



# Technology Services

## Mission Statement

The mission of the Department of Technology Services is to use information technology to enable the County's employees to provide quality services to County citizens and businesses; deliver information and services to citizens at work, at home, and in the community; increase the productivity of government and citizens; facilitate the innovation program of the County; and assist with technology enabled economic development initiatives.

## Budget Overview

The total recommended FY17 Operating Budget for the Department of Technology Services is \$41,384,891 an increase of \$476,922 or 1.2 percent from the FY16 Approved Budget of \$40,907,969. Personnel Costs comprise 55.4 percent of the budget for 167 full-time positions and two part-time positions, and a total of 159.40 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 44.6 percent of the FY17 budget.

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

## Linkage to County Result Areas




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

### **A Responsive, Accountable County Government**



## Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

## Initiatives

-  Continue project management, development, application engineering, systems engineering, and quality assurance support for the Public Safety System Modernization (PSSM) program. The new Computer-Aided Dispatch implementation is slated to go live in early FY17.
-  Enhance planning, outreach, and coordination support for the UltraMontgomery Initiative in FY17.
-  Developing and deploying Oracle EBS Property Management module to manage property portfolios and space allocation which will integrate with the Accounts Payable and Accounts Receivable financial modules.

## Accomplishments

-  Montgomery County has been named America's 2nd ranked digital County government in the United States by the Center for Digital Government and the National Association of Counties (NACo). Montgomery County received second place honors in the competition for jurisdictions with populations of 500,000 or greater.
-  Montgomery County received three Public Technology Institute (PTI) Awards for its Geographic Information Systems (GIS) Web Portal, Criminal Justice Case Management System, and Financial Transparency Suite.

- ✔ Montgomery County received the Government Finance Officers Association (GFOA) Award of Excellence in Government Finance for its financial information: transformation, transparency and easy access - largely supported by the budgetMontgomery and spendingMontgomery applications.
- ✔ Montgomery County received three National Association of Counties (NACo) Achievement Awards for its Tax Assessment System, GIS Web Portal, and Moving to the Cloud - Montgomery County's Transition to Office 365.
- ✔ Developed a national model for financial transparency in partnership with the County's open data vendor including budgetMontgomery, spendingMontgomery, online Budget Book Publication and new data-driven CountyStat Performance Dashboard. In partnership with Public Libraries and using public input, developed a more clear way to categorize data and streamline access to the data.
- ✔ Published 54 new datasets as part of the County's Open Data Implementation Plan.
- ✔ Expanded FiberNet to 42 new locations and completed upgrades of three FiberNet hub sites.
- ✔ Implemented the FiberNet Network Operations Center (NOC) providing 24x7 support for FiberNet serving all County agencies.
- ✔ Provided technology infrastructure and led the transition of technology services for numerous new County facilities including the new Silver Spring Library.
- ✔ Launched an update to the County's web portal, <http://montgomerycountymd.gov>. The new responsive design makes it easier to use for mobile device users, includes a new cross-agency web search feature called SearchMontgomery and has many navigation improvements requested by County constituents.
- ✔ Implemented eTravel, the County's new centralized non-local travel authorization and expense reporting system. Travel records will be published on dataMontgomery.
- ✔ Configured and deployed a new enterprise software distribution, configuration management, and endpoint protection software suite resulting in marked improvements in the County's overall Cyber Security posture, specifically in the areas of vulnerability/patch management.
- ✔ Implemented an eDiscovery solution to allow the Office of Public Defenders and private defense attorneys to electronically retrieve discovery data and documents for Montgomery County court cases.
- ✔ Deployed the Go-To-Court application, alerting Montgomery County Police Department (MCPD) officers of upcoming court cases on their mobile devices, increasing police appearances at court hearings and reducing case dismissals.
- ✔ Deployed the automated District Court traffic feed eliminating the manual data entry of thousands of cases and human data entry errors.
- ✔ Implemented financial, procurement, and warehouse management modules for the Department of Liquor Control (DLC).
- ✔ Implemented ERP integration for the Department of Recreation, Department of Finance, and Maryland-National Capital Park and Planning Commission (M-NCPPC) of a unified cloud-based registration system using the ActiveNet platform.
- ✔ Collaborated with MC311 and the Department of Liquor Control to establish a Customer Service Center utilizing Oracle EBS, Siebel and Avaya to track customer calls.
- ✔ Developed and implemented Assemble-to-Order (ATO) for DLC Special Orders and enhanced DLC Customer Ordering System (iStore).

## Productivity Improvements

- ✦ Expanded the Enterprise Identity Management system to support employees, retirees, volunteers, partners, and citizens for greater application access and improved security.
- ✦ Continued Security Awareness Training Program for County employees, contractors, and volunteers.
- ✦ Continued implementing a cloud-based collaboration system.

- ✦ Continued expansion of ERP Self-Service for Retirees and other Agencies.
- ✦ Modernized the Oracle Financial training modules by incorporating voice overlay, video and updating instructor led training.
- ✦ Complete upgrading the remaining Office 2003/2007/2010 users to the new Office 365 platform by the end of FY16.

## 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 infrastructure for enterprise-wide systems including Enterprise Resource Planning (ERP), MC311 and MCTime. ESOD operates the enterprise data center and manages the enterprise cloud-based e-mail, calendaring and office productivity / collaboration system, the enterprise directory and identity management systems, enterprise file and print system, enterprise image archiving, records management and hundreds of enterprise and department servers (web, application, database), including ongoing patching and remediation of the servers to maintain and improve security of the County IT infrastructure. ESOD manages and provides support for the Public Safety Data System. ESOD also manages the Enterprise Services Bus (ESB) that provides interfaces and data transfers between enterprise and department systems, with both internal systems and external systems, including open data.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Enterprise applications system availability (%) <sup>1</sup>	99.90	99.99	99.99	99.99	99.99
Number of Enterprise Service Bus data transfers (monthly average)	174,163	294,606	400,000	520,000	675,000

<sup>1</sup> Enterprise Applications System Availability is the availability of the following applications: ERP's Oracle EBS system, ERP's Oracle EBS self-service system, MC311 system, MC311 self-service system, MCG Internet Portal, Department of Recreation's Class system

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>12,978,581</b>	<b>32.00</b>
Enhance: Contractor for Computer-Aided Dispatch System	200,000	0.00
Increase Cost: Anti-Spam Software Licensing	145,000	0.00
Increase Cost: Socrata Open Data - GovStat Module Maintenance	90,000	0.00
Increase Cost: Oracle Software Maintenance	48,000	0.00
Increase Cost: Public Safety eJustice Software Maintenance	15,000	0.00
Increase Cost: Public Safety InfoServer Software Maintenance	13,000	0.00
Decrease Cost: Increase Lapse (Senior IT Specialist)	(161,000)	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.	138,367	9.50
<b>FY17 Recommended</b>	<b>13,466,948</b>	<b>41.50</b>

### 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. Private Branch Exchange (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, 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average number of workdays to complete telecom requests (in workdays)	9.3	7.7	7	7	7

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>6,240,383</b>	<b>22.05</b>
Enhance: After-hours Support for Private Branch Exchange (PBX) Telecommunication Services	49,140	0.00
Increase Cost: Network Device Maintenance	20,000	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.	(138,234)	(1.00)
<b>FY17 Recommended</b>	<b>6,171,289</b>	<b>21.05</b>

## Enterprise Applications and Solutions (EASD)

This program delivers and maintains solutions through web-based applications, and geographic information services; and provides oversight for the Device Client Management (DCM) program and the County's IT Help Desk. The Web and Mobile Applications Team supports the County's digital government initiatives including website management. Digital government seeks to provide cost-effective services at greater convenience to residents and employees through the use of modern web technologies. 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 related data layers, and participates in the development and maintenance of the enterprise planimetric and property databases. The DCM team oversees the annual replacement of personal computers, manages the software patching, distribution and enterprise anti-malware systems, including ongoing remediation of computers to maintain and improve security of the County IT infrastructure. In addition, the DCM team administers the DCM and IT equipment maintenance contracts, and provides general IT support directly to departments and employees through the County's IT Help Desk.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of DTS Help Desk requests that are resolved on the first call	96.3	97.6	90	90	90

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>6,668,674</b>	<b>37.00</b>
Increase Cost: SharePoint Accessibility and Sensitive Data-scanning Maintenance	72,000	0.00
Increase Cost: ArcGIS Server Licenses	19,000	0.00
Increase Cost: Office of Consumer Protection Application Maintenance	18,000	0.00
Increase Cost: Common Ownership Communities Training Maintenance	14,400	0.00
Increase Cost: Tipped Worker Application Maintenance	14,400	0.00
Increase Cost: Stackla Social Media Hub Maintenance	13,000	0.00
Increase Cost: eCigarette Application Maintenance	7,200	0.00
Increase Cost: eTravel Maintenance	7,200	0.00
Increase Cost: GovDelivery Software Maintenance	5,000	0.00
Increase Cost: Trumba Software Maintenance	5,000	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.	180,233	(0.25)
<b>FY17 Recommended</b>	<b>7,024,107</b>	<b>36.75</b>

## Office of the Chief Operating Officer (COO)

This Office provides leadership and strategies for the development and delivery of County technology solution planning through the Project Management Office (PMO) and oversees the day to day operations of Technology Services operating divisions, in support of all Enterprise and departmental systems. The Office manages both Enterprise Architecture and Enterprise Strategic Planning to ensure cost-effective County-wide IT investment. The PMO reviews all technology funding requests for County Departments, and develops and maintains project management standards across projects. Additionally, project managers in this Office support cross-departmental projects and the open data

initiative. Project Management certification is encouraged to promote continuous growth and demonstration of project management best practices. The Management Services team is responsible for department administrative support including budgeting and financial processing, human resources management, procurement, and facilities management

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>2,056,564</b>	<b>12.60</b>
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(129,000)	0.00
Decrease Cost: Convert Contractors to County Positions	(482,000)	12.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	487,065	(9.50)
<b>FY17 Recommended</b>	<b>1,932,629</b>	<b>15.10</b>

## Office of the Chief Information Officer (CIO)

This Office provides technology leadership, policy direction, and program guidance for the Department and the County government's Information Technology and Information Security initiatives, including the Public Safety Systems Modernization (PSSM), Technology Modernization (TechMod) and Integrated Justice Information System (IJIS) programs. PSSM encompasses the modernization of computer aided dispatch (CAD), law enforcement records management, fire station alerting (FSA) and the voice radio infrastructure (800 MHz). TechMod currently includes the Department of Health and Human Services' Process and Technology Modernization initiative.

IJIS facilitates the exchange of data about offenders and offender activity between Montgomery County Agencies (e.g. Police, Sheriff, Corrections, State's Attorney's Office, Health and Human Services, and Circuit Court), the State of Maryland and the Federal Government. The Office is responsible for assisting Departments with creating process efficiencies and aligning their information technology needs with the overall County enterprise strategy.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
IT Security - Average security vulnerabilities per device	30.6	22.2	17.5	15	12.5
Open Data - Number of datasets published	15	56	44	45	45

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>2,834,756</b>	<b>7.00</b>
Enhance: Continue Cybersecurity Initiatives	975,000	0.00
Add: UltraMontgomery Operating Support for Planning and Outreach	200,000	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.	(425,423)	2.00
<b>FY17 Recommended</b>	<b>3,584,333</b>	<b>9.00</b>

## Enterprise Resource Planning Division (ERPD)

This program 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, adapts to the ongoing and changing environment, reengineers business processes to improve efficiency, implements new initiatives and stays abreast of systemic enhancements and improvements to the County's ERP systems. ERPD is comprised of both IT and functional business analysts to promote an integrated ERP environment for developing complex solutions for continual improvement. The ERPD supports the day-to-day operations of finance, human resources, payroll, retirees, budgeting, procurement, warehouse management, and transportation management; maximizes the ERP solution by providing a structure for continuous improvement, streamlines business operations and deploys system enhancements to take advantage of productivity improvements; develops enterprise business intelligence dash board / reporting capabilities and analytic tools providing decision support to executive management and department administrators; and, facilitates the flow of information between all business functions within Montgomery County government and external stakeholder systems.

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>10,129,011</b>	<b>36.00</b>

FY17 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(923,426)	0.00
<b>FY17 Recommended</b>	<b>9,205,585</b>	<b>36.00</b>

## Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	11,526,543	16,647,430	14,065,922	17,887,309	7.4 %
Employee Benefits	3,837,689	4,871,551	4,319,085	5,029,061	3.2 %
<b>County General Fund Personnel Costs</b>	<b>15,364,232</b>	<b>21,518,981</b>	<b>18,385,007</b>	<b>22,916,370</b>	<b>6.5 %</b>
Operating Expenses	15,245,295	19,268,688	21,694,826	18,348,221	-4.8 %
Capital Outlay	0	120,300	0	120,300	---
<b>County General Fund Expenditures</b>	<b>30,609,527</b>	<b>40,907,969</b>	<b>40,079,833</b>	<b>41,384,891</b>	<b>1.2 %</b>
<b>PERSONNEL</b>					
Full-Time	135	155	155	167	7.7 %
Part-Time	2	2	2	2	---
FTEs	110.03	146.65	146.65	159.40	8.7 %
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	---
Employee Benefits	0	0	0	0	---
<b>Grant Fund - MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>---</b>
Operating Expenses	7,349	0	0	0	---
<b>Grant Fund - MCG Expenditures</b>	<b>7,349</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>---</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---
<b>Grant Fund - MCG Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>---</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>30,616,876</b>	<b>40,907,969</b>	<b>40,079,833</b>	<b>41,384,891</b>	<b>1.2 %</b>
<b>Total Full-Time Positions</b>	<b>135</b>	<b>155</b>	<b>155</b>	<b>167</b>	<b>7.7 %</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>---</b>
<b>Total FTEs</b>	<b>110.03</b>	<b>146.65</b>	<b>146.65</b>	<b>159.40</b>	<b>8.7 %</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>---</b>

## FY17 Recommended Changes

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY16 ORIGINAL APPROPRIATION</b>	<b>40,907,969</b>	<b>146.65</b>
<b>Changes (with service impacts)</b>		
Enhance: Continue Cybersecurity Initiatives [Office of the Chief Information Officer (CIO)]	975,000	0.00
Add: UltraMontgomery Operating Support for Planning and Outreach [Office of the Chief Information Officer (CIO)]	200,000	0.00
Enhance: Contractor for Computer-Aided Dispatch System [Enterprise Systems and Operations (ESOD)]	200,000	0.00
Enhance: After-hours Support for Private Branch Exchange (PBX) Telecommunication Services [Enterprise Telecommunications and Services (ETSD)]	49,140	0.00
<b>Other Adjustments (with no service impacts)</b>		



	Expenditures	FTEs
Increase Cost: FY17 Compensation Adjustment	263,209	0.00
Increase Cost: Anti-Spam Software Licensing [Enterprise Systems and Operations (ESOD)]	145,000	0.00
Increase Cost: Group Insurance Adjustment	92,437	0.00
Increase Cost: Socrata Open Data - GovStat Module Maintenance [Enterprise Systems and Operations (ESOD)]	90,000	0.00
Increase Cost: Annualization of FY16 Personnel Costs	76,458	0.00
Increase Cost: SharePoint Accessibility and Sensitive Data-scanning Maintenance [Enterprise Applications and Solutions (EASD)]	72,000	0.00
Increase Cost: Oracle Software Maintenance [Enterprise Systems and Operations (ESOD)]	48,000	0.00
Increase Cost: Motor Pool Adjustment	42,919	0.00
Increase Cost: Network Device Maintenance [Enterprise Telecommunications and Services (ETSD)]	20,000	0.00
Increase Cost: ArcGIS Server Licenses [Enterprise Applications and Solutions (EASD)]	19,000	0.00
Increase Cost: Office of Consumer Protection Application Maintenance [Enterprise Applications and Solutions (EASD)]	18,000	0.00
Increase Cost: Public Safety eJustice Software Maintenance [Enterprise Systems and Operations (ESOD)]	15,000	0.00
Increase Cost: Tipped Worker Application Maintenance [Enterprise Applications and Solutions (EASD)]	14,400	0.00
Increase Cost: Common Ownership Communities Training Maintenance [Enterprise Applications and Solutions (EASD)]	14,400	0.00
Increase Cost: Public Safety InfoServer Software Maintenance [Enterprise Systems and Operations (ESOD)]	13,000	0.00
Increase Cost: Stackla Social Media Hub Maintenance [Enterprise Applications and Solutions (EASD)]	13,000	0.00
Increase Cost: eCigarette Application Maintenance [Enterprise Applications and Solutions (EASD)]	7,200	0.00
Increase Cost: eTravel Maintenance [Enterprise Applications and Solutions (EASD)]	7,200	0.00
Increase Cost: GovDelivery Software Maintenance [Enterprise Applications and Solutions (EASD)]	5,000	0.00
Increase Cost: Trumba Software Maintenance [Enterprise Applications and Solutions (EASD)]	5,000	0.00
Increase Cost: Printing and Mail	2,493	0.00
Technical Adj: .75 FTE adjustment	0	0.75
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Office of the Chief Operating Officer (COO)]	(129,000)	0.00
Decrease Cost: Increase Lapse (Senior IT Specialist) [Enterprise Systems and Operations (ESOD)]	(161,000)	0.00
Decrease Cost: Retirement Adjustment	(193,715)	0.00
Decrease Cost: Convert Contractors to County Positions [Office of the Chief Operating Officer (COO)]	(482,000)	12.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(965,219)	0.00
<b>FY17 RECOMMENDED</b>	<b>41,384,891</b>	<b>159.40</b>

## Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Enterprise Systems and Operations (ESOD)	12,978,581	32.00	13,466,948	41.50
Enterprise Telecommunications and Services (ETSD)	6,240,383	22.05	6,171,289	21.05
Enterprise Applications and Solutions (EASD)	6,668,674	37.00	7,024,107	36.75
Office of the Chief Operating Officer (COO)	2,056,564	12.60	1,932,629	15.10
Office of the Chief Information Officer (CIO)	2,834,756	7.00	3,584,333	9.00
Enterprise Resource Planning Division (ERP)	10,129,011	36.00	9,205,585	36.00
<b>Total</b>	<b>40,907,969</b>	<b>146.65</b>	<b>41,384,891</b>	<b>159.40</b>

## Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
<b>COUNTY GENERAL FUND</b>					
Human Resources	Employee Health Self Insurance	698,250	0.00	649,926	0.00
Liquor Control	Liquor	542,000	0.00	1,128,000	0.00
CIP	Capital Fund	847,683	5.50	818,939	5.50
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	174,336	0.00	0	0.00
Cable Television Communications Plan	Cable TV	782,240	5.35	850,883	5.35
<b>Total</b>		<b>3,044,509</b>	<b>10.85</b>	<b>3,447,748</b>	<b>10.85</b>

## Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY17 Recommended</b>	<b>41,385</b>	<b>41,385</b>	<b>41,385</b>	<b>41,385</b>	<b>41,385</b>	<b>41,385</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY17</b>	<b>0</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>
Items recommended for one-time funding in FY17, including operating support for UltraMontgomery (\$200,000), will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>41,385</b>	<b>41,202</b>	<b>41,202</b>	<b>41,202</b>	<b>41,202</b>	<b>41,202</b>