

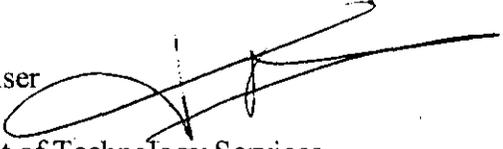
AGENDA ITEM # 5
May 7, 2008

Worksession

MEMORANDUM

May 5, 2008

TO: County Council

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: FY09 Operating Budget: Department of Technology Services

Summary of recommended action

The MFP committee met on April 16, 2008 to review the Executive's recommended operating budget of \$32,618,060 for the Department of Technology Services (DTS). The Committee **recommends funding the entire amount of \$32,618,060 for DTS. It requests the development of a comprehensive Strategic Plan for the Department which will include a strong Human Resources planning component that will permit careful exploration of the need to hire outside consultants and will identify skills that should be developed and retained within the County workforce. In addition, the Committee is asking OMB to develop cross-departmental and cross-agency information regarding IT expenditures for all tax-supported organizations so that productivity enhancements and cost savings through collective procurement, contracting and other management strategies can be explored in future years.**

Background Information

Information Technology has become an essential element of all departments of the County, and DTS must find ways to work smarter, not harder in order to keep up with the demand, as well as the potential of new technology. Currently there are many projects, many vendors and many technology developments that require constant attention and staffing; finding ways to identify the strategic County priorities and focus on them will be an important management challenge this coming year.

The full information reviewed by the Committee is on ©A-J and ©1-39. Since the County-wide "Montgomery Measures Up!" program has been discontinued, productivity for DTS is tied to the personal goals of Steven Emanuel, DTS CIO. In order to explore what the Administration considers relevant parameters for the department's evaluation, ©40-59 provides a first draft of the CIO's metrics for success. Since the document is still being refined, judgment should be reserved until it is finalized and until some operational experience is provided as a measure of its success.

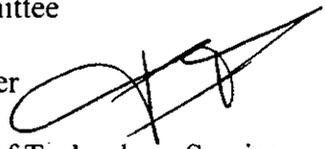
In an era of budget tension, it is important to develop a policy that constantly strives to reduce or contain costs in an aggressive manner. Cost reductions can be pursued in two different ways within DTS: through increased efficiencies of internal operations (see ©10 for a list suggesting such targets by the consulting Gartner Group), and through driving productivity enhancements in the User community. This latter goal is difficult, and requires careful organizational preparation. The County has invested in a “Change manager” and staff that can support such improvements, and the upcoming months will provide a chance to explore such strategies.

MFP COMMITTEE #2
April 16, 2008

Worksession

MEMORANDUM

April 14, 2008

TO: Management and Fiscal Policy Committee
FROM: Dr. Costis Toregas, Council IT Adviser 
SUBJECT: FY09 Operating Budget Department of Technology Services

Those expected for this worksession:
CIO Steven Emanuel

The Executive's recommendation for the Department of Technology Services (DTS) is attached at ©1-9.

Overview

For FY09, the Executive recommends total expenditures of \$33,639,050 for the Department of Technology Services, a 3.1% increase from the FY08 Approved budget of \$32,618,060.

| (in \$s) | FY07 Actual | FY08 Approved | FY09 CE Recommended | %Change FY08-FY09 |
|---------------------|----------------|------------------|------------------------|----------------------|
| Expenditures | | | | |
| General Fund | \$33,082,950 | 32,618,060 | \$33,639,050 | +3.1% |
| Grant Fund | \$70,074 | | | |
| Total Expenditures | \$33,153,024 | 32,618,060 | \$33,639,050 | +3.1% |
| | | | | |
| Positions | | | | |
| Full-time | 156 | 161 | 165 | |
| Part-time | 3 | 3 | 2 | |
| Total Positions | 159 | 164 | 167 | +1.8% |
| | | | | |
| Work Years | 155.9 | 149.8 | 146.0 | -2.5% |
| | | | | |
| | | | | |

A note on Technology budget presentation issues

The budget for DTS differs from the budget of many other agencies in that DTS outcomes directly impact (positively or negatively) the ability of other departments and agencies to perform their functions. Today, all significant County functions have a technology element, and DTS is either directly or indirectly providing support. The size of the County's technology outlays go beyond the DTS budget. In a recent Interagency Technology Policy and Coordination Committee (ITPCC) review of budget outlays for technology, the following total outlays were identified through individual agency submissions:

FY 2009 IT BUDGET OVERVIEW

(in \$ millions)

| | Operating Budget | Capital Budget | Other Sources | Totals FY09 |
|--------------------------------|----------------------|----------------------|---------------------|-------------|
| MCG | \$ 40.4 | \$ 24.3 ¹ | | \$ 64.7 |
| MCG IT investments outside DTS | \$ ² 18.2 | | | \$ 18.2 |
| M-NCPPC | \$ 7.1 | \$ 0 | | \$ 7.1 |
| MCPS | \$ 29.1 | \$ 19.6 | \$ 1.1 ³ | \$ 49.8 |
| MC | \$ 30.8 | \$ 11.3 | | \$ 42.1 |
| WSSC | \$ 26.3 | \$ 0 | | \$ 26.3 |
| HOC | \$ 2.6 | | | \$ 2.6 |
| Totals | \$ 154.5 | \$ 55.2 | \$ 1.1 | \$ 210.8 |

Notes

¹ Provided by Council analyst from FY09 CIP submission

² Includes \$13.2 m position costs and \$ 5 m operating costs; does not include professional services

³ State Allocations and Grants

From reviewing this table, it is clear that in order to get a complete perspective of budgetary allocations for technology, as a minimum the investments in IT for MCG and MCG departments outside of DTS would have to be combined. Once combined, both position and operating cost figures could be approached with an eye towards cost reduction, most efficient procurement and management framework and a single performance system to ensure high quality service. This is lacking today. The Committee has requested of the ITPCC that a framework be developed that could help assemble such enterprise-wide costs.

IT Cost Savings in a financially constrained environment

In order to examine IT expenditures with an eye to efficiency, the private sector is already moving on a strategy consisting of three elements (from a Gartner study on the agenda of the CIO Subcommittee of the ITPCC):

- a. Link Costs to Demand by including Demand Management and Variable Cost shifts
- b. Reduce Resource Costs by reducing labor costs and reducing technology costs and
- c. Changing Operating Practices

©10 provides a summary of several actions suggested for inclusion in an IT management portfolio. Some of these suggestions are indeed under way in Montgomery County, but a comprehensive report organizing these actions around tangible savings goals is not currently available.

Review of DTS request

An analysis of the DTS budget request was performed along three significant dimensions: Policy, Management and Technology. Twenty-seven explicit questions arose from this review, and DTS was asked to respond to these questions in order to make a fuller assessment of the viability of the budget request. ©11-39 contains the detailed questions and DTS responses, and a staff reaction to the answers will be highlighted here.

POLICY ISSUES

- P1: *Page 8-21 of the Executive's recommended Operating Budget provides the history of Approved County Government work years per 1,000 population. The FY09 number is an all time high for this productivity indicator. And yet increasing productivity of government is in the core mission statement of DTS. Please provide context for the inability of the County's continued investment in IT to reduce this number through the DTS program, and suggest a strategy to address possible impediments within, as well as outside DTS's control.*

Staff Comment:

IT costs should bring higher levels of productivity, yet productivity, measured in approved County Government work years per 1,000 population is at an all time high in FY09. DTS contends that if public safety costs are excluded, productivity in fact improved. Given that public safety is one of the most visible and taxpayer-demanded services, there must be a way to improve the overall efficiency of IT expenditures across all departments. The answer to this perplexing dilemma lies not in the efficiency or effectiveness of DTS, but in the lack of a decision and management platform that can use IT investments and demand Business Process and Organizational Changes which will reduce costs and yet keep service levels strong. The Technology Modernization project is an example of such a focus beyond the DTS outlays, and lessons from that effort can perhaps inform other DTS projects over time.

- P2: *Please provide performance metrics DTS managers use to ensure that outcomes are accomplished internally. Are there overall department-wide metrics to measure departmental progress towards goals that are being developed? Can they be made available in time for this budget review? If not, what is the cost and capacity to undertake such an effort for future years so that the return on IT investment can be made more explicit for policy makers?*

Staff Comment:

The lack of a “value proposition” (see ©12) in metrics that can hold DTS responsible for outcomes in a full manner is a target where the Administration must make stronger progress. Until this happens, the IT investments will have to be justified in an ad hoc manner, something that takes away from a strategic, full scale approach to managing an IT organization. This observation leads to an overall concern regarding the lack of a Strategic Plan that conveys the approach DTS wants to take in order to be recognized as a valued and important partner to all County departments and agencies. The development of such a plan is a prerequisite to many new developments in the human resources, as well as technology infrastructure that must await its completion and approval.

- P3: *Are there projects in the Recommended FY09 budget that leverage MCG resources with those of other tax-supported agencies? And are there ways to reduce overall tax-supported costs for IT through collaborative actions? Please comment on the usefulness of ITPCC as an action platform for such collective actions.*

Staff Comment:

Partnerships within County tax-supported agencies, as well as outside contiguous entities such as the National Capital Region in the homeland security arena are vital to the long-term success of DTS. The elements of the DTS response underscore the fact that DTS understands its importance, but unfortunately is not able to aggressively pursue these twin goals.

- P4: *How many contract staff currently are part of on-going DTS project teams? Does DTS envision converting any existing contract positions into County positions (or vice versa)? Provide the policy used to decide whether to hire in-house talent or contract with consultants for specific functions in DTS, and, if available, a long-term strategic plan to build key skills retained within the County structures.*

Staff Comment:

A strategic approach to Human Resource management in DTS seems to be lacking, and is recommended as part of this budgetary review in the recommendations section. The way DTS spreads its resources between in-house and contract employees, as well as the way in which long-term plans for career path management in the volatile field of IT are two areas where explicit accomplishments are not cited and should be the focus of such a strategic approach.

- P5: *Is there a Public Pay Phone Commission program? No revenues are shown for the last 2 years, nor expected in FY09. Are there other similar entrepreneurial programs that could provide non-tax revenues to the County that could take the place of this program? Are there impediments to exploring similar non-tax revenue production from DTS assets?*

Staff Comment:

Under fiscal constraints, many local government entities are exploring Public Private Partnerships that can generate non-tax revenues to the public partner. The DTS response indicates that encouragement is needed along these dimensions, and perhaps a Best Practice



symposium highlighting public sector non-tax revenue production through partnerships can help.

- P6: *The DCM contractor is requesting an increase of \$316,260; why? With the high County PC volume, a guaranteed income stream and the existence of robust competition, the contract should be for less, not more. The County is also exploring the use of thin client technology, and SaaS is another viable market option. Provide a timeline and start up costs to pursue alternatives to the current DCM effort.*

Staff Comment:

Addressed in MFP#4

MANAGEMENT ISSUES

- M1: *Please provide an organizational chart depicting existing, added, transferred, and eliminated positions.*

Staff Comment:

©33-39 indicates the current organizational environment of DTS.

- M2: *Provide an accounting of current and proposed oversight and participation mechanisms that DTS uses to ensure coordination with user agencies. IPAC (Information Technology Policy Advisory Committee) and TOMG (Technical Operational Management Group) are acronyms which have been used in the past, but no information is provided as to the future mechanisms contemplated.*

Staff Comment:

©27 provides a “work in progress” which is intended to strengthen the dialog between user agencies and DTS staff. The status of this organizational approach is unclear, and two other entities (IPAC and TOMG), in addition to more recent Executive Steering Committees for ERP and CRM/311 projects give the County an organization platform-rich but possibly clarity poor environment today. More focus is needed, and the budget submission does not have any element clearly dedicated to organizational review and streamlining of current entities.

- M3: *Of the ten organizational elements of the DTS budget, four received the greatest increases on a % basis from FY08 levels: Enterprise Project Management, (+17.9%), Application Development and Integration (+14.1%), Radio Communications (+9.2%) and GIS (+8.9%). Please detail significant shifts in expected outcomes for these four elements that would justify the aggregate desired increase that is many times larger than the County's overall recommended budget increase of 1.6%.*

Staff Comment:

Public Safety and GIS are the largest increase requests at +17.9% and +8.9%, and align well with requirements from the field.

- M4: *Please detail all DTS expenses relating to ERP, MC Time, 311/CRM and any other project included in the Technology Modernization effort of the CIP which is included in*

the Operating Budget request. Please be specific, provide financial costs and the rationale used not to incorporate them in the TechMod PDF in the CIP. Make sure to include any parts of the Enterprise Systems Services budget of \$1,762,730 currently providing support to the County's Enterprise systems. For comparison purposes, provide the same information, but from the CIP budget.

Staff Comment:

The specific core business system expenses in the Enterprise Systems Services program at \$1,762,730 provide a target for cost reductions in FY12 and beyond once the ERP systems are deployed. Some of the costs may in fact be converted into ERP support costs, but others may represent expenditures no longer relevant once the County has an ERP infrastructure.

- *M5: Provide a table showing class, grade, number of positions and \$'s spent by County employees and outside contractors to provide needed services in DTS across the board. See Policy Question #4 for context.*

Staff Comment:

©28-32 provide elements of a staffing analysis. The fact that more than 16% of personnel resources are outside contractor costs argues for rapidly accomplishing an HR planning exercise recommended in P4 that would lay out long-term strategies to attract and retain skilled IT workers to the County, while using contractors for strategic elements not helpful to an in-house desired skill set.

- *M6: Provide the goals and metrics used to assess performance towards meeting goals for each of the Divisions, and show how those metrics are tied to this budget request for resources (relates to policy question # 2).*

Staff Comment:

The answer to this question exemplifies the difficult situation that currently exists. DTS appears to be aware of the importance of using metrics that incorporate end user satisfaction and "cross-silo" approaches, but is unable to point to accomplishments or progress towards this goal. There may be more urgent ways to undertake movement towards the goals than targeting such information for the FY10 cycle.

- *M7: Provide the replacement program you intend to use to develop the number and identity of MDT users who will be impacted by the FY09 request.*

Staff Comment:

Will be addressed in MFP/PS #1 (IJIS and PSCS upgrade CIOP Adjustments).

- *M8: Provide statistics regarding number of employees who took the Security Awareness class, by department, and include any quantifiable indication of the effectiveness of this course.*

Staff Comment:

87% completion rate for the Security course is good progress; there should be a plan for 100% deployment, and someone made responsible for its accomplishment.

- M9: Give a list of "E-Government services" currently supported. Which new services are included in the FY09 request?

Staff Comment:

The list of E-Gov applications is an impressive one; the Committee may want to provide input as to new applications that should be considered for deployment as resources permit. Continuous refresh of applications and staying on top of community desires is the way to keep the County on the cutting edge and continue the award-garnering past history of this program.

- M10: There is a proposal for the elimination of a Lease principal and interest payments of \$130,000 in the Data Center Operations budget. Has DTS decided to incorporate the functions represented in this Lease in-house? At what cost? And what improvements are expected from this action?

Staff Comment:

Given the increasing use of short-term financing for hardware, software and other IT services in several technology budgets, this answer is a reminder of the benefit of not carrying leasing costs. The Committee may want to ask for a listing of currently active leases and their cost in order to understand the balance between ownership and leasing of expensive IT infrastructure.

- M11: There is a new professional Consultant Services element for \$77,000 proposed for Application Development and Integration. What new functions have been added to ADI to justify this addition?

Staff Comment:

The HR strategic approach mentioned in P4 would be helpful in evaluating such difficult tradeoffs between buying or growing the expertise within County staff for the important functions listed.

TECHNOLOGY ISSUES

- T1: Provide information and budget elements in the FY09 budget request which relate to the County's ability to evaluate and test new technologies in pilot mode. Explicitly include SaaS, thin client and the use of COTS equipment such as smart phones in the response. If experiences from other jurisdictions or expert consultant opinions are used, list them. Also identify, where appropriate, cost savings possible from the use of new technologies and the offsetting expense for installing new required infrastructure to support them.

Staff Comment:

This response is not complete, and is disappointing. One of the only ways that the County will be able to respond to the cry for more services with less resources is through the identification and deployment of innovative technologies and strategies. Explicit mechanisms must be provided that "source organizations who exemplify innovation". The specific example cited in the question regarding thin client technology, already in use in other County agencies and yet missing from any explicit project of deployment in County

Government, is a case in point. The Committee may want to tie budget element approval to the existence of such innovation mechanisms with promise of cost reduction or service enhancement.

- T2: *Provide an inventory of County PCs by age and department, and show schedule for the requested 2,200 replacement effort by department.*

Staff Comment:

The time has come to consider substitution of full "fast client" PCs with their "thin client" counterparts. See MFP #4 for action recommendation.

- T3: *Describe the results (as you assess them) of HOC's pilot use of thin client technology, and provide a plan to reflect them in County operations in other departments as results support. What would the costs be, and what impact will it have on the DCM budget? Are there efforts for such transition are included in FY09 recommended budget?*

Staff Comment:

Same concern, with recommendation in MFP #4.

- T4: *Servers for the County's enterprise systems, as well as for Public Safety are proposed for replacement. Give justification for this request, and provide an indication of all servers within a replacement model context with expected costs shown over time.*

Staff Comment:

The inclusion of servers in the DCM program is a commendable first step. The DCM program must be renamed to reflect this move.

- T5: *The cost of GIS licenses and software maintenance is increasing by \$54,200. Provide explicit justification, and evaluate whether an increased strategy towards web-based approaches to geography and possible Public-Private partnerships could reduce the overall licensing cost rather than increase it.*

Staff Comment:

The answer provided by DTS does not address the issue but simply articulates the rationale for the expenditure. The issue of enterprise-wide GIS will be explored through as Strategic Plan being developed by M-NCPPC and hopefully provide the starting point for a collaborative approach to GIS in the County. The current DTS approach towards GIS suffers from a lack of coordination with other agencies, and is still not sufficiently web-based to respond to the demands of residents and the business community.

- T6: *Justify the ERP Software Maintenance cost of \$616,000 given the fact that ERP vendors will not be known until the end of CY08, and software installation not likely for months after that. Similarly provide a response regarding the ERP hardware and software maintenance increase of \$44,900.*

Staff Comment:

The ERP budget should provide for all ERP-related costs. This item should be evaluated for transfer to the ERP budget so it can be properly managed under the Infrastructure element.

- T7: Describe benefits expected from SharePoint server contract for \$41,600 and intended beneficiaries. Are beneficiaries expected beyond DTS staff?

Staff Comment:

Issue of County talent vs. Paid contractor for what appears to be an important modernizing technology. Recommendation in P4 addresses this issue.

- T8: The DCM program request includes an item for Public Safety Mobile Computers (\$292,720). Describe the replacement strategy, method of identifying recipients and relate it to the recent announcement for federal grants to provide the same technology.

Staff Comment:

Addressed in MFP/PS #1.

- T9: The DCM program is requesting funds for Public Safety Servers (\$164,660) and for Enterprise server replacement (\$35,590). These are not PCs, nor do they appear to have a "replacement program" element evident in prior DCM efforts. Provide rationale for including these two elements in DCM, and detail as to the expected benefits from this addition.

Staff Comment:

Also addressed in MFP/PS #1.

- T10: Does the Executive's budget include funding for upgrade of the County's web site search engine? What is the DTS plan to improve the web site search function?

Staff Comment:

If the engine itself is state-of-the-art, content discovery appears to be the culprit of poor search results reported to the Council continuously. DTS should accelerate their efforts to make information more discoverable, and provide training for all County departments.

Recommendations

As the entire County intensifies its efforts to reduce the cost of service provision and uphold service levels, there is no choice but to turn to technology for support and modernization assistance. It is recommended that the Committee **approve the DTS budget in its entirety** and make the following modifications:

- That a **Strategic Plan be developed and provided** to the committee by October 30, 2008. This plan is to include:
 - explicit references to Technology Modernization platform requirements,
 - a resource requirements element,
 - a strong HR planning component providing decision support to in-house vs. contracted skills,
 - metrics that will measure DTS success and
 - an explicit innovation evaluation and adoption mechanism.

- That the organizational **strategy for including user departments** in the priority setting and application deployment efforts of DTS be finalized and provided to the Committee as soon as practical.
- That **FY10 budget request provide a unified look at the total IT investment** in personnel, services and hardware/software across all agencies, with proper coordination with other cognizant Committees as appropriate.

Technology Services

MISSION STATEMENT

The mission of the Department of Technology Services is to enable the Montgomery County government to use Information Technology where it adds the most value; to enable our employees to be the best at serving their customers; to deliver information and services to residents at work, at home, and in the community; and to increase the productivity of government.

BUDGET OVERVIEW

The total recommended FY09 Operating Budget for the Department of Technology Services is \$33,639,050, an increase of \$1,020,990 or 3.1 percent from the FY08 Approved Budget of \$32,618,060. Personnel Costs comprise 55.2 percent of the budget for 165 full-time positions and two part-time positions for 146.0 workyears. Operating Expenses and Capital Outlay account for the remaining 44.8 percent of the FY09 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**

PERFORMANCE MEASURES

This table presents what the department estimates and projects will be the FY08 through FY10 data for its performance measures if there are no changes in funding.

| Measure | Actual FY06 | Actual FY07 | Estimated FY08 | Projected FY09 | Projected FY10 |
|--|-------------|-------------|----------------|----------------|----------------|
| Number of on-line Solid Waste transactions | 1,313 | 1,342 | 1,376 | 1,410 | 1,450 |
| Number of on-line Property Tax transactions | 14,514 | 16,324 | 16,732 | 17,150 | 17,579 |
| Number of other on-line transactions | 14,309 | 19,941 | 20,440 | 20,951 | 21,474 |
| Percent of users who found the County website visually appealing | 66 | 71 | 73 | 74 | 74 |
| Percent of County website users able to find information easily | 64 | 68 | 70 | 71 | 72 |
| Percent of County website visitors finding useful information | 83 | 84 | 84 | 85 | 85 |
| Percent of County website users with a positive experience | 77 | 75 | 74 | 75 | 76 |
| County website page views (000) | 98,961 | 95,364 | 102,040 | 109,182 | 116,825 |
| County website visits (000) | 14,302 | 17,275 | 19,867 | 22,847 | 26,274 |
| Number of mobile devices in use | 458 | 650 | 750 | 900 | 1,100 |
| Total number of in-bound and outbound e-mail messages | 30,747 | 52,871 | 60,000 | 80,000 | 100,000 |
| Total Identified volume of viruses and/or spam messages | 4,304 | 19,752 | 40,000 | 80,000 | 120,000 |
| Number of e-mail users | 10,143 | 10,684 | 11,000 | 11,000 | 11,000 |
| Hours of e-mail outages | 14 | 35 | 12 | 12 | 24 |
| Number of unscheduled e-mail outages | 6 | 15 | 6 | 6 | 12 |

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Continued support for the County's enterprise IT systems for software and hardware maintenance, and software licenses.**
- ❖ **Provide operational funding support for the Enterprise Resources Planning (ERP) Project.**
- ❖ **Completed County-wide application inventory and established governance process in support of the Technology Modernization Program.**
- ❖ **Initiate a new Enterprise Project Management Division (EPMD) for emphasized project management standards and process improvement.**
- ❖ **Continue the County's four-year personal computer replacement cycle to replace 2,200 personal computers in FY09.**

- ❖ **Implement replacement of the County's enterprise servers.**
- ❖ **Implementation of a replacement program for Public Safety Mobile Data (MDTs) Computers.**
- ❖ **Replace Public Safety servers.**
- ❖ **Productivity Improvements**
 - **Implemented connectivity of the Housing Opportunities Commission (HOC) to the County's PBX Telephone system.**
 - **Increased user productivity by implementing self-service password reset utility allowing users to reset forgotten password 24 hours a day without calling the help desk and to change password on multiple systems simultaneously.**
 - **Ensure that all County employees, contractors, interns and volunteers with access to County computers will complete a computer-based Security Awareness training class, reducing the likelihood of an internally generated security breach that can be costly in lost productivity and/or funds to repair damage.**
 - **Continued deployment of eGovernment services to enhance customer service and accessibility.**

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Jennifer R. Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Enterprise Project Management

The Enterprise Project Management Program serves 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 Project Management Office (PMO) is responsible for developing the PMM, maintaining the PMM based on continuous feedback/lessons learned, project quality assessment guidelines and conducting project reviews to ensure the PMM is being followed. The project execution group, the Project Requirements Management Team (PRMT), is responsible for managing major multi-million dollar cross-departmental projects while adhering to the PMM. Project Management certification is encouraged to promote continuous growth and demonstration of project management best practices.

FY09 Recommended Changes

| | Expenditures | WYs |
|--|------------------|-------------|
| FY08 Approved | 2,899,120 | 16.0 |
| Enhance: Division Chief position to the Enterprise Project Management Division to enhance the County's Enterprise Project Management initiatives | 152,500 | 1.0 |
| Increase Cost: Integrated Justice Information System (IJIS): Corrections and Rehabilitation Records Management System (CRIMS) Commercial Off-the-Shelf (COTS) Software Maintenance | 120,000 | 0.0 |
| Increase Cost: IJIS: IJIS Maintenance Contractor Support - Developer | 82,000 | 0.0 |
| Increase Cost: IJIS: CRIMS Arrest Booking System (ABS) Replacement Costs | 78,360 | 0.0 |
| Enhance: IJIS: Sr. IT Specialist for State's Attorneys Office Case Management System | 64,970 | 0.5 |
| Increase Cost: IJIS: Sr. IT Specialist Position for the Corrections Rehabilitation Information Management System (CRIMS) - Report Writer | 61,620 | 0.5 |
| Increase Cost: IJIS: CRIMS Database Software maintenance | 53,000 | 0.0 |
| Increase Cost: IJIS: CRIMS Contractor Support | 50,620 | 0.0 |
| Increase Cost: IJIS: Sr. IT Specialist Position for the Corrections Rehabilitation Information Management System (CRIMS) - Trainer | 45,270 | 0.5 |
| Increase Cost: Integrated Justice System (IJIS) Project Office Lease | 6,600 | 0.0 |
| Reduce: IJIS Phase 2 Contractual Support | -50,480 | 0.0 |
| Decrease Cost: Office Services Coordinator (OSC) position | -72,840 | -1.0 |
| Decrease Cost: Administrative Specialist II Position | -98,490 | -1.0 |
| Decrease Cost: IT Specialist III | -107,130 | -1.0 |
| Eliminate: IT Specialist III (Mctime) position | -107,130 | -1.0 |

| | Expenditures | WYs |
|--|------------------|-------------|
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 240,530 | 1.0 |
| FY09 CE Recommended | 3,418,520 | 15.5 |

Application Development and Integration

The Application Development and Integration Program is responsible for implementation of new web-based information technology systems in the County. The Program assesses business and technical requirements, translates requirements into technology system solutions, and defines standard process and software development methodology to deliver IT systems and solutions. This program supports the County's electronic government initiative to include website management. Electronic government seeks to provide cost-effective services at greater convenience to residents through the use of modern web technologies.

FY09 Recommended Changes

| | Expenditures | WYs |
|--|------------------|------------|
| FY08 Approved | 927,460 | 6.8 |
| Increase Cost: Professional Consultant Services - One Contract Position | 77,000 | 0.0 |
| Decrease Cost: Language Translation Software Maintenance | -5,000 | 0.0 |
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 58,860 | 0.0 |
| FY09 CE Recommended | 1,058,320 | 6.8 |

Enterprise System Services

The Enterprise System Services Program is responsible for supporting the enterprise software applications which are used throughout the County government (e.g., FAMIS/ADPICS). This program is responsible for applications maintenance, upgrade, phase out, and replacement. It integrates custom-coded programs, commercial software packages and contractual services to meet the functional requirements of customer departments. The program also maintains existing enterprise information systems by making program and parameter modifications to correct errors or accommodate changing legal, regulatory, and functional requirements. Additionally, applications are adapted to conform to changes in the County's hardware and software environment.

FY09 Recommended Changes

| | Expenditures | WYs |
|--|------------------|-------------|
| FY08 Approved | 1,789,250 | 10.0 |
| Increase Cost: Human Resource Management System (HRMS) Integral Maintenance | 28,060 | 0.0 |
| Decrease Cost: IT Specialist III position | -132,050 | -1.0 |
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 77,470 | 0.0 |
| FY09 CE Recommended | 1,762,730 | 9.0 |

Geographic Information Systems (GIS)

The Geographic Information Systems program designs and implements GIS 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, Geographic Base files (GBF/DIME) and related data layers; and participates in the development and maintenance of the enterprise planimetric and property databases.

FY09 Recommended Changes

| | Expenditures | WYs |
|---|------------------|-------------|
| FY08 Approved | 1,687,640 | 12.3 |
| Increase Cost: GIS Licenses and Software Maintenance | 54,200 | 0.0 |
| Decrease Cost: GIS Consulting Services for Public Safety Data Load/Quality Assurance Procedures | -10,000 | 0.0 |

| | Expenditures | WYs |
|--|------------------|-------------|
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 105,860 | 0.0 |
| FY09 CE Recommended | 1,837,700 | 12.3 |

Enterprise Services

The Enterprise Services Division (ESD) provides services to departments and employees through effective management of the County computing infrastructure. The division manages enterprise-wide systems including: enterprise messaging system, enterprise directory system, enterprise file and print system, enterprise image archiving, enterprise anti-malware systems, mainframe system, and hundreds of enterprise servers (web, application, database). ESD manages and provides support for the Public Safety Data System. ESD also operates the Information Technology help desk, manages the County government's PC hardware and software inventory, and provides support directly to departments and employees through the Desktop Computer Modernization program

FY09 Recommended Changes

| | Expenditures | WYs |
|--|-------------------|-------------|
| FY08 Approved | 12,612,310 | 42.1 |
| Increase Cost: ERP: Software Maintenance | 616,000 | 0.0 |
| Increase Cost: Hardware and Software Maintenance | 61,300 | 0.0 |
| Enhance: Standby pay for ESD server team | 45,000 | 0.0 |
| Increase Cost: ERP - SharePoint Server IT Contractual Support Services | 41,600 | 0.0 |
| Increase Cost: Annualization of FY08 Lapsed Positions | 16,260 | 0.2 |
| Decrease Cost: Service Level Agreements (SLA) in Public Safety software maintenance contracts | -100,000 | 0.0 |
| Decrease Cost: Contractor staffing supporting Enterprise and Public Safety Data systems | -274,790 | 0.0 |
| Decrease Cost: Elimination of One-Time Items Approved in FY08 | -501,130 | 0.0 |
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 740,990 | -1.1 |
| FY09 CE Recommended | 13,257,540 | 41.2 |

Data Center Operations

The Data Center Operations program operates the County's central data processing facility, processes all job requests, and offers server monitoring, data storage, and backup services. The program provides 24-hour-a-day service supporting the mainframe, network control center equipment, the Library Department materials circulation system, the Finance Department tax receivable system, and central file and print servers. The Data Control function provides the processing and production of all mainframe job requests, as well as the preparation and reconciliation of computer-printed output for all user departments.

FY09 Recommended Changes

| | Expenditures | WYs |
|--|------------------|-------------|
| FY08 Approved | 3,320,960 | 18.7 |
| Increase Cost: Hardware and Software Maintenance | 67,490 | 0.0 |
| Increase Cost: ERP: Hardware and Software Maintenance | 44,900 | 0.0 |
| Decrease Cost: Voter Activity Card (VAC) Forms | -27,000 | 0.0 |
| Decrease Cost: IT Technician III to IT Technician I | -65,370 | 0.0 |
| Eliminate: Lease Principal and Interest payments | -130,000 | 0.0 |
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | -44,000 | 0.5 |
| FY09 CE Recommended | 3,166,980 | 19.2 |

Enterprise Security/FiberNet WAN

The Enterprise Security program provides data security consulting, policies, and procedures to the County government. The program monitors and disseminates anti-virus and other security alerts and information, performs security assessment and mitigation, and designs security solutions for central and decentralized systems. This program is responsible for identifying and then monitoring and managing the tools required to protect the County from data security threats. It is responsible for the Enterprise Security Awareness program. The FiberNet/WAN program provides wide area network services to the County government, and FiberNet connectivity to other agencies (e.g., MCPS, Montgomery College, M-NCPPC, HOC and WSSC) as well. Services include data, voice and video connections, and Internet connectivity for public safety, HHS, DPWT and many other functions. It also includes wireless connectivity as well as services from the local exchange carrier when most cost effective. Some costs associated with this program

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 system.

FY09 Recommended Changes

| | Expenditures | WYs |
|--|------------------|-------------|
| FY08 Approved | 2,185,450 | 10.1 |
| Increase Cost: Hardware, Software and Maintenance | 34,300 | 0.0 |
| Increase Cost: Network Maryland Connection Fee | 30,000 | 0.0 |
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | -197,230 | 0.0 |
| FY09 CE Recommended | 2,052,520 | 10.1 |

Telecommunications Services

The Telecommunications Services program includes planning, designing, engineering, acquiring, installing, repairing, relocating, and modifying telecommunications equipment. The County owns and operates its own PBX telephone platform for the larger government facilities and electronic key systems at smaller County sites. This program also includes management of the County's voice mail and IVR systems.

FY09 Recommended Changes

| | Expenditures | WYs |
|--|------------------|-------------|
| FY08 Approved | 1,666,770 | 11.1 |
| Increase Cost: Liability Insurance - Dickerson Power Plant Antenna Site | 7,720 | 0.0 |
| Decrease Cost: Fiscal Assistant position | -74,850 | -1.0 |
| Shift: Telecommunications Specialist (Position is detailed to the Department of Emergency Preparedness and Homeland Security and will be transferred to Police) | -108,300 | -1.0 |
| Shift: Columbia Telecommunication Contract (CTC) Cost | -195,000 | 0.0 |
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 90,110 | 0.1 |
| FY09 CE Recommended | 1,386,450 | 9.2 |

Radio Communications

The Radio Communications program is responsible for planning, designing, engineering, acquiring, maintaining, installing, and repairing the County's complex radio and mobile communications systems which predominantly support public safety agencies.

FY09 Recommended Changes

| | Expenditures | WYs |
|--|------------------|-------------|
| FY08 Approved | 3,590,680 | 11.3 |
| Eliminate: Radio Test Equipment funds | -32,330 | 0.0 |
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 104,720 | 0.0 |
| FY09 CE Recommended | 3,663,070 | 11.3 |

Administration

The Administration program is responsible for strategic planning, allocation of resources, setting policy, and guiding all programs of the Department and County government Information Technology initiatives. Centralized administrative support functions are performed in the areas of contracting, budgeting, personnel, procurement, and facilities management.

FY09 Recommended Changes

| | Expenditures | WYs |
|--|------------------|-------------|
| FY08 Approved | 1,938,420 | 11.4 |
| Increase Cost: Annualization of FY08 Personnel Costs | 65,130 | 0.0 |
| Increase Cost: Central Duplicating Deficit Recovery Charge | 2,300 | 0.0 |

5

| | Expenditures | WYs |
|--|------------------|-------------|
| Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 29,370 | 0.0 |
| FY09 CE Recommended | 2,035,220 | 11.4 |

BUDGET SUMMARY

| | Actual FY07 | Budget FY08 | Estimated FY08 | Recommended FY09 | % Chg Bud/Rec |
|--|-------------------|-------------------|-------------------|---------------------|------------------|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 12,763,920 | 13,782,620 | 13,775,500 | 14,277,850 | 3.6% |
| Employee Benefits | 3,639,864 | 3,939,060 | 3,908,120 | 4,295,030 | 9.0% |
| County General Fund Personnel Costs | 16,403,784 | 17,721,680 | 17,683,620 | 18,572,880 | 4.8% |
| Operating Expenses | 16,317,070 | 14,534,370 | 14,005,750 | 14,945,870 | 2.8% |
| Capital Outlay | 362,096 | 362,010 | 362,010 | 120,300 | -66.8% |
| County General Fund Expenditures | 33,082,950 | 32,618,060 | 32,051,380 | 33,639,050 | 3.1% |
| PERSONNEL | | | | | |
| Full-Time | 156 | 161 | 161 | 165 | 2.5% |
| Part-Time | 3 | 3 | 3 | 2 | -33.3% |
| Workyears | 155.9 | 149.8 | 149.8 | 146.0 | -2.5% |
| REVENUES | | | | | |
| Public Pay Phone Commissions - Other | 0 | 30,000 | 0 | 0 | — |
| Telecommunication | 21,384 | 0 | 0 | 0 | — |
| County General Fund Revenues | 21,384 | 30,000 | 0 | 0 | — |
| 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 | 70,074 | 0 | 0 | 0 | — |
| Grant Fund MCG Expenditures | 70,074 | 0 | 0 | 0 | — |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| Workyears | 0.0 | 0.0 | 0.0 | 0.0 | — |
| REVENUES | | | | | |
| State Homeland Security Grant | 70,074 | 0 | 0 | 0 | — |
| Grant Fund MCG Revenues | 70,074 | 0 | 0 | 0 | — |
| DEPARTMENT TOTALS | | | | | |
| Total Expenditures | 33,153,024 | 32,618,060 | 32,051,380 | 33,639,050 | 3.1% |
| Total Full-Time Positions | 156 | 161 | 161 | 165 | 2.5% |
| Total Part-Time Positions | 3 | 3 | 3 | 2 | -33.3% |
| Total Workyears | 155.9 | 149.8 | 149.8 | 146.0 | -2.5% |
| Total Revenues | 91,458 | 30,000 | 0 | 0 | — |

FY09 RECOMMENDED CHANGES

| | Expenditures | WYs |
|--|-------------------|--------------|
| COUNTY GENERAL FUND | | |
| FY08 ORIGINAL APPROPRIATION | 32,618,060 | 149.8 |
| <u>Changes (with service impacts)</u> | | |
| Enhance: Division Chief position to the Enterprise Project Management Division to enhance the County's Enterprise Project Management initiatives [Enterprise Project Management] | 152,500 | 1.0 |
| Enhance: IJIS: Sr. IT Specialist for State's Attorneys Office Case Management System [Enterprise Project Management] | 64,970 | 0.5 |
| Enhance: Standby pay for ESD server team [Enterprise Services] | 45,000 | 0.0 |
| Reduce: Convert an IT Tech II position to full-time | -220 | 0.5 |
| Eliminate: Chief Information Security Officer (CISO) position | -13,630 | 0.0 |
| Eliminate: Radio Test Equipment funds [Radio Communications] | -32,330 | 0.0 |
| Reduce: JJIS Phase 2 Contractual Support [Enterprise Project Management] | -50,480 | 0.0 |
| Eliminate: IT Specialist III (Mctime) position [Enterprise Project Management] | -107,130 | -1.0 |
| Eliminate: Lease Principal and Interest payments [Data Center Operations] | -130,000 | 0.0 |
| <u>Other Adjustments (with no service impacts)</u> | | |
| Increase Cost: General Wage and Service Increment Adjustments | 865,440 | 0.0 |
| Increase Cost: ERP: Software Maintenance [Enterprise Services] | 616,000 | 0.0 |
| Increase Cost: Group Insurance Adjustment | 170,380 | 0.0 |
| Increase Cost: Retirement Adjustment | 156,640 | 0.0 |
| Increase Cost: Integrated Justice Information System (IJIS): Corrections and Rehabilitation Records Management System (CRIMS) Commercial Off-the-Shelf (COTS) Software Maintenance [Enterprise Project Management] | 120,000 | 0.0 |
| Increase Cost: IJIS: JJIS Maintenance Contractor Support - Developer [Enterprise Project Management] | 82,000 | 0.0 |
| Increase Cost: IJIS: CRIMS Arrest Booking System (ABS) Replacement Costs [Enterprise Project Management] | 78,360 | 0.0 |
| Increase Cost: Professional Consultant Services - One Contract Position [Application Development and Integration] | 77,000 | 0.0 |
| Increase Cost: Hardware and Software Maintenance [Data Center Operations] | 67,490 | 0.0 |
| Increase Cost: Annualization of FY08 Personnel Costs [Administration] | 65,130 | 0.0 |
| Increase Cost: IJIS: Sr. IT Specialist Position for the Corrections Rehabilitation Information Management System (CRIMS) - Report Writer [Enterprise Project Management] | 61,620 | 0.5 |
| Increase Cost: Hardware and Software Maintenance [Enterprise Services] | 61,300 | 0.0 |
| Increase Cost: GIS Licenses and Software Maintenance [Geographic Information Systems (GIS)] | 54,200 | 0.0 |
| Increase Cost: IJIS: CRIMS Database Software maintenance [Enterprise Project Management] | 53,000 | 0.0 |
| Increase Cost: IJIS: CRIMS Contractor Support [Enterprise Project Management] | 50,620 | 0.0 |
| Increase Cost: IJIS: Sr. IT Specialist Position for the Corrections Rehabilitation Information Management System (CRIMS) - Trainer [Enterprise Project Management] | 45,270 | 0.5 |
| Increase Cost: ERP: Hardware and Software Maintenance [Data Center Operations] | 44,900 | 0.0 |
| Increase Cost: ERP - SharePoint Server IT Contractual Support Services [Enterprise Services] | 41,600 | 0.0 |
| Increase Cost: Hardware, Software and Maintenance [Enterprise Security/FiberNet WAN] | 34,300 | 0.0 |
| Increase Cost: Network Maryland Connection Fee [Enterprise Security/FiberNet WAN] | 30,000 | 0.0 |
| Increase Cost: Human Resource Management System (HRMS) Integral Maintenance [Enterprise System Services] | 28,060 | 0.0 |
| Increase Cost: Motor Pool Rate Adjustment | 18,310 | 0.0 |
| Increase Cost: Annualization of FY08 Lapsed Positions [Enterprise Services] | 16,260 | 0.2 |
| Increase Cost: Printing and Mail Adjustments | 9,760 | 0.0 |
| Increase Cost: Liability Insurance - Dickerson Power Plant Antenna Site [Telecommunications Services] | 7,720 | 0.0 |
| Increase Cost: Integrated Justice System (IJIS) Project Office Lease [Enterprise Project Management] | 6,600 | 0.0 |
| Increase Cost: Central Duplicating Deficit Recovery Charge [Administration] | 2,300 | 0.0 |
| Decrease Cost: Language Translation Software Maintenance [Application Development and Integration] | -5,000 | 0.0 |
| Decrease Cost: GIS Consulting Services for Public Safety Data Load/Quality Assurance Procedures [Geographic Information Systems (GIS)] | -10,000 | 0.0 |
| Decrease Cost: Voter Activity Card (VAC) Forms [Data Center Operations] | -27,000 | 0.0 |
| Decrease Cost: IT Technician III to IT Technician I [Data Center Operations] | -65,370 | 0.0 |
| Decrease Cost: Office Services Coordinator (OSC) position [Enterprise Project Management] | -72,840 | -1.0 |
| Decrease Cost: Fiscal Assistant position [Telecommunications Services] | -74,850 | -1.0 |
| Decrease Cost: Administrative Specialist II Position [Enterprise Project Management] | -98,490 | -1.0 |
| Decrease Cost: Service Level Agreements (SLA) in Public Safety software maintenance contracts [Enterprise Services] | -100,000 | 0.0 |
| Decrease Cost: IT Specialist III [Enterprise Project Management] | -107,130 | -1.0 |
| Shift: Telecommunications Specialist (Position is detailed to the Department of Emergency Preparedness and Homeland Security and will be transferred to Police) [Telecommunications Services] | -108,300 | -1.0 |
| Decrease Cost: IT Specialist III position [Enterprise System Services] | -132,050 | -1.0 |
| Shift: Columbia Telecommunication Contract (CTC) Cost [Telecommunications Services] | -195,000 | 0.0 |

| | Expenditures | WYs |
|---|-------------------|--------------|
| Decrease Cost: Contractor staffing supporting Enterprise and Public Safety Data systems [Enterprise Services] | -274,790 | 0.0 |
| Decrease Cost: Elimination of One-Time Items Approved in FY08 [Enterprise Services] | -501,130 | 0.0 |
| FY09 RECOMMENDED: | 33,639,050 | 146.0 |
| GRANT FUND MCG | | |
| FY08 ORIGINAL APPROPRIATION | 0 | 0.0 |
| FY09 RECOMMENDED: | 0 | 0.0 |

PROGRAM SUMMARY

| | FY08 Approved | | FY09 Recommended | |
|---|-------------------|--------------|-------------------|--------------|
| | Expenditures | WYs | Expenditures | WYs |
| Enterprise Project Management | 2,899,120 | 16.0 | 3,418,520 | 15.5 |
| Application Development and Integration | 927,460 | 6.8 | 1,058,320 | 6.8 |
| Enterprise System Services | 1,789,250 | 10.0 | 1,762,730 | 9.0 |
| Geographic Information Systems (GIS) | 1,687,640 | 12.3 | 1,837,700 | 12.3 |
| Enterprise Services | 12,612,310 | 42.1 | 13,257,540 | 41.2 |
| Data Center Operations | 3,320,960 | 18.7 | 3,166,980 | 19.2 |
| Enterprise Security/FiberNet WAN | 2,185,450 | 10.1 | 2,052,520 | 10.1 |
| Telecommunications Services | 1,666,770 | 11.1 | 1,386,450 | 9.2 |
| Radio Communications | 3,590,680 | 11.3 | 3,663,070 | 11.3 |
| Administration | 1,938,420 | 11.4 | 2,035,220 | 11.4 |
| Totals | 32,618,060 | 149.8 | 33,639,050 | 146.0 |

CHARGES TO OTHER DEPARTMENTS

| Recipient Department | Recipient Fund | FY08 | | FY09 | |
|---------------------------|------------------|-----------|-----|-----------|------|
| | | Total\$ | WYs | Total\$ | WYs |
| GENERAL FUND | | | | | |
| Cable Communications Plan | Cable Television | 1,238,110 | 2.3 | 1,279,180 | 2.3 |
| CIP | CIP | 701,620 | 6.2 | 1,296,050 | 11.0 |

FUTURE FISCAL IMPACTS

| Title | CE REC. | | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|---------------|--|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | |
| (S000's) | | | | | | | |
| This table is intended to present significant future fiscal impacts of the department's programs. | | | | | | | |
| COUNTY GENERAL FUND | | | | | | | |
| Expenditures | | | | | | | |
| FY09 Recommended | 33,639 | 33,639 | 33,639 | 33,639 | 33,639 | 33,639 | |
| No inflation or compensation change is included in outyear projections. | | | | | | | |
| Annualization of Positions Recommended in FY09 | 0 | 137 | 137 | 137 | 137 | 137 | |
| New positions in the FY09 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears. | | | | | | | |
| Elimination of One-Time Items Recommended in FY09 | 0 | -90 | -90 | -90 | -90 | -90 | |
| Items approved for one-time funding in FY09, including operating expenses for two IJIS positions (\$6,000 each = \$12,000), and funding for the CRIMS Arrest Booking System (ABS) replacement costs (\$78,360) will be eliminated from the base in the outyears. | | | | | | | |
| Labor Contracts | 0 | 921 | 976 | 976 | 976 | 976 | |
| These figures represent the estimated cost of general wage adjustments, service increments, and associated benefits. | | | | | | | |
| Central Duplicating Deficit Recovery Charge | 0 | -2 | -2 | -2 | -2 | -2 | |
| This per employee charge will be eliminated in FY10. | | | | | | | |
| Integrated Justice System (IJIS) Project Office Lease | 0 | 1 | 1 | 2 | 3 | 3 | |
| These figures represent annualization of the operating costs associated with the lease of office space at 51 Monroe for the IJIS project office. | | | | | | | |
| Technology Modernization -- MCG | 0 | 875 | 951 | 2,891 | 5,986 | 6,443 | |
| Subtotal Expenditures | 33,639 | 35,480 | 35,612 | 37,552 | 40,648 | 41,105 | |

ANNUALIZATION OF PERSONNEL COSTS AND WORKYEARS

| | FY09 Recommended | | FY10 Annualized | |
|--|------------------|------------|-----------------|------------|
| | Expenditures | WYs | Expenditures | WYs |
| Enhance: IJIS: Sr. IT Specialist for State's Attorneys Office Case Management System [Enterprise Project Management] | 64,970 | 0.5 | 115,310 | 1.0 |
| Increase Cost: IJIS: Sr. IT Specialist Position for the Corrections Rehabilitation Information Management System (CRIMS) - Report Writer [Enterprise Project Management] | 55,620 | 0.5 | 115,310 | 1.0 |
| Increase Cost: IJIS: Sr. IT Specialist Position for the Corrections Rehabilitation Information Management System (CRIMS) - Trainer [Enterprise Project Management] | 39,270 | 0.5 | 65,790 | 1.0 |
| Total | 159,860 | 1.5 | 296,410 | 3.0 |



Gartner slide on planned research: cut costs 2008 Coping with pressure to reduce IT spending

Cost Containment

1. Link Costs to Demand
 - a. **Manage Demand** by: cancel nonviable projects, project prioritization, break up large projects and defer pieces, create a project management office
 - b. **Shift to Variable Cost** by : enable shared risk/reward contracts, pay for IT investment with bonds, consider SaaS for certain applications

2. Reduce Resource Costs
 - a. **Reduce labor cost** by: offshore application development, offshore application maintenance, automate software distribution, utilizing fewer contractors and consultants
 - b. **Reduce technology cost** by: standardize administrative applications, standardize e-mail, consolidate enterprise content management, implement energy saving measures, consolidate mainframes, desktop printer consolidation, adopt open source desktop software, federated search engines, server cons. (physical, rational capacity), convert networks to VPN, adopt open-source server software, consolidate data management and integration tools, adopt open source server software, reuse software components, discontinue buying proprietary hardware, restructure e-mail storage, implement VoIP, remove games form PCs and PDAs, high volume print rationalization / consolidation

3. Change Operating Practices
 - a. **Change operating model** by: Enterprise call center consolidation within government, call center consolidation across government, Teleworking, cell phone us, using tools to reduce travel (ie teleconferencing)
 - b. **Improve IT Business Practice** by: centralized application development, centralized management and development, negotiate enterprise e-mail agreement, consolidate IT procurement, create a project management office, create shared disaster recovery centers, consolidate and renegotiate vendor contracts, centralized desktop application management, renegotiate network rates, create a shared services environment for IT infrastructure, benchmarking, telecommunications audit, helpdesk consolidation, renegotiate shelfware maintenance, discard unused equipment, confiscate underused equipment, defer purchases of desktop products

Questions regarding recommended OB FY09 DTS request (including DCM)

Dr. Costis Toregas

March 21, 2008

POLICY

1. Page 8-21 of the Executive's recommended Operating Budget provides the history of Approved County Government work years per 1,000 population. The FY09 number is an all time high for this productivity indicator. And yet increasing productivity of government is in the core mission statement of DTS. Please provide context for the inability of the County's continued investment in IT to reduce this number through the DTS program, and suggest a strategy to address possible impediments within, as well as outside DTS's control.

The County's continued investment in IT, coupled with on-going business process improvements, has, in fact, contributed to the County's ability to improve the productivity and efficiency of the County's workforce as measured by this particular performance indicator. Specifically, the growth in work-years for Total Tax Supported Non-Public Safety from 1996 through 2009 decreased by 0.03 percentage points (4.50 in 1996 to 4.47 in 2009), or alternatively, a -0.6% rate of growth over the period of 14 years. The CE Recommended FY09 Operating Budget significantly reduced the growth for Tax Supported Non-Public Safety by 0.21 percentage points (4.68 in 2008 to 4.47 in 2009), or a -4.5% rate of growth.

In comparison, the growth in Total Tax Supported Public Safety from 1996 through 2009 is .73 percentage points (3.34 in 1995 to 4.07 in 2008), or alternatively, a rate of growth of 22% over the period of 14 years. DTS is not in a position to articulate the driving factors behind this rate of growth. However, it is important to note that, given the County's current fiscal climate, the CE Recommended FY09 Operating Budget reduced the growth for Tax Supported Public Safety by 0.08 percentage points. DTS believes that investments in technology without corresponding improvements in business processes will not yield significant increases in productivity and efficiency of the County's workforce. With the initial steps taken to begin to create a Public Safety strategic plan for technology, metrics to investments will likely be more visible.

To improve responsiveness to its customers and the operational efficiency of Montgomery County Government, the County fully supported the Technology Modernization Program. The program initiative includes the Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM or MC311) as major new components. The ERP project will ultimately replace current core business systems, and pave the way for the elimination of "shadow" systems developed over the years by individual departments. These systems use variations or copies of information to report and analyze data, and the enterprise solution will provide for the sharing of common information and integration of resources across County functions. This initiative will result in state-of-the-art support for the County's financial, budgeting, procurement, human resources and payroll functions. Benefits of the ERP project include elimination of some paper processes; workflow that allows transactions to be prepared and approved across internal and external department staff; and a data warehouse that will provide the ability to create ad hoc queries and reports from all the information that is maintained in the ERP system databases. The ERP project is being spearheaded by the Chief Administrative Officer and a steering committee that includes the directors of Finance, Procurement, Human Resources, Management and Budget, and Technology Services. It is expected that the first phase will be rolled out in 2010. Another component is the 3-1-

1 call system, to be called MC311. This will be a single, one-stop shopping phone number for non-emergency government requests for service, information or complaints. This program is currently in the planning stages and is expected to be up and running by the end of calendar year 2009.

The Public Safety Agencies continue to invest in important IT initiatives to help improve their productivity into the future. A key initiative implemented recently is the Law Enforcement Records Management System (RMS). Other key initiatives for Public Safety Agencies that are in progress are Corrections and Rehabilitation Information Management System (CRIMS) and States Attorney Case Management System, which are major portions of the Integrated Justice Information System (IJIS). DTS and the Public Safety Agencies will also be undertaking a study to plan for the next generation Computer Aided Dispatch (CAD).

2. Please provide performance metrics DTS managers use to ensure that outcomes are accomplished internally. Are there over all department-wide metrics to measure departmental progress towards goals that are being developed? Can they be made available in time for this budget review? If not, what is the cost and capacity to undertake such an effort for future years so that the Return on IT investment can be made more explicit for policy makers?

DTS has departmental performance metrics. These metrics have been documented in the DTS Executive Performance Plan (See Appendix A). This was the first year of this Executive Performance program and as such, the plans and components (including metrics) are still in development. DTS has taken the approach of creating measures that can be clearly aligned to the Executive's objectives.

While the current measures are indicative of performance, metrics that delineate the "value proposition" have not been developed. One such development that has been initiated will be incorporated into the annual IT project analysis. This change will include a score card process to begin to assemble viable measures that will allow for ROI characteristics.

3. Are there projects in the Recommended FY09 budget that leverage MCG resources with those of other tax-supported agencies? And are there ways to reduce over all tax-supported costs for IT through collaborative actions? Please comment on the usefulness of ITPCC as an action platform for such collective action.

Also included in our 2008 Performance Plan are interagency efforts that we intend to leverage. There are no specific budget assumptions that create a definitive dependency on another entity to accomplish any DTS objective.

However, in addition to active participation with ITPCC inter-agency applications (GIS, Continuity of Operations planning, etc), DTS is actively working on information sharing and regional technologies with the National Capital Region. Examples include leveraging the NCR I-Net as well as rules for interagency data exchange and governance (DEG).

4. How many contract staff currently are part of on-going DTS project teams? Does DTS envision converting any existing contract positions into County positions (or vice versa)? Provide the policy used to decide whether to hire in-house talent or contract with consultants for specific functions in DTS, and, if available, a long term strategic plan to build key skills retained within the County structures.

DTS currently has a total of twenty-six (26) contract staff that are part of on-going project teams.

DTS management does evaluation of potential conversion of contractual positions to County's permanent positions on an as needed basis. DTS hires and retains contract versus in-house personnel for a variety of reasons and under different circumstances. 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 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 scale.
 - 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.
5. Is there a Public Pay Phone commission program? No revenues are shown for the last 2 years, nor expected in FY09. Are there other similar entrepreneurial programs that could provide non-tax revenues to the County that could take the place of this program? Are there impediments to exploring similar non-tax revenue production from DTS assets?

DTS is no longer handling revenue from the public pay phones housed in the common visitor areas located at the County's correctional facilities since the visitors are using their private cell phones. The Department of Correction and Rehabilitation is handling their own inmate/vendor pay phone for all jail commissions.

DTS is an internal service provider organization and therefore has limited opportunities to generate income from outside sources, with the major exception being the Cable Fund which is Special Revenue Fund and is administered separately from the DTS Operating Budget. DTS does look for opportunities for private sector partnership/investment as we did for the Silver Spring wi-fi implementation, reducing County costs. The assets that DTS is responsible for are dedicated for County Government business operations. In almost all cases it is impractical or impossible to allow commercial use as it would have severe negative security and/or capacity impacts, however opportunities for alternative funding are always being reviewed.

6. The DCM contractor is requesting an increase of \$316,260; why? With the high County PC volume, a guaranteed income stream and the existence of robust competition, the contract should be for less, not more. The County is also exploring the use of thin client technology, and SaaS is another viable market option. Provide a timeline and start up costs to pursue alternatives to the current DCM effort.

The increase requested for the DCM program is for the "seat management" (asset management, installations - adds - moves - changes, help desk, and maintenance) of the County's 8,800 PCs and is the result of a new contract awarded in 2007 after a competitive procurement process. This is first rate increase for these services since the initial contract was awarded in 1999, over 8 years ago. The new contract also includes service level agreements for more PCs than the old contract. In fact, DTS has been extremely successful in maintaining program and specifically contractor costs over this time period, even though the number of PCs doubled. DTS has been able to significantly reduced the per unit support costs by investing in both systems like Microsoft System Management Server (SMS) and in process improvements / configuration management.

The County is actively using and DTS is supporting both thin clients and SaaS, wherever practical. DTS is also investigating and providing support for virtual desktops. Currently, the Office of the Sheriff is using a terminal server solution, ePerform and recruiting (People Click) are provided via SaaS, and selected training is provided via virtual desktops.

Although DTS also is looking forward to wider deployments of thin client and SaaS, plans for reducing the number of fat clients and associated support requirements would be premature at this time as they depend on the selection and implementation of the ERP and CRM systems that will affect all County employees. The solutions selected and the resources they will require, both at the datacenter and client ends will provide a basis for the infrastructure resources required for moving forward with more thin and virtual client deployments.

MANAGEMENT

1. Please provide an organizational chart depicting existing, added, transferred, and eliminated positions.

Please refer to attachment A for a PowerPoint Organizational Chart.

2. Provide an accounting of current and proposed oversight and participation mechanism that DTS uses to ensure coordination with user agencies. IPAC (Information Technology Policy Advisory Committee) and TOMG (Technical Operational Management Group) are acronyms which have been used in the past, but no information is provided as to the future mechanisms contemplated.

Through the enterprise efforts that have been completed as part of the ERP readiness, there are definitive plans to re-implement enterprise governance strategies that continue the collaboration between business and technology. The focus of the re-launched governance model includes technology, but as other successful business and public sector agencies have learned, it is about business decisions that direct technical innovation. The revised governance model will provide for the output and oversight originally identified for IPAC and aligns subject matter experts (SME's) in both technology and business which was previously technology only focused in TOMG. The improvements to the planned structure will continue to stress collaboration, communication and be chartered to demonstrate value of innovation and change, throughout the enterprise. (See Concept diagram in Appendix B as attached at the end of this document.)

3. Of the ten organizational elements of the DTS budget, four received the greatest increases on a % basis from FY08 levels: Enterprise Project Management, (+17.9%), Application Development and Integration (+14.1%), Radio Communications (+9.2%) and GIS (+8.9%). Please detail significant shifts in expected outcomes for these four elements that would justify the aggregate desired increase that is many-times larger than the County's overall recommended budget increase of 1.6%.

The total FY09 CE recommended FY09 Operating Budget for DTS is \$33,639,050, which is an increase of 3.1%, or \$1,020,990, from the FY08 Approved Budget of \$32,618,060. Please note that the FY09 CE Recommended budget increase on a % basis from FY08 level for Radio Communications program is +2%, not +9.2% as stated in this question. The increased rate of 2% for this program is below the overall FY09 DTS budget increase of 3.1%.

The Enterprise Project Management program received the largest increase of 17.9% among the ten organizational elements of the DTS budget. The overwhelming majority of the increase (17.7%) is attributed to the Integrated

Justice Information System (IJIS) project for required annual maintenance costs and 3 new positions that are critical to the overall project success. The FY09 CE recommended Operating Budget for DTS within the Enterprise Project Management program is increased by less than 0.3%, or \$7,440.

The Application Development & Integration (AD&I) and Geographic Information Systems (GIS) programs received 14.1% and 8.9% increases respectively which include required personnel cost adjustments for negotiated compensation and employee benefit changes. AD&I received a budget increase of \$77,000 to annualize the costs of one contractor position to develop, maintain and enhance critical enterprise web applications. Please refer to the response to question #11 under "Management" for further information. The GIS team received a budget increase of \$54,200 for the acquisition of additional Pictometry photographs required by the Public Safety departments and GIS software maintenance costs related to enterprise standard GIS software licenses. Please refer to the response to question #5 under "Technology" for further information. These increases will enhance DTS's capability to provide enterprise solutions to the using departments.

4. Please detail all DTS expenses relating to ERP, MCTime, 311/CRM and any other project included in the Technology Modernization effort of the CIP which is included in the Operating Budget request. Please be specific, provide financial costs and the rationale used not to incorporate them in the TechMod PDF in the CIP. Make sure to include any parts of the Enterprise Systems Services budget of \$1,762,730 currently providing support to the County's Enterprise systems. For comparison purposes, provide the same information, but from the CIP budget.

The County Executive's Recommended FY09 Operating Budget for DTS includes \$660,900 related to the Technology Modernization Program. \$660,900 will fund ½ year of annual ERP software license and contribute to hardware and database license maintenance costs related to the ERP initiative. Annual recurring expenses are shown in the operating budget as OBI (Operating Budget Impact). Since the CIP project has a fixed end date, these expenses are shown as on-going operating expenditures.

For clarification purposes, the DTS personnel complement increased by 5 positions. These 5 positions are required to establish and maintain the ERP infrastructure. The costs associated with these positions are included in the TechMod CIP project. Please recall the recommendation of the logic to split Infrastructure from the Project. Infrastructure costs are defined as those expenditures and personnel that are required to support the baseline framework of the new planned solutions, but the end result is that these costs and staff can and will be used to some extent to support similar baseline functions of other enterprise systems.

The County Executive's Recommended FY09 Operating Budget for DTS includes \$1,762,730 related to the Enterprise Systems Services program. These funds are solely for personnel and annual software maintenance costs to support of the County's core business systems (i.e. FAMIS/ADPICS, BPREP, MUNIS etc...) and are not related to the technology modernization effort.

5. Provide a table showing Class, Grade, number of positions and \$'s spent by County employees and Outside contractors to provide needed services in DTS across the board. See Policy Question #4 for context.

Please refer to the attachment B as attached separately from this document.

6. Provide the goals and metrics used to assess performance towards meeting goals for each of the Divisions, and show how those metrics are tied to this budget request for resources (relates to policy question # 2)

As a follow on to our overall departmental goals, DTS will continue to look at supporting metrics. For FY08, these goals were envisioned as the "performance reporting" for the overall department, which is ultimately the CIO scorecard for DTS. As a matter of course, our strategy was to delineate the department goals into key performance goals for staff, in support of the cumulative goal.

One of our FY09 challenges is to develop goals and metrics to assess performance, but again to support the departmental mission. The challenge of focusing solely on divisional goals is the trap of thinking in a silo methodology. The mission we have undertaken is to break the "department think" model and focus on goals that allow for resource justifications, but consistently invoke collaborative requirements for goal achievements.

We are currently working on additional assessments and staffing characteristics and intend to develop cross functional goals and objectives that support the departmental objects, provide resource measures and ensure teaming goals (and successes). This information is targeted for the FY10 budget cycle.

7. Provide the replacement program you intend to use to develop the number and identity of MDT users who will be impacted by the FY09 request.

The replacement program for Public Safety Mobile Data Terminals will be the same as used for DCM. One quarter of the inventory (400 out of 1600) will be replaced each year. The oldest units are replaced unless application support or business processes require specific units to be replaced. This inventory includes units from Police, Fire & Rescue, Sheriff, and DTS.

8. Provide statistics regarding number of employees who took the Security Awareness class, by department, and include any quantifiable indication of the effectiveness of this course.

Since the deployment of the first ever countywide mandatory computer-based Information Security Awareness and Training Program (ISATP) last June, 7,723 (87%) of the County workforce with access to computer resources has successfully completed the security training. The numbers will continue to fluctuate as employees are regularly added or deleted from all associated databases and new employees join the County.

The following table shows a summary of the stats as of March 21, 2008:

| CBT ISATP Summary Report | | |
|--|-------------------------------|-----|
| Department: All | Detail Report | |
| Students (Employee only) Not Enrolled | (13%) | |
| Students (Employees only) Enrolled but not completed | | 57 |
| Students (Employees only) Enrolled and completed | (87%) | |
| (Associates-Volunteers/Interns) Enrolled but not completed | | 17 |
| (Associates-Volunteers/Interns) Enrolled and completed | | 702 |

Based on the evaluation feedback, employees acknowledged increased awareness in the importance of protecting sensitive data, the various techniques by which data could be leaked or compromised and the usefulness of the computer-based training.

To the date of this report, a total of 1,178 employees, or 13% of the total County employees from 16 departments/agencies have not yet completed the training. Periodic reminders continue to improve the overall completion rates.

9. Give a list of "E-Government services" currently supported. Which new services are included in the FY09 request?

DTS maintains an extensive portfolio of eGovernment applications that bring benefit to County residents as well as County government employees. These applications are often categorized as Government to Consumer (G2C), Government to Business (G2B), Government to Government (G2G), or Government Internal ("GI") applications.

The following is a representative list of Government to Consumer ("G2C") applications that illustrates the breadth of the G2C portfolio:

- Board of Elections: Polling Place Locator
- Board of Elections: Technical Support Volunteer Registration System
- Circuit Court: Juror Questionnaire System
- Commission for Women: Class Registration and Payment System
- County Cable Office: Cable Service Complaint Form
- County Council: Video and Transcript Viewer
- County Executive: Live Discussion Forum
- Department of Environmental Protection: On-Line Complaint Form
- Department of Finance: Real Property Tax Payment
- DHCA: Apartment Rental Guide
- DPWT: Pothole and Un-shoveled Sidewalk Reporting Forms
- DPWT: Snow Removal Status
- eSubscription: Newsletter Subscription System
- Office of Consumer Protection: Estimated Real Property Tax and Other Non Tax Charges

The following is a representative list of Government to Business ("G2B") applications that illustrates the breadth of the G2B portfolio:

- Department of Finance: Automated ACH Bank File Transfers
- Department of Finance: Transfer Tax Payment
- DPWT: Annual Recycling and Waste Reduction Report
- DPWT: Solid Waste Hauler Billing
- Office of Procurement: Local Small Business Reserve Program

The following is a representative list of Government to Government ("G2G") and Government Internal ("GI") applications that illustrates the breadth of the G2G and GI portfolios:

- Board of Investment Trustees: Investment Education Seminar Scheduling
- County Cable Office: Program Schedule Administration
- DEP: Environmental Action Plan System
- DPWT: Rockville Core Parking
- DPWT: Taxi Driver Test
- Ethics Commission: Financial Disclosure System
- DHHS and MCPD: Juvenile Justice Information System
- DOCR: Training Management System
- DTS: Telecommunications Services Request System
- MCFRS: Personnel Information Management System
- MCFRS: Promotional Candidate Application System
- MCG: Computer Based Training
- MCG: Employee Intranet
- MCG: Employee Portal
- MCG: Language Bank
- MCG: Limited English Proficiency Web Site
- MCG: Public Information Center
- MCG: Web Content Management System
- Volunteer Center: Holiday Basket System

The CE's recommended FY09 budget includes an increase of \$77,000 for the Application Development and Integration program (see response to question #11 below). These funds would be utilized to help maintain, enhance and further extend the portfolio of eGovernment applications.

10. There is a proposal for the elimination of a Lease principal and interest payments of \$130,000 in the Data Center Operations budget. Has DTS decided to incorporate the functions represented in this Lease in-house? At what cost? And what improvements are expected from this action?

The Lease principal and interest payments were for high dollar mainframe hardware. The equipment has been paid off. The entire amount of \$130,000 for this budget line item has been eliminated in FY09 as part of the County Executive Recommended Budget reduction plan.

11. There is a new professional Consultant Services element for \$77,000 proposed for Application Development and Integration. What new functions have been added to ADI to justify this addition?

The \$77,000 proposed for Application Development and Integration will provide the funds needed by DTS to annualize the costs of a contractor currently supporting critical applications such as the Financial Disclosure System (required by Ethics Law), eSubscription, Local Small Business Reserve Program (required by County Code/Executive Regulation), and the eTransfer Tax System. DTS's current base budget for this contractor is

\$85,000 (or alternatively, .5WY). The annual cost for the contractor is estimated at \$166,000 (\$80/hr). In prior years, DTS was able to absorb the cost differential, but is no longer able to do so due to fiscal challenges.

TECHNOLOGY

1. Provide information and budget elements in the FY09 budget request which relate to the County's ability to evaluate and test new technologies in pilot mode. Explicitly include SaaS, thin client and the use of COTS equipment such as smart phones in the response. If experiences from other jurisdictions or expert consultant opinions are used, list them. Also identify, where appropriate, cost savings possible from the use of new technologies and the offsetting expense for installing new required infrastructure to support them.

In the FY09 budget plan, costs for innovation and advanced technology research are not included in our operating plans. Given the fiscal climate, DTS will focus consistently on technologies that are driven by business decisions and need. DTS leadership will continue to look at and evaluate emerging technologies to advise the County on potential opportunities. Resources such as Gartner, Digital Cities and Counties achievements, NCR Collaborations/Initiatives, NACO as well as other technology, communications and networking organizations that exemplify innovation will be sourced.

DTS leadership will continue to review and embrace when practical new opportunities to advance County processes in an expeditious or fiscally prudent method avails. As exemplified in the most current enterprise technology efforts, alternatives are fully explored to leverage both current investments to maximize value as well as new direction to benefit from well tested, innovative solutions. It is DTS's position to ensure that only mature/reduced risk solutions are presented for inclusion in our recommendations. Adopting technology strategies that present performance or responsiveness risk, lack commercial implementation or testing of enterprise durability can likely result in the expenditure of scarce funding and present a negative perception to both County staff as well as constituents.

2. Provide an inventory of County PCs by age and department, and show schedule for the requested 2,200 replacement effort by department.

The table below depicts the County's PC inventory eligible for DCM replacement by age as of March 2008. FY09 replacements will be for PCs currently listed in the in the "49+ months" and "37-48 months" columns. For each replacement cycle, standard DCM procedures entail departments / DCM verifies that PCs are still in use and are primary office automation workstations to ensure PCs are still eligible and require replacement.

PC Inventory By Department and PC age (in months)

| Dept | 1-12 | 13-24 | 25-36 | 37-48 | 49+ | TOTAL |
|------|------|-------|-------|-------|-----|-------|
| BOE | 6 | 5 | 60 | 0 | 0 | 71 |
| CCL | 9 | 101 | 19 | 3 | 0 | 132 |
| CCT | 23 | 25 | 191 | 5 | 70 | 314 |
| CEX | 3 | 18 | 33 | 1 | 0 | 55 |
| CFW | 0 | 0 | 0 | 26 | 0 | 26 |
| CUPF | 19 | 2 | 6 | 0 | 0 | 27 |
| DED | 11 | 19 | 21 | 1 | 0 | 52 |
| DEP | 1 | 38 | 6 | 16 | 0 | 61 |

| | | | | | | |
|----------|-------------|-------------|-------------|-------------|------------|-------------|
| DHCA | 4 | 37 | 33 | 16 | 2 | 92 |
| DLC | 50 | 3 | 17 | 20 | 31 | 121 |
| DOCR | 93 | 65 | 178 | 3 | 16 | 355 |
| DPS | 108 | 25 | 0 | 171 | 2 | 306 |
| DPWT-DCD | 10 | 44 | 17 | 34 | 7 | 112 |
| DPWT-DIR | 2 | 17 | 1 | 3 | 0 | 23 |
| DPWT-FMS | 80 | 2 | 0 | 20 | 3 | 105 |
| DPWT-OPS | 18 | 80 | 65 | 46 | 10 | 219 |
| DPWT-SWS | 5 | 50 | 7 | 25 | 1 | 88 |
| DPWT-TRN | 2 | 62 | 19 | 40 | 5 | 128 |
| DTS | 43 | 118 | 47 | 14 | 30 | 252 |
| ECM | 0 | 0 | 3 | 0 | 0 | 3 |
| FIN | 5 | 72 | 25 | 24 | 10 | 136 |
| FRS | 32 | 129 | 129 | 100 | 59 | 449 |
| HHS | 164 | 500 | 664 | 498 | 320 | 2146 |
| HRC | 0 | 1 | 14 | 10 | 0 | 25 |
| HSD | 0 | 16 | 8 | 11 | 3 | 38 |
| IGR | 0 | 7 | 0 | 0 | 0 | 7 |
| LIB | 401 | 42 | 131 | 388 | 16 | 978 |
| OCA | 53 | 15 | 12 | 2 | 1 | 83 |
| OCP | 1 | 10 | 4 | 13 | 1 | 29 |
| OHR | 107 | 0 | 2 | 0 | 1 | 110 |
| OMB | 4 | 2 | 1 | 27 | 7 | 41 |
| PIO | 0 | 1 | 2 | 14 | 0 | 17 |
| POL | 367 | 393 | 210 | 158 | 63 | 1191 |
| PRO | 0 | 26 | 4 | 2 | 0 | 32 |
| PSCC | 10 | 110 | 28 | 25 | 172 | 345 |
| REC | 61 | 14 | 98 | 130 | 4 | 307 |
| RSC-BCC | 0 | 0 | 6 | 3 | 1 | 10 |
| RSC-EC | 0 | 0 | 7 | 2 | 1 | 10 |
| RSC-MID | 4 | 1 | 3 | 9 | 7 | 24 |
| RSC-SS | 1 | 4 | 1 | 6 | 7 | 19 |
| RSC-UC | 0 | 0 | 5 | 3 | 0 | 8 |
| SAO | 3 | 127 | 4 | 7 | 1 | 142 |
| SHF | 0 | 82 | 1 | 19 | 21 | 123 |
| | 1700 | 2263 | 2082 | 1895 | 872 | 8812 |
| | 19.3% | 25.7% | 23.6% | 21.5% | 9.9% | 100.0% |

3. Describe the results (as you assess them) of HOC's pilot use of thin client technology, and provide a plan to reflect them in County operations in other departments as results support. What would the costs be, and what impact will it have on the DCM budget? Are there efforts for such transition are included in FY09 recommended budget?

The results as reported by the HOC CIO have been favorable. The success reported was based on the ability to reuse existing PCs for thin clients and needing to support few or no legacy applications.

The DCM program is always looking at alternatives, both in hardware and operations, and working with departments to test various options. Although there is no specific line item in the FY09 budget for this activity, it is a standard work element in the program.

Although DTS also is looking forward to wider deployments of thin client and SaaS, plans for reducing the number of fat clients and associated support requirements would be premature at this time as they depend on the selection and implementation of the ERP and CRM systems that will affect all County employees. The solutions selected and the resources they will require, both at the datacenter and client ends will provide a basis for the infrastructure resources required for moving forward with more thin and virtual client deployments.

4. Servers for the County's enterprise systems, as well as for Public Safety are proposed for replacement. Give justification for this request, and provide an indication of all servers within a replacement model context with expected costs shown over time.

The enterprise server inventory is listed by type below (oldest models first).

| Qty | Type |
|------|-----------------------------------|
| 1 | PowerEdge 2450, Pentium 3 933 MHz |
| 3 | PowerEdge 2550, Xeon 1.26 GHz |
| 1 | PowerEdge 6650, Xeon 2.0 GHz |
| 44 | PowerEdge 2650, Xeon 2.8 GHz |
| 2 | PowerEdge 2850, Xeon 2.8 GHz |
| 5 | PowerEdge 2900, Xeon 3.06 GHz |
| 15 | PowerEdge 6850, Xeon 3.0 GHz x64 |
| 27 | PowerEdge 6800, Xeon 3.0 GHz x64 |
| ---- | |
| 98 | Total |

DTS is initiating a replacement cycle for enterprise servers that will expand over the next several years to reach a goal of replacing one fifth of servers every year (5-year replacement cycle). Servers, as PCs have a finite operational life span, both in operating systems and applications support, and require periodic replacement. The exact number and configuration of servers replaced each year will be dependent on the services provided by the servers and ongoing evolution of operating, database, and application requirements, and ability to virtualize servers. Funding requested for FY09 is for a master lease for an estimated 7-10 servers. Given the current total cost of the County's server inventory of \$5M, annual replacement costs can be expected to eventually approach \$1M.

The public safety servers included in the FY09 replacement funding request are listed below.

| Qty | Type |
|-----|---|
| 3 | HP 9000, N-Class 440 MHz |
| 1 | HPNetserver LXr 8500, Pentium 3 700 MHz |

These servers are the original servers purchased and installed in 2001 for the records management system (RMS). This will be the first of a two part process to replace the core RMS and CAD servers which have reached end of life. The RMS servers will be replaced first, as an upgrade to the currently supported RMS system requires

current Operating system and database software. Upon approval of funding, DTS will work with the application vendor to develop an architecture and implementation plan based on currently available hardware and software. Funding requested for FY09 is for a master lease for RMS server replacement and implementation. An equal amount of funding will be required in 2010 for the CAD servers.

This does not include the 40 support servers (PSCC and AECC) used in public safety which were replaced with grant funding several years ago. A separate replacement cycle similar to enterprise servers will need to be initiated for these servers in the next few years.

5. **The cost of GIS licenses and Software maintenance is increasing by \$54,200. Provide explicit justification, and evaluate whether an increased strategy towards web-based approaches to geography and possible Public-Private partnerships could reduce the overall licensing cost rather than increase it.**

87% of the \$54,200 increase in GIS software maintenance costs is driven by the needs of the County's Public Safety departments. Specifically, \$47,000 will be used to fund the acquisition of additional detailed images ('neighborhood shots') to be housed in the County's enterprise Pictometry Oblique Image Library. To cover the remaining portions of the County, the vendor (Pictometry International) must fly and photograph 219 additional sectors (a 1 mile x 1 mile grid). The cost per sector is \$215.

Pictometry International licenses its Oblique Image Libraries to public (Federal, State, and County) and private (Microsoft, Google, and Yahoo, etc.) sectors separately.

The remaining 13%, or \$7,200, in additional GIS software maintenance costs will be used to fund maintenance cost increases for the following software platforms: ArcGIS Server Enterprise Standard; ArcInfo Concurrent Use License; and ArcGIS ArcView Single Use License.

6. **Justify the ERP Software Maintenance cost of \$616,000 given the fact that ERP vendors will not be known until the end of CY08, and software installation not likely for months after that. Similarly provide a response regarding the ERP Hardware and Software maintenance increase of \$44,900.**

The County expects to enter into a contract with the Enterprise Resource Planning (ERP) software vendor as early as January, 2009. \$616,000 represents ½ year of estimated annual software license maintenance fees for the ERP software. Although the County intends to negotiate the terms of the annual software license maintenance fees during the course of the contract negotiations, industry practice is that ERP software vendors require payment of annual maintenance fees at the time of contract execution.

Similarly, the \$44,900 would contribute to maintenance fees associated with database management software and servers used for the ERP solution.

7. **Describe benefits expected from SharePoint server contract for \$41,600 and intended beneficiaries. Are beneficiaries expected beyond DTS staff?**

The funding will be used for part-time contractor staff to support the County-wide SharePoint server, which currently has 17 "collaboration sites" with the number expected to increase significantly in the coming months. The SharePoint server provides a collaboration environment for projects that facilitates communication without

impediment from organizational boundaries. In addition to team collaboration, it has the ability to be the source of record for project documentation to ensure that the most current information is present for management decision making. It is already being used by staff from most County departments for the ERP and other projects. DTS is promoting the use of the tool as we formalize the benefits of an Enterprise standard for project management practices. SharePoint may likely not be the final product, but it has usefulness well beyond the initial project management realm.

SharePoint is powerful, but also complex. Without adequate resources to setup, manage, and maintain the server and sites, disorder, or worse system breakdowns, will result in loss of productivity and collaboration gains.

8. The DCM program request includes an item for Public Safety Mobile Computers (\$292,720). Describe the replacement strategy, method of identifying recipients and relate it to the recent announcement for federal grants to provide the same technology.

The federal grant funding recently announced is for radios, this funding is for a master lease for replacement of computers.

The replacement program for Public Safety Mobile Data Terminals will be the same as used for DCM. One quarter of the inventory (400 out of 1600) will be replaced each year. The oldest units are replaced unless application support or business processes require specific units to be replaced. This inventory includes units from Police, Fire & Rescue, Sheriff, and DTS.

9. The DCM program is requesting funds for Public Safety Servers (\$164,660) and for Enterprise server replacement (\$35,590). These are not PCs, nor do they appear to have a "replacement program" element evident in prior DCM efforts. Provide rationale for including these two elements in DCM, and detail as to the expected benefits from this addition.

DTS and OMB agreed to place the funding for server replacements in the DCM Non Departmental Account (NDA) budget instead of the DTS budget since these servers are for multiple departments, as are PCs. It was also deemed not necessary or desirable to establish a separate NDA.

10. Does the Executive's budget include funding for upgrade of the County's web site search engine? What is the DTS plan to improve the web site search function?

The Executive's budget does not include funding to upgrade the County's web site search engine. Since July, 2005, DTS has utilized industry leading search technology provided by Google to power the web site's search feature (note: in early March, 2008, DTS completed a version upgrade to Google's most recent search engine – version M2). The Google Appliance currently enables web visitors to search up to 100,000 web pages, including, but not limited to, HTML pages, Microsoft Office files and PDF files.

DTS intends to further educate and inform departmental web content managers on ways to optimize content discovery, and is also researching the feasibility of adding new features to the County's WebEditPro web content management system as a means to improve content discovery. Further, DTS has had preliminary discussions with the Office of Public Information (OPI) on making the search feature more prominent on the County's home page.

The County's most recent effort to further improve content discovery was implemented in March, 2008. The County introduced two new and exciting features on the web site. Both of these features are designed to make it easier for residents to find information. These two new features, referred to as the "I Want to" and "Services and Information List" features, are accessible on the left navigation bar of the County's home page. Additional information about these two new features can be found at:

http://montgomerycountymd.gov/apps/News/press/PR_details.asp?PrID=4366.

These two new features are the result of a collaborative effort between the Offices of the County Executive (vision), OPI (design), and DTS (technical implementation). OPI has conducted briefings with dozens of departmental web content managers on the administration of these new features.

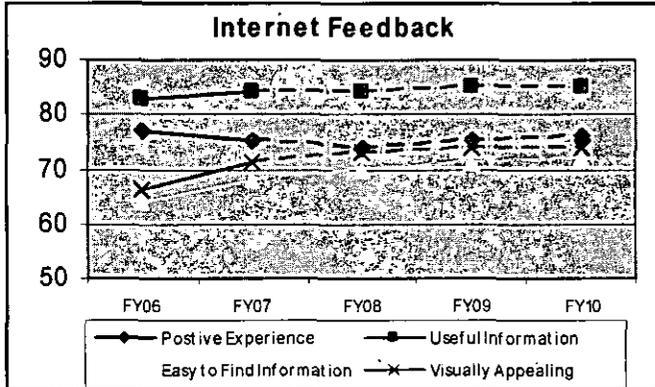
Appendix A

Performance:

(All measures assume no significant change in support plan, enhancement or significant additional funding for out year forecasts unless otherwise noted)

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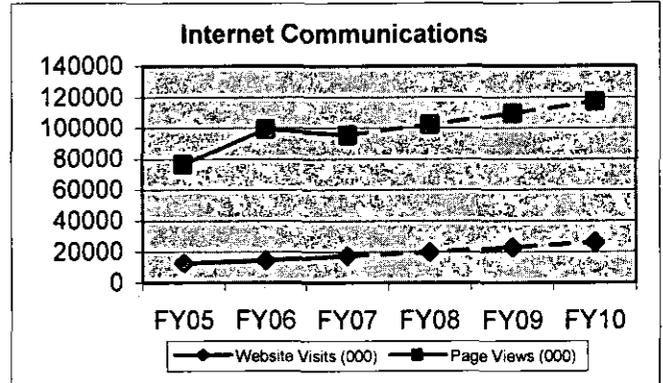
Note: Outages are email system events that render Outlook / Exchange unavailable. These counts do not include regularly scheduled maintenance activities. YTD (Mid-year update), actual unplanned outages total three (3).



Note: Internet statistics represents the increased usage by visitors reflecting a nominal increase in overall visits but more in depth information collection through significant increase in pages viewed.

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Measure that identifies how broken services or problems that will affect volumes is being researched. Projections assume no major additional infrastructure or application increases (e.g. CRM), but assumes increase in both Spam growth and increased user base.



Internet Feedback results are derived from a 4-question survey run continuously on the County's web site. During FY06, there were 287 survey respondents. During FY07, there were 351 survey respondents.

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Increase in Web transactions illustrates increased acceptance of electronic processing. Also highlights increase in use of a low cost revenue channel, which should show decrease in more expensive channels. Looking for statistics to demonstrate % of electronic processing in this area.



Note: Also Looking for metric that will demonstrate negative impact on revenue through franchise agreements.

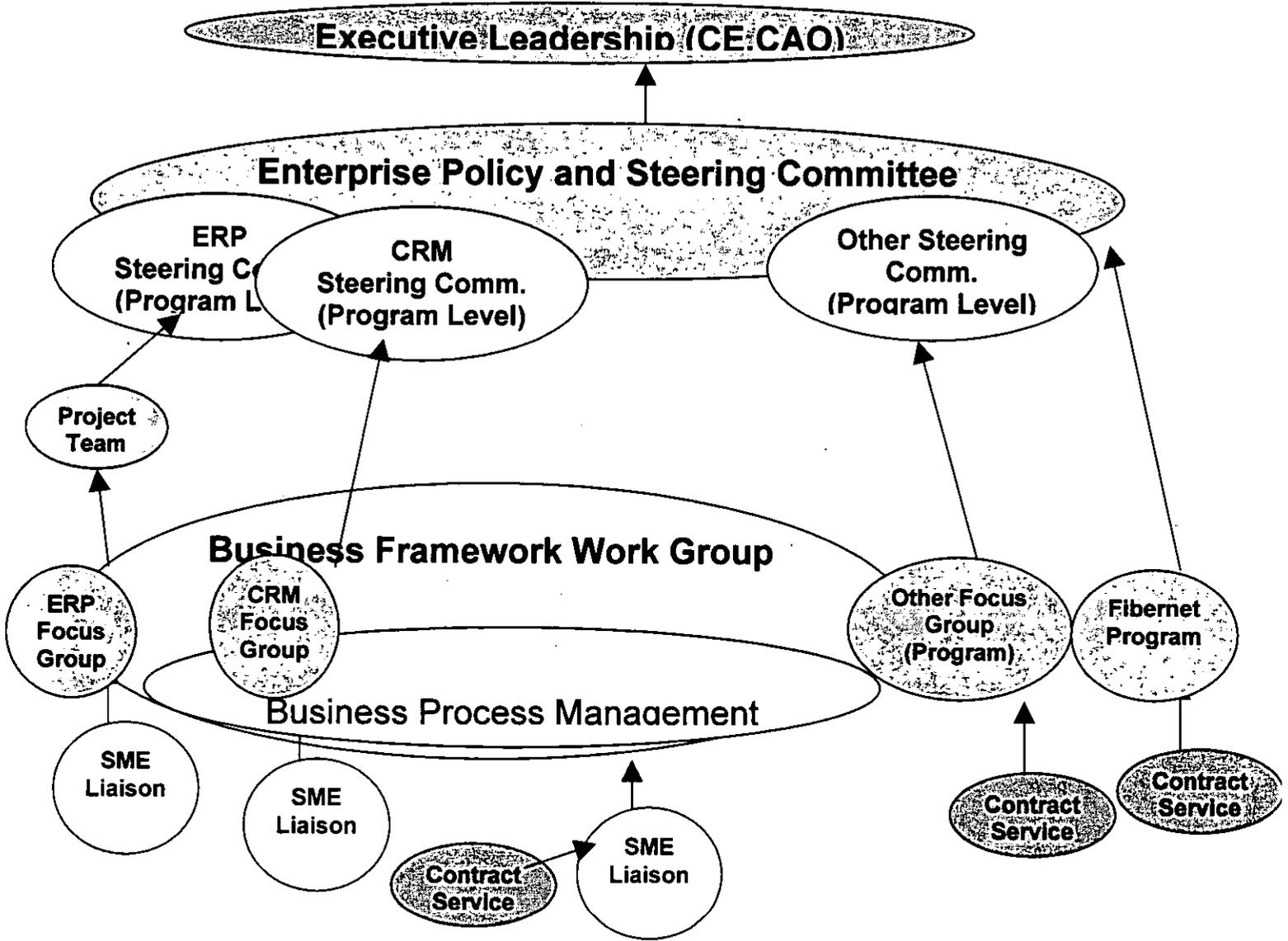
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Placeholder for Security/Vulnerability Metrics

TBD

Survey of Cable services is based on distribution to 100% of all Cable customers that filed a complaint. Satisfaction is focused on services provided by the Cable Office in complaint handling, not services provided by Cable providers



| ATTACHMENT B: MANAGEMENT QUESTION #5 | | | | | | |
|---|---------------------------------------|-------|-----------|------------------|------|--|
| RESOURCE COST - DTS EMPLOYEES & OUTSIDE CONTRACTORS | | | | | | |
| DEPARTMENT OF TECHNOLOGY SERVICES | | | | | | |
| General Fund Only (Excluding Cable Fund) | | | | | | |
| Job Class | Job Title | Grade | Position | Salary + Fringes | Cost | |
| CIO's OFFICE | | | | | | |
| 007940 | Chief Information Officer | 9999 | 1 | 228,113 | | |
| 009268 | Sr. Executive Administrative Aide | 18 | 1 | 76,338 | | |
| 000551 | Sr. Information Technology Specialist | 28 | 1 | 156,706 | | |
| 000112 | Manager III | M3 | 1 | 154,958 | | |
| 000424 | Management and Budget Specialist III | 25 | 1 | 131,763 | | |
| 009273 | Office Services Coordinator | 16 | 1 | 57,601 | | |
| | Subtotal: | | 6 | 805,478 | | |
| Chief Technology Officer's Office | | | | | | |
| 000110 | Chief Technology Officer | M1 | 1 | 186,236 | | |
| 000837 | Program Specialist | 18 | 1 | 84,677 | | |
| 000112 | Manager III | M3 | 1 | 145,420 | | |
| | Subtotal: | | 3 | 416,332 | | |
| Chief Information Security Officer's Office | | | | | | |
| 000111 | Manager II | M2 | 1 | 179,737 | | |
| 000112 | Manager III | M3 | 1 | 149,781 | | |
| 000551 | Sr. Information Technology Specialist | 28 | 4 | 527,273 | | |
| | Subtotal: | | 6 | 856,790 | | |
| | SUBTOTAL - CIO's Office: | | 15 | 2,078,601 | | |
| ENTERPRISE APPLICATIONS DIVISION (EAD) | | | | | | |
| 000111 | Manager II | M2 | 1 | 169,822 | | |
| | Subtotal: | | 1 | 169,822 | | |
| Enterprise Systems Services | | | | | | |
| 000112 | Manager III | M3 | 1 | 133,778 | | |
| 000551 | Sr. Information Technology Specialist | 28 | 6 | 865,973 | | |
| 000552 | Information Technology Specialist III | 26 | 1 | 113,862 | | |
| | Subtotal: | | 8 | 1,113,612 | | |
| Geographic Information Systems (GIS) | | | | | | |
| 000550 | IT Expert | 32 | 1 | 182,146 | | |
| 000551 | Sr. Information Technology Specialist | 28 | 8 | 975,761 | | |

RESOURCE COST - DTS EMPLOYEES & OUTSIDE CONTRACTORS
DEPARTMENT OF TECHNOLOGY SERVICES
General Fund Only (Excluding Cable Fund)

| Job Class | Job Title | Grade | Position | Salary + Fringes | Cost |
|---|---------------------------------------|-------|-----------|------------------|------|
| 000554 | Information Technology Specialist I | 20 | 1 | 100,907 | |
| 000836 | Program Specialist | 21 | 1 | 101,293 | |
| | Subtotal: | | 11 | 1,360,107 | |
| 000551 | Sr. Information Technology Specialist | 28 | 2 | 172,408 | |
| | Subtotal - Part-time: | | 13 | 1,532,515 | |
| Application Development & Integration | | | | | |
| 000112 | Manager III | M3 | 1 | 148,812 | |
| 000551 | Sr. Information Technology Specialist | 28 | 4 | 536,009 | |
| 000552 | Information Technology Specialist III | 26 | 1 | 121,544 | |
| 000553 | Information Technology Specialist II | 23 | 1 | 78,677 | |
| 000554 | Information Technology Specialist I | 20 | 1 | 82,054 | |
| | Subtotal: | | 8 | 967,096 | |
| Client Computers - DCM | | | | | |
| 000112 | Manager III | M3 | 1 | 139,842 | |
| 000551 | Sr. Information Technology Specialist | 28 | 6 | 842,259 | |
| | Subtotal: | | 7 | 982,101 | |
| Help Desk | | | | | |
| 000112 | Manager III | M3 | 1 | 146,685 | |
| 000152 | Administrative Specialist I | 18 | 1 | 87,503 | |
| 000551 | Sr. Information Technology Specialist | 28 | 1 | 150,563 | |
| 000556 | Info Technology Technician | 16 | 1 | 77,920 | |
| | Subtotal: | | 4 | 462,672 | |
| | EAD TOTAL - F/T: | | 39 | 5,055,410 | |
| | EAD TOTAL - P/T: | | 2 | 172,408 | |
| ENTERPRISE TELECOMMUNICATIONS DIVISION (ETD) | | | | | |
| 000111 | Manager II | M2 | 1 | 156,495 | |
| 009273 | Office Services Coordinator | 16 | 1 | 66,943 | |
| | Subtotal: | | 2 | 223,438 | |
| Business Services | | | | | |
| 000150 | Administrative Specialist III | 23 | 1 | 76,858 | |
| 000215 | Fiscal Assistant | 16 | 1 | 75,470 | |
| | Subtotal: | | 2 | 152,329 | |

RESOURCE COST - DTS EMPLOYEES & OUTSIDE CONTRACTORS
DEPARTMENT OF TECHNOLOGY SERVICES
General Fund Only (Excluding Cable Fund)

| Job Class | Job Title | Grade | Position | Cost Salary + Fringes |
|---|---------------------------------------|-------|-----------|--------------------------|
| PBX Telephone Services | | | | |
| 000112 | Manager III | M3 | 1 | 124,385 |
| 000836 | Program Specialist | 21 | 1 | 117,242 |
| 003410 | Telecom. Specialist | 20 | 1 | 96,367 |
| 003426 | Telecom. Technician | 18 | 3 | 252,976 |
| | Subtotal: | | 6 | 590,970 |
| Radio Communications | | | | |
| 000112 | Manager III | M3 | 1 | 142,023 |
| 003422 | Communications Equip. Technician II | 20 | 6 | 573,320 |
| | Subtotal: | | 7 | 715,343 |
| Technical Services | | | | |
| 000112 | Manager III | M3 | 1 | 148,604 |
| 000551 | Sr. Information Technology Specialist | 28 | 1 | 156,707 |
| 004021 | Senior Engineer | 27 | 3 | 380,171 |
| | Subtotal: | | 5 | 685,481 |
| FiberNet/WAN | | | | |
| 000112 | Manager III | M3 | 1 | 149,781 |
| 000551 | Sr. Information Technology Specialist | 28 | 3 | 437,502 |
| 000552 | Information Technology Specialist III | 26 | 2 | 246,018 |
| | Subtotal: | | 6 | 833,301 |
| | ETD TOTAL: | | 28 | 3,200,861 |
| ENTERPRISE SERVICES DIVISION (ESD) | | | | |
| ESD Division Chief's Office | | | | |
| 000111 | Manager II | M2 | 1 | 169,805 |
| 000215 | Fiscal Assistant | 16 | 1 | 85,596 |
| 000550 | IT Expert | 32 | 1 | 154,259 |
| | Subtotal: | | 3 | 409,660 |
| Operations Management | | | | |
| 000112 | Manager III | M3 | 1 | 159,586 |
| 000551 | Sr. Information Technology Specialist | 28 | 4 | 574,212 |
| | Subtotal: | | 5 | 733,798 |
| Data Center Operations | | | | |

RESOURCE COST - DTS EMPLOYEES & OUTSIDE CONTRACTORS
DEPARTMENT OF TECHNOLOGY SERVICES
General Fund Only (Excluding Cable Fund)

| Job Class | Job Title | Grade | Position | Salary + Fringes | Cost |
|--|---------------------------------------|-------|-----------|------------------|------|
| 000112 | Manager III | M3 | 1 | 146,766 | |
| 000551 | Sr. Information Technology Specialist | 28 | 2 | 282,557 | |
| 000552 | Information Technology Specialist III | 26 | 1 | 125,387 | |
| 000554 | Info Tech Specialist I | 20 | 3 | 318,941 | |
| 000555 | Infor Tech Technician III | 19 | 6 | 530,988 | |
| 000556 | Infor Tech Technician II | 16 | 2 | 168,324 | |
| 000557 | Infor Tech Technician II | 14 | 2 | 121,188 | |
| | Subtotal: | | 17 | 1,694,151 | |
| Core Systems | | | | | |
| 000112 | Manager III | M3 | 1 | 157,637 | |
| 000551 | Sr. Information Technology Specialist | 28 | 6 | 817,729 | |
| 000552 | Information Technology Specialist III | 26 | 1 | 98,427 | |
| | Subtotal: | | 8 | 1,073,793 | |
| Server Support | | | | | |
| 000112 | Manager III | M3 | 1 | 143,944 | |
| 000551 | Sr. Information Technology Specialist | 28 | 7 | 947,903 | |
| 000552 | Information Technology Specialist III | 26 | 1 | 126,348 | |
| | Subtotal: | | 9 | 1,218,195 | |
| Public Safety Data Support | | | | | |
| 000112 | Manager III | M3 | 1 | 149,781 | |
| 000551 | Sr. Information Technology Specialist | 28 | 5 | 704,626 | |
| | Subtotal: | | 6 | 854,406 | |
| | ETD TOTAL: | | 48 | 5,984,003 | |
| ENTERPRISE PROJECT MANAGEMENT DIVISION (EPMO) | | | | | |
| Division Chief's Office | | | | | |
| 000111 | Manager III | M2 | 1 | 162,364 | |
| 009273 | Office Services Coordinator | 16 | 1 | 96,171 | |
| | Subtotal: | | 2 | 258,535 | |
| EPMO - Project Req. & Management | | | | | |
| 000112 | Manager II | M3 | 1 | 143,208 | |
| 000549 | IT Project Manager (JUIS) | 40 | 1 | 139,057 | |
| 000549 | IT Project Manager (PSCS) | 40 | 1 | 139,958 | |

RESOURCE COST - DTS EMPLOYEES & OUTSIDE CONTRACTORS
DEPARTMENT OF TECHNOLOGY SERVICES
General Fund Only (Excluding Cable Fund)

| Job Class | Job Title | Grade | Position | Cost Salary + Fringes |
|---|--|-------|------------|----------------------------|
| 000551 | Sr. Information Technology Specialist | 28 | 9 | 1,036,035 |
| 000553 | Information Technology Specialist II | 23 | 1 | 39,270 |
| | Subtotal: | | 13 | 1,497,529 |
| EPMD - Project Management Office | | | | |
| 000112 | Manager III | M3 | 1 | 136,952 |
| 000551 | Sr. Information Technology Specialist | 28 | 1 | 121,189 |
| 000552 | Information Technology Specialist III | 26 | 1 | 115,866 |
| 000553 | Information Technology Specialist II | 23 | 1 | 94,058 |
| | Subtotal: | | 4 | 468,066 |
| EPMD - Planning Office | | | | |
| 000550 | IT Expert | 32 | 1 | 162,895 |
| 000551 | Sr. Information Technology Specialist | 28 | 1 | 130,101 |
| | Subtotal: | | 2 | 292,997 |
| | EPMD TOTAL: | | 21 | 2,224,130 |
| | DTS F/T Position Cost: | | 151 | 18,543,004 |
| | DTS P/T Position Cost: | | 2 | 172,408 |
| | * Other Personnel Cost Adjustments: | | - | -142,532 |
| | ERP Positions: | | 14 | Cost charged to ERP |
| | DTS TOTAL: | | 167 | 18,572,880 |
| | ** DTS Outside Contractor Cost: | | 26 | 3,536,000 |
| | GRAND TOTAL (DTS employees + Contractors): | | | 22,108,880 |
| | * Other personnel cost adjustments include: overtime/standby/holiday pay as required by the Labor Agreement as well as budgeted lapse and charges to Cable Fund. | | | |
| | ** 26 outside contractors x 2000 hours x \$68 hourly rate | | | |



Department of Technology Services Office of the CIO/CTO

ATTACHMENT A:

FY09 CE Recommendations:

151 FT Positions (DTS)

2 PT Positions (DTS)

14 ERP Positions (DTS)

10 FT Positions (Cable)

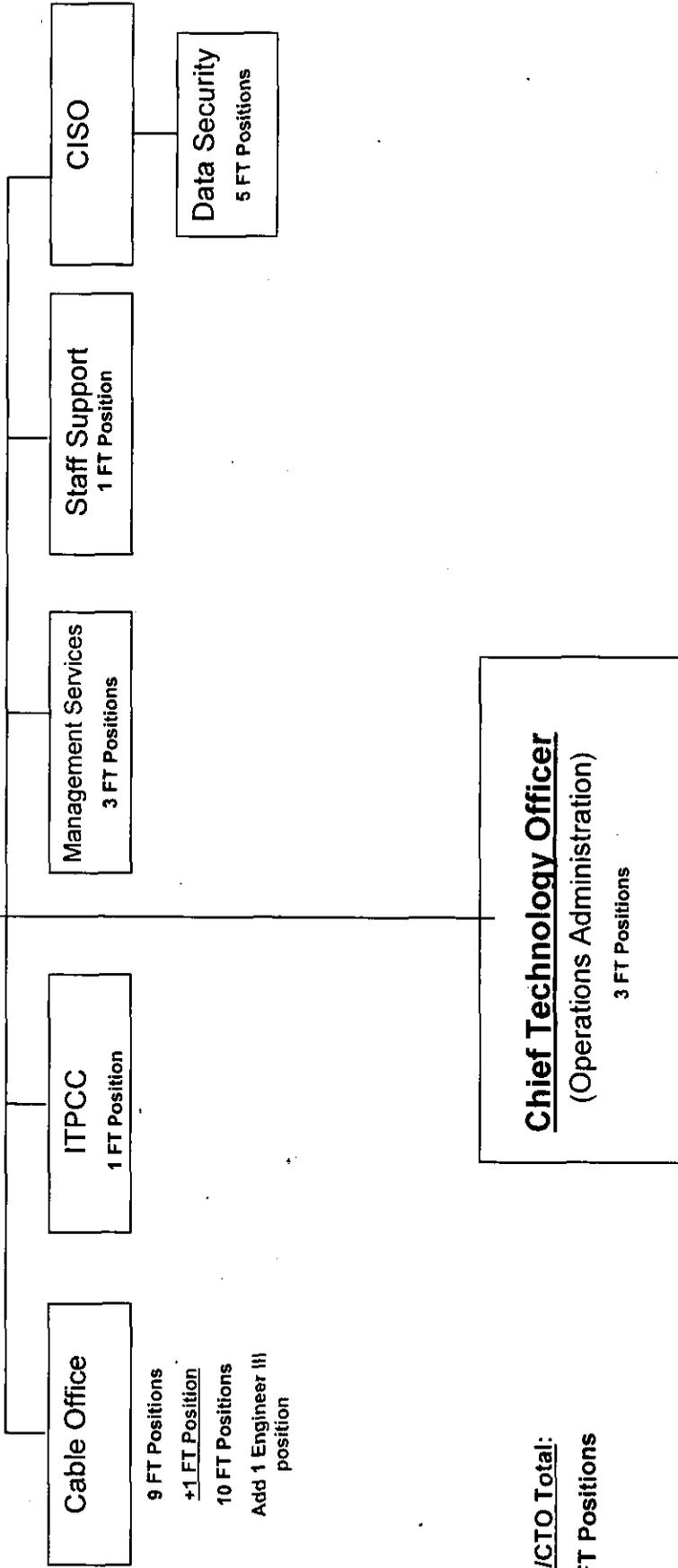
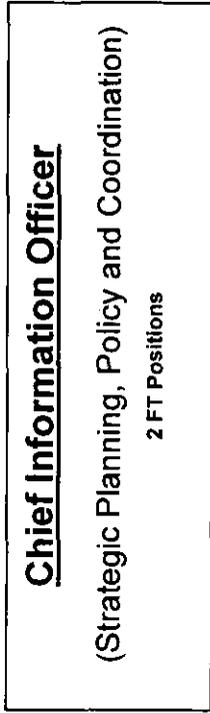
Remarks

Existing Positions

Added Positions

Eliminated Positions

Transferred Positions

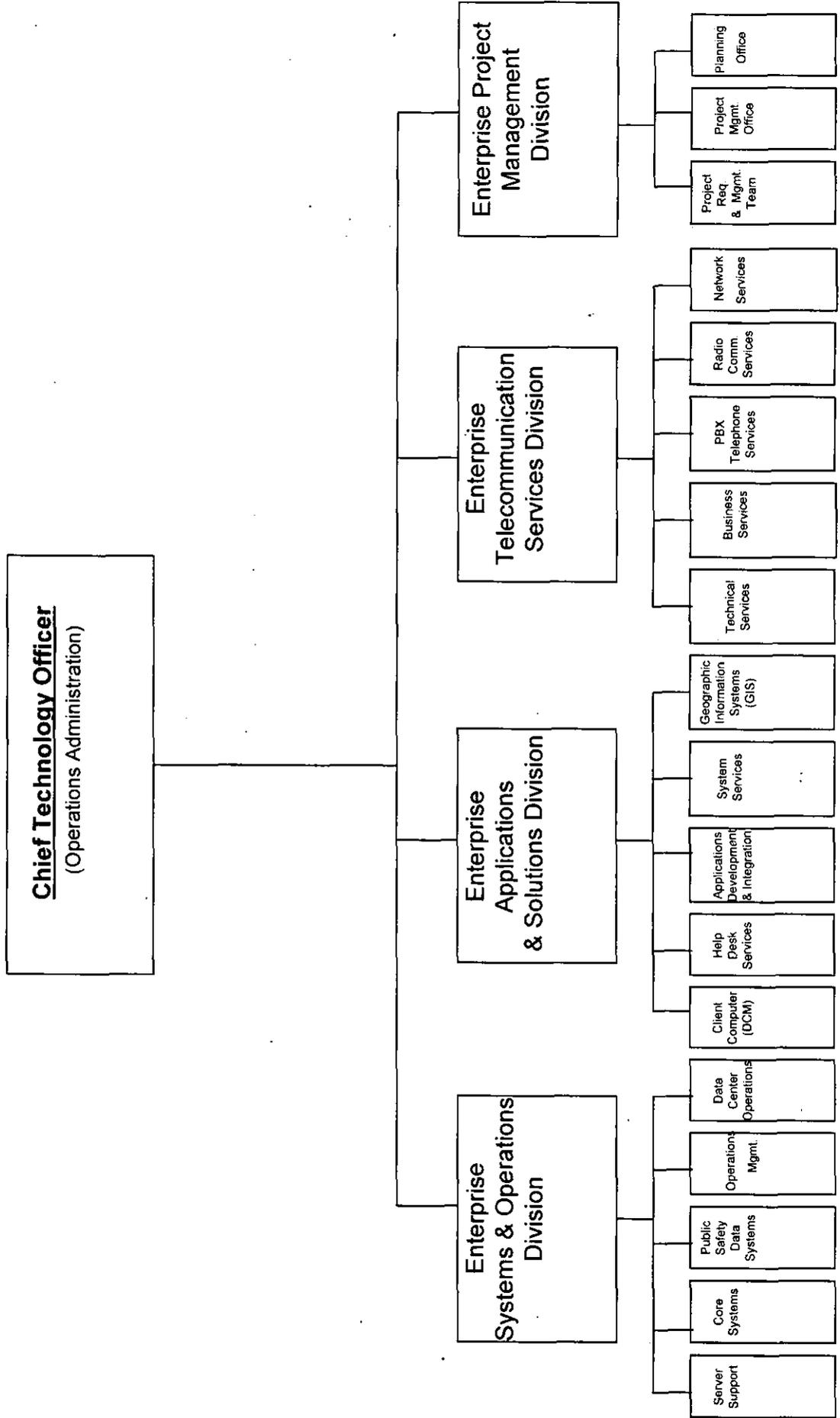


CIO/CTO Total:

15 FT Positions

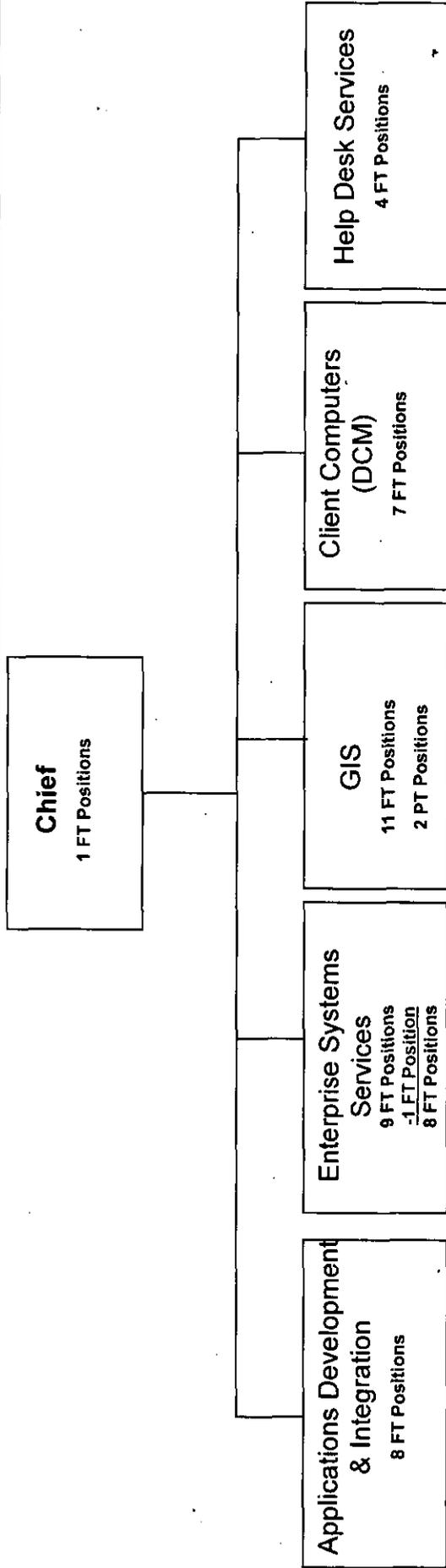


Department of Technology Services





Department of Technology Service Enterprise Applications & Solutions Division (EASD)

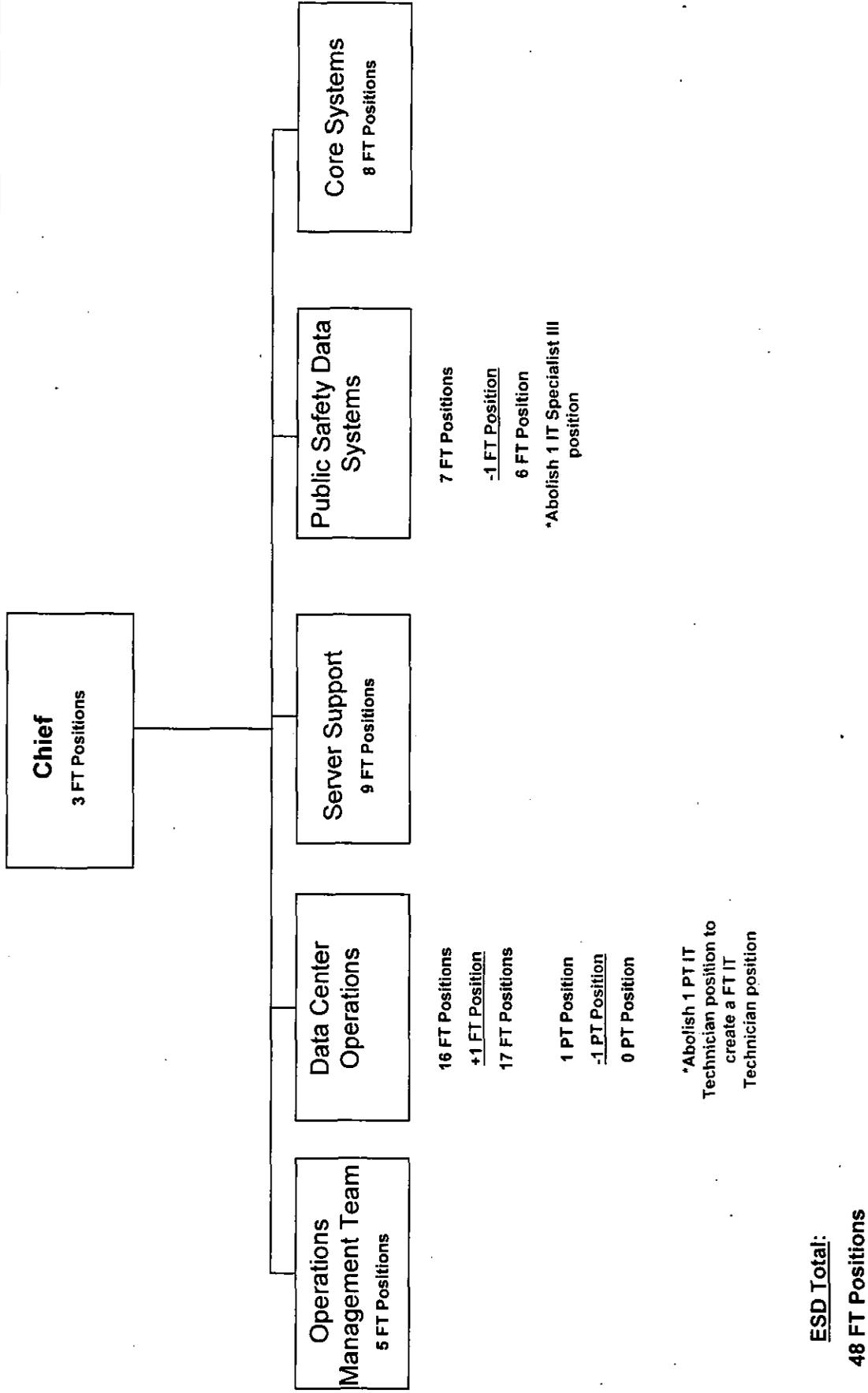


* Abolish 1 IT Specialist III position

EAD Total:
39 FT Positions
2 PT Positions



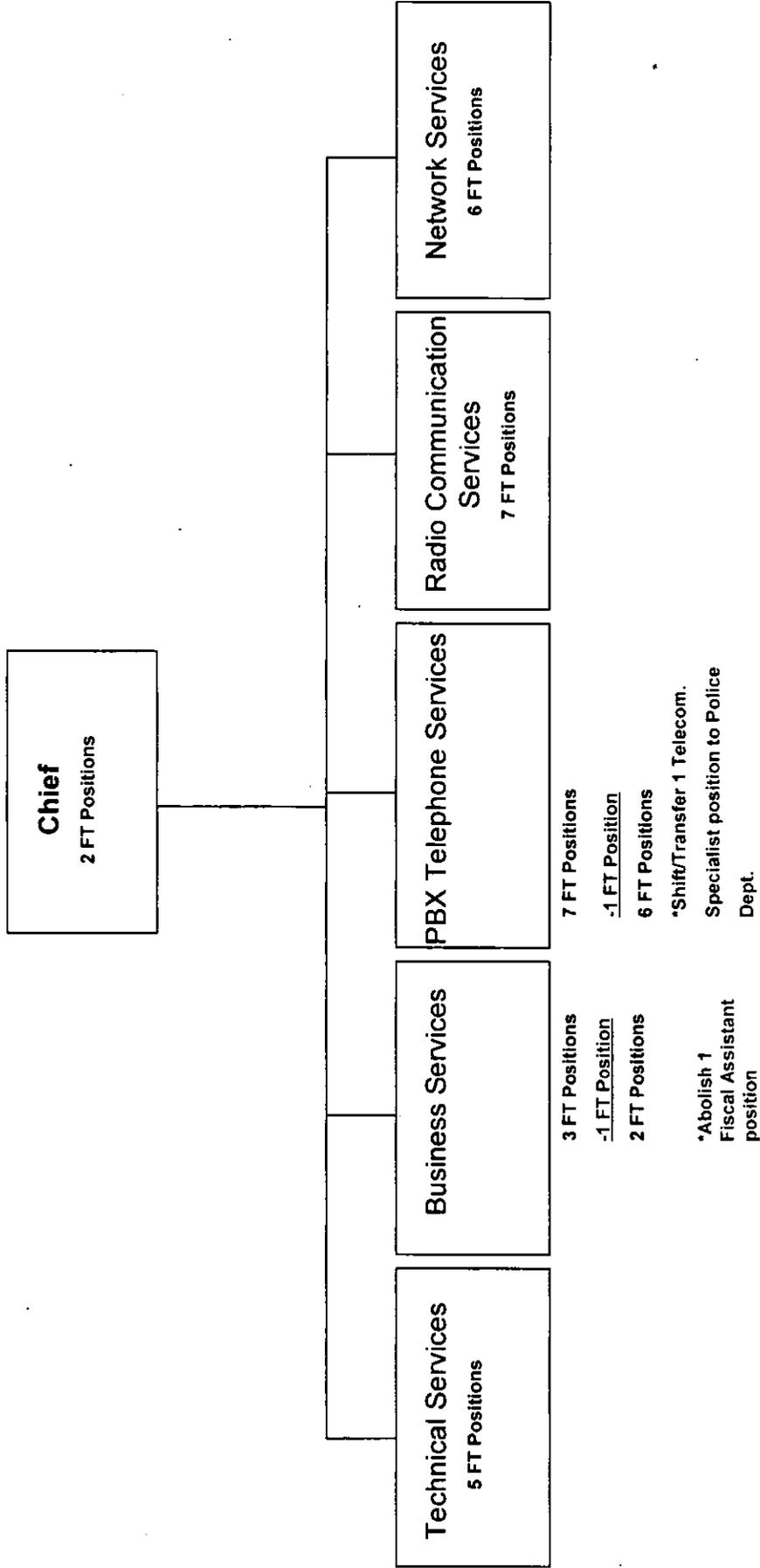
Department of Technology Service Enterprise Systems & Operations Division (ESOD)





Department of Technology Services

Enterprise Telecommunication Services Division (ETSD)

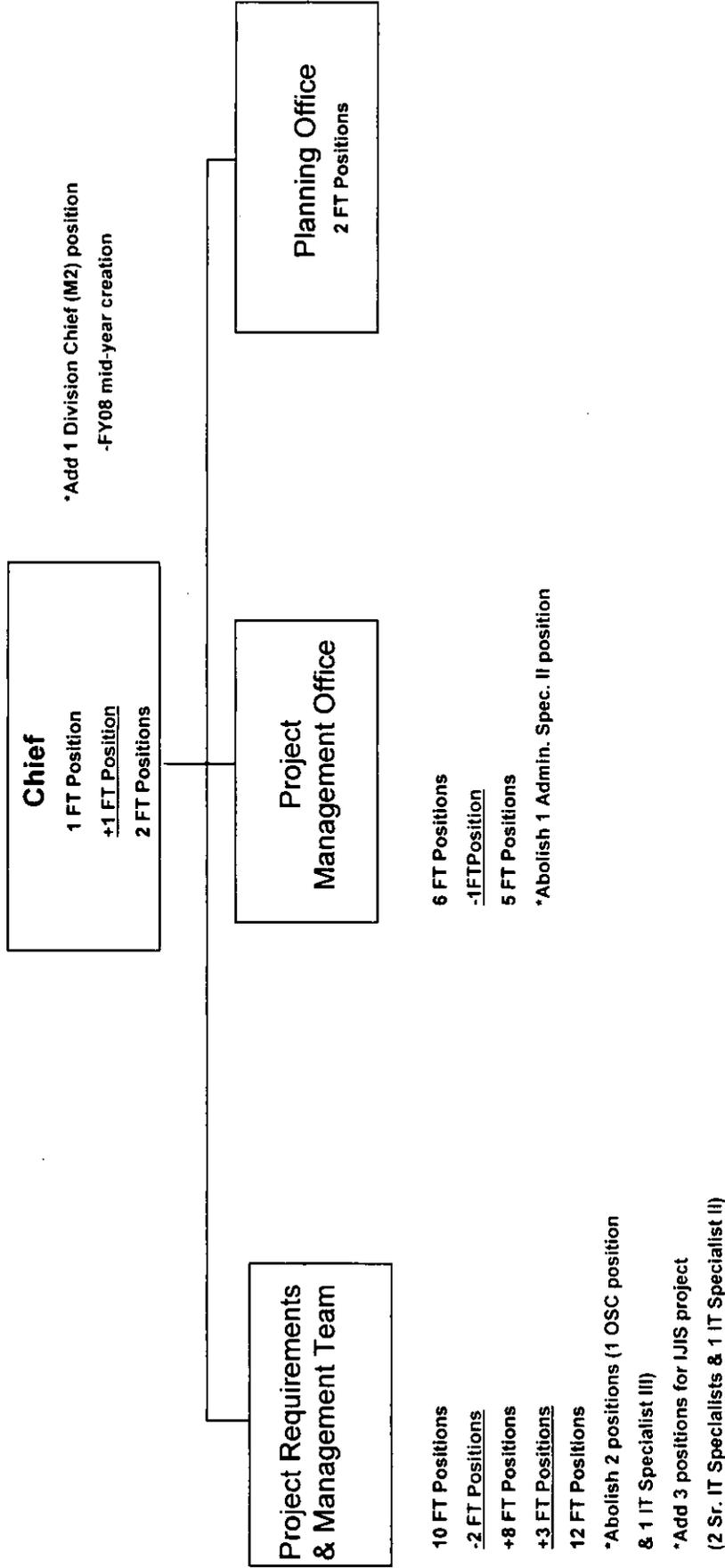


EID Total:
28 FT Positions



Department of Technology Services

Enterprise Project Management Division (EPMD)



EPMD Total:

21 FT Positions

MCG – ERP

- **MCG ERP Implementation**
(Note: DTS ERP position costs are funded by ERP CIP funds.)

9 FT Positions
+5 FT Positions
14 FT Positions

Added 5 new FT positions for ERP Project

Department: Technology Services

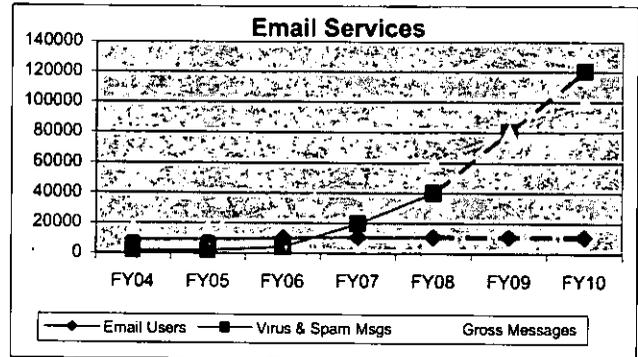
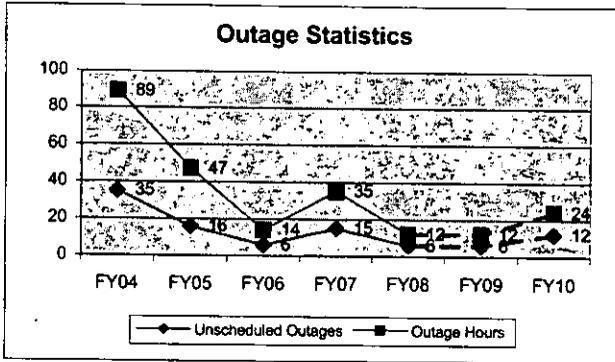
Contribution to Montgomery County Results:

DTS contributes to all of the Montgomery County results by supporting County departments and residents through:

| What DTS Does and for Whom | How Much |
|---|---|
| Design, implement and maintain a secure and reliable computer-based hardware, software, and data infrastructure for County business systems and County staff | <ul style="list-style-type: none">• \$22,016,340• 44.6% of total budget• 56.9 WYs |
| Design, deliver, implement and support for network, voice and other communications solutions for County Government departments and numerous Agencies | <ul style="list-style-type: none">• \$7,407,800• 15.0% of total budget• 34.6 WYs |
| Deliver and maintain communication solutions through core business, web based applications and geographic information solution services. | <ul style="list-style-type: none">• \$6,984,220• 14.2% of total budget• 41.9 WYs |
| Provide oversight of commercial cable service providers to provide quality services for County Residents, including broadcast support, studio and remote transmission for County programs | <ul style="list-style-type: none">• \$10,388,200• 21.1% of total budget• 14.5 WYs |
| Provide technology leadership, strategies for the development and delivery of county technology for both county staff and residents | <ul style="list-style-type: none">• \$2,535,830• 5.1% of total budget• 16.4 WYs |
| Overall (Gross budget to include Operating Budget and Cable Fund Budget) | <ul style="list-style-type: none">• Total Budget: \$49,332,390• Total WYs:164.3 |

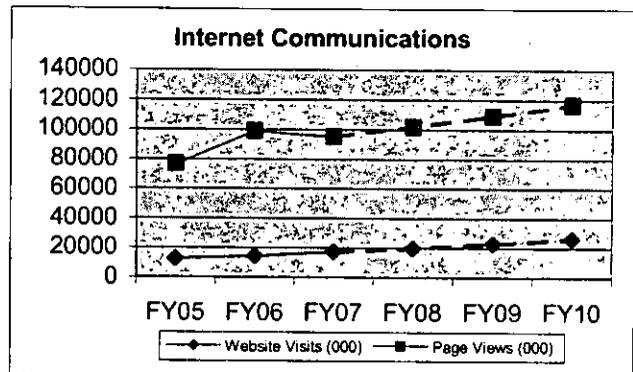
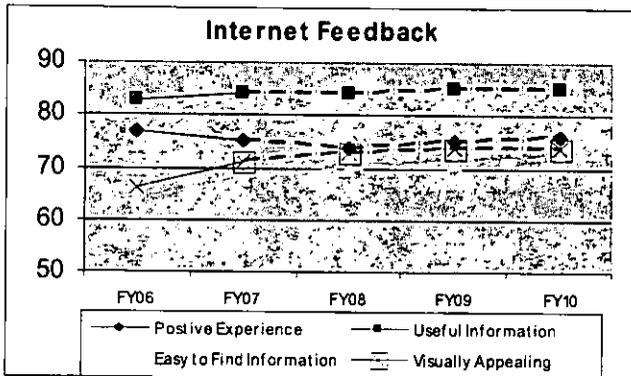
Performance:

(All measures assume no significant change in support plan, enhancement or significant additional funding for out year forecasts unless otherwise noted)



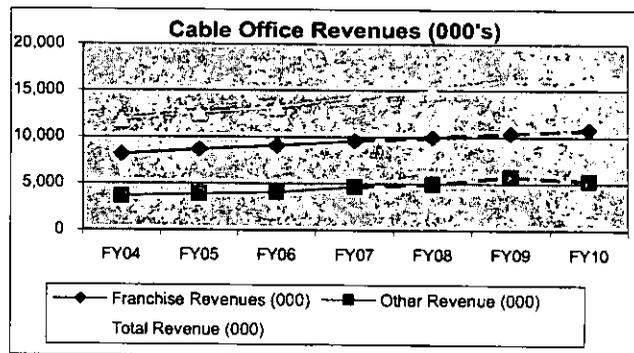
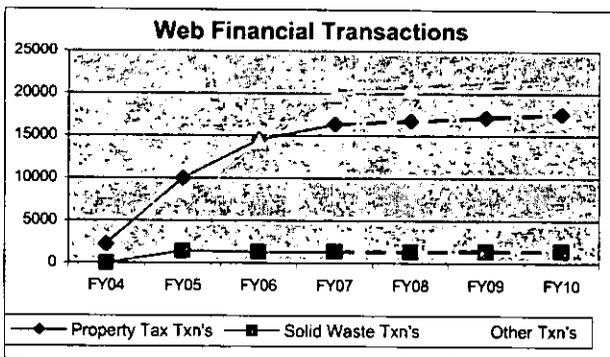
Note: Outages are email system events that render Outlook / Exchange unavailable. These counts do not include regularly scheduled maintenance activities. YTD (Mid-year update), actual unplanned outages total three (3).

Measure that identifies how broken services or problems that will affect volumes is being researched. Projections assume no major additional infrastructure or application increases (e.g. CRM), but assumes increase in both Spam growth and increased user base.



Note: Internet statistics represents the increased usage by visitors reflecting a nominal increase in overall visits but more in depth information collection through significant increase in pages viewed.

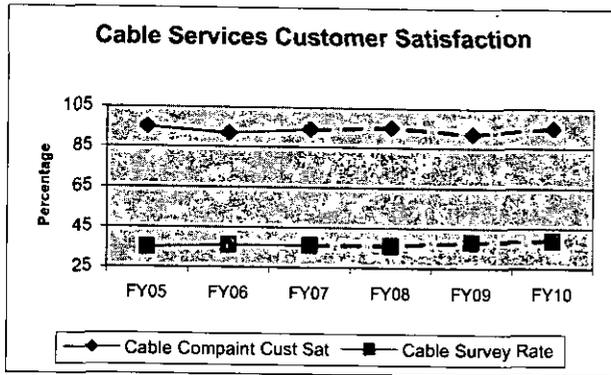
Internet Feedback results are derived from a 4-question survey run continuously on the County's web site. During FY06, there were 287 survey respondents. During FY07, there were 351 survey respondents.



Increase in Web transactions illustrates increased acceptance of electronic processing. Also highlights increase in use of a low cost revenue channel, which should show decrease in more expensive channels. Looking for statistics to demonstrate % of electronic processing in this area.



Note: Also Looking for metric that will demonstrate negative impact on revenue through franchise agreements.



**Placeholder for
Security/Vulnerability
Metrics**

Survey of Cable services is based on distribution to 100% of all Cable customers that filed a complaint. Satisfaction is focused on services provided by the Cable Office in complaint handling, not services provided by Cable providers

TBD

Story behind the performance:

(Listed in priority order, by category)

Contributing Factors:

1. *Technology innovation support by County leadership that recognizes the benefits of technology for both business and constituents (Funding)*
2. *Sustained annual investment in technology modernization and increased demand for Web solutions by county employees as well as citizens (Web Usage)*
3. *Citizen response and increase in utilization of technology driven solutions for customer services (remote applications, revenue transactions and quest for County Information) (Web Usage)*
4. *Decreasing cost of new technologies making expansion feasible without significant changes to budget (Funding)*
5. *Proactive role in the management of cost competitive Cable services which expands County programming to residents (Revenue)*
6. *Focus on hiring and maintaining a dedicated staff with a clear services goals and desire to provide innovative, useful solutions for county departments and residents (Customer Satisfaction)*
7. *Increase in FY09 Cable Franchise Revenue includes a repayment to the Cable Funds (Funding)*

Restraining Factors:

1. *Increase of newer, more complex solutions requires correlating investment to avoid reliability risks and the actions in support of planning and quality control measures to integrate into this complex environment. (Funding, Operations Reliability and Customer Satisfaction)*
2. *De-centralized technology services will inhibit successful standard baseline solution implementations and create unnecessary support costs, across the enterprise (Funding and Operational Reliability).*
3. *An unknown business plan for technology solutions will not support a continuity of operations plan, driving both the implementation of high availability and disaster recovery solutions and have a more significant impact on costs in an "unusual event" (Funding)*
4. *Support of legacy technology solutions are inflexible and require significant development and investment for information integration and will require increase operational costs until upgraded or replaced (Funding and Operations Reliability).*

5. *Providing positions competitive to the marketplace to attract and retain additional IT professionals that aid in the transformation from legacy solutions to newer technology (Funding and Customer Satisfaction).*
6. *Continued or increased investment required for oversight and maintenance of security solutions to avoid putting county intellectual assets at risk (Funding).*
7. *Email services project a licensing cost impact for user growth. Virus/Spam will continue to increase requiring current or additional investment (Funding).*
8. *FY07 spike in server outages due to delayed replacement of aging servers (Funding).*
9. *The absence of "effective competition" in cable services for most of the County has resulted in a decline in customer service. As competition emerges, advanced service offerings will increase and may spur improvements to customer service. As new franchisees enter the market, construction and upgrades may increase complaints that potentially reduce satisfaction.*

What we propose to do to improve performance:

Technology Modernization:

1. *Continue in the deployment of state of the art desktop hardware, software and productivity solutions to keep County employees working efficiently, without unnecessary maintenance delays – Requires continued or increased level of funding (Current funding for existing infrastructure, additional funding with further expansion of solutions or user base) [Funding].*
2. *Continue the review of application and hardware portfolios to determine what investments provide the most benefits (portfolio assessment) – In some cases will require additional financial resources to create system solution improvements (e.g. ERP) to reduce long term operating and support costs from retired systems, outdated technology [Funding].*
3. *Continue joint efforts on information sharing with other agencies through managed and governed technical solutions – Requires focus on uncontrolled implementation of disjointed information solutions that will increase cost of technology through duplication and unnecessary diversity [Funding].*
4. *Expand the use of technical utilities to enhance support of existing systems (e.g. SMS for software delivery and remote support) – Requires additional investment in tools, with potential savings offset by the support of additional users and endpoint devices [Funding].*

Process Improvement

1. *Emphasize Project management standards and quality gates to ensure projects are implemented on-time, on-budget with constant emphasis on scope and change control – Requires enterprise governance process and development of quality gate controls to manage project scope [Operational Reliability].*
2. *Identify and consolidate duplications in technology services through inter-departmental review and cooperative exchanges – Requires evaluation of technology services in all departments with concurrence on baseline services, methodologies and standards. While there should be overall savings County-wide, there may be an increase in DTS that should be offset by proportional shifts and attrition in other departments [Operational Reliability]*

Security and Access Control

1. *Fund will be required to continue the development of strategic architectural changes to limit access to data and systems to as needed applications and customers [Funding and Operational Reliability].*
2. *Continued or increased funding will be required to maintain proactive effort to minimize information vulnerabilities from both internal and external sources (Firewalls, Anti-virus/Spam filtering, etc.) – Affects internal customers*

routinely but certain aspects can/will affect external consumers as web solutions and number of transactions increase. [Funding, Operational Reliability and Customer Satisfaction]

Technology Support and Resources

1. *Identify internal services that don't align with core competencies and review additional outsourcing opportunities - Improvement in services can be noted by focusing on internal competencies and offsetting cost by selecting niche providers for alternative services. [Funding and Operational Reliability].*
2. *Perform skills assessment and provide training to minimize single point of failure, single threaded support as well as build succession plan for staff – Requires continued investment in training and education of technical staff which in turn assists in reducing employee turnover and associated ramp-up from staffing transitions. [Funding, Employee Stability and Performance].*

Appendix A: Budget.

FY09 Known Funding Elements / Projections

Technology Modernization

- \$.250M – pilot to improving disaster recovery (FY09 FFI)
- \$.200M – server replacements (FY09 FFI)
- \$1.6M – FiberNet (FY09 CIP)
- \$17K – Building Wireless Connectivity (FY09 FI)

Security and Access Control & Technology Support and Resources

- \$.292M – increase in contractor support (FY09 FFI)
- \$.675M – HIPPA Improvements (FY09 FFI)
- \$1.4M – PCI Compliance Enhancements (Ongoing Support Estimate-Tentative)

Collaboration Efforts

- \$30K – Network Maryland (FY09 FFI)

Appendix B: Implementation.

Technology Modernization

DTS continues to develop the long term approach for the strategy, implementation and business impacts based on an enterprise approach to technology modernization and solutions improvements. During the past six months, a number of key activities have been completed supporting County strategies:

- **Enterprise Application Portfolio Inventory and Assessment** – With the assistance of Gartner's Analyst services, a complete inventory of business applications (including tools, utilities and other monitoring and controls programs). The result of this effort is a comprehensive inventory of systems and applications that are intertwined to perform the tasks of daily business activities. The most significant benefit of this effort will be the anticipated reduction of risk by the ERP bid responders as they will fully understand the systems and applications that will be impacted by an ERP implementation. However, in addition to the ERP, other business areas have a new opportunity to review existing solutions and provide input on the criticality of the value of departmental applications as well as position a response for a business continuity plan with the full compliment of information and understanding implications of short or long term loss of these systems and tools.
- **Business Automation Framework** – The County has knowingly adopted best practices plan with regard to the oversight and guidance of significant project efforts. The BAF illustrates the County's practices relative to how decisions are made about technical innovation as well as prioritizations of programs that add a level of complexity from a fiscal, human and technical readiness perspective. The actual governance model and implementation are in the process of approval and will be accompanied by a plan by the end of FY08.
- **Customer Application Improvements** – DTS continues to provide user tools to narrow the gap between business needs and technical innovations. The SHIP application is an example of this type of innovation. The

SHIP application was implemented in the first quarter of FY08 with a considerable amount of application knowledge base and minimal customizations for user self help. Unique County application rules and help information will be developed through out FY08 to "tune" the information base to maximize its use by County computer users.

- Hardware and Software Infrastructure Upgrades – DTS continues to follow its planned strategy to upgrade core hardware and base system software to ensure systems and business applications are consistently available to the business customer. During the first half of FY08, numerous servers as well as the implementation of new solution tools that improve the time to production for new applications and highly improved interfaces to applications to reduce the need for customizations.

Process Improvement

- DTS has begun to utilize best practices in program and project management coordination through the assembly of the DTS hosted, Enterprise Project Management Office. Project review and coordination processes are being developed, including standardized templates as well as the implementation of Microsoft SharePoint for information collection and collaboration.
- Technology Services document library for IT contracts created

Security and Access Control

A number of activities have been completed in the area of security and application access controls. The improvements and project efforts include recommendations from external sources as well as internally identified tasks to proactively address weaknesses discovered during self assessments.

- PCI Architecture Review – Over the past six months, three different scenarios were developed to provide a County solution to improve the level of credit card compliance. While the county meets the current reporting requirements, the emphasis of the most current activities is to exceed the standards and begin a structured plan to re-architect the infrastructure to further harden the credit card processing environment. In addition to the physical architecture changes, a key decision was made to begin the migration of all credit card processing to a hosted solution, further reducing exposure of resident credit information.
- Security Training – During early 1Q of FY08, the Security Training CBT was placed into production for all County employees and contractors. As the end of 2Q FY08, the mandatory training program has achieved a gross completion of over 84% of the computer users across the county. Statistics are continuing to be refined to more accurately identify the number of users that have completed training by removing those users that are within the 90 grace period allowed.
- Policy Improvements – During the 2Q FY08, a new policy was developed and proposed to IPAC to improve access control processes for the distributed user administration. The policy refines the ongoing review of accounts by the distributed administrators which requires a quarterly assessment of accounts to ensure that users that no longer require access or have left positions are summarily reviewed to identify any account access changes that had not occurred in a timely fashion.

Technology Support and Resources

DTS continues to be an instrument of support to both County departments as well as other County agencies.

- Fibernet Expansion and Improvements – Continue to create network connectivity and upgrades for executive branch locations as well as interagency facility implementation.
- Completed telephone service improvement using county PBX solution for the Housing Opportunities Commission leveraging Voice over IP (VoIP)
- Completion of telephony engineering for 311 project in support of MC311 effort.

(Detailed DTS FY2008 Accomplishments – Attachment A)

Appendix C: Data Development Agenda.

- Security Statistics and Vulnerabilities
- Internet Customer Statistics (Baseline for Customer Feedback)
- Telephony / Call Volume Tracking and Service Levels (311 and Call Center Volumes)

Partnership / Collaborations:

MCG Departments

1. *All Departments (Planned) – Shadow IT Program; Alignment of Department IT Subject Matter Experts with DTS counterparts*
 - a. *Develop strong work relationships*
 - b. *Create formal communications process for similar functions in DTS with Department staff*
 - c. *Development of governance model to ensure standardization and formalized processes can be maintained*
2. *Health and Human Services(In Progress) – Development of business assessment and review of departmental systems*
 - a. *Application Portfolio Review – Identify/Assess at risk systems, retirements, ERP aligned and modernization replacement efforts*
3. *Recreation (In Progress) – Business review of CLASS system issues for PCI compliance activities*
 - a. *Technology and business process plan to minimize data exposure or breach*
 - b. *Business process assistance for secure transaction solution with minimum impact to business processes and operating costs*
4. *Liquor Control (In Progress)*
 - a. *Support of Implementation for Updated/Improved Point of Sale (POS) Application*
 1. *Process Improvements*
 2. *Selection of Modernized Application (including full PCI compliance)*
5. *Finance (In Progress)*
 - a. *Development of Enterprise methodology for Hosted Credit Card Solution*
 1. *PCI Compliance*
 2. *Collection Reconciliation (Business Process Improvements supporting strategy)*

County Agencies

1. *Maryland National Capital Park and Planning Commission (MNCPPC) (Planned) – Joint program to address inter-agency use and advancement of Geographical Information Systems (GIS)*
 - a. *Advancement of consumer based applications dependent on accurate and up-to-date detailed county maps*
2. *Public Schools (In Progress)*
 - a. *ERP Synergies and Lessons Learned*
 - i. *Identification and support for school implementation (following award of in-kind solution for MCG)*
 - ii. *Identification of process improvements for MCG*

Inter-Governmental

1. *National Capital Region (In Progress) – Development of Inter-Governmental Solutions for Data Sharing and Communications*
 - a. *I-Net – Fiber interconnect between MD, DC and VA government networks*
 - i. *Proof of Concept complete*
 - ii. *Application implementations under review*
 - b. *National Broadband Wireless – Standards and implementation of Wireless infrastructure and architecture in support of non-commercial wireless network for governmental operations*

DTS FY2008 Detailed Accomplishments

| DTS | Performance Category | Proposed Improvement Category | CE's Mission Statement | Benefits |
|--|---|---|---|--|
| | <ol style="list-style-type: none"> 1. Outage Statistics 2. Email services 3. Internet Feedback 4. Internet Comms 5. Web Financial 6. Cable Office 7. Cable Service 8. Security 9. Telecommun (TBD) | <ol style="list-style-type: none"> 1. Tech Modernization 2. Security & Control 3. Technology Support & Resources 4. Process Improvement | <ol style="list-style-type: none"> 1. A Responsive and Accountable County Government 2. Affordable Housing in an Inclusive Community 3. An Efficient and Transportation Network 4. Children Prepared to Live and Learn 5. Healthy and Sustainable Communities 6. Safe Streets and Secure Neighborhoods 7. A strong and Vibrant economy 8. Vital Living for all of Our Residents | <ol style="list-style-type: none"> 1. County Agency 2. MCG 3. Department 4. Team 5. Community |
| ALL | | | | |
| County-wide application inventory delivery | | 1 | 1 | 2 |
| Business Automation Framework (BAF) delivery | | 1,4 | 1 | 2 |
| ESD | | | | |
| Coordinated software installation & support for Disability Mentoring Day | | | 1 | 5 |
| Reengineered IT Help Desk phone call options and routing to improve service | | 4 | | 2 |
| Coordinate and managed multi-department tiger team to resolve HHS VPN connectivity issues | | | | 3 |
| Implemented hyperlink to SHIP in HelpIT's auto-reply message and Magic/SDE email alerts so end-users know to monitor their own ticket status. | | 2 | | 2 |
| Implemented SHIP | | 1, 2, 3,4 | | 2 |
| Successful integrated the Crystal servers into EHI allowing secure access from anywhere. First application (CIP BDS system) integrated with Crystal reports using .NET as its development tool and provided secure access from the | | | | 2 |

DTS FY2008 Detailed Accomplishments

| | | | | | |
|---|--------|---|--|--|---|
| Internet. | | | | | |
| Migrated and upgraded Enterprise File Server from MCG-F01 to MCG-F02 and MCG-F03 and enabled new features such as the quota system. | 1 | | | | 2 |
| Migrated and upgraded Enterprise Print Server (serving over 500 printers) | 1 | | | | 2 |
| Began testing PC management and lockdown (pending IPAC approval) | 2,4 | | | | 2 |
| Initiated new Internet Subnet 208.* migration for all internet facing servers and applications (ongoing) | 1, 2 * | 8 | | | |
| Migrated to new Anti-virus and Anti-Spyware solution (from Symantec & Spysweeper to Sophos) | 1, 2 | 8 | | | 2 |
| Initiated pilot of Verisign Two Factor Authentication signing and encrypting emails with HHS. | 1, 2 | 8 | | | 3 |
| AD Account Management – implemented policy enforcement, account maintenance cycle | 2,4 | 8 | | | 2 |
| Implemented Impact Log and Scheduler configuration management and notification Tool | | | | | 3 |
| Now supporting over 500 Servers (77% virtualized) | | | | | 2 |
| Two key enhanced features of SSO were integrated: | | | | | |
| <ul style="list-style-type: none"> TAM e-COMMUNITY was established which allows for continued session management when URLs cross multiple proxies. For example, browsing between MCTIME and OHR Benefits. | | | | | |
| <ul style="list-style-type: none"> Above was key to the establishment of http://www.montgomerycountymd.gov/ePORTAL As a parallel deployment to MCTime 6.2, TAM URL VIRTUAL-HOSTING was qualified which eliminated 90% of the customization to vendor supplied MCTime modules. | 1,4 | 4 | | | 2 |
| ESB (ENTERPRISE SERVICE BUS) integrations doubled to over 50, key departments leveraging ESB include OHR, FIN and PSDS. | | | | | 2 |
| An Application Proof of Concept (APOC) step was incorporated into the DTS project management methodology for large projects. CRIMS, SAO Case | 1,4 | | | | 3 |

DTS FY2008 Detailed Accomplishments

| | | | | | | |
|---|---|--|------|--|------|------|
| Management, DPWT Datastream were exposed to several iterations of APOCs. This process resulted in much more leverage on vendors and allowed for iterative improvements in integration packages. | | | | | | |
| MCTime, a major upgrade version 5.0 to 5.2 completed. | | | 1 | | | 2 |
| RECWEB first iteration of PCI remediation was combined with a significant scaling effort and version 5.22 to 6.0.3 upgrade of the vendor product. Validating above infrastructure was an 800 concurrent user load on DEC 12 and the first successful Swim Registration in years. | 4 | | 1, 2 | | | 3 |
| Internet Portal was migrated to a new platform, which included virtualization the server, migrating from Windows 2000 to 2003 and updates of key middleware. The setup now has much more disk capacity and can leverage several features of virtualization which allow for much faster failure recovery. | 4 | | 1 | | 1 | 2 |
| ZENOSS, an open source monitoring tool similar to HP OPENVIEW underwent POC and was launched into production in DEC. The tool is paying significant dividends allowing Server Team to be much more proactive with disk space usage, run away CPU/MEM conditions, and general event log monitoring / alerting. | | | 1, 4 | | | 3 |
| ACF2 Account Management – implemented policy enforcement, account maintenance cycle | | | 2, 4 | | | 2 |
| Migrated 14 CICS Production and Test regions from CICS Version 2 to CICS Version 3 | | | 1 | | | 4 |
| Installed new versions of several software products: ACF2, QuickRef, FDRERASE, FDR/ABR | | | 1 | | | 3 |
| SUS Server integration and deployment, used for windows patching. | 8 | | 1, 2 | | | 4 |
| CAD & Application Build Testing and successful deployments | | | | | 1, 6 | 3, 5 |
| Monitoring Tools expansion including printer Issues Notification, and workstation management tool to perform administration on clients | | | | | 6 | 4 |
| Created New "Reliable" Workstation Images | | | 4 | | 6 | 2 |

DTS FY2008 Detailed Accomplishments

| | | | | |
|--|---|-------|-----|-----|
| Implemented security improvements in the PSDS infrastructure | 8 | 2 | 6 | 3 |
| Integrated Takoma Park City into the CAD system | | | 6 | 1 |
| RMS infrastructure build out and readiness and migration of RMS data | | 1 | 6 | 3 |
| PSCS Data Center Upgrade (Racks/ Power & Network) | | 1 | 6 | 4 |
| EID | | | 6 | |
| Security Awareness training -attained 84% compliance rate among employees in the first 6 months of the program | 8 | 2,4 | 1 | 2 |
| FiberNet migration of M-NCPPC and HOC to FiberNet for Internet access | 4 | 1,3 | 3 | 1 |
| FiberNet -coordinated with Telecomm to provide HOC with VoIP dial-tone from the County PBX over FiberNet | | 1,3,4 | | 1 |
| Developed and obtained ITPCC approval of cost/benefit assessment form for FiberNet site requests | | 3 | | 2 |
| FiberNet -added remaining middle schools and moved all MCPS and M-NCPPC sites to FiberNet II | | 1,3 | 3,4 | 1 |
| Insourced FiberNet help desk and NOC which made funds available for 24x7 contractor field support for an increasing number of FiberNet locations. | | 3,4 | | 1 |
| Internet – Implemented multiple paths and direct peering with RCN, and preparatory work for MCG/MCPS Internet redundancy | 4 | 1,3 | | 2,5 |
| MCCATS – Evaluated RFP responses and wrote contract | | 3 | | 2 |
| Coordinated IT portion of FY07 KPMG audit | 8 | 2 | | 3 |
| DR/COOP project. – Prepared project charter; Began proof of concept for remote hosting including fiber connection (at no cost to the County) | | 3,4 | 1 | 3 |
| Successful mainframe and MUNIS disaster recovery test | | 3 | | 3 |
| PCI – Coordinated with, and completed compliance for departments using swipe terminals. | 8 | 2 | | 3 |
| PCI – Coordinated and complete physical security upgrade at DLC; Installed PCI compliant routers and switches in all Recreation Dept sites in preparation for movement into MPLS/VPN (NACo and GCN 2007 Award Winners) | 8 | 2 | | 3 |
| HIPAA - Completed BAE HIPAA assessment on time and | 8 | 2 | | 3 |

DTS FY2008 Detailed Accomplishments

| on budget | | | | | | | | | | | | | | | | | | | | | | |
|---|-------|-------|--|--|-----|-----|------------|-------|-----|---|----|---|-----|-----|------|----|---------|----|------|---|-------------|-----|
| VPN – Migration of the VPN to a new major release with no downtime and no significant issues | 8 | 2 | | | | 2 | | | | | | | | | | | | | | | | |
| Intrusion Detection - Upgraded Intrusion Detection System | 8 | 2 | | | | 2 | | | | | | | | | | | | | | | | |
| Provide ISP services for HOC and M-NCPPC | | | | | | 1 | | | | | | | | | | | | | | | | |
| Completed National Capital Regional Internet project – connects to 19 local governments in the Council of Governments – funded by a UASI grant (NATO A 2007 Award Winner). | 8 | 2 | | | 6 | 2,5 | | | | | | | | | | | | | | | | |
| Added Washington Suburban Sanitary Commission to FiberNet | | 3 | | | | 1 | | | | | | | | | | | | | | | | |
| Completing the vision of FiberNet as a truly multi-agency shared resource | | 3,4 | | | | 1 | | | | | | | | | | | | | | | | |
| Created MPLS/VPN for Montgomery College – making college participation in FiberNet meaningful | | 1 | | | 1,6 | 5 | | | | | | | | | | | | | | | | |
| Design and deploy Bethesda WiFi network, expected turn-up is this spring | | | | | | | | | | | | | | | | | | | | | | |
| Added seventeen new FiberNet sites since the start off FY08 for a total of 258 sites on FiberNet: | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>MCG Agency</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>HOC</td> <td>2</td> </tr> <tr> <td>MC</td> <td>4</td> </tr> <tr> <td>MCG</td> <td>162</td> </tr> <tr> <td>MCPS</td> <td>77</td> </tr> <tr> <td>M-NCPPC</td> <td>12</td> </tr> <tr> <td>WSSC</td> <td>1</td> </tr> <tr> <td>Grand Total</td> <td>258</td> </tr> </tbody> </table> | | | | | | | MCG Agency | Total | HOC | 2 | MC | 4 | MCG | 162 | MCPS | 77 | M-NCPPC | 12 | WSSC | 1 | Grand Total | 258 |
| MCG Agency | Total | | | | | | | | | | | | | | | | | | | | | |
| HOC | 2 | | | | | | | | | | | | | | | | | | | | | |
| MC | 4 | | | | | | | | | | | | | | | | | | | | | |
| MCG | 162 | | | | | | | | | | | | | | | | | | | | | |
| MCPS | 77 | | | | | | | | | | | | | | | | | | | | | |
| M-NCPPC | 12 | | | | | | | | | | | | | | | | | | | | | |
| WSSC | 1 | | | | | | | | | | | | | | | | | | | | | |
| Grand Total | 258 | | | | | | | | | | | | | | | | | | | | | |
| Received an assignment of IP address from ARIN enabling Montgomery county to multi-home the county network | | 2,3,4 | | | | 3 | | | | | | | | | | | | | | | | |
| Provided network design and deployment services for several DPWT projects: | | 2,3 | | | 3 | 3 | | | | | | | | | | | | | | | | |

52

DTS FY2008 Detailed Accomplishments

| | | | | | |
|--|--|--------|-----|---|-----|
| <ul style="list-style-type: none"> ■ New CAD/AVL network for RideOn ■ SmartCard wireless network for RideOn ■ Lakeforest Transit Center surveillance camera project | | | | <p>Developed and started implementation of a project to move the PSDS network to FiberNet II; project is about 60% complete</p> | 1 |
| <p>Developed a project plan to improve EOC network availability and security; Project is 50% completed pending review by Emergency Management Group</p> | | 2,3 | | | 2 |
| <p>Developing a plan to improve HIPAA related security based on the BAE Assessment of October, 2007. Plan is partially developed. Basic security infrastructure has been installed in the network in preparation for segregating HHS from the rest of the county.</p> | | 2,3 | | | 2 |
| <p>Partnering with DPWT on the COB Data Center Rehab Project.</p> | | 3 | 5 | | 2 |
| <p>Implemented a local remote server hosting solution in the COB Bunker to help relieve the power & cooling pressures on the DTS COB Data Center.</p> | | 3,4 | | | 2 |
| <p>Coordinated the implementation of the POC with Recovery Point Systems for Disaster Recovery Off-Site Remote Hosting.</p> | | 3 | | | 2 |
| <p>EAD</p> | | | | | |
| <p>Completed ADT Configuration Management Plan</p> | | 2, 3,4 | 1 | | 3 |
| <p>Completed Web Site Usability Study</p> | | 3, 4 | 1 | | 2,5 |
| <p>Completed the following major Enterprise / Department-specific projects:</p> <ul style="list-style-type: none"> • Completed delivery of the Personnel Information Management System (PIMS) Version 2 • Completed delivery of the Elections Technician Volunteer Registration System Version 2 • Completed delivery of the Computer Based Training (CBT) System (ISATP) • Completed delivery of the Juvenile Justice Information System (JJIS) Version 1.8 • Completed delivery of the Web Application Portal | | 1, 2 | 1,6 | | 2,5 |



DTS FY2008 Detailed Accomplishments

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|--|---------|------|------|------|
| <ul style="list-style-type: none"> • (ePortal) enhancements • Completed delivery of the Rockville Core Parking FY08 application update • Completed delivery of the County Content Management System upgrade • Completed delivery of the Snow Removal FY08 update • Completed delivery of the News Center - Announcement update • Completed delivery of the News Center - Live Discussion update • Completed delivery of the Volunteer Center Holiday Basket application • Completed delivery of the Environmental Complaint Form System (Public & Admin) | | | | |
| <p>Provided operational support for the following major Enterprise / Department – specific Web applications:</p> <ul style="list-style-type: none"> • Circuit Court On-line Jury Questionnaire Form System (2007 Naco Award Winner) • Computer Based Training (HIPPA/Security Awareness Training) • Corrections and Rehabilitation Training Management System Support (DOCR-TMS) (2006 Naco Award Winner) • County Content Management System – Web Edit Pro (2005 Naco Award Winner) • County Web Portal Templates, style sheets, and associated code (Internet and Intranet) Maintenance / Enhancements • DEP Environmental Complaint Form System (Public & Admin) • DPWT Solid Waster Hauler Billing Collection • DPWT Rockville Core Parking • DPWT Snow Removal FY08 • eGovernment Transaction Management (Skipjack) | 3, 4, 5 | 1, 2 | 1, 6 | 2, 5 |

54

DTS FY2008 Detailed Accomplishments

| | | | |
|--|------|---|---|
| <ul style="list-style-type: none"> • Transaction Reporting, Support, and Refunds) Version 2 • Elections Technician Volunteer Registration System • Employee Portal (Web Application Portal...ePortal) • Environmental Action Plan (EAP) Version 2 • eSubscription Version 2.1 • eTransfer Version 2 • Financial Disclosure System (FDS) • Google Mini Search Appliance • Integrated ACH System • Juvenile Justice Information System (JJIS) Version 1.8 • Limited English Proficiency Web Site • Local Small Business Reserve Program Version 1.1 • MCFRS Promotional Candidate Application Process (PCAP) • MCFRS Personnel Information Management System (PIMS) Version 2 • News Center (News/RSS/Blogs/Live Discussion/Announcements) (2007 Naco Award Winner) • Personal Property On-line Tax Payment • Real Property On-line Tax Payment • Telecommunications Service Request System (TSRS) | | | |
| <p>Provided operational support for the County's Core Business Systems (i.e. FAMIS/ADPICS etc...) applications:</p> <ul style="list-style-type: none"> • Produced W2 statements, reports and State and Federal files • Produced 1099's, 1099-Misc and 1098's • Implemented Bargaining Unit changes including: GWA, Longevity Increment increase, Deputy Sheriff Step 13, Uniformed Correctional Officers step within Grades Structure, Personal Day for Seasonal/Temp, Retention Incentive for Bus | 1, 2 | 1 | 2 |

55

DTS FY2008 Detailed Accomplishments

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|---|--|-------------|-------------|------------|
| <p>Operators</p> <ul style="list-style-type: none"> • Incorporate Salary and Benefit expenses into the HCM data warehouse for use by various departments in budget tracking • FAMIS/ADPICS Online enhancements including: A2 Match Type, Interface Type Validation, Buyer Workload delete, Fund Structure edits, Auto-populate Security screen • Add new services to Print Shop application for shredding and imaging • Fire and HHS re-org of positions and Index Codes • Automate Deferred Comp limits • Implement new benefits plan (United Health Care), new Charity Fund for MD, new deduction buckets (GTN's) for BC/BS • 10-Month Employee Due Montgomery County – Recover shortfall of benefit contributions by 10-month employees. • Premium Holidays – For retirement saving plan employees, temporarily suspend the employer contribution to absorb over funding. • Implemented new FAMIS interfaces for speed camera, red light camera and Washington Gas • Synchronize BPREP with HRMS for compensation, benefits and regulatory change • Produced 324,000 property tax bills, 50,000 revised bills, 32,037 personal property/corporation bills and added 2,450 new properties | | | | |
| <p>Provided operational support for the County's GIS Program:</p> <ul style="list-style-type: none"> • Geo Load in support of Public Safety – Completed the July 16 and October 15 deliveries. Up-to-date and complete GIS data support the critical functions of E-911 call taking, unit assignment, route recommendation, and records management | | <p>3, 4</p> | <p>1, 2</p> | <p>2,5</p> |

85

DTS FY2008 Detailed Accomplishments

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|--|--|--|----------|---------------------|
| <ul style="list-style-type: none"> • DPWT Snow Mapping – Provided mapping support for 2007/2008 snow season. Snow clearing priority codes for all county maintained roadways went through total review and update. Migrated the snow operation map viewer from ArcIMS 4.x (legacy) to more stable ArcGIS Server platform • GIS Software Platform Upgrade – Continued progress towards migration of both the desktop and server based GIS software to the ArcGIS 9.2 platform. This yielded a richer set of functionalities and a more stable platform for County's installed user base • Geo Data Procurement: LiDAR 2008 – Obtained financial contributions from several County Departments in order to acquire digital elevation model (LiDAR) for the entire County • Addressing Project in Collaboration with Towson University – Actively participating in a pilot program targeted at improving state wide addressing capabilities • MC:MAPS Consortium Leadership - Officiated bi-monthly meeting for sharing data, technology, and processes • Regional Cooperation - Assumed chairpersonship of the COG GIS Committee. Facilitated grant applications: Towson Center for GIS – USGS CAP Grant (to build region-wide buildings data layer); PSIC grant funneling through COG DEH (Data Exchange Hub) project for building region-wide centerline database. Implemented Minimum Essential Geospatial Dataset (MEGDS) collection, which is nearing completion. | | | | |
| <p>ETD</p> <p>Upgraded the PBX Call Management System (CMS)</p> | | | <p>9</p> | <p>1</p> <p>2,5</p> |

57

DTS FY2008 Detailed Accomplishments

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|--|---|-----|--|---|-------|
| Platform, adding additional capacity in support of departmental request for access to call traffic monitoring in response to CEX CRM initiative. | | | | | |
| Provided processing connectivity for the Housing Opportunities Commission's Telephone service needs via the County PBX platform | 9 | 2,4 | | | 1 |
| Engineered PBX trunking to support incoming 311 digits in preparation for the Enterprise CRM contact center initiative. | 9 | 2,3 | | | 2,5 |
| Completed 200 mobile data radio installations for FRS. | 9 | 2,3 | | 6 | 2,5 |
| CABLE | | | | | |
| Cable Service Customer Satisfaction Survey July 2007 – January 2008 | | | | | |
| <ul style="list-style-type: none"> o 953 Surveys sent o 563 (59.1%) Surveys returned o 529 (94%) of all reported complainants are satisfied with the service provided by the Cable Office and would use our services again | 7 | | | 1 | 5 |
| PEG Network Mobile Production Vehicle Usage July 2007 – January 2008 | | | | | |
| <ul style="list-style-type: none"> o Used to support 26 productions. This is an increase of 127% over the same period in FY07 | 7 | 3 | | 1 | 1,2,5 |
| County Cable Montgomery took top honors at the National Association of Telecommunications Officers and Advisors (NATOA), Government Programming Awards for <i>Performance Moves</i> in the Performing Arts category and <i>Montgomery Plans</i> from the Maryland Chapter of the American Planning Association. Also, CCM was the recipient of two 2007 Ava Awards – <i>Gold for Did You Know Plans #5 – Building Great Communities</i> . | | | | | |
| County Cable Montgomery continues to increase and enhance programming offerings. In FY08 the following programs were added: • "Destination Recreation", a program highlighting the activities for all residents; | 7 | | | 1 | 2,5 |



DTS FY2008 Detailed Accomplishments

| | | |
|--|--|--|
| <ul style="list-style-type: none"> •"Be Prepared" provides tips on how to prepare for any event with a plan that includes a supplies kit and emergency checklist for your important personal considerations, items and documents; •"Performance Moves" informs viewers about the many venues to take classes in art, dance, theater, or creating video; •"Resident Call-in", the County Executive and Council President answer telephone calls and emails from Montgomery County residents; •"Montgomery County Executive Town Hall Meeting" is produced on locations around the County. Residents have the opportunity to ask questions or provide comments to the County Executive; •"Montgomery Plans" features the Montgomery County Planning Board and its staff as they work to foster the high quality of life in the region; and •"Parks Show – Special Edition", Find out where you can play in this special episode of "The Parks Show!" | | |
|--|--|--|

