


MEMORANDUM

June 18, 2019

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: Executive Regulation 5-19, Position Description: Chief Data Officer, Department of Technology Services

Expected to attend:

Sonny Segal, Chief Information Officer, DTS
Representative from Office of Management and Budget
Representative from Office of Human Resources

Materials for Committee review:

1. Position Description, Chief Data Officer (©1-5)
2. Approval Resolution (©6)

Recommendation: Council Staff recommends approval of Executive Regulation 5-19 establishing the Chief Data officer as submitted by the County Executive.

Background

Executive Regulation 5-19 was submitted by Method 1 for Council review on April 9, 2019. Executive Regulation 5-19 would create the position of Chief Data officer, a non-merit position in the Department of Technology Services (DTS).

The Council supported this position when it reviewed and adopted Bill 3-19, Administration - Executive Branch - Non-Merit Positions on March 19, 2019.

Some of the duties included in the position description are:

- Develop strategies and manage County-wide data activities to facilitate a data driven enterprise and provide transparency.
- Direct and oversee varied data initiatives throughout the County to ensure consistent alignment with the Enterprise's data management strategy.
- Review existing systems and operating procedures to identify trends and cost reductions and identify ways to increase operational efficiency.
- Collaborate with and mentor a cross-functional team of professionals that include data engineers, data administrators, database administrators, developers, GIS analysts, and other positions as needed to support the County's data analytics strategy.

The functions of this position were already in existence within DTS and no new budget is required to implement the new position.

Possible Discussion Topics

- What authority will the Chief Data Officer have to impact ongoing or new projects that do not align with the strategies proposed, especially in departments that have their own budgets and staff for IT efforts?
- Is a non-merit posting likely to attract candidates for the position in the future given that the County merit protections and benefits are considerable and positive?
- What will be the relationship, reporting, and coordination mechanisms and budget sharing between the Chief Data Officer and the Chief Digital Officer?



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Montgomery County Regulation on

POSITION DESCRIPTION - CHIEF DATA OFFICER, DEPARTMENT OF TECHNOLOGY SERVICES

Issued by: County Executive
Regulation No. 5-19

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

Supersedes: None

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

Register Vol. 36 No. 2

Effective Date:

Comment Deadline: March 3, 2019

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

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

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

Background: Montgomery County Code § 1A-104(b)(2) requires that certain positions in the Executive Branch designated by law as non-merit must be supported by a position description established by executive regulation under method (1).

CHIEF DATA OFFICER, DEPARTMENT OF TECHNOLOGY SERVICES

DEFINITION OF CLASS:

This appointed, non-merit executive management job classification is in the Department of Technology Services. The incumbent performs as the County's Chief Data Officer (CDO) and is appointed by the County Executive. The CDO works under the administrative direction of and reports to the Director, Department of Technology Services (DTS) to plan, coordinate, direct, and evaluate Countywide data management standards

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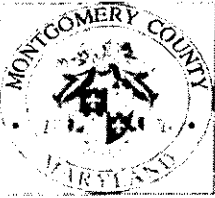
and practices; oversee and maintain data stores and architectures; ensure effective data confidentiality, security, integrity, transparency, and availability; enable data exploitation and business intelligence; formulate, evaluate, and implement data systems policies and procedures; and perform related duties. The CDO leverages knowledge of the County's business functions and services; existing data assets, technology investments and platforms, and data management organization; data consumption needs; strategic priorities; and targeted outcomes of the County Executive to carry out the CDO functions and duties.

MAJOR DUTIES:

The incumbent is responsible for developing strategies and managing Countywide data activities to facilitate a data-driven enterprise and provide transparency. The incumbent is also responsible for identifying, developing, resourcing, and implementing an enterprise data management program critical to the delivery of the government's service to residents and businesses, and to ensure government data confidentiality, integrity, and availability. The incumbent develops, leads, and oversees a comprehensive strategy to govern data capture, storage, maintenance, visualization, integration, security, and access to meet the County's current needs and prepare the County for future needs in structured and unstructured data governance; data storage, searchability and recoverability; government transparency; business intelligence, analytics and discoverability. Further, the incumbent is responsible for civic data analytics, information governance, control, policy development, collaboration, and engagement. Managing data quality and data lifecycle management, the incumbent will produce data architectures and data management strategic plans that increase the County's ability to make data-driven decisions.

EXAMPLES OF DUTIES: (Illustrative Only)

- Implement and manage a comprehensive, centralized and progressive Enterprise-wide data strategy for the County that includes: data architecture, management, accuracy, security and privacy; civic data analytics, intelligence, integrity, visualization, and governance; GIS and innovation.
- Assist the DTS Director in the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands for data management while maximizing the return on investment in existing data management functions and assets of the County.
- Direct and oversee varied data initiatives throughout the County to ensure consistent alignment with the Enterprise's data management strategy.
- Develop and implement policies, procedures, and standards regarding data operation, data accountability; data quality, privacy, and ethics; manage data governance; study and maximize data quality.
- Formulate a large-scale multi-department, multi-source, multi-year enterprise data management program for the County.



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- Provide data warehousing strategies that provide consistent, clean, and integrated data.
- Establish an architecture and a collection of integrated decision support-applications and databases, providing easy access to business data.
- Collaborate with and mentor a cross-functional team of professionals that include data engineers, data administrators, database administrators, developers, GIS analysts, and other positions as needed to support the County's data analytics strategy.
- Support planning for Enterprise-wide systems and platforms; make recommendations for integration of incongruent systems for data sharing and consistency.
- Assist in the collection and cleansing of data from varied legacy systems; make recommendations for modernizing legacy systems and assuring new solutions provide timely, useful and clean data.
- Review existing systems and operating procedures to identify trends, cost reductions and identify ways to increase operational efficiency.
- Work with the departments to identify data needs for larger outcomes and enhancement of service delivery, cost avoidance and process innovation.
- Work with consultants and industry partners to identify data management best practices.
- Work with other partners data scientists to ensure availability of data for active, enterprise-wide performance management.

MINIMUM QUALIFICATIONS:

Education: Master's degree from an accredited college or university in Data Science, Computer Science, Management Information Systems, Statistics, Analytics or another quantitative discipline or equivalent experience.

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

Licenses, Registrations, Certifications, or Special Requirements: None

Knowledge, Skills, and Abilities

Advanced knowledge of:

- Enterprise data management best practices and strategies;
- County or large local government data-driven operations and needs;
- Various government privacy, security and associated laws, rules and regulations including all applicable standards;



MONTGOMERY COUNTY EXECUTIVE REGULATION

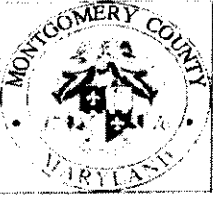
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- Computer-based systems processing personally identifiable information (PII) and electronic Private Health Information (ePHI) such as in employee record systems and various protocols relative to privacy and confidentiality of information;
- Data security risk analysis and the development of data security architectures and protocols;
- Leadership techniques, principles, and procedures to assign work, schedule, train, and evaluate the work of assigned or matrixed staff;
- Principles and processes for providing customer services; this includes meeting established quality standards;
- Strategic planning principles and theories to ensure competitive advantage;
- Big Data solutions and management techniques for high-impact outcomes in service delivery virtuous cycles, e.g., in law enforcement and human services;
- Expertise in data governance and quality control;
- Working with Cloud technologies, e.g., for data storage, aggregation, analysis, and retrieval;
- Creating best practices and methodologies for technical projects;
- Building business cases for large technical projects;
- Data modeling and visualization techniques;
- Various sources and resources for information at the federal, state and local level in the privacy and security areas;
- Managing large cross-agency, cross-departmental programs.

Ability to:

- Participate with upper management in a decision support mode through the development of appropriate management information;
- Emotional Intelligence to carry out cross-agency, cross-departmental work;
- Advocating for data analytics value across a business to diverse audiences with solid business experience in the field;
- Information management projects and programs;
- Influence personnel through a matrix organization as opposed to line management authority;
- Deal with the public, press, other officials, members of the County Council, boards and commissions, and State and federal officers or representatives in a manner that is diplomatic, clear, and knowledgeable;
- Work in a fast-paced environment, meet deadlines with a sense of urgency, focus on detail and accuracy and be an independent thinker;



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- Lead and think strategically;
- Use logic and reasoning to analyze, understand, and evaluate complex situations. Leverage ability to identify the strengths and weaknesses of alternative approaches or solutions, to a situation or targeted outcome. Exercise appropriate judgment in establishing priorities. Consider the relative costs and benefits of potential actions in developing and defending the business case;
- Develop and maintain cooperative and professional relationships with employees at all levels, representatives from various departments, and outside agencies. Effectively respond to and resolve complex inquiries;
- Communicate complex ideas and proposals effectively so others will understand to include preparation of reports, agendas, and policies;
- Listen and understand information and ideas presented verbally and in writing;
- Handle a variety of human resources issues with tact and diplomacy and in a confidential manner

Skill In:

- Large program management;
- Working with multiple stakeholders at various organizational levels;
- The design, development, and validation of descriptive, predictive, prescriptive, and applied analytics;
- Mentoring, training and working with data owners and expert personnel in tense situations.

MEDICAL EXAM PROTOCOL: Medical History Review.

Approved:

Marc Elrich, County Executive

4/9/19

Date

APPROVED AS TO FORM AND LEGALITY

OFFICE OF THE COUNTY ATTORNEY

BY:

DATE: 4/11/19

Resolution No.: _____
Introduced: _____
Adopted: _____

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

Lead Sponsor: County Council

SUBJECT: Approval of Executive Regulation 5-19, Position Description for Chief Data Officer, Department of Technology Services

Background

1. The Montgomery County Code §1A-104(b)(2) requires a person holding a position in the Executive Branch designated by law as a non-merit position to be professionally qualified for the position under a position description established by Method (1) regulation.
2. Under Method (1), the Council must approve a regulation before it is adopted, and there is no deadline for Council action.
3. On April 10, 2019, the County Council received Executive Regulation 5-19, Position Description for Chief Data Officer, Department of Technology Services.

Action

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

The Council approves Executive Regulation 5-19, Position Description for Chief Data Officer, Department of Technology Services.

This is a correct copy of Council action.

Megan Davey Limarzi, Esq.
Clerk of the Council