Technology Modernization -- MCG -- No. 150701

Category	General Government	Date Last Modified	January 09, 2012
Subcategory	County Offices and Other Improvements	Required Adequate Public Facility	No
Administering Agency	County Executive	Relocation Impact	None.
Planning Area	Countywide	Status	On-going

EXPENDITURE SCHEDULE ($000)

Cost Element	Total	Thru FY11	Est. FY12	Total 6 Years	FY13	FY14	FY15	FY16	FY17	FY18	Beyond 6 Years
Planning, Design, and Supervision	104,735	60,805	18,851	25,079	10,753	7,859	6,467	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	104,791	60,805	18,907	25,079	10,753	7,859	6,467	0	0	0	0

FUNDING SCHEDULE ($000)

	Total	Thru FY11	Est. FY12	Total 6 Years	FY13	FY14	FY15	FY16	FY17	FY18	Beyond 6 Years
Current Revenue: General	64.018	37,549	4,040	22,429	8,603	7,609	6,217	0	0	0	0
Land Sale	2.634	2,634	0	0	0	0	0	0	0	0	0
Short-Term Financing	38.139	20,622	14,867	2,650	2,150	250	250	0	0	0	0
Total	104,791	60,805	18,907	25,079	10,753	7,859	6,467	0	0	0	0

OPERATING BUDGET IMPACT ($000)

				Total 6 Years	FY13	FY14	FY15	FY16	FY17	FY18	
Maintenance				33,786	225	2,015	3,037	9,503	9,503	9,503	
Productivity Improvements				-3,782	-33	-33	-929	-929	-929	-929	
Net Impact				30,004	192	1,982	2,108	8,574	8,574	8,574	

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replacement, upgrade, and implementation of IT initiatives that will ensure ongoing viability of key processes, replace outdated and vulnerable systems, and produce a high return in terms of customer service and accountability to our residents.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 well underway. The Budgeting module of the ERP system (Hyperion) and additional self service functionality is being implemented now and the workforce component of the Hyperion System has already been completed. The ERP project was implemented to modernize our Core Business Systems to improve the efficiency, effectiveness, and responsiveness of the County Government. The ERP project has provided needed upgrades to the County's financial, procurement, human resource, payroll, and budgeting systems and has streamlined existing business processes. Additional BPR is needed to continue the alignment of County business processes with the new system and related enterprise impacts and to maximize the return on the County's IT investment. The 311/CRM system combined advanced telephony, internet, and computer technology with constituent-focused business processes. Residents are now able to call one number to access County government services. The 311/CRM system includes built-in tracking and accountability features to assure that every call receives a timely response. In addition, the 311/CRM system produces information on County efficiency and effectiveness in responding to requests for information and service requests. This information is used by the Chief Administrative Officer, CountyStat, and operating departments to track and improve performance and customer service. Completion of Phase I of the current MC311 (CRM) included developing an automated service request processing system for the County's Department of Transportation including converting the systems currently used for leaf pick-up, snow removal, tree issues, and street light outages. Phase II of the Technology Modernization project will include modernization of the County's Tax Assessment Billing System. 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.

COST CHANGE

Increase due to the continuation of staff and contractual resources to complete the remaining project components, provide ongoing system upgrades and modifications, provide the next stage of enterprise wide BPR and improvements, and implement the next phase of project improvements.

JUSTIFICATION

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. Montgomery County seeks to set a national standard for accountability and responsiveness in governance and the delivery of services to its residents and businesses.

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.

APPROPRIATION AND EXPENDITURE DATA

		($000)
Date First Appropriation	FY07	
First Cost Estimate Current Scope	FY13	104,791
Last FY's Cost Estimate		80,979
Appropriation Request	FY13	9,486
Appropriation Request Est.	FY14	7,859
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		80,979
Expenditures / Encumbrances		70,114
Unencumbered Balance		10,865
Partial Closeout Thru	FY10	0
New Partial Closeout	FY11	0
Total Partial Closeout		0

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
All MCG Departments and Offices

MAP
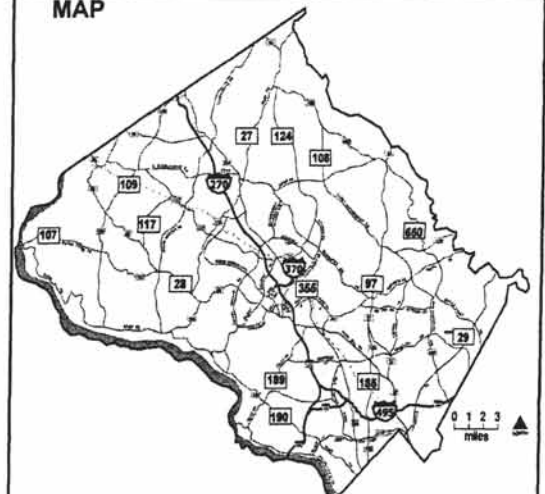
Recommended

Related plans and studies include the Information Technology Interagency Funding and Budgeting Committee's report of September 30, 2003, and the MCG FY06 IT Budget Overview prepared by DTS.

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.

Creation of a Citizen Relationship Management (CRM) program which will 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
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 provided above include 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, and staff and contractors necessary to support the system, maintenance agreements with software vendors, and costs associated with the "Sustaining Organization" in FY16-18. 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. The Government Finance Officers Association (GFOA) and Gartner (a premier IT consulting organization) recommend that organizations implementing an ERP also establish an enterprise business support structure (often called a sustaining organization or Enterprise Service Center) after project implementation to maintain, enhance, and focus on: business strategy, functional / technical expertise, software integration, technology, project management and continuous process improvement. Investing in a sustaining organization is key to fully exploiting the capabilities of the new ERP system.

Productivity Improvements achieved through this project include absorbing staffing reductions in the Information Technology, Fiscal, Budget, Administration, Clerical, Human Resource, and Financial Occupational classifications (FY08-12); termination of maintenance agreements for legacy systems; termination of the keypunching contract for the manual timesheet process; and other related savings. Total estimated savings related to this project through FY12 are estimated at over $36 million including the reduction of over 320 full time equivalent positions in the County Government.