



8 Next Steps

8.1 Business Assessment and Strategic Alignment

An Enterprise Technology strategy will be the most influential when it can support as well as differentiate the needs of the business. Driving success using IT requires both a view of current business technologies as well as an understanding of the business objectives dependant on technical innovation for success. IT organizations that ensure business strategies are included in setting technology direction will excel in supporting the mission of the business and drive highly successful business initiatives.

It is DTS's goal to create a winning Enterprise Technology strategy that easily demonstrates business value for Montgomery County departments. To complete a well rounded technology strategic plan, business process and objective research will be an ongoing component to a strong, long-term strategic plan.

In an effort to demonstrate a comprehensive approach and provide for positive technology objectives, this strategy champions the overarching intent of "theming" for technology strategies to identify commonalities between the business users. The goal for moving forward would be to ensure that technology solutions and needs be sized, reviewed and presented from the group delivery. The result is intended to clearly demonstrate Return on



Investment (ROI) and maximizing value are a routine part of the business/technology analysis.

DTS has, as a part of the continuing strategy, identified key questions that are designed to initiate business input discussions, help extract key issue information and provide both immediate and long-term opportunities to explore valued technology innovation:

- How does the business area define success?
- How does/can technology help your business succeed?
- How are strategic results measured to demonstrate contribution to business success?
- How are technology needs and objectives communicated to allow for timely innovations?

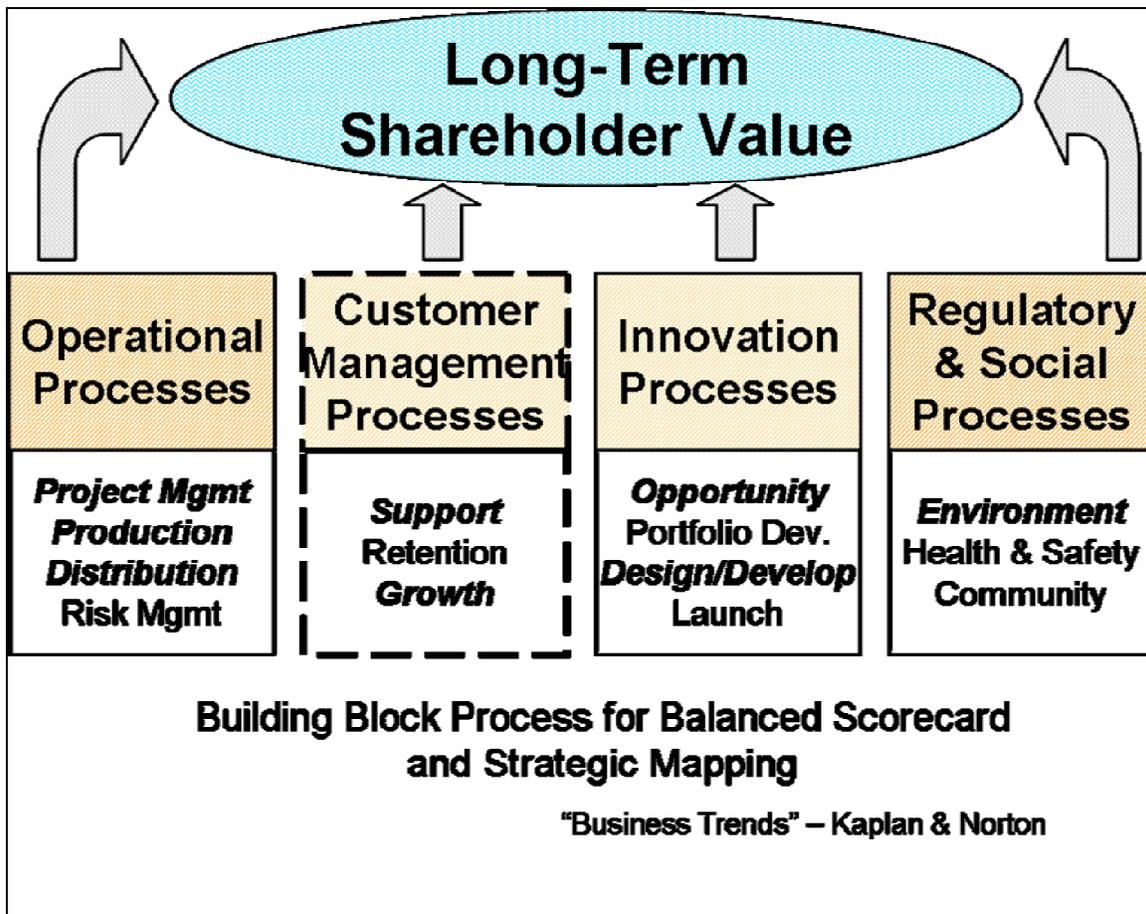
As part of the data-collection process, DTS teams have begun the interview process inclusive of department directors and key departmental Subject Matter Experts (SME). Additionally, information has been collected from the Montgomery County Public Web sites, key internal documents (including Executive Performance Plans and metrics) and surveys. Continuing on information gathering and discovery, an interview process has been designed to interact with any additional departmental resources that further define departmental objectives. The objective of this approach will be to assist departments in recognizing and concurring with collaborative and common technology approaches that will form a more robust, enterprise approach to new technologies.

Shareholder Strategy Mapping

The “Balanced Scorecard”, an industry recognized methodology for identifying value, includes a strategic overview of how four key components identify long-term value from the key shareholder perspective. Four components are identified as a part of this mapping:

- Operational Activities
- Customer Management
- Innovation
- Regulatory and Social Aspects

Figure 35 - Building Block Process for Balanced Scorecard and Strategic Mapping



Shareholder acceptance is clearly an outcome of the Customer Management component of the mapping process. The outputs of the process will assist DTS with the identification of gaps in the current strategy, outline areas of near term innovations for business objectives and solutions that may potentially be served through a joint or collaborative program.

Assessment Objectives

For a progressive technology support operation to be successful, there are business knowledge imperatives that must be considered as a primary component of offering services. To facilitate the understanding of the business function, the assessment will include confirmation of existing, documented business objectives as well as current business challenges. The interview process includes a series of questions that will ensure an accurate understanding of business services, anticipated outcomes and customer success criteria.

With a business objectives confirmation complete, the efforts of the assessment are to understand and document business strategies with a technical component for desired



improvements. It is in this area where the assessment is being developed to align other business processes, either within the framework of the emerging enterprise solutions or an associated business process with similar need. At a minimum, a collaborative and commons solution will create opportunities for technology implementation efficiencies, avoidance of replicate solutions with divergent support models and seizing cost efficiencies through economies of scale.

In addition to technology for business processes and growth, an added component to the assessment includes satisfaction levels and opportunities for immediate support improvements from the current, centralized DTS infrastructure. With a hybrid support model that includes core IT support for some agencies versus ancillary IT support for fully developed departmental IT groups, it is essential that service gaps be included in the analysis.

The outcomes of this comprehensive assessment will assist both the departments and DTS in decisions about foundational technology investments that provide long haul benefit. It will validate the client application portfolio through a next step analysis of existing information by confirming the urgency and priority of business expectations for the life cycle of current, individual and departmental systems with the ability to document dependencies as part of continuity planning and formal Business Impact Analysis (BIA). Finally, it will provide for a more definitive alignment of DTS objectives for departmental technology needs and expectations.

Goal:

Complete the detailed business assessment of all County departments with a validation of existing solution needs and expectations as well as potential technology collaborations

8.2 Long Term Programs

Enterprise Resource Planning (ERP) Implementation Support

Program	Support and enable an ERP solution plan to provide new technology services and enterprise solutions
Vision/Purpose/Business Reason	<ul style="list-style-type: none"> ■ The organization should continue to define and implement an ERP system as a business management solution that integrates all facets of the business, including financial management, human resource management, business process planning, procurement, and implement ERP in business activities such as inventory and asset control, work order tracking, budget preparation, tax functions and citizen information delivery. ■ An effective ERP solution can enable new business strategies and lead to cost reductions, work cycle time improvements, productivity, quality and citizen services ■ Montgomery County currently is implementing an ERP system for back-office automation. Montgomery County has many legacy systems that can be migrated into the new ERP system with a risk mitigated approach. ■ The County's vision for this project is "<i>Transforming the way Montgomery County serves its residents and customers by setting new standards for how government operates.</i>" This statement is a direct extension of the County Executive's goal to become a more responsive government that provides superior service to County Residents and County leaders view ERP as one of the means to meet these goals. ■ The County is attempting to address difficult policy and fiscal challenges with inefficient business processes and incomplete information generated by outdated systems. ERP systems use technology to technology to improve decision making and operational efficiency through information integration and process improvement. ■ ERP will transform the internal, business processes of the County by providing an integrated business system infrastructure. ERP will replace most aging core business systems in the County and re-engineer and streamline current business processes and reporting.
Alignment to IT Goals/Objectives	<p>Consolidate (in terms of eliminating redundancy) and improve the technology services to provide effective means to achieve business results and improve operational efficiency</p> <ul style="list-style-type: none"> ■ Drive business systems to enterprise solutions ■ Manage effective systems development and investment planning and control processes



	<ul style="list-style-type: none">■ Increase the usage of current technologies to quickly deliver the functionality■ Remove paths for the continued development and deployment of non-enterprise focused systems that jeopardize the larger benefits of enterprise consolidation, when appropriate.<ul style="list-style-type: none">• ERP solutions can not be expected to solve all business challenges• Unique business needs should follow an exception validation process to ensure business leadership comprehension of the support and added complexity of non-enterprise solutions integrated into the production environment.• Develop fiscal support plans for counter enterprise solutions, map fiscal support to the operations plan• Reassess business need periodically through business process review and assessment of newer technology solutions
Industry Best Practices	<ul style="list-style-type: none">■ The organization should minimize modifications by developing firm guidelines, and build a business case for each required modification or addition of a module■ It should maintain executive level buy-in, including business unit management concurrence where organizationally applicable, and make change management a top priority by ensuring that a robust change management program is in place throughout the project's implementation.■ The organization should create a quality, ongoing training program that educates end users and technical staff on all of the program solutions, additional modules or third party component solutions■ It should commit quality resources to the project team for the life of the project and hire an experienced, professional project manager who has successfully implemented ERP in a similar environment.■ ERP systems use technology to improve decision making and implement operational efficiency through information integration and process improvements, including centralization, information sharing, and elimination of data and process duplication.■ Change Management is essential to respond to the external forces related to changing customer demands, changing technology (data, systems, and communications), and changing workforce.■ Knowledge Management promotes the ability to identify, capture, store and disseminate information.

ROI/Potential Benefits	<ul style="list-style-type: none"> ■ Achieve savings by increasing management improvements, and offsetting system operation costs. ■ Lead to harmonization, standardization, redesign or reevaluation of the County’s current business processes. ■ Bring about real-time data exchanges with citizens, other County agencies, regional jurisdictions and other business partners ■ Formalized adoption can further integrate disparate systems when needs and outputs are continually evaluated. ■ Further align systems more closely to mission, business needs and strategy. ■ Eliminate inefficient processes, duplication of work effort, and ineffective reporting of information.
Potential Risks	<ul style="list-style-type: none"> ■ Many organizations underestimate the cost and time required to implement – including customization, training and change management (process & communication) costs. ■ Most organizations do not take the appropriate time to do as-is and desired-state modeling of critical tasks to drive out key requirements ■ Unless the corporate culture supports the basic premises of an ERP solution, such a solution is bound to fail ■ Many organizations falter in the selection of an ERP vendor by emphasizing market trends rather than their specific ERP objectives and goals
Implementation schedule	<p>Montgomery County leadership has adopted a reasonable timeframe for the currently planned ERP implementation.</p> <ul style="list-style-type: none"> • Global Design – August 2009 • Core Financials – July, 2010 • Human Resources and Payroll – January, 2011 • Budget Preparation – July, 2011 • Financials Self Service, Portals, Enterprise Asset Management, Inventory – January, 2012 • Human Resources Self Service – July, 2012
Budget	<p>ERP is funded through the Tech Mod Initiative. The total appropriation from inception to January 31, 2009 is \$40M.</p>
Miscellaneous	<p>None</p>

Customer Relationship Management (CRM) or MC311 Program Support with a focus on Communications, Business Analysis and Process Knowledgebase Documentation

Program	Establish a 3-1-1/CRM program which focuses on improving responsiveness and accountability across the enterprise through business process workflow, analysis and reengineering.
Vision/Purpose/Business Reason	<p><i>Single point-of-contact for enterprise customer service delivery and customer satisfaction. Improving functionality of existing systems and data quality across County Government.</i></p> <p>The organization should define CRM as a business strategy, where outcomes optimize values such as responsiveness and customer satisfaction by organizing around County service segments, fostering customer-satisfying behaviours and implementing customer-centric processes.</p> <p>The MC311 vision requires the leadership to define MC311 key objectives, set objective milestones and determine how the County will be presented to customers. An effective CRM program can increase customer satisfaction by defining customer behaviour and requirements, and measuring satisfaction.</p> <p>MC311 is a customer facing initiative that will use technology to help improve how customers contact the County for information and non-emergency services. A single phone number (311) will be used for customers to call for non-emergency service requests coupled with a back office system to track responses and completion of work requests.</p>
Alignment to IT Goals/Objectives	<ul style="list-style-type: none"> ■ Incorporate best practices in technology management as appropriate for Montgomery County’s governing model <ul style="list-style-type: none"> • Expand the PMO to support the lifecycle of technology services including application portfolio, CRM data and infrastructure ■ Consolidate and/or eliminate redundancies and improve the technical services to provide effective means to achieve business results and improve operational efficiency <ul style="list-style-type: none"> • Establish IT service levels through the standardization of IT products, services and delivery processes • Increase communication internally and externally to make both internal and external users aware of products and service offerings, ongoing complimentary DTS initiatives and activities
Industry Best Practices	<p>Technology support organizations should have CRM program support model with business process analysis function with dedicated staff with the following responsibilities in order to make the associated technology projects and interfaces successful to build credibility with the business departments:</p> <ul style="list-style-type: none"> ■ Seek and obtain Executive sponsorship for long-term



	<p>direction technology decisions</p> <ul style="list-style-type: none">■ Participate in a leadership Executive Steering Committee that supports a functional/business subject matter experts and dedicated project team staff, including technology and enterprise architecture professionals■ Develop policy and identify methodologies and processes for building business cases, business process improvements, reengineering, performance management and change management.■ Be responsible for the business consulting function—working with businesses to identify needs and to translate process and improvement needs into business technical requirements.■ Seeks out and works to incorporate public services best practices into Montgomery County’s business processes■ Maintain strategic focus in understanding functional business■ Communicate/interpret business/technology governance for users■ Communicate/interpret functional business needs to technical staff■ Focus on customer-facing programs and delivery of County services■ Identify new service needs■ Identify new/change requirements■ Assist with requirements prioritizations and integrate into business case for funding■ Communicate business value■ Support the integration of requirements across the enterprise■ Work closely with Countywide strategic planning, executive performance planning and County Stat reporting processes■ Participate in acceptance testing■ Act as liaison between business and the technology function■ Work closely with project managers to ensure project efforts meet constituent expectations
ROI/Potential Benefits	<ul style="list-style-type: none">■ An effective CRM program enables the organization to increase customer satisfaction, attract new residents/businesses■ The organization can also enhance service opportunities, reduce programs and service costs, decrease operational costs<ul style="list-style-type: none">● As part of creating greater responsiveness and accountability in meeting the needs of a very diverse county, Montgomery County will implement a single,



	<p>one-stop shopping telephone number, 311, that connects callers to a call center to place non-emergency requests for Government service, information, or complaints.</p> <ul style="list-style-type: none">• MC311 will provide managers with real time data on how requests are handled and customer needs are met. This will provide the oversight and management system to hold the County accountable for successfully responding to the needs of the public.• MC311 calls will be answered by a person with a broad knowledge of the County’s programs and services and who will be able to respond to the caller or place the caller in contact with a person that can meet their needs. <ul style="list-style-type: none">■ MC311 will enhance relationships with the County’s constituents.
Potential Risks	<ul style="list-style-type: none">■ CRM strategies will fail to articulate the mission values and overstate the benefit to the resident experience; the result will be a significant decrease in the benefits from CRM and further reduce resident satisfaction■ A lack of coordinated data management will increase costs to manage information and likely produce unqualified information trends■ User acceptance of business process change is still a challenge<ul style="list-style-type: none">• Governments do not handle change well• Change Management support and emphasis is not consistent and measured• Change Management focus tends to dwindle versus increasing
Implementation schedule	<ul style="list-style-type: none">■ Phase 1 Part 1 identified the customer facing services provided by County departments and offices and documented how customers contact the County to obtain these services. This phase mapped the “as is” state of the business.■ Phase 1 Part 2 is currently underway and will identify how the County fulfills the request for service by focusing on business processes and resources. This discovery phase focuses on how these services are provided to the customer.■ Phase 2 is the Envision Phase and will focus on Business Process Reengineering. This stage maps the “to be” state of the business.■ Phase 3 is the Define Phase. The gaps between the “as is” and the “to be” states are analyzed to determine the changes required to achieve the desired business results.



	<ul style="list-style-type: none">■ Phase 4 is the Build and Deliver Phase.■ Soft Launch is planned for January, 2010.■ Public Launch is planned for March, 2010.
Budget	MC311 is funded through the Tech Mod Initiative.
Miscellaneous	None

Complete Automated Timesheet Implementation (Mctime)

Program	Complete the implementation of automated time and attendance collection across the enterprise.
Vision/Purpose/Business Reason	<p>The organization should continue to complete the business strategy that has identified time and attendance data collection in an automated process. The County has identified work time issues, especially in the tracking of hourly wage and overtime challenges as a significant opportunity for improvement.</p> <p>The County's vision for this solution is a more defined and documented solution to track employee time and attendance, identify opportunities where overtime appears to be excessive and allow for factual validation of employee work hours for specific jobs and services. Additionally, removing a highly manual process improves the accuracy of time data collection, removes costly third party services for data entry and reduces the information collection for the bi-weekly payroll process.</p> <p>Electronic Time Reporting (Mctime) replaces the labor intensive, error prone manual process of handling thousands of paper timesheets every two weeks, with an automated solution that will enable more efficient business processes and accurate accounting of compensatory and overtime hours. Mctime streamlines the County's overall payroll process by creating efficiencies in individual departments and payroll.</p> <p>Providing clear analytics, enhanced time and attendance information reporting and emphasis on overtime reduction opportunities contribute to the County's mission of a more accountable government.</p> <p>As of February, 2009, Mctime has been successfully implemented in eighteen departments and is targeted to rollout to the remainder of the County in phases through June, 2010.</p>
Alignment to IT Goals/Objectives	<ul style="list-style-type: none"> ■ Incorporate best practices in technology management as appropriate for Montgomery County's migration to an enhanced automation and enterprise model <ul style="list-style-type: none"> • Follow PMO best practices to complete the project and establish long-term support throughout the application lifecycle using appropriate technology support services • Implement opportunities from lessons learned from early stages of from project initiation through implementation ■ Revalidate and improve technology project services to provide effective means to achieve a final solution that delivers business results and improves operational efficiency <ul style="list-style-type: none"> • Establish and maintain project milestones incorporating the process improvements during the remaining

	<p>implementation.</p> <ul style="list-style-type: none"> • Document and standardize product support through the use of appropriate vendor services and solution delivery processes • Continue to improve communications to make users aware of the solution and work toward improving ongoing training as well as future project initiatives and activities
Industry Best Practices	<p>IT Organizations have the responsibility to develop and implement process improvement solutions through an ongoing business process analysis function with appropriate dedicated staff. Success factors of major automation projects include:</p> <ul style="list-style-type: none"> ■ Define and maintain project management best practices throughout the effort ■ Develop policy and identify methodologies and processes for building business cases, business process improvements, reengineering, performance management, and managing change. ■ Responsible for the business consulting function—working with County departments and offices to identify gaps and to translate process and improvement needs into business requirements. ■ Identify new or changed requirements ■ Participate in acceptance testing ■ Work closely with project managers to ensure project efforts meet project expectations
ROI/Potential Benefits	<ul style="list-style-type: none"> ■ An effective automated time and attendance solution enables the organization to validate employee payroll, minimize the impact to the organization and users by achieving the highest level of accuracy in payroll processing as well as identify and correct any inconsistencies in work hours, overtime or other paid benefits. ■ The elimination of the paper timesheet process and the implementation of enhanced business rules for overtime will reduce staff time spent handling and compiling time and attendance information.
Potential Risks	<ul style="list-style-type: none"> ■ Completion of the implementation in line with public safety requirements and an aggressive implementation plan remains a challenge. ■ User acceptance of change is still a challenge <ul style="list-style-type: none"> • Largest departments remain to be implemented • Integration with public safety scheduling systems remains a high risk and complex program component.
Implementation schedule	<ul style="list-style-type: none"> ■ Hire recommended staff to attain the aggressive project plan ■ Monitor implementation plan and completion dates



	<p>alignment to achieve the ERP timeline</p> <ul style="list-style-type: none">■ As of February, 2009, Mctime implementation is on schedule.<ul style="list-style-type: none">• Currently deploying to Group 2 – DOCR• Working on Operational Readiness with Group 3 – DPS, RSC, HRC, SHF, SOE, BOA, IGO, MSPB, OZAH, ECM and OPC.• Sessions for documentation and configuration are being conducted with Group 4 – FRS and Group 9 – POL/DHS.
Budget	Mctime is funded through the Tech Mod Initiative.
Miscellaneous	None

Integrated Justice Information System (IJIS)

<p>Program</p>	<p>Support and enable an IJIS solution to facilitate the exchange of data about criminals and criminal activity between Montgomery County agencies, the State of Maryland, and the Federal Government.</p>
<p>Vision/Purpose/Business Reason</p>	<p>IJIS allows for electronic access and sharing of law enforcement and criminal justice data at various key decision points throughout the County's justice system processes. IJIS uses standard web-based technologies to provide a single user entry point to link together mission-critical information from various systems.</p> <p>IJIS is the means by which the criminal justice agencies are able to uncouple the current all in one Criminal Justice Information System (CJIS). While CJIS is a set of data tables that holds all Criminal Justice data together in one older, limited and failing system, IJIS allows the individual agencies the flexibility to replace their core components with systems that are specialized for their business processes rather than making agencies fit into the CJIS framework.</p> <p>IJIS will ensure that criminal justice agencies can accomplish their individual missions, while still exchanging data that is vital to the public's safety.</p> <p>IJIS will directly improve the delivery of public safety services to an estimated one million residents of the County and facilitate easier data transfers between the County and both State and Federal public safety agencies.</p> <p>The IJIS Core consists of:</p> <ul style="list-style-type: none"> • Inquiry - Allows end users to query other agency databases for needed criminal information. • Arrest History - Allows end users to query for Non-E*Justice (RMS) arrest information, i.e., Maryland State Police and Park Police • Transport - Performs an automated check of all inmates against both the Circuit and District Court Dockets and prepares a transport list based on the matches. <p>■ IJIS Subcomponents consist of:</p> <ul style="list-style-type: none"> • Juvenile Justice Information System (JJIS) - The JJIS system will allow end-user agencies to access the appropriate data needed during each step in the juvenile justice process, while minimizing duplicative entry of data by each agency. • E*Justice (RMS) - The records management application will integrate the operating units of MCPD into one records and case management system and allow the Sheriff's Office to tie work processes together into a single system. The mobile report writing application will



	<p>enable officers in their squad cars to perform data entries in the field and submit electronically to the records management system.</p> <ul style="list-style-type: none">• Correction and Rehabilitation Information Management System (CRIMS) - The jail management system will provide for improved information sharing and biometric controls for both initial identification and subsequent verification of offenders. The system will provide the benefits of onetime data entry for multiple uses, powerful reporting capabilities, and specific technology improvements that will modernize all functions of DOCR and replace a large number of secondary, shadow systems and manual records.• State’s Attorneys Office Case Management System (SAO CMS) - The case management system will revolutionize the administrative mechanics at the SAO, allowing a transition from an antiquated, manually intensive business process to an automated system that will dramatically increase efficiency, facilitate easier and faster access to case information and related events, improve productivity, provide accurate and timely statistical information, and offer digital storage capability for closed cases.• Circuit Court Case Management System (CCT CMS) - The system will provide judges with access to critical information in the courtroom pertaining to a defendant’s status, prior to making a judicial ruling, while sharing that information with other criminal justice agencies.
Alignment to IT Goals/Objectives	<p>IJIS allows the County to move its criminal justice system infrastructure off of 1970’s mainframe technology that has very limited support and therefore limits the functional and collaborative capabilities.</p> <p>The objective of IJIS is to allow the agencies to continue to coordinate and share information regardless of their distributed applications</p> <p>In 2004 the Montgomery County Criminal Justice (CJ) agencies embarked upon major business process changes:</p> <ul style="list-style-type: none">• CJ agencies introduced the use of open and flexible information technology systems to meet their agency’s records management needs• Individual systems are being designed around the needs of each organization• Individual system integration and data sharing happens under the IJIS umbrella.

<p>Industry Best Practices</p>	<p>IJIS will be designed with modern internet-based architecture, open standards, and security features that meet current demands for information exchange and are highly flexible.</p> <p>IJIS will be flexible enough to allow individual agencies to improve internal information technology architecture for business process improvement, while maintaining proper links to other agency databases crucial to public safety.</p>
<p>ROI/Potential Benefits</p>	<p>For the State's Attorney's Office, IJIS will greatly improve the ability to share information systemically by improving the capabilities for receiving bond information from the Department of Correction and Rehabilitation; warrant and arrest information from the Sheriff's Office and the Police Department; and case information from the District and Circuit Courts.</p> <p>For the Police Department, IJIS brings the migration from CJIS to a full integration of criminal justice information systems. The E*Justice system will initiate much of the data flow through IJIS and between the IJIS partners. The status of cases and individuals will be clearly available to all IJIS users. Current business processes will be streamlined, data will be available when needed, and coordination between agencies will be easily accomplished. This data will significantly improve the interaction with citizens and overall safety of citizens and officers.</p> <p>For the Sheriff's Department and the Department of Correction and Rehabilitation, IJIS will bring significant productivity gains through more efficient data sharing and retrieval capabilities. With automated case data feeds directly from the Circuit and District Courts, the IJIS Inmate Transport utility allows for faster and more accurate data sharing between Department of Correction and Rehabilitation and the Sheriff's Office for the transport of inmates to and from court. In addition, the IJIS Transport utility allows for automated scheduling of non-court inmate transports, such as medicals, as well as ad hoc transports that will facilitate the efficiency of all inmate transports.</p> <p>For the Circuit Court, IJIS will provide Judges with instant access to critical information in the courtroom pertaining to a defendant's status prior to making judicial rulings while sharing that information with other agencies, i.e., State's Attorney's Office, Public Defenders Office, Police Department, Sheriff's Office, Parole and Probation, Department of Health and Human Services (DHHS), Department of Corrections and Rehabilitation. The Judges will have access while in the courtroom of recognizing scheduling conflicts for police officers, probation agents and other County officials prior to scheduling case hearings.</p>

	<p>The ROI for IJIS Core must be measured with value as a consideration. There are several areas within IJIS Core where gains will be measured and quantified:</p> <ul style="list-style-type: none"> • IJIS Inquiry - Reduction in seek and find time for needed offender data and faster response results to queries • IJIS Arrest History - Faster retrieval of data specific to non E*Justice jurisdictions • IJIS Transport - Reduction in missed appearances or special transports and more timely and precise preparation of inmates for transport
Potential Risks	<p>Continuing financial crisis – continued pressure and additional savings plans</p> <p>Ability to staff resources in the timeframe required</p> <p>New State CIO – building working relationship</p> <p>Single threaded resources</p>
Implementation schedule	<p>IJIS Core:</p> <ul style="list-style-type: none"> • IJIS Inquiry is in production as of October, 2008, and is ready for departmental data migrations from CJIS. IJIS Inquiry support is planned to transition to DTS during the first quarter of 2009. • Arrest History was completed September, 2006. • Transport was completed April, 2006. <p>IJIS Subcomponents:</p> <ul style="list-style-type: none"> • JJIS Version 1.9 was promoted to production in November, 2008. • E*Justice – Currently undergoing data migration efforts from CJIS to E*Justice. Data migration tentatively scheduled to be completed April 2009 • CRIMS contract was signed in December, 2008. Phase 1 planning is underway and tentatively scheduled for an end of year 2009 completion. CRIMS core solution is targeted for completion by end of Fiscal Year 2012. • SAO CMS completed training in January, 2009. The first phase of SAO is scheduled to be complete in June 2009. SAO CMS core solution is targeted for completion by end of fiscal year 2010. • CCT CMS planning is targeted for fiscal year 2010. • Complete IJIS solution is targeted for fiscal year 2013.
Budget	The total budget for IJIS is \$13M
Miscellaneous	None

Corrections and Rehabilitation Information Management System (CRIMS)

Program	Support and enable a CRIMS solution to bring automation to the Department of Correction and Rehabilitation (DOCR).
Vision/Purpose/Business Reason	<p>The CRIMS project will bring complete automation to the DOCR by eliminating paper-based processes and procedures and increasing productivity and efficiency.</p> <p>The jail management system will provide for improved information sharing and biometric controls for both initial identification and subsequent verification of offenders.</p> <p>CRIMS will provide the benefits of onetime data entry for multiple uses, powerful reporting capabilities, and specific technology improvements that will modernize all functions of DOCR and replace a large number of secondary, shadow systems and manual records.</p>
Alignment to IT Goals/Objectives	<p>As part of IJIS, CRIMS promotes the same IT goals and objectives.</p> <p>IJIS allows the County to move its criminal justice system infrastructure off of 1970's mainframe technology that has very limited support and therefore limits the functional and collaborative capabilities.</p> <p>The objective of IJIS is to allow the agencies to continue to coordinate and share information regardless of their distributed applications</p> <p>In 2004 the Montgomery County Criminal Justice (CJ) agencies embarked upon major business process changes:</p> <ul style="list-style-type: none"> • CJ agencies introduced the use of open and flexible information technology systems to meet their agency's records management needs • Individual systems are being designed around the needs of each organization • Individual system integration and data sharing happens under the IJIS umbrella.
Industry Best Practices	<p>As part of IJIS, CRIMS will be designed with modern internet-based architecture, open standards, and security features that meet current demands for information exchange and are highly flexible.</p> <p>As part of IJIS, CRIMS will be flexible enough to allow individual agencies to improve internal information technology architecture for business process improvement, while maintaining proper links to other agency databases crucial to public safety.</p>
ROI/Potential Benefits	<p>The ROI for CRIMS must be measured with value as a consideration. There are several areas within CRIMS where gains will be measured and quantified:</p> <ul style="list-style-type: none"> • Faster identification of repeat offenders

	<ul style="list-style-type: none"> • Reduced booking processing time • Decreased manual data entry, reduced opportunity for data entry errors
Potential Risks	<p>Continuing financial crisis – continued pressure and additional savings plans</p> <p>Ability to staff resources in the timeframe required</p> <p>New State CIO – building working relationship</p> <p>Single threaded resources</p>
Implementation schedule	<p>CRIMS contract was signed in December, 2008. Phase 1 planning is underway and tentatively scheduled for an end of year 2009 completion. CRIMS core solution is targeted for completion by end of Fiscal Year 2012</p>
Budget	<p>The CRIMS allocations fall under the IJIS budget</p>
Miscellaneous	<p>None</p>

State's Attorneys Office (SAO) Case Management System (CMS)

Program	Support and enable an SAO CMS solution to bring automation to the State's Attorneys Office (SAO).
Vision/Purpose/Business Reason	<p>The SAO CMS project will bring complete automation to the SAO by eliminating paper-based processes and procedures and increasing productivity and efficiency.</p> <p>The case management system will revolutionize the administrative mechanics at the SAO, allowing a transition from an antiquated, manually intensive business process to an automated system that will dramatically increase efficiency, facilitate easier and faster access to case information and related events, improve productivity, provide accurate and timely statistical information, and offer digital storage capability for closed cases.</p>
Alignment to IT Goals/Objectives	<p>As part of IJIS, SAO CMS promotes the same IT goals and objectives.</p> <p>IJIS allows the County to move its criminal justice system infrastructure off of 1970's mainframe technology that has very limited support and therefore limits the functional and collaborative capabilities.</p> <p>The objective of IJIS is to allow the agencies to continue to coordinate and share information regardless of their distributed applications</p> <p>In 2004 the Montgomery County Criminal Justice (CJ) agencies embarked upon major business process changes:</p> <ul style="list-style-type: none"> • CJ agencies introduced the use of open and flexible information technology systems to meet their agency's records management needs • Individual systems are being designed around the needs of each organization • Individual system integration and data sharing happens under the IJIS umbrella.
Industry Best Practices	<p>As part of IJIS, SAO CMS will be designed with modern internet-based architecture, open standards, and security features that meet current demands for information exchange and are highly flexible.</p> <p>As part of IJIS, SAO CMS will be flexible enough to allow individual agencies to improve internal information technology architecture for business process improvement, while maintaining proper links to other agency databases crucial to public safety.</p>
ROI/Potential Benefits	<p>The ROI for SAO CMS must be measured with value as a consideration. There are several areas within SAO CMS where gains will be measured and quantified:</p> <ul style="list-style-type: none"> • Faster retrieval of case information



	<ul style="list-style-type: none">• Increased ability to reference and store efficiently
Potential Risks	Continuing financial crisis – continued pressure and additional savings plans Ability to staff resources in the timeframe required New State CIO – building working relationship Single threaded resources
Implementation schedule	SAO CMS completed training in January, 2009. The first phase of SAO CMS is scheduled to be complete in June 2009. SAO CMS core solution is targeted for completion by end of fiscal year 2010.
Budget	The SAO CMS allocations fall under the IJIS budget
Miscellaneous	None