

MFP Committee #2
April 29, 2009

MEMORANDUM

April 27, 2009

TO: MFP Committee
FROM: Dr. Costis Toregas, Council IT Adviser *CT*
SUBJECT: FY10 Update for DTS (continued)

The following may attend:

Steven Emanuel, Chief Information Officer, Department of Technology Services (DTS)
Mike Knuppel, DTS Chief Technology Officer
John Cuff, Management and Budget Specialist, Office of Management and Budget (OMB)

The Committee has already had a full review of the DTS budget, on April 21, 2009. The packet, which provided background materials and an analysis of the DTS budget, is on ©1-28. The Committee requested clarification on three specific issues before making decisions:

- Would it be useful to use vacancies to substitute for the abolished CISO position?
- Should the 7 additional TechMod positions be term, rather than permanent, positions?
- What is the lapse assumed for the 6 vacant positions (on ©4), and can some of that lapse be considered for cost savings in the FY10 budget?

The Executive has provided answers to these questions, which are included on ©29-32.

Staff Observations

There has been a change in the way positions are identified for recruitment submission and approval, highlighted on ©30. Given this change, and the statements made by DTS management, it is clear that the importance of the senior level, policy-intensive CISO position is not abandoned

in this budget, and there is evidence that DTS may yet be in a position to have such a vital position filled.

The staffing answers regarding the TechMod positions invite an enterprise-wide discussion of staffing in the technology as well as the business slots currently allocated across all user departments. Perhaps this analysis can be provided as a transition plan is constructed that will show how the County plans to move from a development stance to an operational perspective. The DTS and user department staffing positions in TechMod have been captured in two graphics on ©33 and ©34, which underscore the complexity of the needed analysis. Council staff recommends that such a **staffing transition plan analysis for TechMod in all affected departments** be undertaken in the fall timeframe, so that the Committee can better understand the long term staffing impacts of TechMod projects, in both technology and program areas.

The lapse potential appears to be diminished, as four of the six vacant positions are in the final stage of interview and selection process. Given the number of existing positions already abolished, and the six position analysis provided, it appears unlikely that effective savings could be developed from increasing the lapse rate.

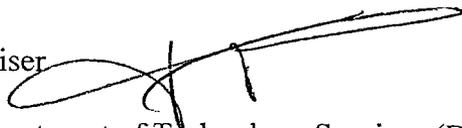
Recommendation

Staff recommends the **adoption of the Executive's FY10 budget for DTS.**

MEMORANDUM

April 17, 2009

TO: Management and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: FY10 Operating Budget for the Department of Technology Services (DTS), Section 39 in the Executive's Recommended Budget

The following may attend:

Steven Emanuel, Chief Information Officer, Department of Technology Services (DTS)
Michael Knuppel, Chief Technology Officer, DTS
John Cuff, Management and Budget Specialist, Office of Management and Budget (OMB)

The relevant pages from the recommended FY10 operating budget are attached on ©1-7.

Overview

For FY10, the Executive recommends total expenditures of \$32,069,270, down \$1,641,780 or 4.9% from the FY09 approved budget of \$33,711,050. Workyears will decrease 8.4, from 146.0 to 137.6, and the number of positions will decrease by 2, from 165 to 163. Personnel costs account for 54.9% of the budget and operating expenses account for the remaining 45.1%. See the following table for detail.

	FY08 Actual	FY09 Approved	FY10 CE Recommended	Change from FY09-10	
				Amount	%
Expenditures	\$31,686,959	\$33,711,050	\$32,069,270	-\$1,641,780	-4.9%
Positions:					
Full time	161	165	163	-2	-1.2%
Part time	3	2	2	0	--
Total positions	164	167	165	-2	-1.2%
Workyears	149.8	146.0	137.6	8.4	-5.8%

Some of DTS's major responsibilities include the use of information technology to enable County employees to provide quality services to citizens and businesses; to deliver information and services to citizens at work, at home, and in the community; and to increase the productivity of government and citizens.

A current priority for DTS is to establish an "Enterprise Focus" on its work. The word "Enterprise" is used to indicate a concern about the entire organization rather than the department itself. It is no accident that the four division names within DTS all begin with the word "Enterprise". It is a strong statement that the newly revised Strategic Plan is not a DTS Strategic Plan, but rather an Enterprise Strategic Plan (the cover page and Table of Contents are provided on ©14-15. Finally, it is illustrative of this broader vision that DTS is involved with many enterprise-wide projects where its role is supportive and collaborative. ©16 provides a dashboard snapshot of 4 major Enterprise-wide projects and project management metrics for each. This snapshot comes from a computerized tool just put online, indicating the progressive and open nature of senior DTS management.

Personnel

The current organizational structure of DTS, as well as personnel assignments in each division and office, is provided in ©8-13.

To meet the FY10 budget reduction target, DTS eliminated a total of 12 County positions. A total of 6 DTS positions are being carried to FY10 for recruitment. The changes to the personnel complement are summarized in the Table below.

DTS Personnel	FY09 FT/PT positions	Change from FY09	Change description	FT	PT	Total FT/TP positions
CIO	15	-1	CISO position eliminated	14		14
CTO	3	0		3		3
Enterprise Applications and Solutions	38	-1	RIP savings	35	2	37
Enterprise Systems and Operations	49	-2	Imaging, IT TechII positions eliminated	47		47
Enterprise Telecomms Services	28	-1	(transfer to TechMod)	27		27
Enterprise Services and Strategic Planning	21	-5	(1 transfer to TechMod, Division chief, Manager III, Strategic Planner, CRIMS PM eliminated)	16		16
TechMod	14	+7		21		21
Cable Office	10	+1	Web producer	11		11
TOTALS	172	+1		171	2	173

*Staff comment: The 7 new positions added to the existing 14 positions for TechMod reflect only the DTS staff complement for this important group of projects. However, the addition raises concerns regarding their impact to the base staff numbers. The TechMod project will be completed in 3 years, and it should not be assumed that the 14 positions (let alone the proposed 21) would remain in the DTS base staff complement after that time. It would be far more prudent to allocate the additional 7 positions as term positions that would lapse at the end of the TechMod project. The Committee has not yet received details of the TechMod staffing, showing levels during and after implementation. Staff strongly suggests the **consideration of term, rather than permanent, positions** at this time.*

The abolishment of the CISO position is troubling. With the number of malicious cyber-attacks on the rise, and the reliance of many critical County functions on a functioning and secure IT system, it seems that every avenue should be explored to fund this position and bring it online as soon as practical. There are six positions that will be filled in FY10 (see Table below), and it is hard to imagine that a CISO responsibility should not be higher than any of them in terms of priority and best practice in other government agencies. Indeed, vulnerability testing and implementing responses to found vulnerabilities was one of the items mentioned in the recently completed Audit of the County, by Clifton Gunderson, in their Management letter, highlighting the need for senior management resource investment in this area. The argument provided by DTS for the abolishment of the position is as follows:

Manager II – Chief Information Security Officer (\$102,680)

The Chief Information Security Officer (CISO) was created to manage the current staff of Information Security, but begin the more enterprise role of providing a Countywide vision to the needs for information and data security to all departments. The CISO would direct a staff of one manager and 6 additional staff responsible for the day to day monitoring and management of security solutions, including, but not limited to, internal investigations, threat monitoring, desktop security strategies, and programs that protect Montgomery County from potential electronic threats. This position reports directly to the Chief Information Officer as it requires visibility and support at the highest levels of management to ensure that recommendations and strategies are properly executed.

The duties of this role have been managed on a limited basis the County’s Security Official, Keith Young, since the position’s formal creation in March 2008. While there has been a limited level of activity, the most crucial aspects of the lack of the formal position include the inability to extend efforts of security controls and proactive prevention at the enterprise level.

To meet the FY10 budget reduction, the Department must eliminate this vacant position. Without this position, DTS will not be able to not ensure that programs and security prevention will be as proactive and remain fully abreast of malicious practices and events that could be avoided with a senior level security visionary monitoring national and international security challenges. The CIO and the Security Official will continue to fill in the gaps created by this vacancy.

In FY10, six vacant positions are being carried, and DTS expects to fill them. The following table summarizes information on these positions.

Position	Salary + Benefits	Summary of Duties
1. Sr. IT Specialist- IJIS SAO CMS Support	\$115,590	Database administration duties for IJIS and SAO CRIMS
2. Sr. IT Specialist- IJIS CRIMS Report Writer	\$115,590	Converting existing mainframe databases to Oracle, backup database administrator
3. IT Specialist- IJIS CRIMS Trainer	\$63,340	Provide training for 500 CRIMS users
4. IT Project Manager- Public Safety Communications System	\$139,430	Implement system enhancements and replacements
5. Program Manager II- PBX Telephone Systems	\$115,320	Staff management and procurement
6. Office Services Coordinator- Radio Dispatcher	\$64,110	Maintenance and repair coordination

Staff Recommendation: The CISO position should be considered a priority in FY10, and DTS should make every effort to restore it, either by eliminating one of the six positions on the

replacement schedule and substituting the CISO position, or by other budget adjustment techniques in concert with OMB. The decision as to which position should be eliminated should stay with the department, but the imperative for computer security should not be the first target of cost saving efforts - it is far too important to leave underfunded.

FY10 Expenditure Issues

Several issues regarding expenditure patterns and service levels were identified, and questions were provided to DTS for response. These questions, the DTS response, and Council staff comment are provided below.

1. Please provide a linkage between the Departmental “headline measures” listed on p. 39-1 and the recently issued Enterprise Technology Strategic Plan. It would be helpful in focusing on DTS’s ability to perform its required role in the execution of the ETSP with the funding and programs provided in the FY10 budget.

Response:

There is a clear connection between DTS’s operational headline measures, the adoption of the Enterprise Technology strategies, and the impacts of the FY10 budget. As demonstrated in the FY09 activities, DTS has been able to maintain operations and service levels in line with prior years and larger budgets. This is due, most significantly, to the increasing collaboration with departments on business needs, and finding both common delivery opportunities, approaching the enterprise concepts and delivering single solutions for multiple business needs. As a result of this method, which is fully espoused in the ETSP, DTS focuses on maintaining operational services in FY10 in the same fashion.

The alignment of DTS with the business, clearly articulated as a top business priority, will be the key to achieving similar goals for FY10 and keeping the measures and service levels, per our headline operational and customer service measures, at or above our current level. DTS will face some steep downturns should these methods not guide the decisions being made about the near-term investments.

*Staff Comment: The Enterprise Technology Strategic Plan is a major commitment to think across all departments and organize strategies to help all departments. Its completion postdated the early submission dates for the FY10 recommended budget, so there are no explicit references to it. However, the alternative of waiting until the FY11 budget cycle to ensure the aggressive implementation of the ETSP is simply not advisable. A commitment from DTS, including the existence of resources allocated to implementation, is desirable. The tools available to DTS to become able to fulfill an enterprise role are not strong currently. One of the most significant ones is the Enterprise Architecture effort that has now been documented and endorsed. In FY10, a **headline measure for departments other than DTS** that make significant uses of IT resources should be “**degree of alignment with Enterprise Architecture standards**”. Other guidance, communication, and implementation tools for the ETSP are less clear, and there are no elements in the recommended FY10 budget which explicitly address this. Staff suggests that more clarity be*

provided through discussions during the budget session, so that the adequacy of resources to move the ETSP forward is ensured.

2. Are the CountyStat measures being used for the DTS profile adequate to capture all the important characteristics of program or department performance? Understandably, the CountyStat program cannot carry too many indicators. Which indicators should be added to their list that would capture, to DTS's satisfaction, all the major performance characteristics?

Response:

DTS has worked with the CountyStat group over the last year to develop our headline measures with a clear focus on how the technology organization impacts internal and external customers from a customer service perspective. Over the past year, we have made a number of changes to our headline measures, and our sub-measures are a work in progress. DTS is cognizant of the importance of the measures and would welcome opportunities to improve or include measures that highlight the excellent work being produced. The challenge is ensuring that the measures provided are easily understood and are aligned with expectations that are linked to viable deliverables. We believe that at the present time, the DTS measures cover a representative view of the outputs that reflect our management and use of current funding.

We would welcome the inclusion of new sub-measure recommendations that would aid in clarity of how technical investments support the business strategies as enablers.

Staff Comment: The "headline measures" negotiated between DTS and the CountyStat program, the current values, and a sense of progress by comparing them with 2008 metrics (where available) are as follows:

<u>Detail</u>	<u>MeasureText</u>	<u>Current Value</u>	<u>Previous Value</u>	<u>Year</u>	<u>Performance</u>
<u>Detail</u>	Number of minutes identified Information Technology (IT) systems are out of service	4,238	3,276	2008	↓
<u>Detail</u>	Number of email messages sent and received by County email account holders (in millions)	68.7	52.4	2008	⚠
<u>Detail</u>	Number of email messages filtered or blocked from entering County email account holders inboxes (in millions)	43.1	20.9	2008	⚠
<u>Detail</u>	Percent of customers who are satisfied with Cable Office complaint handling	94%	94%	2008	↔
<u>Detail</u>	Number of hours of closed captioned monitoring on County television programming	575	529	2008	⚠
<u>Detail</u>	Number of remote events services provided by DTS	31	19	2008	⚠
<u>Detail</u>	Security event measure - Under construction	NA	NA	2008	⚠
<u>Detail</u>	Enterprise Project Management measure - Under construction	NA	NA	2008	⚠
<u>Detail</u>	Percent of County employees who participated in Information Security Training *collected quarterly	97.6%	94.3%	2008	↑
<u>Detail</u>	Average number of workdays to complete telecom requests *collected quarterly	7.5	6.2	2008	↓
<u>Detail</u>	Average number of seconds to serve a web page *collected quarterly	0.61	0.49	2008	↓
<u>Detail</u>	Percent of DTS Help Desk requests that are resolved on the first call *collected quarterly	94.1%	96.4%	2008	↔

The Committee may want to consider the adequacy of these measures for making budget allocation decisions; staff suggests that additional measures may be in order, and a worksession to address this can be scheduled after the budget work is complete.

3. Please give more detail for the \$80,920 item for PSCS on p. 39-3. In the absence of a comprehensive PSCS Plan, how is this expense targeted? How can DTS ensure that the expense will be in line with an overall plan which is expected in July 2009?

Response:

This is not related to the PSCS Plan. The requested \$80,920 budget increase is for Vital Maintenance of the Public Safety Communications Voice Radio System. This increase reflects

a budget shortfall in annually projected CPI increases that are allowable under the current contract and has been understated in past projections. In other words, the FY09 actual approved invoice was \$80,920 short.

Staff comment: The Public Safety Communications System (PSCS) is a complex and expensive challenge for the County; in order to move forward with effectiveness, each decision that is requested to fund elements of the PSCS should be well coordinated and made part of an overall Plan. The PSCS Plan is not yet available, and will not be available until July 15, 2009. Staff recommends that this \$80,920 item be approved, but suggests that the Committee explicitly review the PSCS Plan element covering Maintenance in late July 2009 and ensure that this expenditure is within the parameters laid out in the Plan.

4. Please provide detail for the \$260,000 Integral Contract within EASD on p. 39-3. Verify that this is an additional cost item being added to the base, and indicate why it is increased by this significant amount from prior years. Also indicate if this cost will be eliminated once ERP is operational on July 1, 2010.

Response:

DTS requires a one-time FY10 cost increase of \$260,000 to continue software maintenance and support for the County's payroll/personnel management system (HRMS version 9.5). During FY09, the County entered into an extended maintenance agreement with Integral Systems, Inc., (Integral) for HRMS software maintenance and support beginning on January 1, 2009 through December 2011. The total cost of the extended maintenance agreement is \$688,606 and is due in two installments. The County paid Integral the first installment of \$250,000 in December 2008. The balance is due by July 1, 2009 (FY10). The one-time increase will be eliminated in FY11.

This decision was reached after an extensive analysis of numerous options. This option provided for the least cost while also minimizing the County's risk, as well as depending on the timely completion of the HR/Payroll solution included in the ERP effort.

Staff Comment: This expensive short term project underscores the importance of the ERP system currently under development, and shows the practical cost saving potential which will be replicated in many old system "wind downs". The fact that DTS is affirming that FY11 will not include this item shows the intention of the Executive to reduce costs in many current systems which will no longer be necessary to be supported once ERP is operational.

5. Please explain the increase of \$87,000 in IJIS production system maintenance on p. 39-4, especially at a time when the additional appropriation for IJIS in the CIP of \$2.286m is being eliminated.

Response:

In November 2008, the IJIS Inquiry application moved to Production, increasing the IJIS Core production applications from two (Arrest History and Transport), to three solutions.

Under the IJIS contract, the County is currently obligated at \$120/hr for up to 1000 hours of maintenance, per application, for Arrest History and Transport, totaling \$240,000 of potential maintenance spend.

Prior to the implementation of IJIS Inquiry, the IJIS team began to pursue the opportunity to bring the IJIS source code in-house and provide maintenance within DTS, to eliminate a new \$120K obligation in support of the Inquiry application, and to terminate the existing \$240K obligation.

Based on historical maintenance needs for Arrest History and Transport, it was determined that all three applications (AHDB, Transport, and Inquiry) could be supported in-house for \$120,000/year. The DTS FY09 base budget amount for IJIS system maintenance was \$33,000. The FY10 County Executive recommended budget of \$87,000 maintenance cost increase will allow the County maintenance support for all three system solutions, reducing the cost to the County by more than \$120K and avoiding costs of \$120K (not including the cost savings for exceeding the 1,000 hours if necessary, with no cost penalty).

The current IJIS contractual maintenance agreement ends May 2009 and the County has the necessary tools and resources to proceed with in-house support, eliminating any further contractual obligation to the Contractor and reducing the overall costs to the County.

Staff Comment: This item should be evaluated in the IJIS review scheduled to come in front of the MFP Committee on April 24, 2009.

6. The abolishment of the CISO position at a time when many leadership counties are adding security oversight and accountability, and making that explicit in a senior position is notable. Please explain the chain of responsibility currently in existence for security matters, and detail the set of responsibilities by current position in DTS for any security breach which may befall the County.

Response:

The CISO position remains an important role for Montgomery County. However, given the fiscal situation, hard decisions were required on roles, functions, and business objectives to achieve reductions to meet budget reductions. The County has a very strong security team, led by an appointed security official to manage the operational challenges of information security.

The CISO position was developed and approved to extend how DTS can take an even more proactive role in looking at industry and global challenges with security preparation and long-term strategies. The absence of this position does not create a gap in addressing the day-to-day challenges, but limits the ability to lead regional efforts and coordinate inter-jurisdictional activities and long-term security assessments in advance of technology innovations.

Staff Comment: See staff recommendation on page 4 of this packet.

7. There is no reference to anticipated revenues from NCR and other regional mechanisms related to the stimulus package and technology initiatives in the region. Please indicate the

number, subject matter, and type of proposals currently outstanding at the federal, regional, and state levels, the size of expected awards, and what plans have been made for the effective absorption of grants, should they be forthcoming before July 1, 2009.

Response:

At the present time, from the significant amount of research into the 2009 ARRA, we do not anticipate stimulus money to have an impact on the DTS operating budget. While we are still working on developing competitive submissions for some areas, they would likely be incorporated into specific program initiatives that follow the spirit of the stimulus in improving broadband services or creating work opportunities. DTS is directly involved in three areas of the stimulus efforts, including broadband, public safety, and health information technology. However, in some cases the rules and opportunities have yet to be finalized. If DTS should receive funds through the federal program, the specific initiative would be identified and the required spending and audit control process would be developed to ensure that submitted objectives are completed and that the funds follow the mandated governance stipulated in the grant rules. DTS would follow the County's policy and procedures to reflect those funds as a part of the FY10 operating plans.

Staff Comment: The Committee should receive a full report on grants or other financial support received from the federal and/or state governments in the area of IT and Telecommunications; a part of this report should be the ability to substitute federal/state for tax-supported funds, and an accounting of such substitutions.

8. Have outsourcing/insourcing opportunities been explored, and are they reflected in the FY10 budget in areas of DTS weakness or competitive advantage respectively? Examples of insourcing would include DR, Seat Management, and data center operations/virtualization.

Response:

DTS hires contract versus in-house personnel for a variety of reasons and under different circumstances. Contract personnel are most often hired under one or more of the following scenarios:

- The County has an immediate near-term need for a resource and cannot wait the 3-6 months it takes to hire a new County employee.
- The County has a need for a resource with a specific skill set in a particular technology that is not readily available in the market place or demands a salary above the County's pay scale.
- The County has limited duration needs for a skill set or specialized application, where a long term staffing commitment is not desirable.
- The County has changing needs over time, where it is desirable to have the flexibility of contractor staff that can be adjusted to meet the evolving business needs.

Occasionally, DTS utilizes contract staff to fill vacant County staff positions, especially during extended recruitment processes.

DTS management does careful evaluation of potential conversion of contractual positions to County's permanent positions on an as needed basis. In the FY10 budget, the factors

described above are again evaluated in conjunction with any potential cost savings that may be realized. As examples, the following are our insourcing/outsourcing strategies:

- The EASD division is, in fact, insourcing a significant amount of web application development work in the FY10 budget, due to the expiration of two IT professional services task orders. These task orders were never funded in DTS's base operating budget; instead, task order funding was obtained via Departmental and/or program contributions.
- Therefore, this reduction is not apparent in the CE's FY10 operating budget. Funding for these task orders will expire effective at the conclusion of FY09. As a result, County employees will be assuming responsibility for the County's enterprise computer-based training platform software and applications, as well as the portfolio of web applications supporting MCFRS business processes. These MCFRS applications include the Personnel Information Management System (PIMS) and the Promotional Candidate Application Processing (PCAP) system. These award-winning web applications have significantly improved MCFRS operational efficiency through business process re-engineering and automation. EASD has initiated the insourcing transition process in preparation for cutover at the beginning of FY10.
- In addition to the insourcing of web application development work, EASD has also undertaken a significant organizational restructuring to help meet DTS's FY10 budget reduction objective. This organizational restructuring includes the suspension of the internal help desk services program, which results in the reassignment of 4 staff members to new roles to fill program level gaps within the Department. These program level names are: enterprise imaging; enterprise telecommunications, enterprise systems services; and technology modernization program support. As an alternative to the restructuring, DTS considered additional outsourcing to address the gaps, but after a thorough analysis, came to the conclusion that restructuring was a more cost-effective approach, given the fiscal limitations.
- The client facing Help Desk services provided in the DCM contract will remain to support basic customer support services.
- The FY10 ESOD division budget also reflects the insourcing of two (2) positions in the Server Support team. The leading edge work the team has done in server virtualization and adoption of open source tools, including system monitoring, has proven very successful. DTS has determined that the work performed by two contract positions is a long term need and conversion of these two contract positions to County merit positions is warranted and will result in over \$100,000 annual savings.

Staff comment: Insourcing and outsourcing are the two sides of the same coin of effective management. From the answer, it is clear that DTS senior management is aggressively pursuing this opportunity. MFP review sessions, either for DTS alone or ITPCC (involving all agencies) could be considered to review progress along this important axis.

Reductions

There are no additional reduction strategies recommended by Council Staff in this budget. DTS has absorbed the reduction of several positions and other cost reductions, and managed to maintain service (according to their own claim, supported by CountyStat metrics) at good levels. However, the potential to use DTS cutting edge solutions and strategies in areas other than the DTS budget is present and underutilized. Examples of such strategies are:

- the expansion of the use of the DTS data centers, where virtualization technology has developed documented savings of \$2m/year over the last 4 years
- the more robust and aggressive use of the DCM-managed Help Desk (rather than the use of expensive staff resources by various MCG departments)
- a more creative use of the leadership and expertise in GIS technology to serve all County departments and tax dollar- or rate- funded agencies through innovative organizational structures such as a GIS utility

The difficulty is that such savings would involve cross-departmental and cross-agency budget discussions and decisions (and, in many cases, different Council committees with oversight for the different departments and agencies) at a time when resources are scarce and managers are reluctant to innovate and try new ideas. A worksession to explore this potential -- keying off on the excellent 2007 OLO report on Internal Service Functions -- and design strategies to reduce costs through shared service models or other collaborative strategies should be considered once the budget season is complete. The ITPCC has been asked to consider this concept and may have ideas to contribute to this worksession as well.

Recommendation

Staff recommends the **adoption** of the Executive's FY10 budget **as submitted**, with the request that the CISO position be considered for priority funding, either by substituting it for one of the 6 vacant positions under consideration for replacement or by savings from other parts of the DTS budget. In addition, the 7 positions added to the TechMod budget should be considered to be term rather than permanent positions, something that would have little impact on the FY10 budget but significant impact in the out years of the TechMod project (FY13 and beyond).

Technology Services

MISSION STATEMENT

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

BUDGET OVERVIEW

The total recommended FY10 Operating Budget for the Department of Technology Services is \$32,069,270, a decrease of \$1,641,780 or 4.9 percent from the FY09 Approved Budget of \$33,711,050. Personnel Costs comprise 54.9 percent of the budget for 163 full-time positions and two part-time positions for 137.6 workyears. Operating Expenses and Capital Outlay account for the remaining 45.1 percent of the FY10 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 are emphasized:

- ❖ *A Responsive, Accountable County Government*
- ❖ *Safe Streets and Secure Neighborhoods*

DEPARTMENT PERFORMANCE MEASURES

This table presents the department's headline measures or submeasures that relate to multiple programs including projections from FY09 through FY11. These estimates reflect funding based on the FY09 savings plan, the FY10 budget, and funding for comparable service levels in FY11.

Measure	Actual FY07	Actual FY08	Estimated FY09	Projected FY10	Projected FY11
Multiple Program Measures					
Number of Minutes Certain IT Systems are Out of Service	3,276	4,238	825	675	675
Number of Email Messages Sent and Received (in millions)	52.4	68.7	80.0	100.0	130.0
Number of Email Messages Filtered or Blocked (in millions)	20.9	43.1	70.0	100.0	130.0
Average Number of Seconds to Serve a Web Page (in seconds) *1	-	-	0.61	0.57	0.57
Percent of DTS Help Desk Requests that are Resolved on the First Call (%)	96.2	94.1	95.2	95.5	95.5
Security Event Measure (Under Construction) *	-	-	TBD	TBD	TBD
Percent of County Employees who Participated in Information Security Training (%)	-	77.4	96.0	96.2	96.4
Average Number of Workdays to Complete Telecom Requests (in Workdays) *	-	-	6.8	7.2	7.0
Enterprise Project Management Measure (Under Construction) *	-	-	TBD	TBD	TBD

* New FY09 performance measures; historical statistics not available

ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Improved on-line information accessibility through the delivery of several critical customer-facing web applications including the new "I Want To" and "Services and Information" features. Delivered new and innovative "Web 2.0" features including a new "MyMontgomery" Web application providing personalized on-line mapping capabilities, blogs, Really Simple Syndication (RSS) feeds and other web services.*
- ❖ *Upgraded the PBX Call Management System (CMS) Platform, added additional capacity for access to call traffic monitoring, and engineered PBX trunking to support incoming 311 digits for proof of concept, in preparation for the Enterprise CRM Contact Center Initiative.*
- ❖ *Added 40 new FiberNet sites since the start of FY08 for a total of 281 sites on FiberNet. WiFi Hotspots are now available in the cafeterias of the Executive Office Building and the Council Office Building. These latest County Hotspots are constructed in the same manner as the Silver Spring and Bethesda Hotspots and are public/private*

collaboration between the departments of General Services (DGS) and Technology Services (DTS) and Atlantech Online.

❖ **Productivity Improvements**

- Increased remote access services to employees, contractors, and business partners totaling over 2,500 users.
- Incorporated an Application Proof of Concept (APOC) step into the DTS Project management methodology for large projects such as Correction and Rehabilitation Information System (CRIMS), States Attorney's Office (SAO) Case Management, and Department of Environmental Protection (DEP) Data-stream. This process resulted in much more leverage on vendors and allowed for iterative improvements in integration packages.
- Fourth-year of employing Server Virtualization (78% of servers virtualized), which involves abstraction of operating systems, hardware and peripherals. The server virtualization implementation results in an annual cost avoidance of \$2 million and a four-year cost avoidance of \$8 million.

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or John Cuff of the Office of Management and Budget at 240.777.2762 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Enterprise Systems and Operations (ESOD)

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

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	14,300,620	47.4
Increase Cost: Enterprise Resource Planning (ERP) project Software Maintenance (contract signed Nov. 2008)	479,150	0.0
Replace: Replace Contractors (2) with County Merit Positions (2)	175,000	1.6
Increase Cost: Electronic Timesheet Reporting Management System (ETRMS)-Kronos Software Maintenance rate increases and additional licenses	133,640	0.0
Increase Cost: ERP project Software Maintenance for non-ERP software	120,000	0.0
Increase Cost: Hardware (\$61,000) and Software (\$55,400) Maintenance for Storage Area Network	116,400	0.0
Increase Cost: ERP-SharePoint Server Contractual Support Services	41,600	0.0
Increase Cost: Data Center Operations: Disk to Disk backup hardware maintenance (\$10,000), Virtual Tape Library (VTL) maintenance (\$10,000)	20,000	0.0
Increase Cost: Ongoing licensing cost of Information Management System (IMS) on the Mainframe	12,200	0.0
Increase Cost: Software License Maintenance Increases; Blackberry (\$1,720), Crystal Enterprise (\$2,730), Mercury (\$4,270)	8,720	0.0
Decrease Cost: Public Safety Mobile Software License Maintenance cost shifted to Municipalities	-22,000	0.0
Decrease Cost: Eliminate one vacant Information Technology (IT) Technician III assigned to Data Center	-59,270	-1.0
Decrease Cost: Eliminate one vacant Information Technology (IT) Specialist III position supporting the County's imaging and electronic records management program	-91,640	-1.0
Decrease Cost: Reduce Contract Costs for E*Justice System Maintenance	-100,000	0.0
Decrease Cost: Reduce software and hardware expenditures	-147,380	0.0
Shift: Shift one contractor to Technology Modernization Project	-220,000	0.0
Decrease Cost: General IT Contractor Support	-250,000	0.0
Decrease Cost: Reduce contractors to part-time	-250,000	0.0
Decrease Cost: Eliminate two vacant Senior IT Specialist positions on Server Support Team	-251,630	-2.0
Decrease Cost: Convert two Contractor Positions to two County Positions	-320,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-172,430	-0.1
FY10 CE Recommended	13,522,980	44.9

Enterprise Telecommunications and Services (ETSD)

This program provides reliable, modern, and integrated communications services to enable network data, voice and other solutions for County Government departments and Agencies. PBX Telecommunications Services is responsible for the programming, operation and maintenance of the County's PBX telephone network and all associated adjuncts, i.e., Voicemail, IVR, Contact

Centers 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 supports public safety agencies. Network Solutions & 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.

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	5,990,900	23.5
Increase Cost: Public Safety Communications System (PSCS) Voice Radio Maintenance	80,920	0.0
Decrease Cost: Motor Pool Rate Adjustment	-260	0.0
Decrease Cost: Radio Circuits	-20,000	0.0
Decrease Cost: Radio Maintenance	-26,990	0.0
Decrease Cost: Decrease Publication Costs by Placing Phone Book on the Web and Producing Fewer Paper Copies	-28,450	0.0
Decrease Cost: Reduce Voice Mail Platform Support	-62,730	0.0
Decrease Cost: Reduce 800 MHz re-banding costs	-106,450	0.0
Decrease Cost: Eliminate One (1) Vacancy from Enterprise Telecommunications Services Division, Network Solutions and Services	-134,830	-1.0
Decrease Cost: Supplies & Equipment – Network Solutions & Services	-139,270	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-6,680	0.0
FY10 CE Recommended	5,546,160	22.5

Enterprise Applications and Solutions (EASD)

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

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	6,113,770	39.2
Increase Cost: Software Maintenance - Integral Contract	260,000	0.0
Increase Cost: SAS Software Maintenance	12,100	0.0
Increase Cost: GIS/ESRI Software License/Maintenance	11,600	0.0
Decrease Cost: Test Lab Equipment in Application Development and Integration Team	-10,000	0.0
Decrease Cost: Geographic Information Systems (GIS) Public Safety Data Support (PSDS) Quality Assurance (QA) Procedures	-20,000	0.0
Decrease Cost: Tax Assessment and Human Resources Management System Contractor Support	-20,000	0.0
Decrease Cost: Retirement Incentive Program (RIP) Savings	-216,940	-1.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-6,530	-0.1
FY10 CE Recommended	6,124,000	38.1

Enterprise Project Management (EPMD)

This program provides leadership, strategies for the development and delivery of County technology solution planning and implementation for both County staff and residents. The Division acts as the first step to improving project return on investment (ROI) and fosters a successful project outcome through the establishment and use of a strong Project Management Methodology (PMM). The Division manages both Enterprise Architecture and Enterprise Strategic Planning to ensure cost-effective Countywide IT investment. The Project Management Office (PMO) is responsible for developing the PMM, maintaining the PMM based on continuous feedback/lessons learned, project quality assessment guidelines and conducting project reviews to ensure the PMM is being followed, as well as contract management services. The project execution group, the Project Requirements Management Team is responsible for managing major multi-million dollar cross-departmental projects while adhering to the PMM. Project Management certification is encouraged to promote continuous growth and demonstration of project management best practices.

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	3,622,300	17.5
Increase Cost: Annualization of Positions Approved in FY09	136,550	1.5
Increase Cost: Production System Maintenance; Integrated Justice Information System (IJIS)	87,000	0.0
Increase Cost: States Attorney's Office (SAO) Case Management System (CMS); Software Maintenance	79,730	0.0
Increase Cost: Application Portfolio Maintenance	10,000	0.0
Increase Cost: Corrections and Rehabilitation Information Management System (CRIMS): Software Maintenance	9,600	0.0
Decrease Cost: Abolish One Manager III Position assigned to Planning Office	-31,320	-0.3
Decrease Cost: Integrated Justice Information System (IJIS) Project Office Lease Cost	-72,600	0.0
Decrease Cost: Eliminate One Senior IT Specialist (Enterprise Strategic Planner)	-110,050	-1.0
Decrease Cost: Reductions in Juvenile Justice Information System (JJIS) Maintenance and Production System Contractual Support	-113,880	0.0
Decrease Cost: Eliminate One full time Senior IT Specialist position (CRIMS PM) in Enterprise Project Management Division	-119,120	-1.0
Shift: Shift one Senior IT Specialist from Enterprise Project Management Division to the Technology Modernization Project	-127,690	-1.0
Decrease Cost: Abolish one vacant Manager II position (Enterprise Project Management Division Chief)	-152,390	-1.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-90,360	0.0
FY10 CE Recommended	3,127,770	14.7

Office of the Chief Information Officer (CIO)

This program provides technology leadership, allocation of resources, setting policy and guiding all programs of the Department and County government Information Technology initiatives including Technology Modernization Program. The Management Services is responsible for centralized administrative support functions in the areas of budgeting and financial processing, human resources management, procurement, facilities management, front desk support and event planning. The Enterprise Data Security Services provides enterprise risk assessments, data security consulting, policies, and procedures to the County government including incident response. These services also include identifying and then monitoring and managing the tools required to protecting the County from data security threats, and providing security training to County employees through an Enterprise Security Awareness program. This program also implements and maintains a comprehensive County-wide security program to protect County information and all related systems that support its operations and assets.

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	3,683,460	18.4
Increase Cost: Annualization of FY09 Service Increment	34,840	0.0
Decrease Cost: Central Duplicating Deficit Recovery Charge	-2,100	0.0
Decrease Cost: Decrease Leased Copier Annual Maintenance Costs	-15,640	0.0
Decrease Cost: Decrease Intrusion Detection System software maintenance	-22,000	0.0
Decrease Cost: Eliminate yearly software maintenance for log correlation software	-24,000	0.0
Decrease Cost: Abolish vacant Chief Information Security Officer (CISO) Position	-102,680	-1.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	196,480	0.0
FY10 CE Recommended	3,748,360	17.4

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BUDGET SUMMARY

	Actual FY08	Budget FY09	Estimated FY09	Recommended FY10	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	13,569,129	14,277,850	13,539,410	13,483,940	-5.6%
Employee Benefits	3,859,240	4,295,030	3,855,260	4,115,930	-4.2%
County General Fund Personnel Costs	17,428,369	18,572,880	17,394,670	17,599,870	-5.2%
Operating Expenses	14,116,782	15,017,870	14,912,570	14,349,100	-4.5%
Capital Outlay	141,808	120,300	120,300	120,300	—
County General Fund Expenditures	31,686,959	33,711,050	32,427,540	32,069,270	-4.9%
PERSONNEL					
Full-Time	161	165	165	163	-1.2%
Part-Time	3	2	2	2	—
Workyears	149.8	146.0	146.0	137.6	-5.8%
REVENUES					
Emergency 911 - DTS	572,072	0	0	0	—
County General Fund Revenues	572,072	0	0	0	—

FY10 RECOMMENDED CHANGES

	Expenditures	WYs
COUNTY GENERAL FUND		
FY09 ORIGINAL APPROPRIATION	33,711,050	146.0
Changes (with service impacts)		
Enhance: Eight (8) Senior IT Specialist Positions for Tech Mod Program	0	0.8
Other Adjustments (with no service impacts)		
Increase Cost: Enterprise Resource Planning (ERP) project Software Maintenance (contract signed Nov. 2008) [Enterprise Systems and Operations (ESOD)]	479,150	0.0
Increase Cost: Software Maintenance - Integral Contract [Enterprise Applications and Solutions (EASD)]	260,000	0.0
Replace: Replace Contractors (2) with County Merit Positions (2) [Enterprise Systems and Operations (ESOD)]	175,000	1.6
Increase Cost: Annualization of Positions Approved in FY09 [Enterprise Project Management (EPMD)]	136,550	1.5
Increase Cost: Electronic Timesheet Reporting Management System (ETRMS)-Kronos Software Maintenance rate increases and additional licenses [Enterprise Systems and Operations (ESOD)]	133,640	0.0
Increase Cost: ERP project Software Maintenance for non-ERP software [Enterprise Systems and Operations (ESOD)]	120,000	0.0
Increase Cost: Hardware (\$61,000) and Software (\$55,400) Maintenance for Storage Area Network [Enterprise Systems and Operations (ESOD)]	116,400	0.0
Increase Cost: Service Increment Adjustments	104,130	0.0
Increase Cost: Production System Maintenance; Integrated Justice Information System (IJIS) [Enterprise Project Management (EPMD)]	87,000	0.0
Increase Cost: Public Safety Communications System (PSCS) Voice Radio Maintenance [Enterprise Telecommunications and Services (ETSD)]	80,920	0.0
Increase Cost: States Attorney's Office (SAO) Case Management System (CMS); Software Maintenance [Enterprise Project Management (EPMD)]	79,730	0.0
Increase Cost: Retirement Adjustment	53,070	0.0
Increase Cost: ERP-SharePoint Server Contractual Support Services [Enterprise Systems and Operations (ESOD)]	41,600	0.0
Increase Cost: Annualization of FY09 Service Increment [Office of the Chief Information Officer (CIO)]	34,840	0.0
Increase Cost: Group Insurance Adjustment	23,730	0.0
Increase Cost: Data Center Operations: Disk to Disk backup hardware maintenance (\$10,000), Virtual Tape Library (VTL) maintenance (\$10,000) [Enterprise Systems and Operations (ESOD)]	20,000	0.0
Increase Cost: Ongoing licensing cost of Information Management System (IMS) on the Mainframe [Enterprise Systems and Operations (ESOD)]	12,200	0.0
Increase Cost: SAS Software Maintenance [Enterprise Applications and Solutions (EASD)]	12,100	0.0
Increase Cost: GIS/ESRI Software License/Maintenance [Enterprise Applications and Solutions (EASD)]	11,600	0.0
Increase Cost: Application Portfolio Maintenance [Enterprise Project Management (EPMD)]	10,000	0.0
Increase Cost: Corrections and Rehabilitation Information Management System (CRIMS): Software Maintenance [Enterprise Project Management (EPMD)]	9,600	0.0
Increase Cost: Software License Maintenance Increases; Blackberry (\$1,720), Crystal Enterprise (\$2,730), Mercury (\$4,270) [Enterprise Systems and Operations (ESOD)]	8,720	0.0
Increase Cost: Printing and Mail Adjustments	4,680	0.0
Decrease Cost: Motor Pool Rate Adjustment [Enterprise Telecommunications and Services (ETSD)]	-260	0.0

(17) (5)

	Expenditures	WYs
Decrease Cost: Central Duplicating Deficit Recovery Charge [Office of the Chief Information Officer (CIO)]	-2,100	0.0
Increase Cost: Annualization of FY09 Personnel Costs	-4,770	0.0
Decrease Cost: Test Lab Equipment in Application Development and Integration Team [Enterprise Applications and Solutions (EASD)]	-10,000	0.0
Decrease Cost: Decrease Leased Copier Annual Maintenance Costs [Office of the Chief Information Officer (CIO)]	-15,640	0.0
Decrease Cost: Geographic Information Systems (GIS) Public Safety Data Support (PSDS) Quality Assurance (QA) Procedures [Enterprise Applications and Solutions (EASD)]	-20,000	0.0
Decrease Cost: Radio Circuits [Enterprise Telecommunications and Services (ETSD)]	-20,000	0.0
Decrease Cost: Tax Assessment and Human Resources Management System Contractor Support [Enterprise Applications and Solutions (EASD)]	-20,000	0.0
Decrease Cost: Decrease Intrusion Detection System software maintenance [Office of the Chief Information Officer (CIO)]	-22,000	0.0
Decrease Cost: Public Safety Mobile Software License Maintenance cost shifted to Municipalities [Enterprise Systems and Operations (ESOD)]	-22,000	0.0
Decrease Cost: Eliminate yearly software maintenance for log correlation software [Office of the Chief Information Officer (CIO)]	-24,000	0.0
Decrease Cost: Radio Maintenance [Enterprise Telecommunications and Services (ETSD)]	-26,990	0.0
Decrease Cost: Decrease Publication Costs by Placing Phone Book on the Web and Producing Fewer Paper Copies [Enterprise Telecommunications and Services (ETSD)]	-28,450	0.0
Decrease Cost: Abolish One Manager III Position assigned to Planning Office [Enterprise Project Management (EPMD)]	-31,320	-0.3
Decrease Cost: Eliminate one vacant Information Technology (IT) Technician III assigned to Data Center [Enterprise Systems and Operations (ESOD)]	-59,270	-1.0
Decrease Cost: Reduce Voice Mail Platform Support [Enterprise Telecommunications and Services (ETSD)]	-62,730	0.0
Decrease Cost: Integrated Justice Information System (IJIS) Project Office Lease Cost [Enterprise Project Management (EPMD)]	-72,600	0.0
Decrease Cost: Eliminate one vacant Information Technology (IT) Specialist III position supporting the County's imaging and electronic records management program [Enterprise Systems and Operations (ESOD)]	-91,640	-1.0
Decrease Cost: Increase position lapse	-98,000	-1.0
Decrease Cost: Reduce Contract Costs for E*Justice System Maintenance [Enterprise Systems and Operations (ESOD)]	-100,000	0.0
Decrease Cost: Abolish vacant Chief Information Security Officer (CISO) Position [Office of the Chief Information Officer (CIO)]	-102,680	-1.0
Decrease Cost: Reduce 800 MHz re-banding costs [Enterprise Telecommunications and Services (ETSD)]	-106,450	0.0
Decrease Cost: Eliminate One Senior IT Specialist (Enterprise Strategic Planner) [Enterprise Project Management (EPMD)]	-110,050	-1.0
Decrease Cost: Reductions in Juvenile Justice Information System (JJIS) Maintenance and Production System Contractual Support [Enterprise Project Management (EPMD)]	-113,880	0.0
Decrease Cost: Eliminate One full time Senior IT Specialist position (CRIMS PM) in Enterprise Project Management Division [Enterprise Project Management (EPMD)]	-119,120	-1.0
Shift: Shift one Senior IT Specialist from Enterprise Project Management Division to the Technology Modernization Project [Enterprise Project Management (EPMD)]	-127,690	-1.0
Decrease Cost: Eliminate One (1) Vacancy from Enterprise Telecommunications Services Division, Network Solutions and Services [Enterprise Telecommunications and Services (ETSD)]	-134,830	-1.0
Decrease Cost: Supplies & Equipment – Network Solutions & Services [Enterprise Telecommunications and Services (ETSD)]	-139,270	0.0
Decrease Cost: Reduce software and hardware expenditures [Enterprise Systems and Operations (ESOD)]	-147,380	0.0
Decrease Cost: Abolish one vacant Manager II position (Enterprise Project Management Division Chief) [Enterprise Project Management (EPMD)]	-152,390	-1.0
Decrease Cost: Elimination of One-Time Items Approved in FY09	-162,360	0.0
Decrease Cost: Retirement Incentive Program (RIP) Savings [Enterprise Applications and Solutions (EASD)]	-216,940	-1.0
Shift: Shift one contractor to Technology Modernization Project [Enterprise Systems and Operations (ESOD)]	-220,000	0.0
Decrease Cost: General IT Contractor Support [Enterprise Systems and Operations (ESOD)]	-250,000	0.0
Decrease Cost: Reduce contractors to part-time [Enterprise Systems and Operations (ESOD)]	-250,000	0.0
Decrease Cost: Eliminate two vacant Senior IT Specialist positions on Server Support Team [Enterprise Systems and Operations (ESOD)]	-251,630	-2.0
Decrease Cost: Convert two Contractor Positions to two County Positions [Enterprise Systems and Operations (ESOD)]	-320,000	0.0
FY10 RECOMMENDED:	32,069,270	137.6

PROGRAM SUMMARY

Program Name	FY09 Approved		FY10 Recommended	
	Expenditures	WYs	Expenditures	WYs
Enterprise Systems and Operations (ESOD)	14,300,620	47.4	13,522,980	44.9
Enterprise Telecommunications and Services (ETSD)	5,990,900	23.5	5,546,160	22.5
Enterprise Applications and Solutions (EASD)	6,113,770	39.2	6,124,000	38.1
Enterprise Project Management (EPMD)	3,622,300	17.5	3,177,770	14.7
Office of the Chief Information Officer (CIO)	3,683,460	18.4	3,748,360	17.4
Total	33,711,050	146.0	32,069,270	137.6

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY09		FY10	
		Total\$	WYs	Total\$	WYs
COUNTY GENERAL FUND					
Cable Television	Cable Television	1,279,180	2.3	1,259,150	1.6
CIP	CIP	1,296,050	11.0	2,462,820	19.5
Total		2,575,230	13.3	3,721,970	21.1

FUTURE FISCAL IMPACTS

Title	CE REC.		(5000's)			
	FY10	FY11	FY12	FY13	FY14	FY15
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY10 Recommended	32,069	32,069	32,069	32,069	32,069	32,069
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY10	0	44	44	44	44	44
New positions in the FY10 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Labor Contracts	0	51	51	51	51	51
These figures represent the estimated cost of service increments and associated benefits.						
Technology Modernization -- MCG (CIP #150701)	0	412	2,341	2,341	2,341	2,341
Ongoing software and hardware maintenance expenses for Enterprise Resource Program (ERP) and ERP personnel costs.						
Subtotal Expenditures	32,069	32,576	34,505	34,505	34,505	34,505

ANNUALIZATION OF PERSONNEL COSTS AND WORKYEARS

	FY10 Recommended		FY11 Annualized	
	Expenditures	WYs	Expenditures	WYs
Replace: Replace Contractors (2) with County Merit Positions (2) [Enterprise Systems and Operations (ESOD)]	175,000	1.6	218,750	2.0
Total	175,000	1.6	218,750	2.0

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Department of Technology Services

15 FT Positions
 -1 FT Position
 14 FT Positions
 Eliminate CISO position.

FY10 County Executive Recommended:

- 142 FT positions (DTS)
- 2 PT positions (DTS)
- 21 FT positions (Tech Mod)
- 11 FT positions (Cable)
- 176 Total FT/PT Positions

Color Code:

- Existing positions
- Added positions (DTS=2; Cable = 1; Tech Mod =7)
- Eliminated positions (DTS = 10)
- Transferred/eliminated positions (DTS = 2)

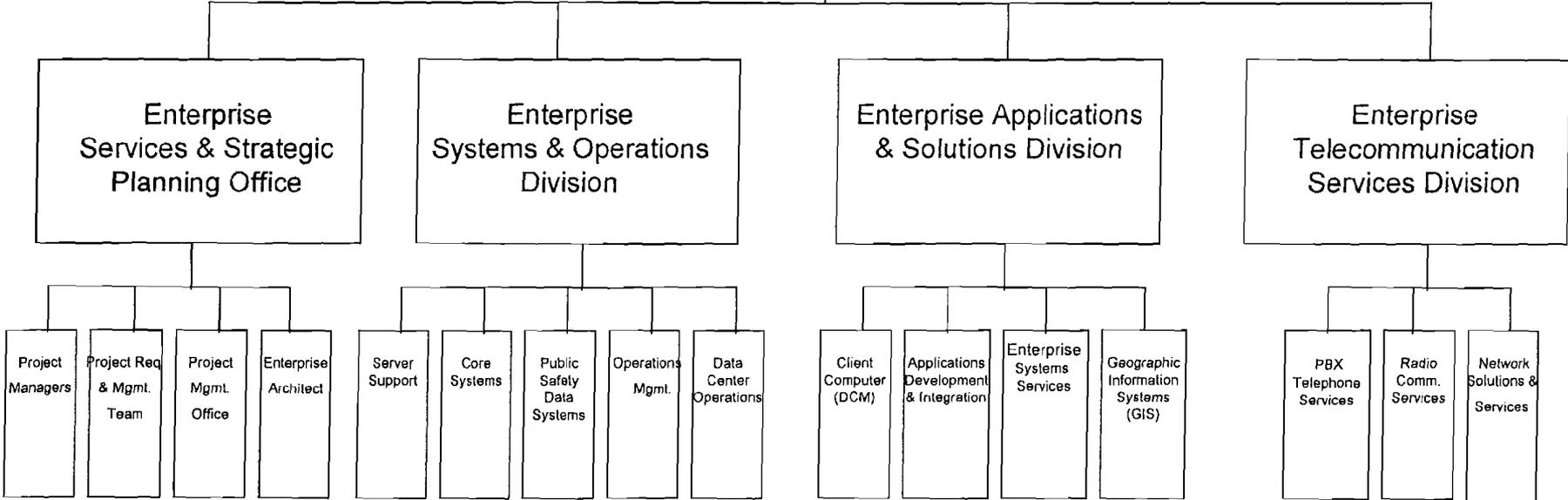
Chief Information Officer
 (Strategic Planning, Policy, and Coordination)
 Management Services
 Data Security

Cable Office

10 FT Positions
 +1 FT Position
 11 FT Positions
 Add 1 Info. Tech. Spec II (Web Producer)

Chief Technology Officer
 (Operations Administration)

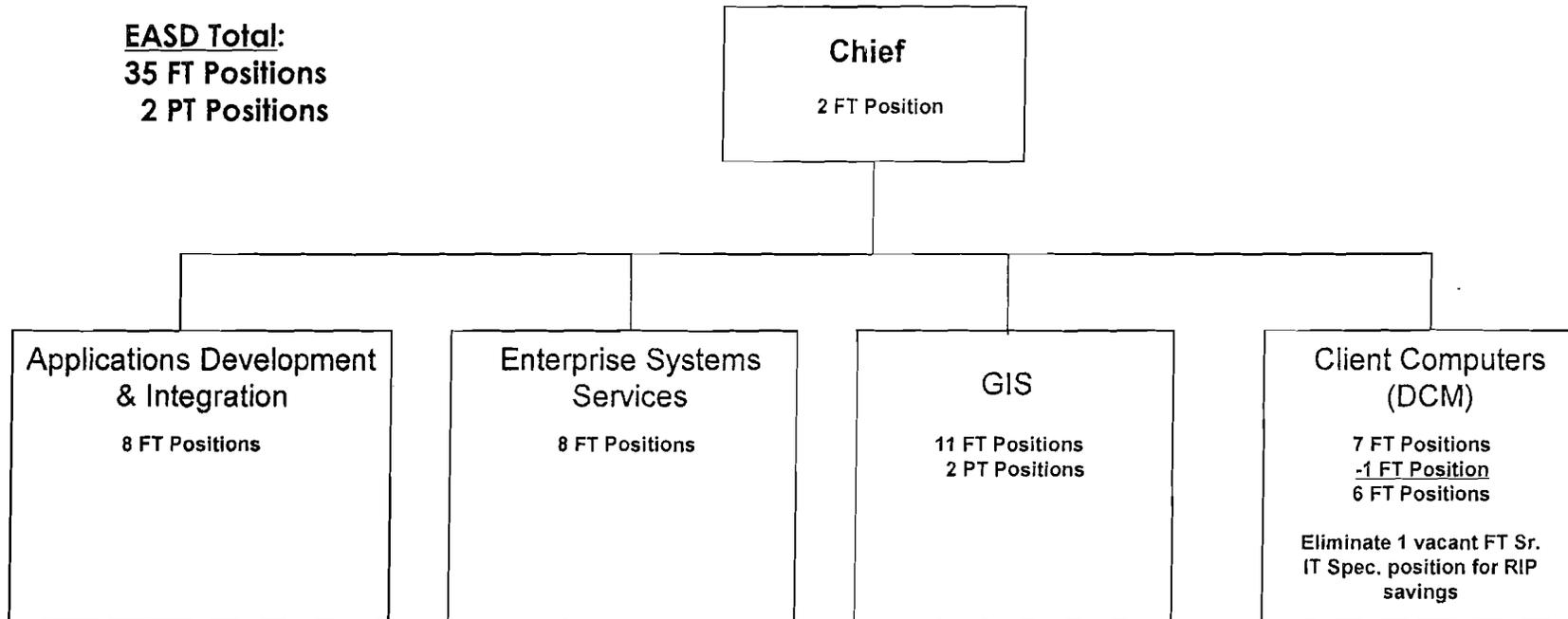
3 FT Positions



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 21



Department of Technology Service Enterprise Applications & Solutions Division (EASD)

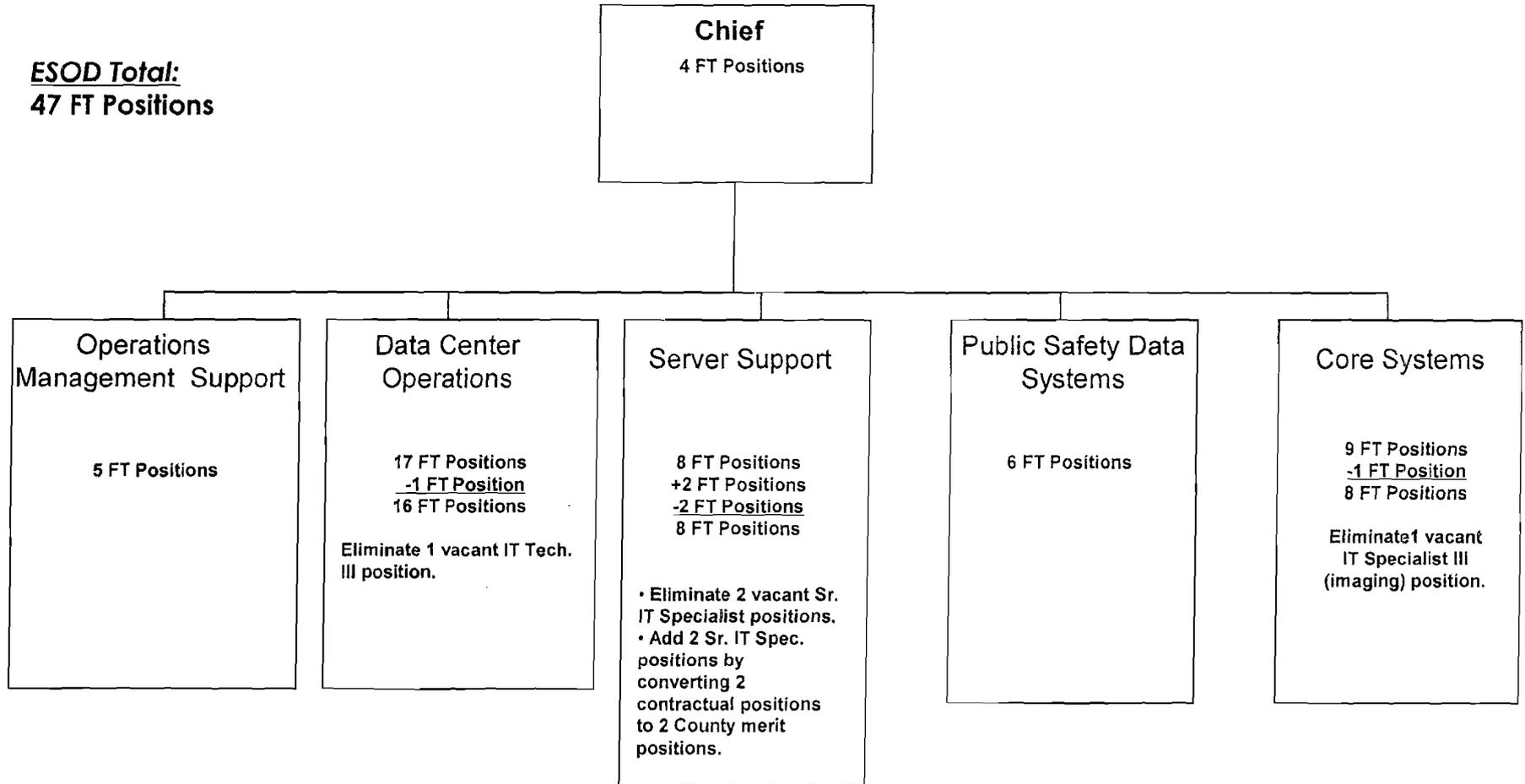


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Department of Technology Service Enterprise Systems & Operations Division (ESOD)

**ESOD Total:
47 FT Positions**



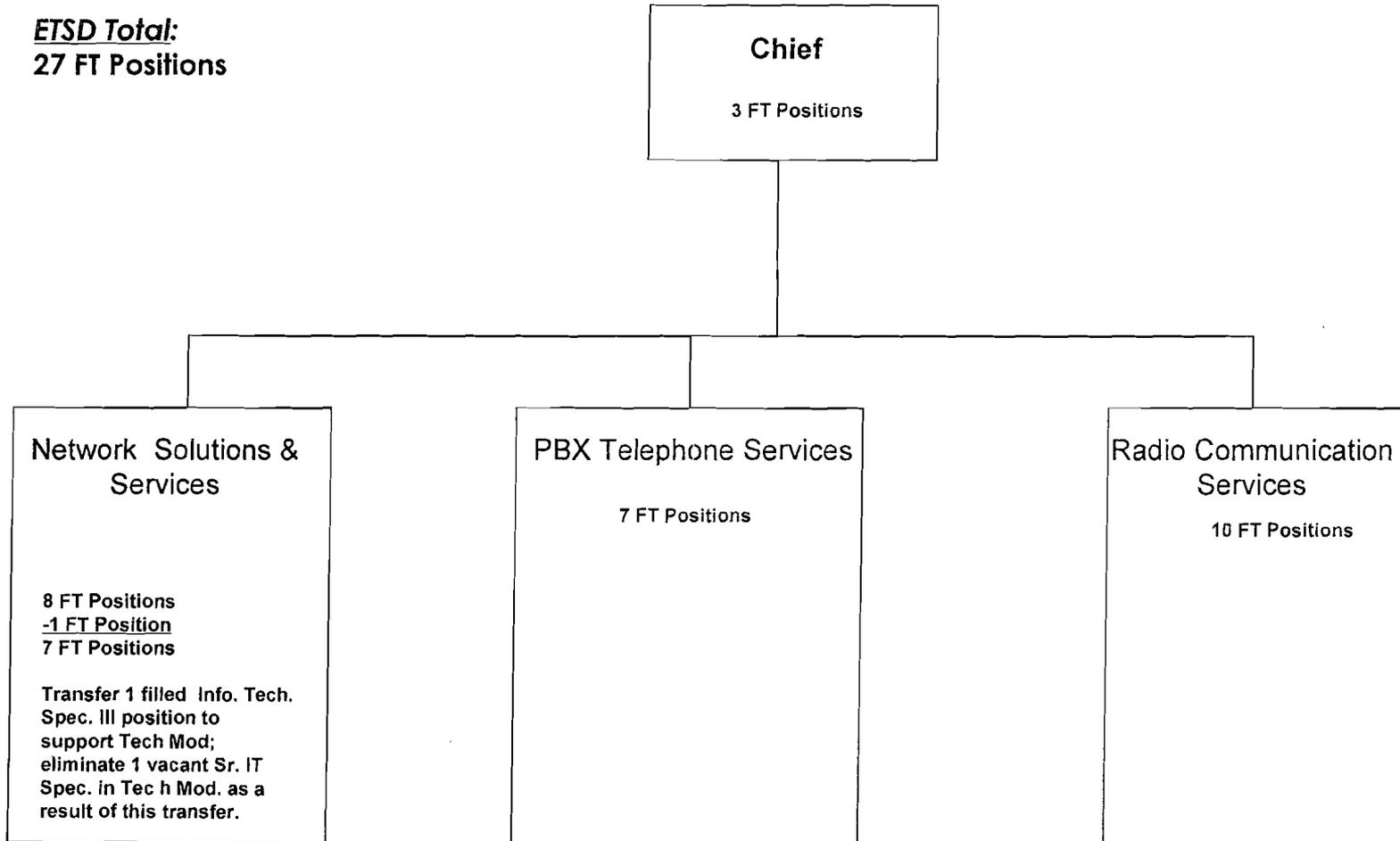
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Department of Technology Services

Enterprise Telecommunication Services Division (ETSD)

ETSD Total:
27 FT Positions



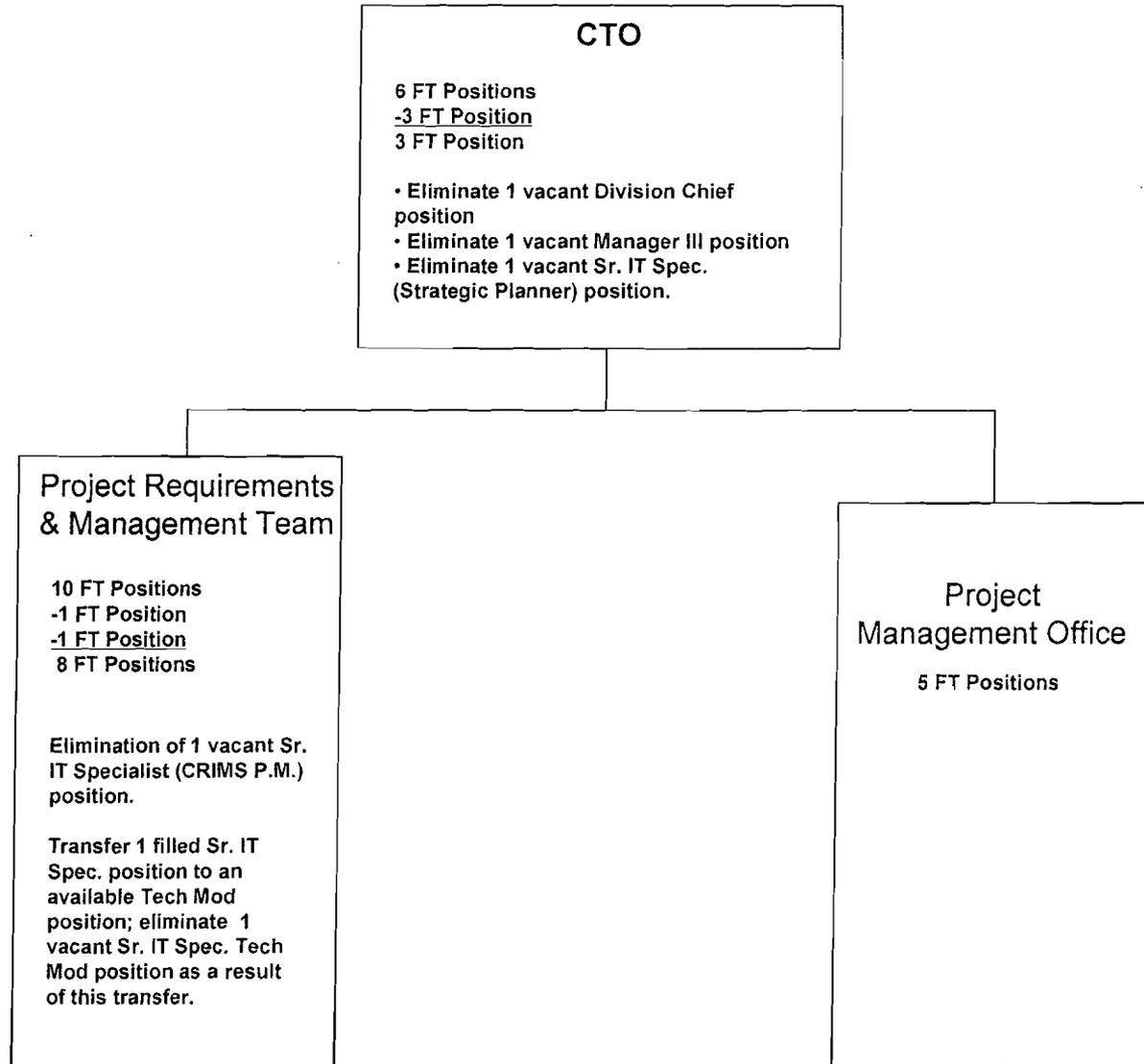
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Department of Technology Services

Enterprise Services & Strategic Planning Office

**ESSPO Total:
16 FT Positions**



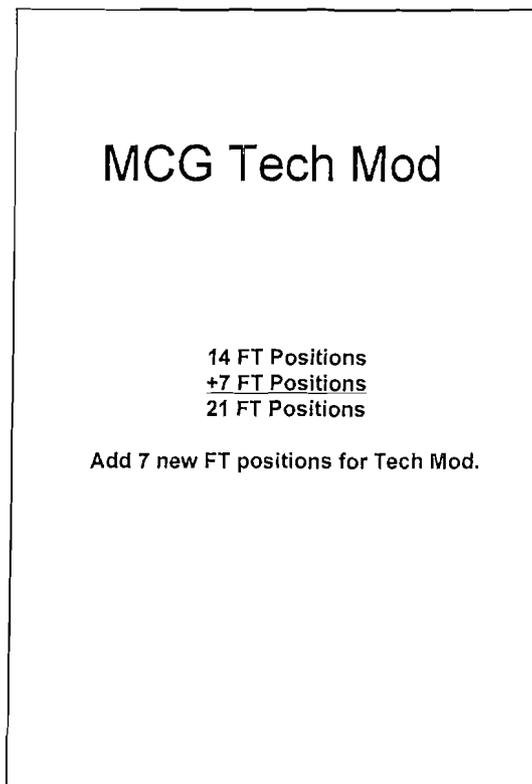
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Department of Technology Services

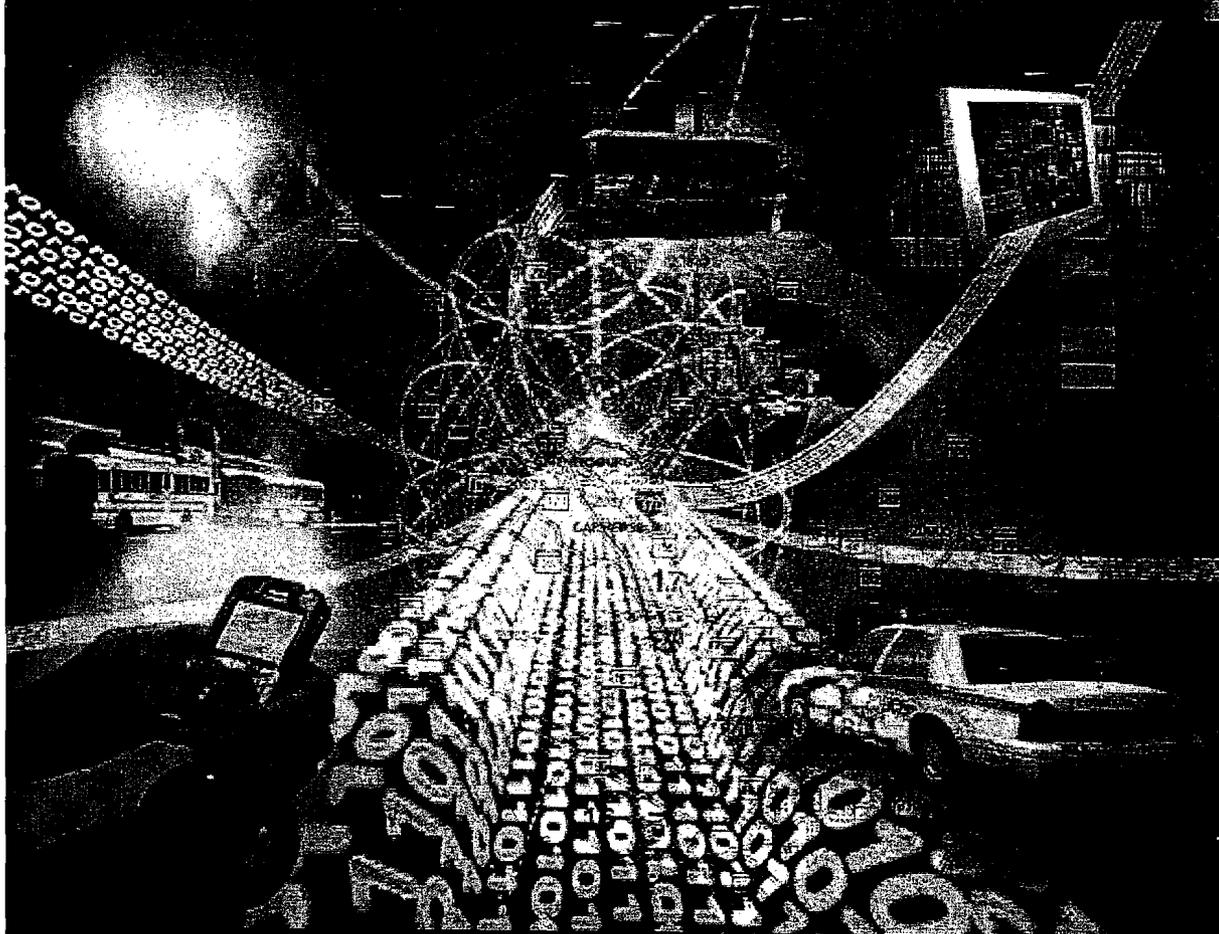
Technology Modernization (Tech Mod) Project

MCG Tech Mod Total:
21 FT Positions



25
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Enterprise Technology Strategic Plan 2009 - 2012



Department of Technology Services (DTS)
Montgomery County, Maryland

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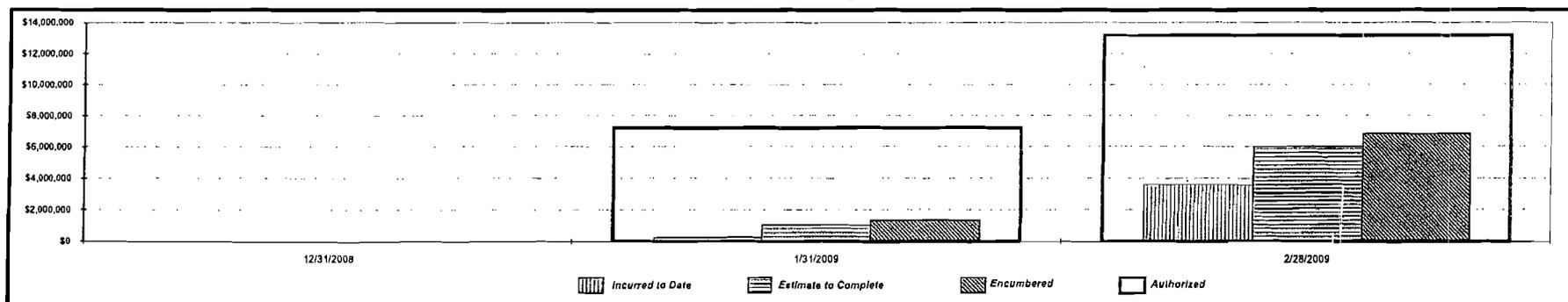
MCG Initiative DASHBOARD

Status Date:

February 28, 2009

Initiative	# of Projects	% Complete	Actual Start	Projected End	% Schedule Variance*	Schedule	Authorized	Incurring to Date	Estimate to Complete	Encumbered	% Budget Variance*	Budget	Issues	Risk	Scope	Overall Status
TechMod	3	5%	9/1/08	2/28/10	0%	U	\$2,900,520	\$388,413	\$2,512,107	\$99,928	0%	Y	Y	Y	Y	Y
ERP	1	0%	1/9/09	9/14/09	0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
CRM	1	0%			0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
MCSite	1	14%	9/1/08	2/28/10	0%	U	\$2,900,520	\$388,413	\$2,512,107	\$99,928	0%	Y	Y	Y	Y	Y
IJIS Program	4	59%	3/1/04		0%	U	\$7,184,850	\$285,150	\$3,364,660	\$3,649,810	-49%	Y	Y	Y	Y	Y
SAO Case Management System	1	37%	4/30/08		0%	U	\$1,349,810	\$285,150	\$1,064,660	\$1,349,810	0%	Y	Y	Y	Y	Y
CRIMS	1	0%	12/31/08		0%	U	\$2,300,000	\$0	\$2,300,000	\$2,300,000	0%	Y	Y	Y	Y	Y
IJIS Core	1	99%	3/1/04	5/20/09	0%	U	\$3,535,040	\$0	\$0	\$0	-100%	Y	Y	Y	Y	Y
JJIS 1.9	1	100%	9/30/08	11/30/08	0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
PSCS	6	18%	9/9/08	6/30/09	0%	U	\$3,068,684	\$2,942,000	\$126,684	\$3,068,684	0%	Y	Y	Y	Y	Y
CAD Westnet Interface	1	0%	4/1/09	6/28/09	0%	U	\$122,684	\$0	\$122,684	\$122,684	0%	Y	Y	Y	Y	Y
CAD Server Replacements	1	0%	10/1/08		0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
DataLink Conversion to PCS	1	30%	9/9/08		0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
eJustice Phase 2 Rollout	1	80%			0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
PCSC Radio Upgrade Modernization	1	0%	3/31/09	6/30/09	0%	U	\$2,946,000	\$2,942,000	\$4,000	\$2,946,000	0%	Y	Y	Y	Y	Y
FRS Data911MDT Replacements	1	0%			0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
ADT	2	83%	6/15/08	12/31/09	0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
Financial Disclosure System	1	83%	6/15/08	12/31/09	0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
County Issues Management System	1	83%	6/15/08	12/31/09	0%	U	\$0	\$0	\$0	\$0	0%	Y	Y	Y	Y	Y
DTS	15						\$13,154,054	\$3,615,563	\$6,003,451	\$6,818,422	-27%					

MCG Initiative Budget



* % Schedule Variance (- variance = behind schedule)
* % Budget Variance (+ variance = over budget)

25/16
9/16



DEPARTMENT OF TECHNOLOGY SERVICES

Isiah Leggett
County Executive

E. Steven Emanuel
Chief Information Officer

MEMORANDUM

April 24, 2009

TO: Dr. Costis Toregas
Council IT Advisor

FROM: E. Steve Emanuel 
Chief Information Officer

SUBJECT: MFP Open Issues – Department of Technology Services

As an outcome of the April 21, 2009 MFP session on the Technology Services Budget, a number of questions arose regarding the Executive's recommendation. The following is provided in response to the MFP Committee questions:

- (1) Use of Vacancies to Substitute Abolished CISO Position
- (2) Conversion of the FY10 New Technology Modernization Positions to Term Positions
- (3) Assumption of Lapse for the Vacant Positions

CISO Position

During this budget process, a number of approved positions that DTS leadership held key to a continued promotion of providing enterprise services were abolished. The Chief Information Security Officer (CISO) position was one of these positions. While the current strategy is to spread some of the CISO responsibilities across existing senior DTS staff members, it is not the long term plan. DTS continues to monitor this function across the Public and Private sector security organizations to prepare for the first opportunity to restore this position to the organization compliment.

Council has suggested that DTS review the existing vacancies for an opportunity to substitute the CISO position for one or more of the FY10 open positions. DTS leadership has again reviewed these existing vacancies and has again concluded that the positions in process are the most needed functions. A brief summary of the outstanding positions follows:

- IJIS IT Specialists (3) – As a part of the IJIS Program, a number of support roles were identified as a component of the transition from project to ongoing operations. These three positions fall within that category. Included are a support function for the State

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(29)

Attorney's office system, business support for CRIMS report writing and a training position. These positions have been identified in the project process, evaluated and concurred on timing and need by the IJIS Steering committee and timed appropriately for recruitment to maximize the effectiveness of the very complicated and vast IJIS solutions being implemented. Two of these positions are preparing for the interview process and one is in candidate review.

- Project Manager – Public Safety – DTS and the Public Safety Leaders realized the importance of an effective and well managed effort with regard to the modernization of Public Safety Systems. The Project Manager position for public safety has been established from the success in the IJIS model. The complexity of the many systems, the importance of coordinating requirements and balancing the many facets of radio systems, CAD and other public safety technology, while maintaining 100% reliability for operations requires a skilled professional. Given the impetus and urgency of a viable and executable plan in the next few years, this position is essential in the planning and execution of this effort and will continue in the ongoing lifecycle of system operations as a key IT leader in this area. The position is in candidate review.
- Telecommunications (2) – In the last year, the Enterprise Telecommunications and Services group (ETSD) have merged two major areas of communications, telephony and network. Despite this merge in an effort to share common tasks and technical solutions, there is a continued demand on the expansion of services provided by ETSD. Telecommunications technologies continue to be an area of significant development. With the various projects requiring the various communications enhancements, ETSD requires these positions to keep up with the minimum demand for services, project implementations, operational moves/changes and assurance of near 100% communications services.

As a direct result of the fiscal challenges and prior year savings plans, DTS has made definitive changes to its methodology for identifying positions for recruitment submission and approval. Prior to the recent change, when a position was vacated, assumptions were made to recruit a replacement correlating directly to the function performed by the exiting employee. With the change in methodology, vacancies and new recruitment efforts are preceded by an assessment and justification across all DTS resource needs. In many cases, the new recruitment requests have been positioned in other areas of DTS, with the purpose of filling functional gaps that exist where long-term skills and tenure are needed. DTS has created definitive efficiencies by projecting the benefits of strategic recruiting and managed short term gaps through the acquisition of temporary services through our Professional Services contracts.

As a result, we believe that an opportunity will present itself, as we continue to monitor support and administrative needs, to recommend the restoration of the CISO position. By changing the recruiting process, evaluating need as vacancies are acquired, we believe we are maximizing resources on a more efficient and timely basis.

Technology Modernization Project Positions

The Department of Technology Services has been an integral partner with the various business units participating in the Technology Modernization program. Very early into the Enterprise Resource Planning (ERP), with full agreement from Council's IT Analyst, DTS recommended an enterprise approach that we felt would be a more efficient and cost effective approach to the IT positions that would be positioned to support more than the ERP solution. As a result, the technology support and other enterprise components were grouped into the "Infrastructure" category. Eventually, the County's leadership took a similar approach, which solidified the technology approach, by merging ERP, MC311 and MCTime into the TechMod program.

In addition to early estimates for the types of resources that would be needed for the various functional tasks, DTS developed a considerable matrix of assumptions on work efforts, project expectations and deliverables which provided the initial basis for the positions requested for both the program resource "ramp up" as well as the functions that would be required to support the new solutions, long-term. As the various projects became more defined, staffing resources to support the infrastructure foundation were reviewed, adjusted and validated. Overall, there has been a significant reduction in the overall staffing request for technical positions as the project has matured and technical staffing needs have been more rigidly defined.

Unlike Temporary positions, employee in a term position receives the same fringe benefits (social security, medical and retirement benefits) as those employees who are in a merit full-time County position. While a Term position produces long term savings to the overall Tech Mod project cost, during the duration of a position's active term, the County will not experience cost savings by designating a position as a term position. With regard to the status of these recruitment requests, all positions are identified as long-term, permanent positions. The need for these as permanent positions is based on the functions and specialties of the work assignment. Within the functions of an enterprise solution, DTS identified early that various support functions that do not exist or would need additional resources to support the growth in the technical area, were the target of the technical resource requests. Following the choice of the Oracle eBusiness suite, the skills that had been identified as necessary were further examined, timed for a reasonable hiring time frame and submitted through the TechMod leadership.

The methodology for the position requests for this project targeted skills that would be needed for the design, implementation and support of the new systems. This recruitment methodology allowed for a parallel training of existing staff that would be required upon final implementation for ongoing support. The acquisition of permanent staff has been complimented by the use of contract positions, both through the integrator as well as by County mechanisms for those areas where services are limited to the project implementation time frame.

Out of the 21 Tech Mod positions, DTS has filled 10 positions since FY07. Five (5) of these filled positions were new hires from outside the Montgomery County; one (1) position was filled through competitive promotion a staff member from the Department of General Services; one (1) position was filled by competitive promotion of a staff member within the Department; and three (3) of the filled positions were lateral transfers within the Department. For the filled Tech Mod positions through competitive promotion and transfer within the Department (total of 4), the Department abolished these incumbents' previous positions through FY09 and FY10 budget

reduction process. Therefore, none of the positions were backfilled. In addition, contractor support is provided to fill the gap of two Tech Mod positions to give the County an opportunity to strategically test out the best use of Tech Mod position over a measurable period of time.

In summary, the 21 Tech Mod/DTS staff resources are either to supplement skills that our existing staff does not have, or to supporting functions that do not exist before or would need additional resources to support the growth in the technical area. DTS believes that there is no "duplication" in IT staffing for the Tech Mod Program.

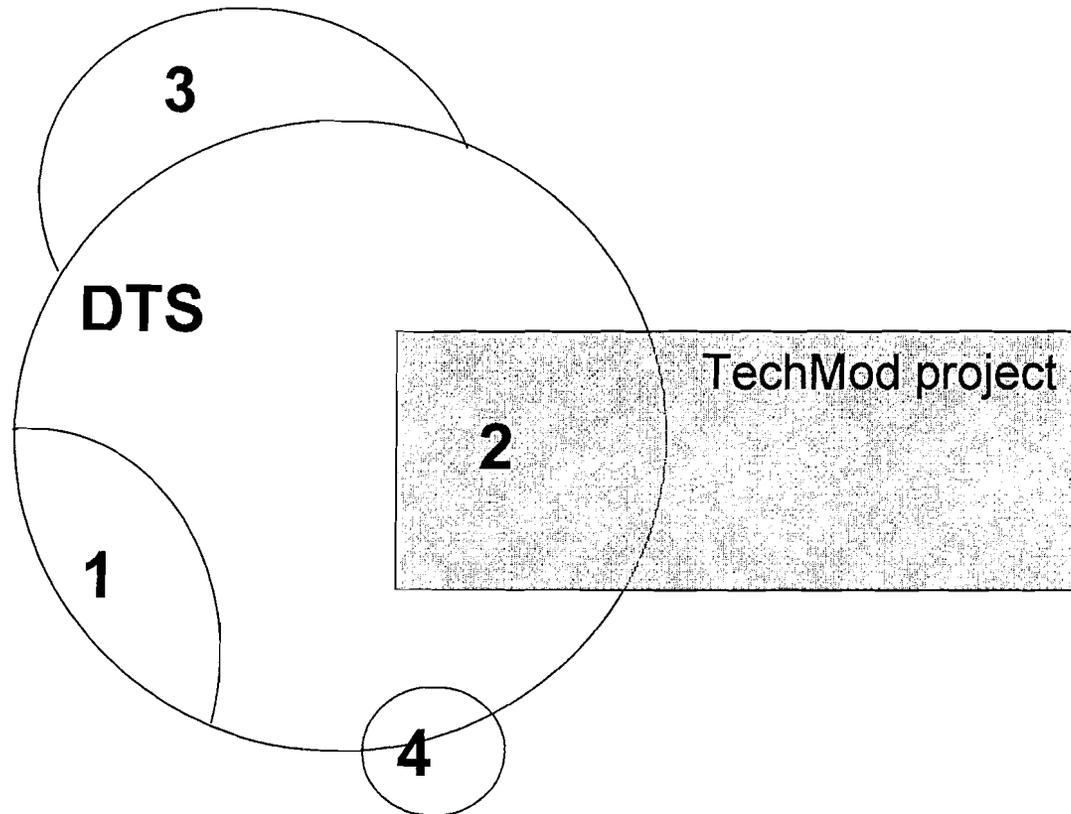
A significant challenge during enterprise projects is determining the ongoing resource needs following implementation. DTS, through the re-engineered evaluation of positions will ensure that vacancies will be reviewed and validated. Between the best practice implementation guidance from our selected integrators, a continued focus on skills/knowledge transfer from the project review and assessment process as well as the ongoing staffing changes from retirement and attrition, DTS believes that we will maintain an optimal resource level to facilitate world class support for what will be a world class implementation of enterprise solution strategies.

Lapse

Many vacant DTS positions have been affected by the FY08 and FY09 savings plan and hiring freezes. During the budget process, DTS leadership determined that a total of 12 positions could be abolished, and six critical positions that needed be retained and recruited for immediately to maintain County's IT infrastructure and operations. The FY09 and FY10 budgets assume filling these six positions by July 1, 2009 or sooner. Four out of the six vacant positions are in the final stage of the interview and selection process.

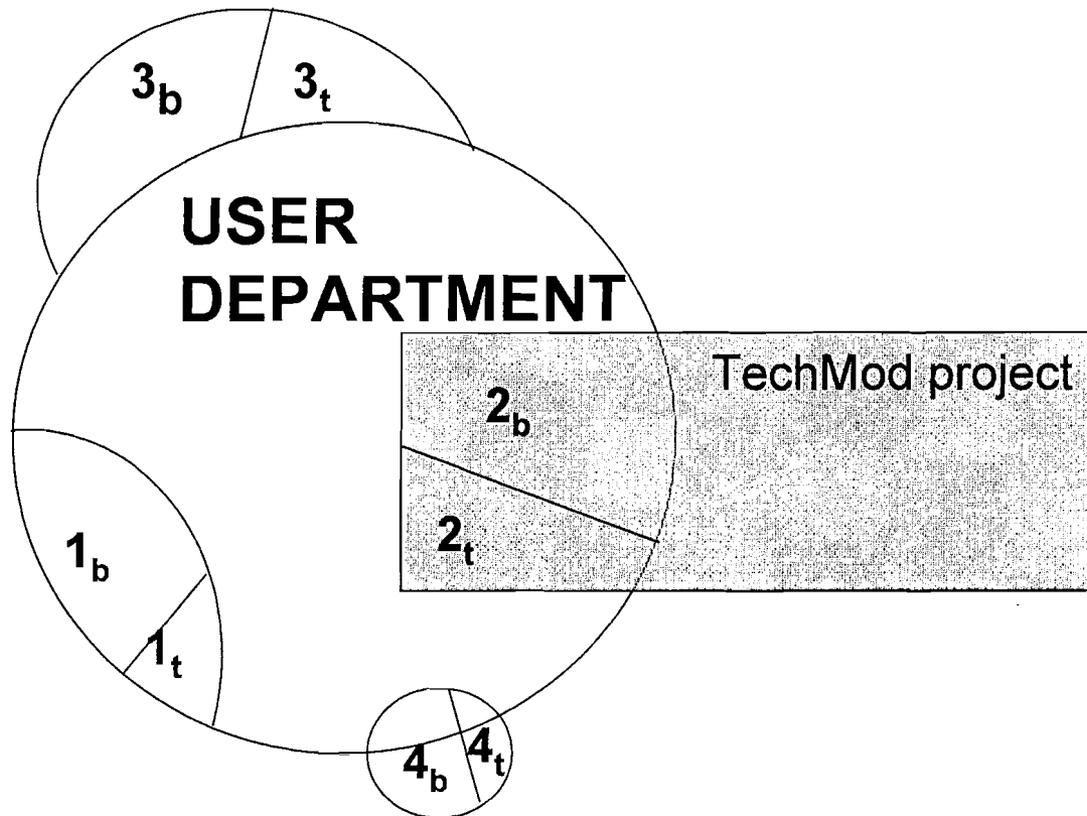
The Department has staff in the PBX Program Manager position in an acting capacity for almost 6 months. The acting status can only be maintained for one year. Another vacant position is customer facing and interacts with Public Safety personnel at the Radio Shop. Three vacant positions are critical needs for the IJIS project that is currently underway. The IJIS workgroup agreed last year to reduce the cost of the project by replacing contractors with selected permanent positions. These IJIS project savings went into the savings plans. Any delay in hiring, will increase the project costs (will need new appropriations) as the alternative is to use contractors at a higher cost. Any delay in hiring the PSCS project manager will have an impact on the efforts underway including the replacement of CAD servers and developing the CAD and Radio system infrastructure plans.

Several of these six positions are good candidates for filling from the RIF list. Lapse savings of \$571,510, or 5.1 work years, have already been assumed and included in the County Executive Recommended FY10 Operating Budget for DTS. The lapse savings represents 2% savings to the overall FY10 DTS Operating Budget of \$32,069,270, and increasing the lapse is not possible without significant impacts on operations and ongoing projects.



Legend

1. Positions currently doing BPREP, ADPICS etc
2. Positions given up for TechMod implementation
3. Positions to backfill positions given to TechMod
4. "routine" +/- changes in DTS staffing unrelated to TechMod



Legend b=business t- technology

1. Positions currently doing BPREP, ADPICS etc
2. Positions given up for TechMod implementation
3. Positions to backfill positions given to TechMod
4. "routine" +/- changes in User Department staffing unrelated to TechMod