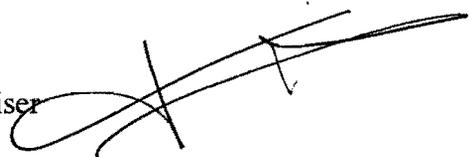


Action

MEMORANDUM

May 12, 2015

TO: County Council

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: Supplemental Appropriation 15-S15-CMCG-9 to the County Government's FY15-20 Capital Improvements Program in the amount of \$9,722,000 for Technology Modernization - MCG (No. 150701) (Source: Current Revenue: General and Short Term Financing)

The Government Operations and Fiscal Policy (GO) Committee met on April 20 to review the supplemental appropriation to the FY 15-20 Capital Improvements Program in the amount of \$10,222,000 for Technology Modernization – MCG (No. 150701) requested by the Executive. This request was subsequently reduced to \$9,722,000. The \$500,000 element will be requested in Current Revenue in 2016 through a revised supplemental package. The source of funds is proposed to be Current Revenue: General and Short-Term Financing. The analytic packet with relevant information from the GO Committee discussion is on ©1-8.

Appropriation for this project will fund the implementation contract for the Enterprise Integrated Case Management (EICM) sub-project, which will support enhanced integrated and streamlined service delivery and improve outcomes for Montgomery County Department of Health and Human Services (HHS) clients.

This increase is needed to fund the contract with Xerox for the development and implementation of the HHS Enterprise Integrated Case Management system under the Technology Modernization – MCG CIP. Xerox already is the vendor for the State, and the County's systems must interoperate with those of the State, hence the selection of Xerox.

The original request of the Executive is on ©3-7. The revised PDF is on ©9.

To put this request in the context of the overall TechMod project, ©8 provides a snapshot of the total expenditures under the TechMod project and its sub-elements: ERP, MC311, MCTime, Infrastructure,

HHS, and ActiveNet. In addition, although not part of the TechMod budget, the DLC/ERP project is also shown.

The Government Operations and Fiscal Policy (GO) Committee recommends approval of this supplemental appropriation as recommended by the Executive.

F:\IT Issues\Council packets\May 14 2015 Action TechMod Supplemental.doc

GO Committee #9
April 20, 2015

Worksession

MEMORANDUM

April 16, 2015

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: Supplemental Appropriation 15-S15-CMCG-9 to the County Government's FY15-20 Capital Improvements Program in the amount of \$9,722,000 for Technology Modernization - MCG (No. 150701) (Source: Current Revenue: General and Short Term Financing)

Expected to attend:

Mike Ferrara, Enterprise projects manager, Office of the County Executive
Representative from DHHS
Representative from OMB

On March 16, 2015, the Executive requested a supplemental appropriation to the FY 15-20 Capital Improvements Program in the amount of \$10,222,000 for Technology Modernization – MCG (No. 150701). This request was subsequently reduced to \$9,722,000, and it is Council Staff's understanding that this revision will be available for the Committee before the April 20 date of the worksession where this item will be reviewed. The \$500,000 element will be requested in Current Revenue in 2016 through a revised supplemental package. The source of funds is proposed to be Current Revenue: General and Short-Term Financing.

Appropriation for this project will fund the implementation contract for the Enterprise Integrated Case Management (EICM) sub-project, which will support enhanced integrated and streamlined service delivery and improve outcomes for Montgomery County Department of Health and Human Services (HHS) clients.

This increase is needed to fund the contract with Xerox for the development and implementation of the HHS Enterprise Integrated Case Management system under the Technology Modernization – MCG CIP. Xerox already is the vendor for the State, and the County's systems must interoperate with those of the State, hence the selection of Xerox.

The original request of the Executive is on ©1-5. The final supplemental appropriation request will be provided to the Committee when received.

To put this request in the context of the overall TechMod project, ©6 provides a snapshot of the total expenditures under the TechMod project and its sub-elements: ERP, MC311, MCTime, Infrastructure, HHS, and ActiveNet. In addition, although not part of the TechMod budget, the DLC/ERP project is also shown.

Bud. Fin + Econ
Dev.



OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Isiah Leggett
County Executive

MEMORANDUM

March 16, 2015

RECEIVED
MONTGOMERY COUNTY
COUNCIL

2015 MAR 16 PM 2:50

CT
CC
SOF
LK
CJD
LAM

TO: George Leventhal, President, County Council
FROM: Isiah Leggett, County Executive *[Signature]*
SUBJECT: Supplemental Appropriation #15-S15-CMCG-9 to the FY15 Capital Budget
Montgomery County Government
General Government
Technology Modernization--MCG (No. 150701), \$10,222,000

I am recommending a supplemental appropriation to the FY15-20 Capital Improvements Program in the amount of \$10,222,000 for Technology Modernization -- MCG (No. 150701). Appropriation for this project will fund the implementation contract for the Enterprise Integrated Case Management (EICM) sub-project, which will support enhanced integrated and streamlined service delivery and improve outcomes for the Montgomery County Department of Health and Human Services (DHHS) clients.

This increase is needed to fund the contract with Xerox for the development and implementation of the Department of Health and Human Services' Enterprise Integrated Case Management system under the Technology Modernization--MCG CIP.

I recommend that the County Council approve this supplemental appropriation in the amount of \$10,222,000 and specifies the source of funds as Current Revenue: General and Short-Term Financing.

I appreciate your prompt consideration of this action.

IL:nm

Attachment: Supplemental Appropriation #15-S15-CMCG-9

cc: Uma S. Ahluwalia, Director, Department of Health and Human Services
Joseph F. Beach, Director, Department of Finance
David Dise, Director, Department of General Services
Karen Plucinski, Program Director, Enterprise Resource Planning
Jennifer A. Hughes, Director, Office of Management and Budget

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H

Resolution No: _____

Introduced: _____

Adopted: _____

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: Council President at the Request of the County Executive

SUBJECT: Supplemental Appropriation #15-S15-CMCG-9 to the FY15 Capital Budget
Montgomery County Government
General Government
Technology Modernization--MCG (No. 150701), \$10,222,000

Background

1. Section 307 of the Montgomery County Charter provides that any supplemental appropriation shall be recommended by the County Executive who shall specify the source of funds to finance it. The Council shall hold a public hearing on each proposed supplemental appropriation after at least one week's notice. A supplemental appropriation that would comply with, avail the County of, or put into effect a grant or a Federal, State or County law or regulation, or one that is approved after January 1 of any fiscal year, requires an affirmative vote of five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Council may, in a single action, approve more than one supplemental appropriation. The Executive may disapprove or reduce a supplemental appropriation, and the Council may reapprove the appropriation, as if it were an item in the annual budget.
2. The County Executive recommends the following capital project appropriation increases:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Technology Modernization --MCG	150701	PDS	\$500,000 \$9,722,000	Current Revenue: General Short-Term Financing
TOTAL			\$10,222,000	

(4)
(2)

3. This increase is needed to fund the contract with Xerox for the development and implementation of the Department of Health and Human Services' Enterprise Integrated Case Management system under the Technology Modernization—MCG CIP.
4. The County Executive recommends a supplemental appropriation in the amount of \$10,222,000 for Technology Modernization—MCG and specifies that the source of funds will be Current Revenue: General and Short-Term Financing.
5. Notice of public hearing was given, and a public hearing was held.

Action

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

The FY15-20 Capital Improvements Program of the Montgomery County Government is amended as reflected on the attached project description form and a supplemental appropriation is approved as follows:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Technology Modernization—MCG	150701	PDS	\$500,000 \$9,722,000	Current Revenue: General Short-Term Financing
TOTAL			\$10,222,000	

This is a correct copy of Council action.

Linda M. Lauer, Clerk of the Council

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Technology Modernization -- MCG (P150701)

Category	General Government	Date Last Modified	4/21/14
Sub Category	County Offices and Other Improvements	Required Adequate Public Facility	No
Administering Agency	County Executive (AAGE03)	Relocation Impact	None
Planning Area	Countywide	Status	Ongoing

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
EXPENDITURE SCHEDULE (\$000s)											
Planning, Design and Supervision	134,853	87,585	18,863	30,405	19,683	5,586	5,136	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	0
Other	56	0	56	0	0	0	0	0	0	0	0
Total	134,909	87,585	18,919	30,405	19,683	5,586	5,136	0	0	0	0

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
FUNDING SCHEDULE (\$000s)											
Contributions	1,340	0	0	1,340	1,340	0	0	0	0	0	0
Current Revenue: General	67,912	49,462	6,420	12,030	11,030	500	500	0	0	0	0
Federal Aid	741	0	741	0	0	0	0	0	0	0	0
Land Sale	2,634	2,634	0	0	0	0	0	0	0	0	0
Recreation Fund	645	0	0	645	645	0	0	0	0	0	0
Recreation Tax Premium	2,623	0	2,623	0	0	0	0	0	0	0	0
Short-Term Financing	59,014	35,499	7,135	16,390	6,668	5,086	4,636	0	0	0	0
Total	134,909	87,585	18,919	30,405	19,683	5,586	5,136	0	0	0	0

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
OPERATING BUDGET IMPACT (\$000s)											
Maintenance				3,041	486	511	511	511	511	511	511
Productivity Improvements				-24,466	-939	-939	-1,489	-7,033	-7,033	-7,033	-7,033
Program-Staff				32,449	0	6,509	6,485	6,485	6,485	6,485	6,485
Program-Other				33,050	0	5,676	6,239	7,045	7,045	7,045	7,045
Net Impact:				44,074	-453	11,757	11,743	7,909	7,909	7,909	7,909

APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	19,683
Appropriation Request Est.	FY 16	5,586
Supplemental Appropriation Request		10,222.0
Transfer		0
Cumulative Appropriation		104,504
Expenditure / Encumbrances		87,585
Unencumbered Balance		18,919

Date First Appropriation	FY 07
First Cost Estimate	
Current Scope	FY 15
Last FY's Cost Estimate	113,621

Description

This project provides for the replacement, upgrade, and implementation of IT initiatives that will ensure ongoing viability of key processes, replace outdated and vulnerable systems, and produce a high return in terms of customer service and accountability to our residents. Major new IT systems that have been completed through this project include the Enterprise Resource Planning (ERP) Financial and Human Resources modules, foundation phase of the 311/Constituent Relationship Management (CRM), Electronic Time reporting (MCTime), and related Business Process Review (BPR). Planning activities for the Department of Health and Human Services (HHS) technology modernization of key systems and processes are underway. The Budgeting module of the ERP system (Hyperion) and additional self-service functionality is currently underway and the workforce component of the Hyperion System has been completed. The ERP project was implemented to modernize Core Business Systems to improve the efficiency, effectiveness, and responsiveness of the County Government. In addition, modernization of the County's Tax Assessment Billing System is underway. This system is used to annually calculate and bill County residents for County and municipal property taxes, solid waste fees, water quality fees, WSSC fees, and other fees, taxes, and related credits. The HHS program provides for the development and implementation of an Enterprise Integrated Case Management (EICM) system as part of a larger Process and Technology Modernization (PTM) program that will move the department from a traditional agency-centric model of practice to a more effective client-centered model of practice. As part of this initiative, the EICM project will upgrade obsolete IT systems and information processes to avoid duplication of data entry, reduce ineffective coordination of services, and minimize inefficiencies resulting from legacy systems. The Active Network (ActiveNet) upgrade for the Department of Recreation, Community Use of Public Facilities (CUPF), and the Maryland-National Capital Park and Planning (M-NCPPC) involves the replacement of the existing CLASS registration and payment system. The Gilchrist Center is also in need of a platform to register its clients for programs and activities. Implementation involves analysis and realignment of business practices and procedures, system configuration, web-site designs; redesign/testing of ERP interfaces; and new Accounts Receivable functions. An Interagency Governance Committee comprised of managers from each participating department/agency will make decisions balancing the needs of each department.

Cost Change

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Technology Modernization -- MCG (P150701)

According to a 2004 ranking of major existing technology systems based on their current health and relative need for upgrade or replacement, the County's then current core business systems (ADPICS, FAMIS, BPREP, and HRMS) were ranked as Priority #1, which means obsolete or vulnerable critical system in immediate risk of failure. These at-risk systems were replaced with a state of the art ERP system which provides a common database supporting financials, procurement, budget, and HR/payroll, and includes system-wide features for security, workflow, and reporting, and up-to-date technology architecture. Tax Assessment Billing System: The current system is over 30 years old, is only internally supported, and is used for the collection of over \$2 billion in revenues annually.

Health and Human Services EICM: This technology modernization effort will ensure ongoing viability of key processes, replace outdated and vulnerable systems, create staff operating efficiencies, and produce a high return in terms of customer service and accountability to our residents. Related plans and studies include the Information Technology Interagency Funding and Budgeting Committee's report of September 30, 2003, the Montgomery County Government FY06 IT Budget Overview prepared by Department of Technology Services, and the FY14 Process and Technology Modernization Readiness Assessment conducted by the Gartner consulting group.

Recreation, CUPF, and M-NCPPC: The Active Network announced that they will release one more version upgrade of CLASS, scheduled for first quarter of 2014. After this release, there will be no further development of the CLASS software and maintenance/support will be phased out of the CLASS software (ending by December, 2017). A feasibility study determined that the Active Network's browser based application, ActiveNet, is the only software with sufficient functionality and processing capability to meet the needs of a joint registration and facility management system in a single database for Recreation, CUPF, MNCPPC, and the Gilchrist Center. The system will also improve customer service by providing a one-stop access point.

Other

The Technology Modernization - MCG project is intended to serve as an ongoing resource for future IT modernization and related process engineering to the County Government's business systems beyond the currently defined project scope. Future projects may include the following: CRM - Citizen Relationship Management Phase II: This initiative will extend the service to municipalities in the County and other County agencies (e.g. Board of Education, M-NCPPC, Montgomery College). This initiative will proceed based upon interest from these organizations and agreement on funding. Objectives include creation of a Citizen Relationship Management (CRM) program to develop or convert automated capabilities for all appropriate County services including: Case Management Events, Management Field Services, Grants Management, Help Desk Solutions, Point of Sales, Resident Issue Tracking System, Work Order Processing System, ERP - Enterprise Resource Planning, Business Intelligence/Data Warehouse Development, Loan Management, Property Tax Billing and Collection, Public Access to Contractor Payments, Upgrade to Oracle E-Business/Kronos/Siebel, and Enhancements to comply with evolving Payment Card Industry (PCI) mandates.

Fiscal Note

Project funding includes short-term financing for integrator services and software costs. The Operating Budget Impact (OBI) estimates included the costs associated with supporting the Technology Modernization project after implementation, including staff returning to their home departments from the project office to provide on-going support, knowledge transfer, and to serve as "super users", as well as staff and contractors necessary to support the system, operating and maintenance (O&M) agreements with software vendors, and estimated costs associated with the Sustaining Organization through FY16-20. The establishment of a sustaining organization is needed post-implementation to resolve problems, facilitate communication across business processes because of the system integration, produce reports, and re-engineer business processes. ERP: In FY15, \$1.340M will be transferred to the CIP by the Board of Investment Trustees (BIT) and is reflected as Contributions; another \$1.175M will be transferred from the Department of Liquor Control (\$625,000) and the Group Insurance Fund (\$550,000) to the General Fund and is reflected as Current Revenue: General. HHS: Due to delays in the State's process for seeking federal reimbursement for capital IT upgrades, Federal Aid is no longer assumed in FY15-17. HHS will continue to seek federal reimbursement as the State updates its process. ActiveNet: \$645,000 will be appropriated from the Current Revenue: Recreation Fund in FY15 for the ActiveNet upgrade; Recreation will charge CUPF and M-NCPPC for their share of the project's expenditures based on a proportionate share of each party's use of ActiveNet.

Coordination

MCG efforts are coordinated with applicable agencies during the project planning, requirements gathering, and requests for proposal (RFP) phases: Offices of the County Executive, Office of the County Council, Department of Finance, Department of Technology Services, Office of Procurement, Office of Human Resources, Office of Management and Budget, Department of Health and Human Services, Department of Recreation, Community Use of Public Facilities, and the Maryland-National Capital Park and Planning Commission, Gilchrist Center or CEC, all MCG Departments and Offices, Maryland Department of Human Resources, Maryland Department of Health and Mental Hygiene.

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TECH MOD CIP

	Total Appropriation Inception thru FY15	Total Expenditures* Inception thru FY15 (Actual & Projected)	FY15 Supplemental Request	FY16 Appropriation	Total
ERP	\$80,896,846	\$80,896,870		\$0	\$80,896,870
MC311	\$11,874,990	\$11,874,990		\$0	\$11,874,990
McTime	\$2,077,300	\$2,077,300		\$0	\$2,077,300
Infrastructure	\$14,876,840	\$14,876,840		\$0	\$14,876,840
HHS	\$13,816,000	\$13,816,000	\$9,722,000	\$500,000	\$24,038,000
ActiveNet	\$645,000	\$645,000		\$0	\$645,000
TOTAL	\$124,186,976	\$124,187,000		\$500,000	\$134,409,000

**Includes encumbrances*

DLC ERP

Total Approved DLC/ERP Funding	Total Actual Expenditures Inception thru FY15 (Actual & Projected)
\$7,074,030	\$7,074,030

DLC's Go-Live Date was February 2015

Note: DLC has annual funding guidelines by debt and principal only. Not shown by appropriation.

Technology Modernization -- MCG (P150701)

Category
Sub Category
Administering Agency
Planning Area

General Government
County Offices and Other Improvements
County Executive (AAGE03)
Countywide

Date Last Modified
Required Adequate Public Facility
Relocation Impact
Status

11/17/14
No
None
Ongoing

	Total	Thru FY14	Rem FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
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EXPENDITURE SCHEDULE (\$000s)

Planning, Design and Supervision	134,853	97,700	6,748	30,405	19,683	5,586	5,136	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	0
Other	56	0	56	0	0	0	0	0	0	0	0
Total	134,909	97,700	6,804	30,405	19,683	5,586	5,136	0	0	0	0

FUNDING SCHEDULE (\$000s)

Contributions	1,340	0	0	1,340	1,340	0	0	0	0	0	0
Current Revenue: General	67,912	52,388	3,494	12,030	11,030	500	500	0	0	0	0
Federal Aid	741	0	741	0	0	0	0	0	0	0	0
Land Sale	2,634	2,634	0	0	0	0	0	0	0	0	0
Recreation Fund	645	0	0	645	645	0	0	0	0	0	0
Recordation Tax Premium	2,623	54	2,569	0	0	0	0	0	0	0	0
Short-Term Financing	59,014	42,624	0	16,390	6,668	5,086	4,636	0	0	0	0
Total	134,909	97,700	6,804	30,405	19,683	5,586	5,136	0	0	0	0

OPERATING BUDGET IMPACT (\$000s)

Maintenance				3,041	486	511	511	511	511	511
Productivity Improvements				-24,466	-939	-939	-1,489	-7,033	-7,033	-7,033
Program-Staff				32,449	0	6,509	6,485	6,485	6,485	6,485
Program-Other				33,050	0	5,676	6,236	7,046	7,046	7,046
Net Impact				44,074	-453	11,757	11,743	7,009	7,009	7,009

APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 16	500
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		33,909 124,187
Expenditure / Encumbrances		97,700
Unencumbered Balance		36,209 26,487

Date First Appropriation	FY 07	
First Cost Estimate		
Current Scope	FY 15	134,909
Last FY's Cost Estimate		134,909

Description

This project provides for the replacement, upgrade, and implementation of IT initiatives that will ensure ongoing viability of key processes, replace outdated and vulnerable systems, and produce a high return in terms of customer service and accountability to our residents. Major new IT systems that have been completed through this project include the Enterprise Resource Planning (ERP) Financial and Human Resources modules, foundation phase of the 311/Constituent Relationship Management (CRM), Electronic Time reporting (MCTime), and related Business Process Review (BPR). Planning activities for the Department of Health and Human Services (HHS) technology modernization of key systems and processes are underway. The Budgeting module of the ERP system (Hyperion) and additional self-service functionality is currently underway and the workforce component of the Hyperion System has been completed. The ERP project was implemented to modernize Core Business Systems to improve the efficiency, effectiveness, and responsiveness of the County Government. In addition, modernization of the County's Tax Assessment Billing System is underway. This system is used to annually calculate and bill County residents for County and municipal property taxes, solid waste fees, water quality fees, WSSC fees, and other fees, taxes, and related credits. The HHS program provides for the development and implementation of an Enterprise Integrated Case Management (EICM) system as part of a larger Process and Technology Modernization (PTM) program that will move the department from a traditional agency-centric model of practice to a more effective client-centered model of practice. As part of this initiative, the EICM project will upgrade obsolete IT systems and information processes to avoid duplication of data entry, reduce ineffective coordination of services, and minimize inefficiencies resulting from legacy systems. The Active Network (ActiveNet) upgrade for the Department of Recreation, Community Use of Public Facilities (CUPF), and the Maryland-National Capital Park and Planning (M-NCPPC) involves the replacement of the existing CLASS registration and payment system. The Gilchrist Center is also in need of a platform to register its clients for programs and activities. Implementation involves analysis and realignment of business practices and procedures, system configuration, web-site designs; redesign/testing of ERP interfaces; and new Accounts Receivable functions. An Interagency Governance Committee comprised of managers from each participating department/agency will make decisions balancing the needs of each department.

Justification