

<b>Subject:</b> Innovation Fund NDA	
<b>Analyst:</b> Dr. Costis Toregas, Council IT Adviser	<b>Committee:</b> GO
<b>Keywords:</b> #Innovation, revolving loan, fund	

<b>Name of Department, Division, or Program:</b> CCL		
FY20 CE REC:	\$2,000,000	0 FTE
Increase/Decrease from FY19: new program, change calculation not applicable	N/A	N/A

**COMMITTEE-RECOMMENDED CHANGES**

The Committee reduced the proposed amount for the Innovation Fund from \$2,000,000 to \$750,000.

**KEY CE CHANGES FROM FY19**

- Not applicable, as this is a new program

**OTHER ISSUES**

- The Committee encouraged the CAO to return to the Council with supplemental request(s) if demand for the loans warrant it during the upcoming fiscal year, and voiced strong support for the concept of innovation in government service delivery.
- The CAO indicated his intent to provide quarterly reports of project progress and suggested that a new Innovation Manager who will execute the program is close to being hired.

**This report contains:**

Staff Report to the Committee  
 FY20 Recommended Budget Innovation Fund NDA  
 Transmittal memo Innovation Fund attachments

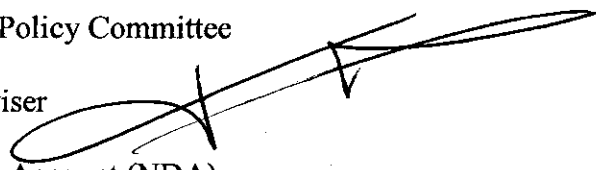
Pages 1-4  
 ©1-2  
 ©3-11

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**MEMORANDUM**

April 30, 2019

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: Innovation Fund Non-Departmental Account (NDA)

PURPOSE: Review and recommend action on the FY20 Operating Budget for the Innovation Fund NDA

Expected to attend:

Andrew Kleine, Chief Administrative Officer, Montgomery County Government  
Representative, Office of Management and Budget (OMB)

**Staff Recommendation:**

1. Reduce requested start-up amount of \$2,000,000 by \$1,550,000 and recommend to the full Council the Executive's proposed FY20 budget for the Innovation Fund at a revised level of \$450,000.
2. The Committee can also place additional funding tranches in the reconciliation list if projects beyond the three suggested by Council staff or more complex (and hence more expensive) projects are to be entertained in the first year. Tranches of \$200,000 and \$200,000 could then be added to the reconciliation list.

The Executive's FY20 Recommended Budget is proposing a new revolving loan fund internal to Montgomery County Government (MCG). The proposed budget of \$2,000,000 is on ©1-2, and there are no FTE's included in that amount.

This fund is intended to make loans on a rolling basis for internal departmental initiatives with strong potential to improve customer service and performance results, while at the same time reducing budgetary costs and/or increasing County revenue within three to five years.

## **Background**

In the Highlights section (©3) of the Proposed FY20 Operating Budget, the County Executive states:

*... establish(ed) a new Innovation Fund by providing \$2.0 million for a revolving loan fund internal to County government that will be administered by the Office of Performance and Innovation (formerly CountyStat) for projects that have a strong potential to improve customer service and performance results, while reducing costs or generating new County revenues within three to five years. This fund will complement the County's new Lean business process improvement initiative....*

As this is a new program without a track record in Montgomery County, two examples can be used to gauge its potential for success: how innovation programs have fared in other jurisdictions, and how Innovation Funds of a revolving nature have fared in the County in an inter-agency context.

### **a. Innovation fund experience in Baltimore**

The city of Baltimore has implemented an Innovation Fund program since fiscal year 2012. From their web portal information, the following is known:

*The purpose of the Innovation Fund is to provide loans for one-time agency investments that will lead to improved results and reduced operating costs. The savings (or revenue) that is generated by Innovation Fund projects repays the Innovation Fund and provides funding for new loans. Since its inception, the Innovation Fund has loaned \$4,876,950 across 11 projects. Four of our projects have achieved repayment status and continue to generate additional revenue beyond their loan value.*

Some examples of successful programs in Baltimore include:

**Example:** *The Parking Authority of Baltimore City (PABC) was awarded an \$886,000 Innovation Grant from the City to upgrade 1,727 single space mechanical meters with single space smart meters. The project allowed PABC to increase parking management effectiveness, create stronger quality control of revenues collected, create efficient monitoring of single space meter revenue collections and meter uptime, generate increased parking meter revenues, and decrease time and personnel costs spent on managing single space mechanical meters.*

**Example:** *The City loans \$600,000 to the Housing Department to implement an online permitting system. By reducing the staff required to interact with walk-in customers, ongoing operating costs would be reduced by \$250,000 annually for a total of \$750,000 in three years. Housing would keep \$125,000 of the savings in each of the first two years.*

**Example:** *In Fiscal 2014 the Department of Public Works used an Innovation Fund loan to implement smart meters, which realize savings from increased energy efficiency. While smart meters are no longer considered cutting edge technology, having come to prominence decades ago with the rise of the internet, the agency's coordinated implementation of these devices throughout city-owned buildings is an innovative achievement nonetheless.*

An evaluation process uses parameters, including the following, to rank proposals and award funds that exceed \$100,000 (requests of lesser amounts are made in the regular budget process):

- Positive Return on Investment (RoI)
- Disruptive impact
- Long-term sustainability
- Potential for leverage
- Customer service focus
- Collaborative spirit.

Other cities using an innovation fund concept to promote creativity and productivity include Los Angeles and Portland.

**b. Experience with Technology Innovation Fund (TIF) and Interagency Technology Fund (ITF) for the County's Intergovernmental Technology Policy and Coordination Committee (ITPCC)**

The ITPCC has long enjoyed the use of a revolving fund arrangement, with payback provisions in the early years that were relaxed in the latter part of the decade of the 00's. At the time of the Great Recession when the Executive found it necessary to zero out the ITF, the ITF stood at a positive \$2.2 million.

The Council resolution that established the Interagency Technology Fund is on ©4-6, while the Application Guidelines for agency submissions are on ©7-11.

Decisions for the allocation of support funds were made by the CIO Subcommittee of ITPCC and approved by the ITPCC Principals against rigid documentation standards for recommended projects; funds were disbursed to a lead execution agency through a fund transfer process.

Projects successfully executed using this structure over the last 12 years include:

- **Agency-wide search engine** implementation at a cost of \$97,000
- **Mobile phone implementation of County mapping system (GIS)** at a cost of \$70,000
- Single cross-agency **Central Vendor Registration System** portal ([www.mcipcc.net](http://www.mcipcc.net)) at a cost of \$50,000.

**Discussion**

The mark of a learning and progressive organization is the way it deals with innovation. The proposed process and techniques behind it are the right ones, and Council Staff recommends support for this new initiative. The CAO has already requested ideas from departments, and preliminary information coming back indicates a high degree of interest.

There are some design parameters that must be made part of this new initiative. Good practice suggests that the proposed projects must all be of a one-time nature (as opposed to operating support that is ongoing). The RoI calculation for payback (which is a major evaluation criterion for funding) means that the departments must show willingness to reduce costs (if in labor, through attrition or outright layoffs) or show increases in revenue flows specifically attributed to the innovation. Consequently, there must be an audit function established to ensure that such improvements are indeed occurring and documentable

and funds made available to replenish the Fund and allow new investments to be made. The Office of Innovation and Performance is the right place to perform such audit and oversight functions, and setting up to conduct such reviews is non-trivial and carries a cost.

The level of initial funding for the Innovation Fund is one where policy direction should be exercised by the Committee. From early information, incoming proposals may be around \$150,000 in size. Assuming a start-up period of 6 months after the budget is implemented for developing a process for proposal submissions, evaluation and administration, perhaps three projects of \$150,000 could be processed for approval within FY20 and move to implementation; while not all funds might be spent in FY20, it is right to establish the Innovation Fund at a certain level that would guarantee interest and participation.

In view of the critical decisions being made on a variety of other, mission-critical areas, Council staff therefore recommends that \$450,000 be allocated in year one of the program, with additional investments made either through mid-year supplemental requests if the number of excellent submissions and the degree of promised savings warrant it, or through annual budget processes until the requested level of \$2 million is reached. Once that level is reached, effort should be made to maintain that level of funds in the revolving fund through budget cycles, even though unallocated funds make an attractive target in lean years.

Finally, it should be noted that the Executive intends to use this Innovation Fund as a complement to a Lean program expected to be launched in FY20. The ultimate support recommendation must align with the overall objective of performance improvement found in the Lean program.

Wheaton and Down County area). The BIN consists of three physical locations: the Silver Spring Innovation Center (SSIC) on Georgia Avenue, the Rockville Innovation Center (RIC) in Rockville Town Square, (both owned by the County), and the Germantown Innovation Center (GIC) on the campus of Montgomery College (under lease from the College Foundation until 2036). This NDA also supports The National Cybersecurity Center of Excellence (NCCoE), located at 9700 Great Seneca Highway, Rockville, as a partnership between the National Institute of Standards and Technology (NIST), the State of Maryland, and Montgomery County. The NDA also provides support for non-profit incubator organizations for operations, equipment, and training.

FY20 Recommendation Changes	Expenditures	FTE
<b>FY19 Approved</b>	<b>3,584,971</b>	<b>0.00</b>
Re-align: Actual Operating Expenses for County Incubator Programs	716,658	0.00
Increase Cost: Provide Staff Support for Oversight and Management of County Incubator Contracts	111,288	1.00
Shift: Provide Seed Funding to Support Creation of a County-based Kitchen Incubator/Food Hall Shifted to the Office of County Executive (CEX)	(40,740)	0.00
Shift: Provide County Funds to Create a Biomanufacturing Industry Center in the County Supported by the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIMBL) Shifted to the CEX	(50,000)	0.00
Decrease Cost: Continue FY19 Savings Plan to Reflect Reduction in the Biohealth Innovation Inc. Contract and Use Funds to Support Other County Programs	(229,677)	0.00
Shift: Funding to Support a Full-Scale Regional Business Services Hub Program Shifted to the Community Engagement Cluster	(429,583)	0.00
Shift: Debt Service for Rockville Incubator and NCCoE Shifted to the Debt Service Fund.	(1,070,000)	0.00
<b>FY20 Recommended</b>	<b>2,592,917</b>	<b>1.00</b>

### Independent Audit

Section 315 of the County Charter requires the County Council to contract with a Certified Public Accountant for an independent post audit of all financial records and actions of the County government, its officials, and employees. By County Resolution, the Office of Legislative Oversight is the designated administrator for this contract, which also includes an independent audit of the basic financial statement of the Employee Retirement Plans; an independent audit of the basic financial statements of the Montgomery County Union Employees Deferred Compensation Plan; and additional services related to reviews, tests, and certifications.

FY20 Recommendation Changes	Expenditures	FTE
<b>FY19 Approved</b>	<b>420,820</b>	<b>0.33</b>
Increase Cost: Annualization of FY19 Personnel Costs	3,208	0.00
Increase Cost: FY20 Compensation Adjustment	1,394	0.00
Increase Cost: Retirement Adjustment	388	0.00
<b>FY20 Recommended</b>	<b>425,810</b>	<b>0.33</b>

### Innovation Fund

The Innovation Fund is a new revolving loan fund internal to Montgomery County Government. The fund will make loans on a rolling basis for internal departmental initiatives with strong potential to improve customer service and performance results while at the same time reducing budgetary costs and/or increasing County revenue within three to five years. The fund will be

administered by the Office of Performance and Innovation (formerly CountyStat), which will coordinate a rigorous application, review and approval process. A committee made up of community members, administration officials, and County Council representatives will review loan applications and advise the Chief Administrative Officer.

The Innovation Fund will complement the County's new "Lean" business process improvement initiative. Lean reviews bring front-line workers and supervisors to the table to find efficiencies and improve customer service in pursuit of continuous improvement. While the goal of Lean is to achieve as much improvement as possible at little or no cost, reaching peak performance may require investment in technology, equipment, training, etc.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>0</b>	<b>0.00</b>
Add: Innovation Fund	2,000,000	0.00
<b>FY20 Recommended</b>	<b>2,000,000</b>	<b>0.00</b>

### ☼ Interagency Technology, Policy, and Coordination Commission

This NDA supports the operation of the Interagency Technology Policy and Coordination Committee (ITPCC). The ITPCC was chartered by the Montgomery County Council to promote strategic planning and coordination in the use of information technology across County agencies. The ITPCC reports biannually to the County Council. By regularly convening the agencies' chief executive and chief information officers, the ITPCC provides an effective forum for the coordinated implementation of technology policies and guidelines. Additionally, the ITPCC facilitates interagency communication, the evaluation and sharing of new technologies, and advises policy makers on the strategic uses of technology.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>5,850</b>	<b>0.00</b>
Reduce: Operating Expenses	(2,850)	0.00
<b>FY20 Recommended</b>	<b>3,000</b>	<b>0.00</b>

### ☼ Leases

This NDA provides the funds necessary to lease privately owned real estate to accommodate County programs. Real property leased by the County includes office, warehouse, and retail space; child care space in schools; parking spaces; and space for communication antennas. Leasing property allows the County the flexibility to locate programs in the communities they serve and provides space for programs to operate when there is no County-owned space available. Further, it is an economical way to procure highly specialized, location sensitive, and/or temporary space. Currently, there are approximately 69 leased facilities. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>19,744,573</b>	<b>0.00</b>
Increase Cost: Annualization of 1401 Rockville Pike Lease	1,276,887	0.00
Increase Cost: Existing Rent increases	412,999	0.00
Increase Cost: Leases added in FY20	138,105	0.00
Increase Cost: Wheaton Redevelopment Center operating costs	75,000	0.00

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- Soccer4Change
  - The REAL Program
  - Using GIS map to Improve Contract Management
  - Water Safety Day
  - Wheaton Revitalization
- Retained the County's AAA bond rating from all three major credit rating agencies in the fall of 2018.
- Encumbered \$198 million to Minority, Female, and Disabled-Owned (MFD) Business Program vendors, comprising 23.5 percent of eligible spending in FY18 and \$115 million to Local Small Business Reserve Program (LSBRP) vendors, comprising 26.8 percent of eligible spending in FY18.
- Created a new Early Care and Education initiative by providing \$7 million for the expansion, access, and sustainability of quality early care and education programs throughout the County. Investments will be guided primarily by the recommendations of a four-year action plan developed by a cross agency working group with representatives from County Government, Montgomery County Public Schools, Montgomery College, and community partners.
- Established a new Innovation Fund by providing \$2.0 million for a revolving loan fund internal to County government that will be administered by the Office of Performance and Innovation (formerly CountyStat) for projects that have a strong potential to improve customer service and performance results, while reducing costs or generating new County revenues within three to five years. This fund will complement the County's new Lean business process improvement initiative.
- Provided \$12.0 million to address a number of structural budget deficiencies in Correction and Rehabilitation, County Attorney's Office, Fire and Rescue Service, Fleet Management, General Services, Health and Human Services, Police Department, Sheriff's Department, and the Snow Removal and Storm Cleanup account to support a more transparent budget.
- Received the following awards from the Government Finance Officers Association (GFOA):
- Distinguished Budget Presentation Award for the FY18 Recommended Operating Budget Publication
  - Certificate of Achievement Award for Excellence in Financial Reporting for the FY17 Comprehensive Annual Financial Report (CAFR)
  - Outstanding Achievement in Popular Annual Financial Reporting for the FY17 Popular Annual Financial Report (PAFR)



Resolution No.: 16-475  
Introduced: March 4, 2008  
Adopted: March 11, 2008

**COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

**SUBJECT:** Interagency Technology Fund (ITF)

**Background**

1. On June 30, 1994, in Resolutions No. 12-1712 and No. 12-1713, the Montgomery County Council authorized the creation of a Technology Innovation Fund program (TIF) to stimulate and fund technological investments to increase the productivity of tax-supported County agencies.
2. On July 26, 1994, in Resolution No. 12-1758, the Council established the Interagency Technology Policy and Coordination Committee (ITPCC).
3. On July 29, 1997, in Resolution No. 13-994, the Council recognized the critical nature of the Year 2000 problem and amended Resolution No. 12-1713 to be responsive to the Year 2000 problem in coordination with the ITPCC.
4. The Council recognizes that technology is essential infrastructure for provision of public services and that there may be potential technology projects in the ITPCC agencies that present opportunities to improve the quality, quantity, availability, and value of services on behalf of County residents.
5. The Council wishes to provide incentives for the ITPCC agencies to engage in interagency collaborative opportunities using information technology, enhance long range visioning and planning, explore and test emerging technologies, leverage and enhance uses of existing technologies, present opportunities to enhance productivity through IT applications, promote innovation and share information learned to improve service delivery and enhance the value of government.

**Action**

The County Council for Montgomery County, Maryland, amends Resolution No. 13-994, the Technology Investment Fund (TIF), and approves the following resolution:

The Technology Investment Fund (TIF) is amended and renamed the Interagency Technology Fund (ITF) and will have the following characteristics:

**General Fiscal Guidelines**

1. The primary funding source for the ITF will be General Fund current revenue designated for the ITF. These funds may be used to supplement or leverage other funding sources for ITF projects.
2. The ITF designated current revenue reserves will be the initial funding source for the ITF.
3. The ITF will not be used to fund ongoing operating budget expenditures beyond project closeout.
4. Large IT projects will not generally be eligible for ITF funding and should be requested through the regular budget process. A waiver may be granted by unanimous vote of the ITPCC.
5. Projects may be recommended for supplemental appropriation in either the CIP or the Operating Budgets of the agencies as determined by the Montgomery County Office of Management and Budget (OMB).
6. Unencumbered project balance and liquidated encumbrances in closeout ITF projects will be credited to the General Fund for possible appropriation to future ITF projects.
7. OMB will recommend the amount of ITF funds to be designated as reserves in the annual County Executive Recommended Operating Budget.
8. OMB will monitor and report the fiscal status of the ITF to the Council as required.
9. The Council will approve the ITF designated reserves in the appropriation resolution for the annual Operating Budget for Montgomery County Government.
10. The Council may increase contributions to ITF to support additional investments in technology.
11. Requests for appropriations for projects are subject to review and approval by the Council.

**General Guidelines. Criteria and Responsibilities**

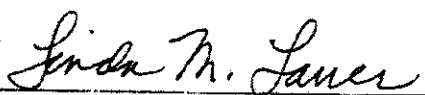
1. The ITPCC will establish and may periodically revise the agency priorities for ITF projects.
2. The ITPCC will establish the general ITF eligibility criteria and application guidelines for ITF project requests.
3. The ITPCC will review and approve modifications to guidelines and criteria as appropriate.
4. Modifications of ITF criteria and guidelines may be approved by the ITPCC.
5. The ITPCC will review and approve projects recommended by the CIO Staff Subcommittee for submission for appropriation actions.
6. The ITPCC may delegate approval authority to the CIO Staff Subcommittee for projects meeting criteria prescribed by the ITPCC.
7. The ITPCC may grant exceptions to eligibility criteria for certain projects.
8. The ITPCC will report the status of ITF projects to the Council at least annually.
9. The CIO Staff Subcommittee will periodically review and, if necessary, recommend modifications of ITF criteria and guidelines to the ITPCC.

10. The CIO Staff Subcommittee will review ITF project applications and will recommend projects to the ITPCC that meet eligibility criteria and application guidelines.
11. The CIO Staff Subcommittee may request a waiver of the eligibility criteria from the ITPCC for certain projects, specifying the reasons for the waiver request.
12. Agency project applications will be solicited and coordinated through the offices of the agency CIOs, or functional equivalents, in preparation for review by the CIO Staff Subcommittee.
13. The CIO Staff Subcommittee will report status of ITF projects to the ITPCC as required.
14. OMB will process projects for appropriation actions after approval by the ITPCC. OMB will coordinate with agencies and staff to assist with preparation and submission of the required materials for Council appropriation actions, insuring consistency with County budget and fiscal requirements and policies.

Miscellaneous

1. The multiple governmental entities that comprise Montgomery County ITPCC agencies for purposes of this resolution are: Montgomery County Public Schools (MCPS), Montgomery College (MC), Montgomery County Government (MCG), Maryland-National Park and Planning Commission (M-NCPPC), Washington Suburban Sanitary Commission (WSSC), and Housing Opportunities Commission (HOC). These are collectively referred to as the ITPCC agencies.
2. The ITPCC Principals are represented by the following: Superintendent, Montgomery County Public Schools (MCPS); President, Montgomery College (MC); Chief Administrative Officer, Montgomery County Government (MCG); Chairman, Maryland-National Park and Planning Commission (M-NCPPC); General Manager, Washington Suburban Sanitary Commission (WSSC); Executive Director, Housing Opportunities Commission (HOC); Staff Director, Montgomery County Council (Council).
3. The ITPCC CIO Staff Subcommittee reports to the ITPCC Principals. It consists of representatives from each member agency who hold either the title or role of a Chief Information Officer (CIO).
4. Approval actions by the ITPCC and CIO Staff Subcommittee will require a unanimous vote.
5. Voting by electronic means such as email may be used when required.
6. Agencies may designate an alternate attendee to represent the agency if exceptional circumstances require it.
7. A meeting quorum shall consist of the majority of the tax-supported agencies of the ITPCC.

This is a correct copy of Council action.

  
Linda M. Lauer, Clerk of the Council

**Interagency Technology Policy and Coordination Committee  
(ITPCC)**

**General Eligibility Criteria  
And  
Application Guidelines For  
Interagency Technology Fund (ITF) Projects**

**Version 1.0  
Approved by ITPCC: November 21, 2007**

## General Eligibility Criteria for Interagency Technology Fund (ITF) Projects

- 1.0 General Eligibility Criteria for ITF Projects
  - 1.1 Projects should encourage interagency efforts or pilot projects that may result in benefits and lessons learned applicable to other agencies.
  - 1.2 Projects should seek opportunities for collaborative applications of existing technologies; enhance long range planning and visioning; explore and test new technologies; and be used to determine potential benefits, cost effective solutions, risks, and resource requirements for possible expansion beyond pilot phases.
  - 1.3 Total project costs should be \$100,000 or less.
  - 1.4 Projects exceeding \$100,000 may be submitted to the ITPCC. Waivers will require approval by consensus of the ITPCC.
  - 1.5 In general, large IT projects should be requested through the regular CIP and Operating budget processes, not the ITF.
  - 1.6 Project proposal documentation should be limited (abstracts of 1-2 pages recommended) and should use the Project Description Form (PDF) format used in the CIP. Agencies may use their internal documentation formats to provide supplemental information if desired.
  - 1.7 Projects should identify outcomes and products that may be assessed or measured to evaluate the success of the project.
  - 1.8 Projects should provide for an evaluation component and capture lessons learned that will be shared among the ITPCC agencies. As a guideline, the evaluation and documentation of lessons learned components should not exceed more than 10% of the total project cost.

**Application Processing Guidelines For  
Interagency Technology Fund (ITF) Projects**

- 2.0 Project Application and Processing Guidelines
  - 2.1 Project applications should be initiated within the ITPCC agencies in accordance with the General Eligibility Criteria for project priorities.
  - 2.2 Projects may be requested using the Project Description Form (PDF) format (recommended length of 1-2 pages). Supplemental detail such as scope of requirements statements, project charter statements, fiscal details, ROI analysis, etc., may be submitted as attachments. It is highly likely that review levels beyond the CIO Subcommittee level (e.g. OMB and Council) may request this supplemental information. Agencies are encouraged to use their internal documentation products for this.
  - 2.3 Agency CIOs, or functional equivalents, promote and compile project applications for their agency and submit them to the CIO Staff Subcommittee for review.
  - 2.4 Project applications may be submitted to the CIO Staff Subcommittee at any time.
  - 2.5 The agency project sponsor or designee, and technical staff experts are responsible for presenting the project to the CIO Staff Subcommittee, and ITPCC if required. Projects will not be approved without this presentation.
  - 2.6 The CIO Staff Subcommittee reviews project applications and approves projects for supplemental budget processing, or recommends projects to the ITPCC Principals for their decision as appropriate.
  - 2.7 The ITPCC may delegate approval authority to the CIO Subcommittee for projects meeting specific criteria. A waiver must be requested from the ITPCC for projects that do not meet the guidelines.
    - 2.7.1 Projects with a total cost of \$100,000 or less, and that meet general eligibility criteria, may be approved by the CIO Subcommittee, and recommended for supplemental budget processing.
    - 2.7.2 Projects with a total cost of \$100,000 or more require a waiver and approval by consensus of the ITPCC for referral to the County Council for formal supplemental funding requests.
    - 2.7.3 Large IT projects will generally be recommended for consideration through regular budget processes and not through the ITF. A waiver may be requested from the ITPCC however.
  - 2.8 OMB will process ITPCC approved project recommendations and assist agencies with preparation and submission of supplemental budget requests to the County Council consistent with budget processes and policies.
  - 2.9 Projects may be budgeted in the CIP, or operating budget as recommended by the Office of Management and Budget.
  - 2.10 The Montgomery County Council will review and approve appropriations for projects.

**AGENCY NAME (PROJECT NAME)**

<b>EXPENDITURE SCHEDULE (\$000)</b>										
<b>Project Phase</b>	<b>Total</b>	<b>Est. FY08</b>	<b>6-Year Total</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>&gt; 6 Years</b>
Initiation & Concept	0		0							
Planning/Req. Analysis	0		0							
Design/ Development/ Integration/Test	0		0							
Implementation	0		0							
Closeout	0		0							
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDING SCHEDULE (\$000)</b>										
Interagency Technology Fund (ITF)	0		0							
Curr. Rev. Record Tax	0		0							
Curr.Rev. General	0		0							
G.O. Bonds	0		0							
State Aid	0		0							
Other	0		0							
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Oper. Bud. Impact-(\$000)	0		0							
Oper.Bud. Impact-WYs	0		0							

**DESCRIPTION**

Describe the project charter, objectives, outcomes, and scope of work. It is the 'what' of the project description and establishes a project boundary that is agreed to. It should be easy to understand by readers who are not directly involved or knowledgeable about the system and applications, or technology in general.

**JUSTIFICATION**

The justification clearly defines and supports the request. Describe why we should do this now, alignment with any existing strategic plans, the benefits expected from completing the project, what impacts the system or application will have on business processes and service delivery, and what problems or issues the project will resolve. Describe the possible consequences or impacts of not doing the project, or failing to address the issues.

**STATUS**

Indicate the current status and indicate the development stage: For example--Planning stage, Preliminary design stage, Final design stage, Bids let, under development, Ongoing. Timeframe issues such as desired or planned start and completion dates, or critical completion date could be documented here.

**FISCAL NOTES**

Describe fiscal benefits and risks, cost savings, cost avoidance, revenue enhancements, or other value added attributes of the project here. Other funding issues pertinent to the project could include: grants and matching funds details; funding issues and changes; funding transfers; supplemental actions; participant agreements; eligibility requirements or issues; cost benefit analyses; alternatives analysis, etc.

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## AGENCY NAME (PROJECT NAME)

### OTHER

Use this for additional information to further enhance understanding about the project. Discussion may also include policy and compliance issues, special terms, scope and schedule issues, project history, and technical discussions, risks to the project and how they will be minimized, constraints and how they will be resolved; relationship of outcomes and lessons learned to other projects, processes, or future phases of this project.

### COORDINATION

List contact name, direct phone number, and email address of: (1) the Project Sponsor; (2) the assigned project manager; and (3) the primary points of contact (POCs). Describe interagency coordination and implications, the project's customers, other participating agencies (County, State, Federal, or other governmental or non-governmental entities), as well as related capital and operating budget projects, programs, studies, planning documents, strategic plans, legislation, or resolutions that are associated with the project.