

BALTIMORE COUNTY
FISCAL YEAR 2016 BUDGET ANALYSIS

OFFICE OF INFORMATION TECHNOLOGY (069)

BUDGET SUMMARY				
\$ in Thousands				
PROPOSED CHANGE	GENERAL	CAPITAL	TOTAL	% Change Prior Year
FY 2015 - 2016 Change	\$ 2,171.6	\$ (1,007.2)	\$ 1,164.4	3.4%
Potential Reduction	52.8	720.0	772.8	
 BUDGET TRENDS				
FY 2014 Actual	\$ 20,713.5	\$ 6,674.4	\$ 27,387.9	
FY 2015 Approp.	23,791.8	10,197.5	33,989.3	24.1%
FY 2016 Request	25,963.4	9,190.3	35,153.7	3.4%
With Potential Reduction	\$ 25,910.6	\$ 8,470.3	\$ 34,380.9	1.2%

PERSONNEL		
PROPOSED CHANGE	GENERAL	
	FULL-TIME	PART-TIME
FY 2015 - 2016 Change	(25)	30
Potential Reduction	0	0
 BUDGET TRENDS		
FY 2014 Actual	96	77
FY 2015 Approp.	115	89
FY 2016 Request	90	119
 VACANCY DATA	 4	 18

Total positions vacant as of April 22, 2015*

* Provided by the Office of Budget & Finance

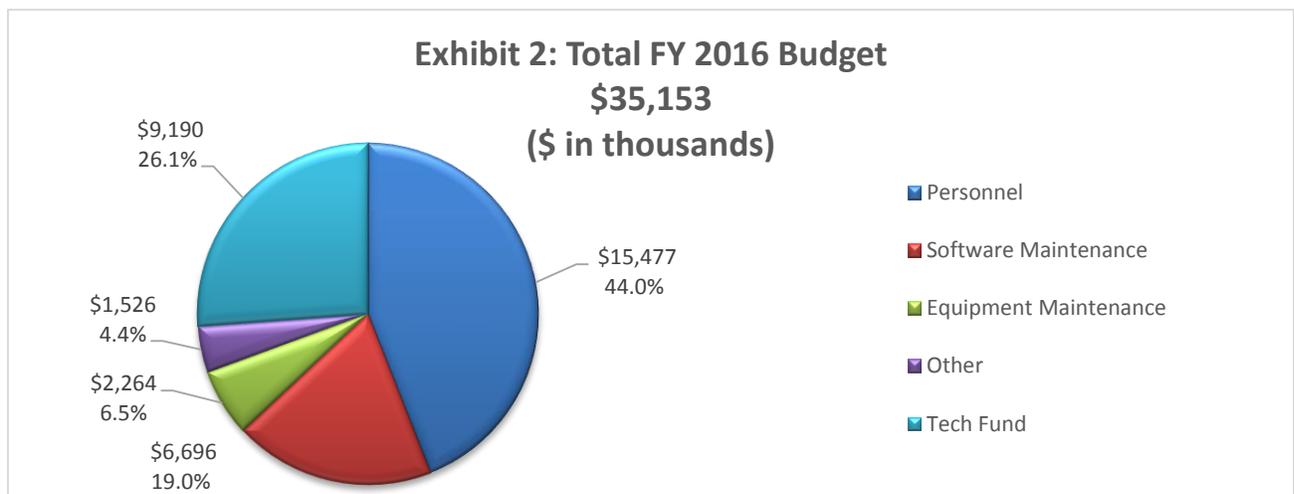
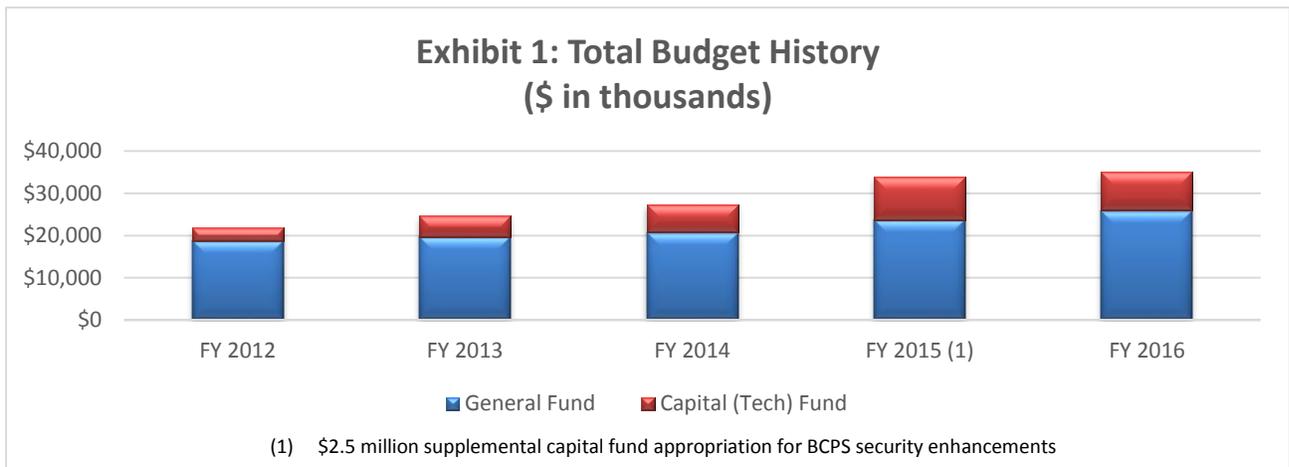
For further information contact: Office of the County Auditor

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BUDGET SUMMARY:

The proposed FY 2016 budget for the Office of Information Technology totals \$35.2 million, an increase of \$1.2 million, or 3.4%, over the FY 2015 budget. More than \$15.0 million of the proposed budget covers personnel costs and another \$9.2 million is for technology initiatives. The General Fund portion of the budget totals \$26.0 million, an increase of \$2.2 million, or 9.1%, primarily due to 14 FY 2015 mid-year additions; increases in software maintenance costs; and the net increase in operating costs transferred from (offset by 9 positions transferred to) the Baltimore County Public Library (BCPL). The Capital Fund portion of the budget totals \$9.2 million, a decrease of \$1.0 million, or 9.9%, for the Enhanced Productivity Thru Technology capital project (Tech Fund). **See Exhibits 1-3 for additional detail.**



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**Exhibit 3
FY 2016 Proposed Budget (\$ in 000's)**

How Much it Grows:	<u>General Fund</u>	<u>Capital Fund</u>	<u>Total</u>
2015 Appropriation	\$23,792	\$10,197 ⁽¹⁾	\$33,989
2016 Request	<u>25,963</u>	<u>9,190</u>	<u>35,153</u>
\$ Increase/(Decrease)	\$ 2,171	\$ (1,007)	\$ 1,164
% Increase/(Decrease)	9.1%	-9.9%	3.4%

⁽¹⁾ Reflects appropriations totaling \$2.5 million not reflected in the Executive's budget documents.

Where it Goes:

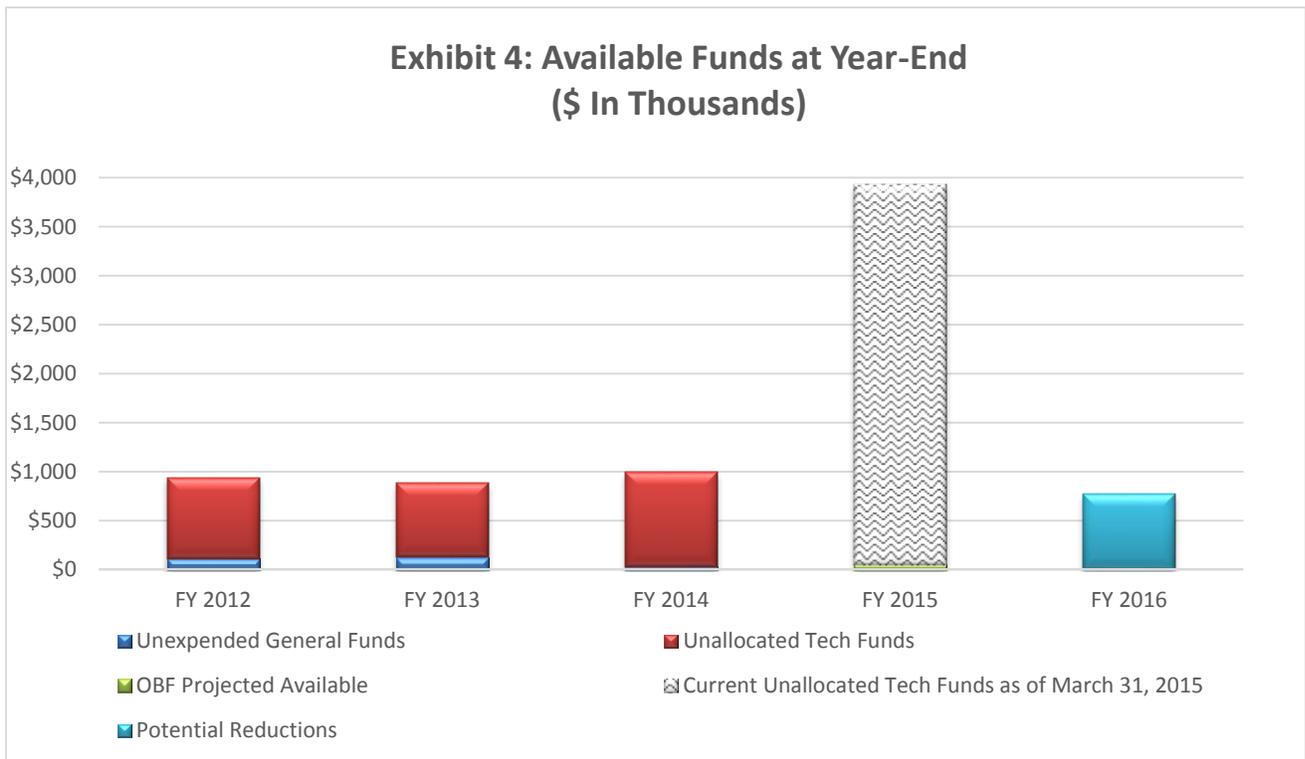
General Fund

Personnel Expenses (excludes transfers to BCPL below):	\$1,706
14 FY 2015 Mid-Year Additions	1,115
3% COLA.....	450
Other salary adjustments (e.g., meritorious raises)	265
28 position reclassifications (see issue # 3)	213
Increments	103
Overtime	12
Turnover (4.3% to 4.1%)	(48)
FY 2015 Bonus	(404)
Operating Expenses (excludes transfer from BCPL below):	152
Software Maintenance	229
Insurance and Bonds	20
Professional Services.....	(14)
Equipment Maintenance	(15)
Equipment Rental	(16)
Telephones	(42)
Other Changes.....	(10)
Transfer of IT functions to/from BCPL (see issue # 3)	313
9 Positons transferred to BCPL	(436)
Operating Costs transferred from BCPL.....	749
Software Maintenance	496
Equipment Maintenance	177
Telephones	71
Service Contracts.....	5
Capital Projects Fund – Enhanced Productivity Thru Technology Project	(1,007)
Total:.....	\$1,164

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POTENTIAL BUDGET REDUCTIONS:

This analysis identifies a total of \$772,780 in potential budget reductions, which represents 2.2% of the Office’s proposed FY 2016 budget. Since FY 2012, the Office has ended the fiscal year with a minimum of \$886,000 available as unexpended General Funds and unallocated Tech Funds. In addition, in FY 2015, the Office of Budget and Finance estimates departmental savings of \$50,000, primarily driven by unanticipated turnover savings; however, the current unallocated Tech Fund balance, as of March 31, 2015, stands at \$3.9 million.



- Reduce Applications (6902) – Data Processing Software Rental (0424) \$52,780**

The proposed FY 2016 budget includes \$3,956,987 for software maintenance. A review of the FY 2016 software maintenance schedules provided by the Office shows \$52,780 budgeted for the annual maintenance costs associated with the County’s pension administration software (CPAS). However, since FY 2003, any expenses necessary for the administration and operation of the Employees’ Retirement System have been borne directly by the System. Therefore, this software maintenance cost should be borne by the System and not included in the Office’s budget. A

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reduction of \$52,780 is proposed to eliminate the budgeted maintenance cost within the Office's budget.

2. Tech Fund – BCPL – Digital Marketing Displays \$720,000
The proposed FY 2016 budget includes \$720,000 of Tech Funds for a BCPL – Digital Marketing Displays project at 18 of BCPL's 19 branches (\$40,000 per branch), which is to be completed by the end of FY 2016. The Office advised that the project is to implement digital format marketing to provide more flexibility for the marketing and a "fresher look" to branches to attract and retain patrons, while reducing or eliminating poster printing. The Office advised that BCPL's current process is decentralized and very manually intensive, which significantly delays the speed at which marketing can be disbursed to County residents.

The proposed FY 2016 operating budget maintains baseline funding for BCPL marketing efforts. This additional Tech Fund project represents a new significant cost to the County that is discretionary in nature. Despite the project's cosmetic/interior-design benefit cited by BCPL and the expedited marketing benefit cited by the Office, it is not clear how the proposed digital marketing displays will enhance essential government services. Accordingly, this potential reduction eliminates funding for this significant, new discretionary expense; current programs and service levels would be unaffected.

SIGNIFICANT PROGRAM/POLICY INITIATIVES AND/OR CHANGES

3. Personnel Changes \$1.6 million
The FY 2015 budget transferred \$1.6 million in personnel and operating costs from BCPL to the Office as a result of the identification of several areas where efforts, resources, and contracts were duplicated. The Office advised that consolidation of IT personnel would provide additional capacity so the Office could reduce a backlog of BCPL IT projects (see issue # 4) and allow BCPL to deliver improved services at lower costs. Twenty-eight BCPL positions were identified for transfer to the Office as part of this process. The County Council expressed concern in its FY 2015 budget message "about the transfer of core services away from direct control of the BCPL System."

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Accordingly, the proposed FY 2016 budget transfers 9 of the 28 previously transferred positions back to BCPL (approximately \$436,000). These positions are referred to as digital librarians and typically provide virtual support services including responding to customer questions, reserving meeting rooms, and handling inter-library loans. The proposed FY 2016 budget also reflects approximately \$749,000 in additional technology-related costs (e.g., maintenance, support, contracts, and telephones) transferred from BCPL.

During FY 2015, the Office added 14 positions (proposed FY 2016 salaries of \$1.1 million) to further the County Executive's Smart Government practices by employing personnel to implement projects when the cost is lower than contracting for such services. These positions include:

- Business Analysts (2)
- Project Management Assistant
- Project Manager – Applications and Systems
- Senior Business Process Analyst
- Application Developer
- Information Technology Analyst
- Senior Business Intelligence Report Writer/Developer
- Sharepoint Architect
- Data Architect
- Database Administrator
- IT Device Management and Inventory Administrator
- Mobile Deployment Engineer
- Information Technology Trainee

The Office advised that 5 of the 14 positions, with proposed FY 2016 salaries of \$413,221 (plus fringe benefit costs of \$262,478 – included in budgets outside of the Office), had previously been functioning as contractors at a cost of \$1.2 million.

Also, the Office's proposed FY 2016 budget includes \$213,196 for the reclassification of 28 positions: 21 from full-time (FT) to part-time (PT); 4 within PT; 2 from PT to FT; and 1 within FT,

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with salaries increasing on average \$7,614 or 11.8%. The Office advised that the transfers of 21 FT positions to PT positions are not designed to reduce the hours these employees work (or the benefits), but to allow these employees to be removed from the merit pay system and shifted to a “pay for performance” system.

The Office should be prepared to discuss:

- ***Communication with BCPL regarding responsibilities and cost sharing;***
- ***Criteria used to determine if a contractor should be hired including evaluating the full cost (salary and fringe benefits);***
- ***Whether former employees have been hired as consultants and the net cost/savings to the County; and***
- ***Whether salary studies have been performed to support salary increases tied to reclassifications.***

4. FY 2016 Technology Initiatives \$17.1 million (multiple funding sources)

Annually, the Office meets with County agencies to identify projects that provide various benefits to the County (e.g., efficiencies, cost savings, fulfillment of mandates, enhancement of public safety). The Office and the Administration then prioritize projects after considering resources and funding to identify the proposed projects for the coming year. The Office then releases an “Efficiencies, Upgrades and Enhancements Report” for the upcoming year that provides the following for each project: description, benefits, expected implementation date, and project category (i.e., innovation (I), efficiency (E), vacancy reduction (VR), consolidation (C), cost savings (S), enhance public safety (EPS), upgrade/enhancement (UE), and enhance public service (Pub Ser) – see Exhibit A below). This annual initiative continues the County Executive’s vision of a more efficient, innovative County government which began in FY 2012.

The proposed FY 2016 budget for the technology initiatives totals \$17.1 million, which is funded by various capital projects, special programs (from the Police Department), and the County’s equipment financing fund. The Office is responsible for implementing the projects within the “Efficiencies, Upgrades and Enhancements Report” and for also managing the Tech Fund capital

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project. The proposed FY 2016 General Fund contribution to the Tech Fund (via the County's PAYGO appropriation to the capital budget) totals \$9.2 million, a decrease of \$1.0 million from the FY 2015 appropriation of \$10.2 million.

The Office advised that projects planned for FY 2016 will focus on enhancing functionality of current applications and leveraging new technologies to be more effective and efficient. The Office identified 19 projects that met the aforementioned requirements. The following exhibit identifies each proposed project, the primary agency impacted, the budgeted funds, the applicable initiative(s), and the expected implementation date.

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Exhibit A (in \$000s)			Funding Sources						
Project	Primary Agency	Total Funding	Tech Fund Costs	Metro District	Speed Camera	Asset Seizure	Equipment Financing	Initiatives	Implem. Date - FY
FY16 - Operational Excellence	Various Agencies	\$787	\$787					I, E, VR, C, S	On-Going
Operational Excellence - Health & Human Services Initiatives	DHHS	680	680					I, E, VR, C, S	On-Going
Sharepoint Initiatives	OIT	854	854					I, E, S	On-Going
Public Safety Communications System Upgrade Master Plan	Police & Fire	138	138					EPS	3rd Qtr. FY 16
Content Management Planning	OIT	120	120					I, E, S	3rd Qtr. FY 16
Research Wireless Fingerprinting and Face Recognition Devices	Police	120			\$120			EPS	4th Qtr. FY 16
Mainframe Migration Planning	Various Agencies	528	528					I, E, EPS	4th Qtr. FY 16
PSAP Upgrade Unify Release	911	452	452					EPS, UE	1st Qtr. FY 16
PSAP - Expand Private Branch Exchange for Corrections	DOC	285	225				\$60	I, E, C, S	3rd Qtr. FY 16
Migrate the Human Resources Information System Data to Advantage Human Resources System	Police	495				\$495		I, E, C, S, UE	4th Qtr. FY 16
Accela - Cass Works Replacement	DPW	2,000		\$2,000				I, E, C, S	1st Qtr. FY 18
Supervisory Control And Data Acquisition (SCADA) System Upgrade	DPW	1,386		1,386				I, E, C, UE	2nd Qtr. FY 17
Parking Enforcement	OBF	531	250				281	I, E	1st Qtr. FY 17
Advantage Upgrade/Replacement Adobe to BIRT	Various Agencies	45	45					I, E, UE	4th Qtr. FY 16
Microsoft Enterprise Agreement	Various Agencies	1,563	1,469	94				E, UE	4th Qtr. FY 16
Broadband Fiber Expansion Phase II	BCPS, Police, Fire & DHHS	1,567	1,567					E, UE	1st Qtr. FY 17
School Security - Card Readers and CCTVs	BCPS	3,193			3,193			I, E, VR, C, UE, Pub Ser	1st. Qtr. FY 17
BCPL - New E-Commerce/Radio Frequency Identification (RFID) Solution Phase II	BCPL	885	635				250	I, E, UE	1st Qtr. FY 17
BCPL - Digital Marketing Displays	BCPL	720	720					I, E, S	4th Qtr. FY 16
Subtotal		\$16,349	\$8,470	\$3,480	\$3,313	\$495	\$591		
FY 16 Contingency	OIT	720	720						
Total		\$17,069	\$9,190	\$3,480	\$3,313	\$495	\$591		

Initiative Category:

I = Innovation
 E = Efficiency
 VR = Vacancy Reduction

C = Consolidation
 S = Cost Savings
 EPS = Enhance Public Safety

UE = Upgrade/enhancement
 Pub Ser = Enhance Public Service

A description of the following projects with significant funding for FY 2016 include:

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School Security – Card Readers and CCTVs (\$3.2 million – Speed Camera Program) – Replace card readers at front doors and add additional card readers to other entrances in elementary schools. This will include replacing older security cameras in all middle and high schools. On February 4, 2013, the Council approved Bill 1-13, which appropriated \$2.75 million, and together with an additional \$1.0 million from the Speed Camera Program, provided for a total of \$3.75 million for Phase I initiatives in BCPS' three-phase Safety and Security Plan. On November 3, 2014, the Council approved Bill 62-14, which appropriated \$2.5 million for Phase II BCPS security initiatives. The Office anticipates Phase II initiatives to occur over a 3-year period (FY 2015 – FY 2017). The proposed budget of \$3.2 million is for FY 2016, and the County Executive plans to propose another \$4.1 million in FY 2017 for the remaining Phase II school security enhancement initiative projects for total funding of \$9.8 million.

Microsoft Enterprise Agreement (\$1.6 million – Tech Fund (\$1.5 million) & Metro District Fund (\$94k)) – Implement a Microsoft Enterprise Agreement (second year of 3-year agreement), which will help the County to standardize information technology across select Microsoft software.

Broadband Fiber Expansion Phase II (\$1.6 million – Tech Fund) – Over the first two years of this initiative (FY 2014 and FY 2015), the Office has installed more than 160 miles of fiber optic communication network throughout the County. The Office has connected 59 County schools, 25 County facilities housing multiple agencies, and 18 BCPL branches. In FY 2015, the Office is connecting 146 sites to the network, which will provide a faster more reliable network with 10 times more bandwidth at about a tenth of the cost. Total savings exceed \$1.5 million and are expected to grow as more sites are connected. In FY 2016, the Office plans to continue this initiative to connect all remaining high schools and additional middle and elementary schools, as well as emergency response facilities in the Police, Fire, and Health departments. The Office advised that this project will offer a considerable operational cost savings; provide improved communications during emergency situations; and provide secure communications within County agencies on a network owned by the County.

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Accela – Cass Works Replacement (\$2.0 million – Metro District Fund) – Initiates the phased replacement of the Cass Works inventory, asset and work order systems serving the Department of Public Works’ Bureaus of Utilities, Engineering, and Solid Waste. It will integrate the County’s systems that support the management and maintenance of the County’s public works infrastructure. This will improve the submission of service requests, ensure inventory levels never run low, work crews have mobility devices that provide them accurate information for emergency repairs, ensure preventative maintenance is proactively managed, and provide engineers with predictive modeling for repairs.

Supervisory Control and Data Acquisition (SCADA) System Upgrade (\$1.4 million – Metro District Fund) – Replace aging copper wire lines with fiber and broadband connection, and upgrade the SCADA system hardware and software. The upgraded system and lines connecting the County’s 116 pumping stations to central operations will reduce the risk of failures and overflows.

BCPL – New E-Commerce/Radio Frequency Identification (RFID) Solution Phase II (885,000 – Tech Fund (\$635,000) & Equipment Financing (\$250,000)) – Continue to replace end-of-life RFID equipment (RFID pads and self check-out stations at all branches) and to make infrastructure changes to accommodate new e-commerce hardware to comply with current Payment Card Industry (PCI) guidelines.

BCPL - Digital Marketing Displays (\$720,000 – Tech Fund) – Implement digital format marketing for BCPL at 18 of its branches, which will provide more flexibility for the marketing and a “fresher look” to branches to attract and retain patrons, while reducing or eliminating poster printing (see issue # 2).

The Office should be prepared to discuss:

- ***Whether cost estimates are based on formal competitive bids received (e.g., to ensure that \$40,000 per BCPL branch is a reasonable cost estimate for the installation of digital marketing displays);***
- ***The total anticipated savings for the initiatives impacting the Office and all County agencies;***

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- ***The potential to generate revenue from the broadband fiber network and whether the County plans to pursue this possibility; and***
- ***Other potentially significant IT projects that could impact the Tech Fund in FY 2016.***

5. Operational Excellence Initiatives \$1.5 million

In FY 2016, the Office plans to continue performing operational excellence projects (formerly called business process analyses) throughout the County, which have been included in the FY 2016 technology initiatives (see issue # 4). As a result, the proposed FY 2016 Tech Fund capital budget includes approximately \$1.5 million for operational excellence projects, an increase of approximately \$100,000 over the FY 2015 appropriation of \$1.4 million. The Office advised that these projects are designed to base-line service delivery of specific County operations or programs; recommend business practices to improve efficiency and effectiveness of operations; and implement changes to current practices that provide sustainable, cost-efficient delivery of services.

The Office advised that \$787,114 of the \$1.5 million proposed for FY 2016 will provide for operational excellence projects at the Department of Public Works, Department of Recreation and Parks, and Circuit Court. The remaining \$680,137 will be used specifically for the Department of Health and Human Services to analyze both internal and external business processes of key operations within the Department to base-line current operations against best practices, and to develop concrete action plans tied to the Department's goals and objectives. Reviews will include business process workflow analyses, staffing assessments, program operational reviews, development of performance indicators and metrics systems, and organizational change management. The benefit of this project will provide an integrated Department with cross-functional capabilities providing services through a holistic, streamlined service delivery model; consolidated/centralized operations; and co-locating and leveraging of federal, state, County resources, and service delivery.

During FY 2015, the Office advised that it completed operational excellence projects for the Department of Health and Human Services (business services area only), Office of the Sheriff,

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Office of Human Resources, Department of Corrections, Baltimore County Public Schools, and the Department of Recreation and Parks at a cost of approximately \$1.4 million.

The Office should be prepared to discuss:

- ***The criteria used to determine whether an operational excellence project should be performed at a County agency;***
- ***The process undertaken by the Office when it performs an operational excellence project and the role of management within the County agency under review; and***
- ***The percentage of work that is typically performed by contractors on these projects.***

6. Maintenance \$886,987

The proposed FY 2016 budget reflects a total of \$886,987 in net increases in software (\$725,080) and equipment (\$161,907) maintenance over the FY 2015 appropriation. The Office provided schedules of software maintenance and equipment maintenance costs, which identified the following significant changes:

- BCPL Maintenance Contracts (\$676,987 increase) – As previously noted in issue # 3, various technology related costs will be transferred to the Office in FY 2016. Transferred maintenance costs include:
 - Polaris (\$388,010) – BCPL’s integrated library system that includes multiple features, primarily library cataloging, acquisition, circulation, administration, and on-line customer services;
 - RFID (\$131,790) – Allows BCPL patrons to self check-out materials so the need to use part-time circulation desk staff can be significantly reduced;
 - Website (\$91,200) – Maintenance costs for BCPL’s website; and
 - Miscellaneous (\$65,987) – Maintenance costs for other BCPL systems (e.g., desktop maintenance, email filtering, web manager).
- Background Checks (\$330,000 increase) – On May 5, 2014, the Council approved Bill 20-14, which requires background checks of applicants volunteering at sanctioned recreation

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council programs and events. The Office advised the increase is to cover the cost for the contractor to perform approximately 24,000 background checks at \$14 each (relates to FM-4 on the May 21, 2015 agenda).

- Ironport (\$120,000 decrease) – An anti-malware, web-filtering, and web-reporting application implemented in FY 2011 at which time, a 3-year maintenance plan was purchased. The Office advised that this application was rolled into the County's existing maintenance with SmartNet.

The Office should be prepared to discuss:

- ***Additional maintenance costs that could be transferred from other County agencies to the Office's budget; and***
- ***Efficiencies gained by centralizing maintenance costs.***

OTHER ISSUES:

7. FY 2015 Technology Initiatives

The Office's FY 2015 budget totaled \$11.1 million (\$8.6 million across various funds – see Exhibit B plus a \$2.5 million appropriation for BCPS – see issue # 4).

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Exhibit B (in \$000s)			Funding Sources				
Project	Primary Agency	Total Funding	Tech Fund Costs	Metro District	OIT General Fund	Initiatives	Implem. Date - FY
Internet - Baltimore County Website Homepage Enhancements	OIT	\$ 175	\$175			E, UE	1st Qtr. FY 16
HHS - Integrated Case Management Solution Phase I	DHHS	648	648			I, E, VR, C	4th Qtr. FY 15
Financial System Upgrade Phase II	OBF	350	329	\$ 21		E, UE	1st Qtr. FY 16
Microsoft Enterprise Agreement	OIT	1,090	1,001	89		E, UE	4th Qtr. FY 16
Broadband Fiber Expansion Phase I	OIT	1,764	1,764			E, UE	1st Qtr. FY 16
Disbursement/Check Printing - Upgrade or Replace	OBF	130	130			E, UE	2nd Qtr. FY 16
Constituent Payment Portal Implementation Phase I	OBF	750	705	45		E, CS	1st Qtr. FY 16
Public Safety Digital Comm. System Upgrade 7.13	Police, Fire, DPW	0*				E, UE	2nd Qtr. FY 15
HHS - Integrated Case Management Phase II	DHHS	714	714			I, E, C, UE	4th Qtr. FY 15
Workers' Compensation Software Upgrade	OBF	56	14		\$ 42	E, UE	4th Qtr. FY 15
PSAP EMS Dispatch AVL	911 Communications Center	170	170			E, EPS	4th Qtr. FY 15
Accela For Building Permits & Inspections	PAI	826	826			I, E, CS, C	1st Qtr. FY 16
Metro Finance System Replacement	DPW	731		731		E, C, UE	4th Qtr. FY 16
Police Record Management System Upgrade 2015	Police	0*				E, UE	1st Qtr. FY 16
Internet - County Web Site Management Software Upgrade	OIT	70	70			E, UE	2nd Qtr. FY 16
Internet - Internal County Web Site (BCNet) Management Software Upgrade	OIT	22	22			E, UE	2nd Qtr. FY 16
Enterprise Learning Management System - Phase II	Various Agencies	62	62			E, UE	3rd Qtr. FY 15
Operational Excellence Initiatives for FY 15 (BPAs)	Various Agencies	695	695			I, E, VR, C	On-Going
VoIP Consolidation	BCPL	31	31			E, UE	2nd Qtr. FY 15
PC Equipment Refresh	BCPL	48	48			E, UE	2nd Qtr. FY 15
Subtotal		\$ 8,332	\$ 7,404	\$ 886	\$ 42		
FY 15 Contingency	OIT	250	250				
Total		\$ 8,582	\$ 7,654	\$ 886	\$ 42		

* No Tech funding is required because the project is an upgrade and the cost is covered by the product's maintenance

Initiative Category:

I = Innovation

E = Efficiency

VR = Vacancy Reduction

C = Consolidation

CS = Constituent Self-Service

EPS = Enhance Public Safety

UE = Upgrade/enhancement

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Many of the projects identified in the Office's FY 2015 "Efficiencies, Upgrades and Enhancements Report" had implementation dates in late FY 2015 or FY 2016. A description of the following projects with significant funding from FY 2015 include:

Broadband Fiber Expansion Phase I (\$1.8 million – Tech Fund) – The County plans to connect additional anchor sites, including schools, libraries, community centers, and senior centers. The Office advised that the expansion of broadband will further reduce the County's operating costs by eliminating or reducing leased fiber lines and network connection costs, allowing Internet access costs to be shared, and converting standard phone services to Voice-over Internet Protocol (VoIP). See issue # 4 for the continuation of this initiative into Phase II.

Microsoft Enterprise Agreement (\$1.1 million – Tech Fund (\$1.0 million) and Metro District Fund (\$89,000)) – Implement a Microsoft Enterprise Agreement, which will help the County to standardize information technology across select Microsoft software. See issue # 4 for the continuation of this initiative into the next phase.

Health and Human Services – Integrated Case Management Solution Phase I (\$648,000 – Tech Fund) and Phase II (\$714,240 – Tech Fund) – Both projects will promote the County Executive's "No Wrong Door" initiative which strives to permit access to a spectrum of county/state/federal health and human services to clients during their first interaction with the Department of Health and Human Services (DHHS). Phase I of this project will streamline the application and eligibility process for the Department of Social Services to implement a case management workflow where all client case information and documentation is consolidated, centralized, and stored in an electronic format through a Document Management Center.

Phase II will build upon the Document Management Center where administrative functions (e.g., client interface via phone, web, e-mail, and fax) and cross-functional approvals and decision making will be explored, developed, and implemented throughout DHHS. Other project facets will include development of program measures, staffing analysis and skill set development, and benchmarking pre- and post-implementation to support sustainable change in case management, client outcomes and records access and management.

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The Office advised that it had implemented the following initiatives in FY 2015:

BCPL – PC Equipment Refresh (\$48,000 – Tech Fund) – Replaced all workstations at library branches and the administrative office. The Office advised that replacing these workstations will allow BCPL to reduce the amount of time and money spent maintaining out-of-warranty equipment. In addition, all workstations will be placed on the County's equipment replacement schedule which provides replacement every 3-4 years.

BCPL – Voice over Internet Protocol (VoIP) Consolidation (\$30,550 – Tech Fund) – Evaluated the ability to reduce/eliminate current communication protocols and possibly consolidate the existing BCPL Verizon contract with the County's contract to achieve efficiencies. As a result, \$71,090 in telephone charges are being transferred to the Office in FY 2016 (see issue # 3) for a total savings to BCPL of \$250,000.

Public Safety Digital Communication System Upgrade 7.13 (\$0 – covered by product's maintenance agreement) – Provides the ability to maintain the highest level of performance and functionality of system operations. The upgrade also protects against premature deterioration and obsolescence and extension of the system lifespan, thereby reducing the total cost of ownership.

The Office advised the following three projects planned for FY 2015 were reprioritized for future periods due to other new initiatives:

Accela for Building Permits & Inspections (\$825,940 – Tech Fund) – Expand the County's use of the Accela software platform in the Department of Permits, Approvals and Inspections to manage and track the building permit process and related inspections programs.

PSAP Emergency Medical Services Dispatch Automatic Vehicle Locator (\$169,600 – Tech Fund) – Implement dispatching Emergency Medical Services (EMS) by vehicle location utilizing Automatic Vehicle Locator (AVL). This AVL technology will allow Fire dispatchers to send EMS vehicles from their location, rather than from their assigned station. By allowing EMS to be dispatched by location rather than their station to the emergency call for service, then valuable

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EMS resources could save time, fuel, and could improve response times.

Enterprise Learning Management System – Phase II (\$62,500 – Tech Fund) – Expand the functionality of the current electronic Learning Management System, which will be used by all County agencies to deliver and track training provided to/received by County employees.

The Office should be prepared to discuss:

- ***The total anticipated savings and payback period of these initiatives;***
- ***The criteria used to conclude that the PSAP Emergency Medical Services Dispatch Automatic Vehicle Locator could be deferred; and***
- ***The reason the projects were deferred and when the projects will be completed.***

8. Online Services

The FY 2015 Technology Initiatives (see issue # 7) included \$750,000 for the implementation of a “Constituent Payment Portal” and \$175,000 for enhancements to the County website’s homepage. The Constituent Payment Portal will feature a secure, central, online cashiering system for payment of personal property and real estate taxes, different types of citations (red light, speed camera, parking, false alarm), and permits (residential parking, rental registration, and animal licensing). Constituents will be able to use a variety of payment types wherever possible, including credit cards, debit cards, and checks, which will allow payment for County services from a mobile device or home computer. This system is expected to be implemented by the first quarter of FY 2016.

The County’s website is highly regarded, and in October 2014, the Center for Digital Government included the County in the list of finalists for its 2014 “Best of the Web” award in the county portal category. The Office advised that the County website project was completed in FY 2015 using in-house resources at no cost.

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The Office should be prepared to discuss:

- ***Whether the Office plans to spend the appropriated funding on the “Constituent Payment Portal” and whether it is on track; and***
- ***Its plans for the original \$175,000 appropriation for the County’s website.***

9. Outsourced IT Systems

During FY 2015, the Office continued its initiative to evaluate the costs and benefits of maintaining IT systems in-house or having them maintained by a vendor in the cloud (i.e., an externally hosted system). Externally hosted IT systems provide various benefits, including cost savings because fewer personnel and equipment are required to support an IT system. However, various risks also exist including the vendor’s ability to provide an IT system that is secure, available when needed by users, maintains processing integrity (i.e., processes transactions accurately and completely), ensures data privacy, etc. The Office manages these risks via vendor contracts, which include specific terms and vendor requirements to protect the County and its information.

The Office advised that it is currently responsible for 302 IT systems, and of these, 4 systems are externally hosted:

- MUNIS (\$462,968 – maintenance costs) - In FY 2014, the Office began implementation of the MUNIS Tax and Cashiering System, which was to replace the outdated tax collection system (OASIS) and cashiering system (RECO). MUNIS is to provide County tax billing, including various municipal fees such as those for water and sewer systems, state-mandated environmental fees, liens, etc. The IT system will provide the ability to quickly adjust partial payments or issue credits to selected County residents such as veterans. The Office advised that implementation will be completed in FY 2016.
- Neogov Job Recruitment System (\$58,517 – maintenance cost) – A system to track and fill positions in the County. Agencies submit job requisitions electronically and the Office of Human Resources posts them onto the web. Applicants apply for jobs online and applications are routed electronically to the hiring agency.

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- Volunteer Center (\$3,600 – maintenance cost) – A system sponsored by the Department of Aging to allow volunteers and volunteer organizations to connect with potential volunteer opportunities from the United Way.
- AutoReturn (\$0 – maintenance cost) – A tow management application to manage Police Department initiated tows. The IT system determines the tow zone for a given tow location and facilitates the towing, storage, and return of the vehicle to the owner.

The Office advised that it expects to realize cost savings for externally hosting MUNIS in FY 2015 of \$1.1 million and in FY 2016 of \$954,376 (savings estimated from not having to implement the project using in-house resources, and from personnel, software, and hardware savings). The Office advised that it is unable to provide savings for the other three IT systems because each was inherited from specific County agencies during the consolidation of IT services.

The Office advised that it plans to increase the number of externally hosted IT systems to six in FY 2016.

The Office should be prepared to discuss:

- ***Criteria used to determine whether an IT system should be maintained in-house or externally hosted;***
- ***Its plans for externally hosting the two added IT systems in FY 2016, including the systems' titles, purpose, potential costs/savings, and implementation dates; and***
- ***How the Office monitors vendors that externally host IT systems to ensure contract terms are achieved.***

BALTIMORE COUNTY
FISCAL YEAR 2016 RECOMMENDED BUDGET

OFFICE OF INFORMATION TECHNOLOGY (069)

APPROPRIATION DETAIL

	<u>FY 2014 ACTUAL</u>	<u>FY 2015 APPROP</u>	<u>FY 2016 REQUEST</u>	<u>NET CHANGE</u>	
				<u>AMOUNT</u>	<u>%</u>
<u>Agency 069</u>					
6901 General Administration	\$ 2,445,150	\$ 2,534,430	\$ 2,965,188	\$ 430,758	17.0%
6902 Applications	5,835,532	7,633,244	8,928,212	1,294,968	17.0%
6903 Infrastructure	9,200,864	10,337,927	10,801,469	463,542	4.5%
6904 Electronic Services	<u>3,232,001</u>	<u>3,286,212</u>	<u>3,268,549</u>	<u>(17,663)</u>	<u>-0.5%</u>
Total	<u>\$ 20,713,547</u>	<u>\$ 23,791,813</u>	<u>\$ 25,963,418</u>	<u>\$ 2,171,605</u>	<u>9.1%</u>

BALTIMORE COUNTY
FISCAL YEAR 2016 RECOMMENDED BUDGET

OFFICE OF INFORMATION TECHNOLOGY (069)

PERSONNEL DETAIL

	FY 2014 ACTUAL		FY 2015 APPROP		FY 2016 REQUEST		NET CHANGE		
	FULL	PART	FULL	PART	FULL	PART	FULL	PART	
<u>Agency 069</u>									
6901	General Administration	15	13	15	14	13	20	(2)	6
6902	Applications	26	20	34	26	26	37	(8)	11
6903	Infrastructure	34	41	47	46	31	60	(16)	14
6904	Electronic Services	21	3	19	3	20	2	1	(1)
	Total *	96	77	115	89	90	119	(25)	30

* - Excludes positions from Central Printing Services (Program 6910), which operates as an internal service fund.