Technology Services

MISSION STATEMENT

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

County Government Reorganization

Originally developed and implemented under the Technology Modernization--MCG CIP (P150701), funding for the Enterprise Resource Planning (ERP) program shifts to the Department of Technology Services operating budget beginning in FY16. The new Enterprise Resource Planning Division (ERPD) is responsible for the operations of the County's core business systems (financials, human resources, procurement and budgeting). ERPD provides production support and supports business owners in meeting their operational needs, adapting to the ongoing and changing environment, reengineering business processes to improve efficiency, implementing new initiatives and staying abreast of systemic enhancements and improvements to the County's ERP systems.

BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Technology Services is $40,907,969, an increase of $10,635,901 or 35.1 percent from the FY15 Approved Budget of $30,272,068. Personnel Costs comprise 52.6 percent of the budget for 155 full-time positions and two part-time positions, and a total of 146.65 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 47.4 percent of the FY16 budget.

Without including the new Enterprise Resource Planning Division (ERPD), the recommended FY16 Operating Budget for DTS is $30,778,958, an increase of $506,890 or 1.6 percent from the FY15 Approved Budget of $30,272,068. Non-ERPD FTEs are 110.65, an increase of 0.62 FTEs from the FY15 Approved Budget of 110.03 FTEs.

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

LINKAGE TO COUNTY RESULT AREAS

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

❖ *A Responsive, Accountable County Government*

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

ACCOMPLISHMENTS AND INITIATIVES

❖ *Received the following awards in 2014:*

1. The Public Technology Institute (PTI) designated Montgomery County as a Tech Savvy County in 2014. Montgomery County is only one of four local governments in the nation -- and the only County in Maryland -- to be designated as a Tech Savvy jurisdiction during 2014.

2. Montgomery County ranked 2nd overall best Digital County Government in the United States by the Center for Digital Government and the National Association of Counties (NACo).

3. Montgomery County's weekly "County Report This Week" cable television show recently was awarded a prestigious national "Telly" award.

4. PTI honored Montgomery County with the 2013-2014 Technology Solutions Award for the County's "Bikeshare

Station Site Identification and Property Verification" program.

5. Department of Technology Services received a NACo Award for the Unique Building Address Processor Program.

❖ *A new Enterprise Resource Planning Division (ERPD) will be launched in FY16. The ERPD will function as a long-term and permanent sustaining organization to maintain and operate the County's Core Business Systems (financials, human resources, procurement and budgeting).*

❖ *A new Network Operations Center (NOC) for the County's FiberNet network will be launched in FY16. The NOC will monitor FiberNet operations on a 24x7 basis, respond to faults in the network in order to restore services in a timely manner, provide enhanced services to various County Agencies (including MCPS) and the Department of Technology Services (DTS), and develop utilization reports and capacity planning studies. The NOC will also serve as a platform for leveraging the County's current FiberNet for the UltraMontgomery Initiative to bring ultra-high-speed broadband services to the County.*

❖ *Continued cybersecurity efforts across several areas, including an updated Employee IT Security Policy training program and an in-depth assessment of the County's IT environment by Gartner, an industry-leading consulting group.*

❖ *Provided project management, development, application engineering, systems engineering and quality assurance support for the Public Safety System Modernization (PSSM) program.*

❖ *Developed, deployed, and improved Enterprise Resource Planning (ERP) Business Intelligence (BI) tools. Implemented ERP Purchasing Order service level agreement process and Compensation Work Bench module.*

❖ *Developed the Open Data Implementation Plan as required by Bill 23-12. The Implementation Plan contains an inventory of datasets in the County and a high-level publication schedule for publication of each documented dataset. In developing the publication schedule, each dataset was evaluated and rated by the dataMontgomery Workgroup on factors relating to their publication value and alignment with the mission of the department.*

❖ *Provided technology infrastructure and led the transition of technology services for numerous new County facilities. Major technology infrastructure projects completed include the David F. Bone Equipment Maintenance and Transit Operations Center (EMTOC), the Judicial Center Annex, the Department of Liquor Control (DLC) Warehouse, Police Station #3, and the Montgomery County Animal Shelter.*

❖ *Implemented enhanced cybersecurity measures for users of the County's Virtual Private Network (VPN) system.*

❖ *Retired the County's Mainframe computer in FY15.*

❖ *Completed the retirement of the Windows XP operating system from the County's desktop environment.*

❖ *Rolled out Microsoft Office 365 across County departments to replace older applications and productivity suites.*

❖ *Productivity Improvements*

  - *Continued upgrade and expansion of wireless access points in County facilities, expanding access to mobile devices and business productivity both for employees and visitors.*

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Naeem Mia of the Office of Management and Budget at 240.777.2782 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Enterprise Systems and Operations (ESOD)

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

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Enterprise Applications System Availability (%)	99.8	99.9	99.9	99.9	99.9
Number of Enterprise Service Bus data transfers (monthly average)	82,285	174,163	300,000	600,000	1,200,000

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	**12,534,956**	**32.00**
Add: Office 365 Licenses, Support, and Subscriptions	1,070,104	0.00
Increase Cost: Oracle Software/License Maintenance	400,000	0.00
Increase Cost: Contractor Support for MC311	90,000	0.00
Increase Cost: Computer-Aided Dispatch (CAD) Software Maintenance	29,000	0.00
Increase Cost: Anti-Spam Software Maintenance	10,000	0.00
Increase Cost: Property Manager Software Maintenance	10,000	0.00
Increase Cost: Siebel Software Maintenance	9,000	0.00
Increase Cost: Info Server Software Maintenance	7,000	0.00
Decrease Cost: Expired Software Maintenance Contracts	-154,141	0.00
Decrease Cost: Lapse Vacant Sr. IT Specialist	-179,582	0.00
Decrease Cost: Service Contract/Agreement Reductions	-939,989	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	92,233	0.00
FY16 CE Recommended	**12,978,581**	**32.00**

Enterprise Telecommunications and Services (ETSD)

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

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Average Number of Workdays to Complete Telecom Requests (in workdays)	9.3	9.3	9.0	9.0	9.0
Transmission Facilities Application Process - Average number of days to process applications for siting wireless towers	30	35	30	30	30

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	**5,979,841**	**22.05**
Increase Cost: Motorola Maintenance Contract	115,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	145,542	0.00
FY16 CE Recommended	**6,240,383**	**22.05**

Enterprise Applications and Solutions (EASD)

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

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Average Number of Seconds to Serve a Web Page	0.4	0.4	0.4	0.4	0.4
Percent of DTS Help Desk Requests that are Resolved on the First Call (%)	96.8	96.3	97.0	97.0	97.0

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	**6,466,463**	**36.38**
Increase Cost: Google Site Search License Maintenance	85,000	0.00
Shift: Position returning from the Technology Modernization Capital Improvements Program (CIP)	72,074	0.50
Increase Cost: Countywide Pictometry Flyover	34,000	0.00
Increase Cost: Annualization of FY15 Personnel Costs	25,169	0.12
Increase Cost: Storm Operation Map Required Maintenance	25,000	0.00
Decrease Cost: Lapse Vacant Sr. IT Specialist	-179,582	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	140,550	0.00
FY16 CE Recommended	**6,668,674**	**37.00**

Office of the Chief Operating Officer (COO)

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

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Open Data - Number of datasets published	24	15	50	50	50

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	**2,044,109**	**12.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,455	0.00
FY16 CE Recommended	**2,056,564**	**12.60**

Office of the Chief Information Officer (CIO)

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

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

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

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
IT Security - Average Security Vulnerabilities per Device	39.2	30.6	25.0	20.0	15.0

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	**3,246,699**	**7.00**
Enhance: Cybersecurity Initiatives	340,000	0.00
Increase Cost: Cyber Security Advisory Contract	45,000	0.00
Increase Cost: Information Builders InfoAssist	17,000	0.00
Increase Cost: Information Technology Consulting Contract	8,600	0.00
Add: InfoAssist Software Maintenance	3,400	0.00
Reduce: Temporary Clerical/Administrative Staff Support	-42,089	0.00
Decrease Cost: Lapse Three (3) Vacant Positions through FY16	-367,385	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-416,469	0.00
FY16 CE Recommended	**2,834,756**	**7.00**

Enterprise Resource Planning Division (ERPD)

The Enterprise Resource Planning Division (ERPD) is responsible for the operations of the County's core business systems (financials, human resources, procurement and budgeting). ERPD provides production support and supports business owners in meeting their operational needs, adapting to the ongoing and changing environment, reengineering business processes to improve efficiency, implementing new initiatives and staying abreast of systemic enhancements and improvements to the County's ERP systems. The ERPD is comprised of both IT and business functions to promote an integrated ERP environment for developing complex solutions, continual enhancements and improvements and maintenance of the enterprise systems.

The ERPD will enable an enterprise view for managing the County's business and technical processes by:

• Maintaining a comprehensive, scalable enterprise team to support the day to day operational needs of finance, human resources, payroll, retirees, budgeting, procurement, warehouse management, and transportation management staff.
• Maximizing the efficient use of the ERP solution by streamlining business operations and enhancing systems to take advantage of productivity improvements and providing a structure for continuous improvement, efficiency and effectiveness.
• Developing enterprise business intelligence dashboarding/reporting capabilities and analytic tools that provide decision support to executive management and department administrators.
• Balancing the business requirements between core functions and sub organizations (finance, human resources, payroll, retirees, budgeting, procurement, etc.) and effective and efficient systems operations.
• Facilitating the flow of information between all business functions within Montgomery County government and managing the system interfaces to external stakeholders' systems.

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	**0**	**0.00**
Shift: Thirty-six (36) positions from the Technology Modernization Capital Improvements Program (CIP) to support the new Enterprise Resource Planning Division (ERPD)	5,727,538	36.00
Shift: Contractor and other operating expenses from the Technology Modernization Capital Improvements Program (CIP) to support the new Enterprise Resource Planning Division (ERPD)	4,401,473	0.00
FY16 CE Recommended	**10,129,011**	**36.00**

BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,268,130	11,886,047	11,521,481	16,647,430	40.1%
Employee Benefits	3,822,769	3,921,742	3,880,105	4,871,551	24.2%
County General Fund Personnel Costs	*15,090,899*	*15,807,789*	*15,401,586*	*21,518,981*	*36.1%*
Operating Expenses	14,391,309	14,343,979	15,103,779	19,268,688	34.3%
Capital Outlay	0	120,300	0	120,300	—
County General Fund Expenditures	*29,482,208*	*30,272,068*	*30,505,365*	*40,907,969*	*35.1%*
PERSONNEL					
Full-Time	128	135	135	154	14.1%
Part-Time	2	2	2	2	—
FTEs	109.53	110.03	110.03	146.65	33.3%
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	654,968	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	*654,968*	*0*	*0*	*0*	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
DEPARTMENT TOTALS					
Total Expenditures	30,137,176	30,272,068	30,505,365	40,907,969	35.1%
Total Full-Time Positions	128	135	135	154	14.1%
Total Part-Time Positions	2	2	2	2	—
Total FTEs	*109.53*	*110.03*	*110.03*	*146.65*	*33.3%*
Total Revenues	*0*	*0*	*0*	*0*	—

FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY15 ORIGINAL APPROPRIATION	**30,272,068**	**110.03**
Changes (with service impacts)		
Add: Office 365 Licenses, Support, and Subscriptions [Enterprise Systems and Operations (ESOD)]	1,070,104	0.00
Enhance: Cybersecurity Initiatives [Office of the Chief Information Officer (CIO)]	340,000	0.00
Add: InfoAssist Software Maintenance [Office of the Chief Information Officer (CIO)]	3,400	0.00
Reduce: Temporary Clerical/Administrative Staff Support [Office of the Chief Information Officer (CIO)]	-42,089	0.00
Other Adjustments (with no service impacts)		
Shift: Thirty-six (36) positions from the Technology Modernization Capital Improvements Program (CIP) to support the new Enterprise Resource Planning Division (ERPD) [Enterprise Resource Planning Division (ERPD)]	5,727,538	36.00
Shift: Contractor and other operating expenses from the Technology Modernization Capital Improvements Program (CIP) to support the new Enterprise Resource Planning Division (ERPD) [Enterprise Resource Planning Division (ERPD)]	4,401,473	0.00
Increase Cost: FY16 Compensation Adjustment	448,248	0.00
Increase Cost: Oracle Software/License Maintenance [Enterprise Systems and Operations (ESOD)]	400,000	0.00
Increase Cost: Retirement Adjustment	132,222	0.00
Increase Cost: Motorola Maintenance Contract [Enterprise Telecommunications and Services (ETSD)]	115,000	0.00
Increase Cost: Contractor Support for MC311 [Enterprise Systems and Operations (ESOD)]	90,000	0.00
Increase Cost: Google Site Search License Maintenance [Enterprise Applications and Solutions (EASD)]	85,000	0.00
Shift: Position returning from the Technology Modernization Capital Improvements Program (CIP) [Enterprise Applications and Solutions (EASD)]	72,074	0.50
Increase Cost: Cyber Security Advisory Contract [Office of the Chief Information Officer (CIO)]	45,000	0.00
Increase Cost: Countywide Pictometry Flyover [Enterprise Applications and Solutions (EASD)]	34,000	0.00

	Expenditures	FTEs
Increase Cost: Group Insurance Adjustment	32,490	0.00
Increase Cost: Computer-Aided Dispatch (CAD) Software Maintenance [Enterprise Systems and Operations (ESOD)]	29,000	0.00
Increase Cost: Annualization of FY15 Personnel Costs [Enterprise Applications and Solutions (EASD)]	25,169	0.12
Increase Cost: Storm Operation Map Required Maintenance [Enterprise Applications and Solutions (EASD)]	25,000	0.00
Increase Cost: Information Builders InfoAssist [Office of the Chief Information Officer (CIO)]	17,000	0.00
Increase Cost: Anti-Spam Software Maintenance [Enterprise Systems and Operations (ESOD)]	10,000	0.00
Increase Cost: Property Manager Software Maintenance [Enterprise Systems and Operations (ESOD)]	10,000	0.00
Increase Cost: Siebel Software Maintenance [Enterprise Systems and Operations (ESOD)]	9,000	0.00
Increase Cost: Information Technology Consulting Contract [Office of the Chief Information Officer (CIO)]	8,600	0.00
Increase Cost: Info Server Software Maintenance [Enterprise Systems and Operations (ESOD)]	7,000	0.00
Increase Cost: Motor Pool Rate Adjustment	749	0.00
Decrease Cost: Printing and Mail	-13,398	0.00
Decrease Cost: Expired Software Maintenance Contracts [Enterprise Systems and Operations (ESOD)]	-154,141	0.00
Decrease Cost: Lapse Vacant Sr. IT Specialist [Enterprise Applications and Solutions (EASD)]	-179,582	0.00
Decrease Cost: Lapse Vacant Sr. IT Specialist [Enterprise Systems and Operations (ESOD)]	-179,582	0.00
Decrease Cost: Lapse Three (3) Vacant Positions through FY16 [Office of the Chief Information Officer (CIO)]	-367,385	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-626,000	0.00
Decrease Cost: Service Contract/Agreement Reductions [Enterprise Systems and Operations (ESOD)]	-939,989	0.00
FY16 RECOMMENDED:	**40,907,969**	**146.65**

PROGRAM SUMMARY

	FY15 Approved		FY16 Recommended	
Program Name	Expenditures	FTEs	Expenditures	FTEs
Enterprise Systems and Operations (ESOD)	12,534,956	32.00	12,978,581	32.00
Enterprise Telecommunications and Services (ETSD)	5,979,841	22.05	6,240,383	22.05
Enterprise Applications and Solutions (EASD)	6,466,463	36.38	6,668,674	37.00
Office of the Chief Operating Officer (COO)	2,044,109	12.60	2,056,564	12.60
Office of the Chief Information Officer (CIO)	3,246,699	7.00	2,834,756	7.00
Enterprise Resource Planning Division (ERPD)	0	0.00	10,129,011	36.00
Total	**30,272,068**	**110.03**	**40,907,969**	**146.65**

CHARGES TO OTHER DEPARTMENTS

		FY15		FY16	
Charged Department	Charged Fund	Total$	FTEs	Total$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	2,561,108	21.00	847,683	5.50
Human Resources	Employee Health Benefit Self Insurance	0	0.00	698,250	0.00
Liquor Control	Liquor Control	0	0.00	542,000	0.00
NDA - Mont. County Employee Retirement Plans	Employee Retirement System	0	0.00	174,336	0.00
Total		**2,561,108**	**21.00**	**2,262,269**	**5.50**

FUTURE FISCAL IMPACTS

	CE REC.			($000's)		
Title	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY16 Recommended	**40,908**	**40,908**	**40,908**	**40,908**	**40,908**	**40,908**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY16	**0**	**359**	**359**	**359**	**359**	**359**
New positions in the FY16 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 FY16	**0**	**-1,119**	**-1,119**	**-1,119**	**-1,119**	**-1,119**
Items approved for one-time funding in FY16, including positions and ERP contractors no longer needed after FY16 ERP transition to DTS.						
Labor Contracts	**0**	**48**	**48**	**48**	**48**	**48**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						

Title	CE REC. FY16	FY17	FY18	($000's) FY19	FY20	FY21
Subtotal Expenditures	*40,908*	*40,197*	*40,197*	*40,197*	*40,197*	*40,197*