benefits for expanded use of Google Site Search solution
- Issue a final report with recommendations for post-project implementation by June 30, 2014

## 2.0 Key Business and Technical Stakeholders

Agency*	Designated Contacts	Phone	Email
MCG	Christopher Daniel; PM	240-777-2809	chris.daniel@montgomerycountymd.gov
MCG	Dieter Klinger, COO	240-777-2847	dieter.klinger@montgomerycountymd.gov
MCG	Ivan Galic, Div. Chief	240-777-2898	ivan.galic@montgomerycountymd.gov
MCG	Shan Balasubramanian	240-777-2868	shan.balasubramanian@montgomerycountymd.gov
MCG	Bobby John	240-777-2841	bobby.john@montgomerycountymd.gov
MC	Phong Banh, Manager, Web Services	240-567-3063	phong.banh@montgomerycollege.edu
MC	Isabelle Doucet, Web Architect	240-567-3160	Isabelle.doucet@montgomerycollege.edu
MCPS	Joel Smetanka, Director, Division of Instructional and Info. Services	240-453-2580	joel_S_Smetanka@mcpsmd.org
MNCPPC	Gary Goodwin	301-650-5602	gary.goodwin@montgomeryplanning.org
MNCPPC	LaFate Smith	301-495-2509	lafate.smith@montgomeryparks.org
WSSC	Kannan Seenivasagam, Manager, Application & Database Services		dSeeniv@wsscwater.com
HOC	Sophia Pryce, Webmaster	240-627-9456	sophia.pryce@hocmc.org
HOC	Stewart Holbrook		stewart.holbrook@hocmc.org
ITPCC	Gary Thomas, ITPCC Manager	240-777-7993	gary.thomas@montgomerycountymd.gov
CIOs	CIO Staff Subcommittee members		

**\* Agency acronym definitions**

HOC = Housing Opportunities Commission

ITPCC = Interagency Technology Policy Coordinating Committee

MC = Montgomery College

MCG = Montgomery County Government

MCPS = Montgomery County Public Schools

MNCPPC = Maryland - National Capital Park and Planning Commission

WSSC = Washington Suburban Sanitary Commission

All contacts listed above will be provisioned a Google Apps for Government account for collaboration on this project.

### 3.0 Scope

All web pages and files, that are not defined as excluded from search engines by key stakeholders, hosted on Internet (publicly accessible) County Agency web servers or approved / affiliated web sites (i.e. infoMontgomery, MC311) as defined and approved by key stakeholders are in scope.

The following County Agency Web Sites are in scope as of 10/3/2013:

- Housing Opportunities Commission
  - <http://www.hocmc.org>
- Montgomery College
  - <http://cms.montgomerycollege.edu/>
- Montgomery County Government
  - <http://www.montgomerycountymd.gov>
  - <http://www2.montgomerycountymd.gov>
  - <http://www3.montgomerycountymd.gov/mc311>
  - <http://montgomerycountymd.libanswers.com>
  - <http://montgomerycountymd.libguides.com>
  - <http://permittingservices.montgomerycountymd.gov>
- Montgomery County Public Schools
  - <http://www.montgomeryschoolsmd.org/>
  - <http://bulletin.montgomeryschoolsmd.org/>
- Maryland - National Capital Park and Planning Commission
  - <http://www.montgomeryparks.org/>
  - <http://www.montgomeryplanning.org/>
  - <http://www.montgomeryplanningboard.org/>
- Washington Suburban Sanitary Commission
  - <http://www.wsscwater.com/>
  - <https://wsscwater.peopleadmin.com/>
  - <https://secure.wsscwater.com/>

### 4.0 Targeted Outcomes / Benefits

Targeted outcomes and benefits anticipated for this project are listed below:

- Use a proven cloud technology (Google Site Search) to enable users to quickly and accurately search and discover relevant content distributed among County Agency web site's by keyword or by phrase
- Leverage one Google Site Search license for all County Agencies... possible cost savings when factoring in maintenance and search engine optimization improvements (interface customizations, content weighting, reporting, account administration, etc...)

- Provide a County Web Content Search and Discovery Guide for Search Engine Administrators and Web Content Managers / Developers
- Documented search engine inventory and requirements
- Users will be able to search for content on multiple platforms and devices
- Provide access to Google Site Search Training and Support Resources for Search Engine Administrators
- Use Google Site Search's API's to expand use of County searches

## 5.0 Requirements

Key project stakeholders will work together to determine the feasibility and implications of leveraging the MCG web search solution (Google Site Search) to enable web visitors to quickly and accurately search by keyword or phrase and enhance discovery of relevant content that is distributed among the Interagency web sites. In addition, a Web Content Search and Discovery Guide (Guide) will be created to enable County agencies to better govern and implement the use of Google search technologies. The specifications, instructions, resources, and references necessary for County agency staff (i.e. web application developers and content managers) to build, test, and deploy Google Site Search forms in County agency web sites will be provided in this Guide. In addition, the processes necessary to enable County web site managers to request the promotion of keywords and web pages (content weighting) will also be provided in this Guide.

### Search Engine Requirements

The search engine must...

- utilize an easy to use, cost effective, and intuitive search technology that provides comprehensive, immediate (within 3 seconds), and accurate search results
- be able to index at least 3 million pages and support up to 15 million queries per year
- frequently index County agency web site's (daily or weekly)
- crawl and index a variety of web page and file formats including, but not limited to HTML, ASP, ASPX, PDF, and XML as well as Microsoft Office file formats (.doc, .xls, and .ppt). The search engine should also support image based searches for jpg, png, gif etc... files
- provide an administrative interface to configure and maintain the search engine to enable administrators from multiple County agencies to generate ad hoc or daily, weekly, monthly, yearly, or overall (since inception) reports (i.e. popular searches) and to display system log files to track changes made to search engine configurations
- facilitate content weighting (site map integration and keyword promotions and/or synonyms) and refinements (content specific filters)
- enable specified content to be excluded from search crawls / indexes as necessary
- provide advanced search features to enable users to refine their search parameters to improve their search results
  - sorting by date or by relevance
  - autocomplete functionality
  - search by refinement or specifically defined indexes
- be able to generate search code dynamically for multiple web page layouts and platforms

- Administrators should be able to configure search forms to search their website(s) content only
- interface with web analytics and/or webmaster tools such as Google Analytics and Google WebMaster
- ignore common words and characters such as "where" and "how", as well as certain single digits and single letters, because they tend to slow down searches without improving the results
- provide access to useful help documentation or content

### Interagency Search Form

The Interagency Search Form (Search Form) will satisfy the following requirements.

The Search Form must...

- be capable of being hosted on one or all of the County agency's web site(s)
- support multiple platforms (i.e. desktop and mobile)
- enable users to enter descriptive keywords or phrases to search all or a select set of indexed County Agency web sites to find results...
  - with all of the words (AND) ... this is the default (i.e. property AND tax)
  - with the exact phrase (i.e. "property tax")
  - with any of the words (i.e. property OR tax)
  - without the words (i.e. trash removal -bins)
- return results where the search keyword or phrase is located
  - anywhere on the page, within the page title, or within the URL of the page
- have a form field that is at least 50 characters wide to enable users to easily enter search phrases
- contain a search button to enable users to submit search content. Search button should also be enabled through the Enter key
- support wildcard (\*) searches, non-case sensitive searches and common word searches (i.e. enabling a "+" sign in front of a common word)
- Find results by web page and file document types including, but not limited to HTML, ASP, ASPX, PDF, SWF, and XML as well as Microsoft Office file formats (Excel/PowerPoint/Word) and image file types such as jpg, png, gif etc...
- recommend or correct misspelled search words or phrases that may improve search results
- enable users to refine their searches by entering in additional keywords or by selecting a refinement (i.e. another County web site to search)
- abide by Title II of the American Disabilities Act
- provide advanced search features to enable users to refine their search parameters to improve their search results
  - sorting by date or by relevance (typically available in search results form)
  - autocomplete functionality
  - search by refinement or specifically defined indexes (i.e. County Agency Web Sites)
  - date range searches are optional (i.e. past 24 hours, week, 2 weeks, month, etc...)

## Interagency Search Results

The Interagency Search Results (Search Results) web page must...

- provide the following above the Search Results (see example below)
  - the Interagency Search Form to enable users to enter a new keyword or phrase
    - the term "Powered by Google Site Search" must appear adjacent to or under the Search Form
  - Search Refinements or filters (i.e. County Web Site indexes) to enable users to refine results
  - sort by relevance or date button toggle
  - the search keyword being searched
  - any search recommendations (i.e. Did You Mean... ) / spelling mistake corrections (Showing Results For... )
  - the total number of results and the time it took to generate the results

Sample Search Form...

servicess	Google Search
-----------	---------------

Google™ Custom Search

[All results](#)   [Council](#)   [MC311](#)   [Library](#)   [Health and Human Services](#)   [Circuit Court](#)  
[Permitting Services](#)   [Human Resources](#)   [Ethics Commission](#)   [DOCR](#)   [Fire Safety](#)  
[State's Attorney's](#)

About 59,500 results (0.26 seconds)

Sort by: Relevance

Did you mean: [services](#)

- provide the following under the Search Form (see example on next page)
  - list the top ranked returned results, based on search criteria submitted, in groups of ten
  - enable users to browse or page through search results
  - If the keyword is associated with a keyword that is to be promoted, then the keyword promotion will be displayed at the top of the search results with a light yellow background
  - include the following item in the results listing...
    - Title: The first line of any search result is the title of the webpage. Users should be able to click the title link to go to the webpage. A link to an indexed cached version of the web page is provided for each search result listed if available (the cached version may not be the most recent)
    - File Format (i.e. File Format: PDF/Adobe Acrobat)
    - Snippet: A description of the webpage which may include an actual excerpt of text from the page. Search terms will appear in bold
    - URL: In green, you'll see the web address of the result item's webpage
    - Label: Refinement label used to categorize a link (if available)

Sample Search Results...

Montgomery County Department of Health and Human Services ...

Useful information on county services and programs.  
[www.montgomerycountymd.gov/hhs/](http://www.montgomerycountymd.gov/hhs/)  
Labeled Health and ...

Montgomery County - Department of Health and Human Services ...

Crisis Center 240-777-4000. TTY: 240-777-4815. Abused Persons 240-777- 4673. TTY: 240-777-4815. Adult Abuse & Neglect 240-777-3000. TTY: 240-777- ...  
[www.montgomerycountymd.gov/HHS/.../SeniorServicesindex.html](http://www.montgomerycountymd.gov/HHS/.../SeniorServicesindex.html)

Welcome to the Montgomery County Maryland Website

Services & Info. .... (MNCPPC), Montgomery Parks are working to improve the accessibility of recreation facilities, programs and services throughout the County .  
[www.montgomerycountymd.gov/](http://www.montgomerycountymd.gov/)

Montgomery County Department of Health and Human Services ...

Crisis Center 240-777-4000. TTY: 240-777-4815. Abused Persons 240-777- 4673. TTY: 240-777-4815. Adult Abuse & Neglect 240-777-3000. TTY: 240-777- ...  
[www.montgomerycountymd.gov/HHS/.../HealthServicesindex.html](http://www.montgomerycountymd.gov/HHS/.../HealthServicesindex.html)

DOT Transit Division - Commuter Services

Sep 20, 2013 ... home page of Montgomery County Commuter Services.  
[www.montgomerycountymd.gov/dot-transit/commuter/index.html](http://www.montgomerycountymd.gov/dot-transit/commuter/index.html)

Montgomery County- Department of Health and Human Services ...

Crisis Center 240-777-4000. TTY: 240-777-4815. Abused Persons 240-777- 4673. TTY: 240-777-4815. Adult Abuse & Neglect 240-777-3000. TTY: 240-777- ...  
[www.montgomerycountymd.gov/HHS/.../disabilityServicesindex.html](http://www.montgomerycountymd.gov/HHS/.../disabilityServicesindex.html)

Montgomery County Permits

Apr 29, 2013 ... Online Services. Apply Online; Data Search ... More Services. Case Management ... Department of Permitting Services. I Want To... Step 1:.  
[permittingservices.montgomerycountymd.gov/](http://permittingservices.montgomerycountymd.gov/)  
Labeled Permitting ...

Department of General Services

Jul 22, 2013 ... About Us... The mission of the Office of Procurement is to preserve the public trust and ensure the integrity of the public procurement process ...  
[www.montgomerycountymd.gov/content/digs/pro/index.asp](http://www.montgomerycountymd.gov/content/digs/pro/index.asp)

MC Department of Police: Animal Services Divisions

Jul 19, 2012 ... Animal Control, Humane Society and Animal Shelter - (240) 773-5960. (For pet complaints, lost and found reports, licenses, to report dead ...  
[www.montgomerycountymd.gov/poltempl.asp?url=/content/pol/...](http://www.montgomerycountymd.gov/poltempl.asp?url=/content/pol/)

Regional Services Centers - Montgomery County, MD

regional service centers within montgomery county.  
[www.montgomerycountymd.gov/government/rsc.html](http://www.montgomerycountymd.gov/government/rsc.html)

## 6.0 Training

Montgomery County Government technical stakeholders will provide Google Site Search training seminar(s) for other County Agency stakeholders. In addition, the Web Content Search and Discovery Guide will provide documentation that will provide County Agencies with search optimization best practices and instructions / references on how to use Google Site Search.

## 7.0 Technical Support

For technical assistance with the web search technologies, County Agencies will collaborate using Google Apps for Government technologies. Montgomery County Government will manage and maintain Google Apps for Government accounts. In addition, Google Site Search technical support and resources will also be leveraged.

## 8.0 Budget Information

It is estimated that the Interagency Web Search Project will cost \$97,000 a year to pay for the Google Site Search service and to fund its maintenance and technical support services.

### **Budget Requirements = \$97,000**

- Software
  - Google Site Search: 3 million pages indexed and 15 million queries = \$70,000
- Professional Services Support - \$27,000
  - Google Site Search Design, Build, Testing, Implementation
    - Estimated work hours: 200
  - Support and Training
    - Estimated work hours: 60
    - Leverage existing Google and County Agency knowledge, resources, and change management processes
  - Documentation (Web Content Search and Discovery Guide)
    - Estimated work hours: 40
- [NOTE: Future Fiscal Impact Estimate (FY15 and beyond) to maintain beyond pilot project = \$85,000]

## 9.0 Related Projects

- Montgomery College currently uses Google Mini which is no longer supported by Google, to index roughly 250,000 pages.
- Maryland-National Capital Park and Planning Commission is using the Custom Google Search - free version to index about 25,000 pages and enable about 55,000 queries
- Montgomery County Government is currently using Google Site Search to index 500,000 pages and enable up to 3 million queries
- Montgomery County Public Schools is currently using Google Search Appliance to index 500,000 pages and enable up to 3 million queries
- HOC uses a custom search engine provided by its web site host
- WSSC uses a custom search engine as part of its content management system (Coveo)

## 10.0 Risk Management

Project risks are characteristics, circumstances, or features of the project environment that may have an adverse effect on the project or the quality of its deliverables. Known risks identified with this project have been included below. A plan will be put into place to minimize or eliminate the impact of each risk.

Risk Area	Risk Level	Risk Plan
Project not funded.	High	Seek alternate funding sources. If not available, cancel project until funding is committed.
Future fiscal impact not funded.	High	If FFI is not funded, then the application / search engine will be shut down (FY15 \$85,000 total)
Agencies fail to commit staff resources, or fail to participate.	High	Progressive escalation--first, contact staff; agency CIO; Agency Principal; ITPCC; Council. If not resolved, sever agency from project, and report to Council.
Governance issues associated with agency autonomy concerns.	Medium	Adjust application to meet agency concerns if possible; Agency could decide not to participate if unresolved.
Title II American Disability Act Accessibility compliance issues.	Low	Use Montgomery County Government's Accessibility scanning and monitoring software (HiSoftware) to find non-compliant areas. County agencies will adjust the search form / results to ensure compliance.
Search engine security issues.	Low	County agencies to identify content to be excluded from search indexes. Search engine administrators from County Agencies are not to reveal their search engine login credentials to anyone.
Cached search results may not be the most recent web page	Low	Search Engine administrators will need to update their robots.txt files or web page meta tags on their servers to ensure that old cached pages are no longer used by Google. Google WebMaster tools may also be useful with removing cached pages from searches.
Search engine system errors	Very Low	Google Site Search rarely goes down.
Google discontinues Custom Search	Very Low	Very unlikely as millions current use this service.

## 11.0 Assumptions and Constraints

To identify and estimate the required tasks and timing for the project, certain assumptions and premises need to be made. Based on the current knowledge today, the project assumptions are listed below. If an assumption is invalidated at a later date, then the activities and estimates in the project plan should be adjusted accordingly.

- Agencies will commit staff resources to engage Sponsor and PM to complete all tasks
- Funding has been approved for the pilot phase
- Post-pilot funding resources will be provided for FY15 onward (estimated @ \$85,000/year for MCG) if Google price structure for Google Site Search remains unchanged
- Key County Agency technical stakeholders will assume the responsibility of designing, configuring, building, testing, deploying, and maintaining the Interagency Web Search engines, search forms, and search results pages using Google Site Search
  - The stakeholders will use the requirements specified in this document to design, configure, and build the search engine, form, and results
  - Stakeholders will accommodate bug fix and minor enhancements requests during the prototyping process. However, stakeholders will not be able to accommodate major enhancement requests in the timeframe allotted for this system's development lifecycle
- Each County Agency stakeholder representative is responsible for managing, maintaining, and/or updating their designated search engine configurations and search form / results pages to satisfy their Agency's specific requirements as necessary
- Each agency stakeholder representative will also provide the information necessary to the Project Manager to adequately configure the search engine in a timely manner

## 12.0 Stakeholder Expectations

Key project stakeholders (contacts identified in this document) are expected to accomplish the following:

1. Meet to review and clarify requirements
2. Approve/authorize requirements
3. Provide support to the Project Manager as necessary for clarifying / updating requirement details
4. Provide the information necessary to the Project Manager to adequately configure the search engine in a timely manner
5. Assist with designing, configuring, building, testing, deploying, and maintaining the Interagency Web Search engines, search forms, and search results pages using Google Site Search
6. Attend prototype demonstrations and provide feedback as needed
7. Approve/authorize all prototypes
8. Attend training seminars
9. Assist with creating/editing/updating the Web Search and Discovery Guide
10. Assume the responsibility of managing, maintaining, and/or updating their designated search engine configurations and search form / results pages to satisfy their Agency's specific requirements as necessary
11. Attend the final project demonstration / project closure meeting
12. Channel technical support requests using the procedures identified in this document

### 13.0 Project Closure and Outcome Realization

Once all of the deliverables have been completed, then the key project stakeholders will meet with County Agency CIO's to ensure that all requirements have been satisfied. During the course of the pilot search prototype development, PM will contact the ITPCC Coordinator to schedule prototype demonstration meetings, to obtain the necessary approvals (sign-offs), and to provide access to deliverables or services that are relevant to the project.

### 14.0 Services, Deliverables, Milestones

<b>Deliverable, Service, or Milestone</b>	<b>Estimated Milestone (completed)</b>
Project feasibility and initial scope recommendations were finalized by the project sponsor management team. The Project Manager was also designated	May 30, 2013
The CIO Subcommittee approved the initial project scope and plan within the guidelines of the Interagency Technology Fund (ITF), subject to final resource estimates.	June 27, 2013
Identify key County agency business and technical stakeholders involved with search engine management or optimization	July 12, 2013
Conduct an inventory of current or planned County Agency search engines	August 2, 2013
Project kickoff meeting held with Project Stakeholders (technical leaders) and approved project scope, objectives, cost estimate, and an initial set of deliverables	August 27, 2013
Project Briefing to CIO's - Supplemental FY14 Budget request	September 27, 2013
Gather search engine requirements from stakeholders	October / November, 2013
Purchase a Google Site Search service option to satisfy the requirements for an Interagency Search Engine	October / November, 2013
Build and implement a responsive Interagency Search Form / Results application prototype design using Google Site Search to satisfy search engine requirements and to assess the viability and benefits for expanded use. Several prototypes to be developed and demonstrated	November 2013 to May, 2014
Create and implement web search and discovery change request and technical support procedures and forms to facilitate search engine optimization and security	May, 2014
Complete the Web Content Search and Discovery Guide to provide	May, 2014

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recommendations, best practices, or guidelines for improving content discovery	
Provide training for Google Site Search Administrators as necessary	June, 2014
Assess the viability and benefits for expanded use of Google Site Search solution	June 2014
Project end date	June 30, 2014

15.0 Approvals (as of October 3, 2013)

ITPCC Approval Item	Date Approved
ITPCC approved item 1.2- Interagency Web Search Capability pilot project for the FY13-14 ITPCC Work Plan	June 26, 2012
Project feasibility and initial scope recommendations were finalized by the project sponsor management team. The Project Manager was also designated	May 30, 2013
The CIO Subcommittee approved the initial project scope and plan within the guidelines of the Interagency Technology Fund (ITF), subject to final resource estimates.	June 27, 2013
Project kickoff meeting held with Project Stakeholders (technical leaders) and approved project scope, objectives, cost estimate, and an initial set of deliverables	August 27, 2013
The Interagency Web Search Project's supplemental FY14 Budget request was approved by the CIO Subcommittee.	September 27, 2013