VOLUME TWO: APPENDICES

TECHNOLOGY STRATEGIC PLAN 2016-2019

MONTGOMERY COUNTY GOVERNMENT, MARYLAND

DEPARTMENT OF

TECHNOLOGY SERVICES

Responsive · Collaborative · Innovative

June 2016 Update

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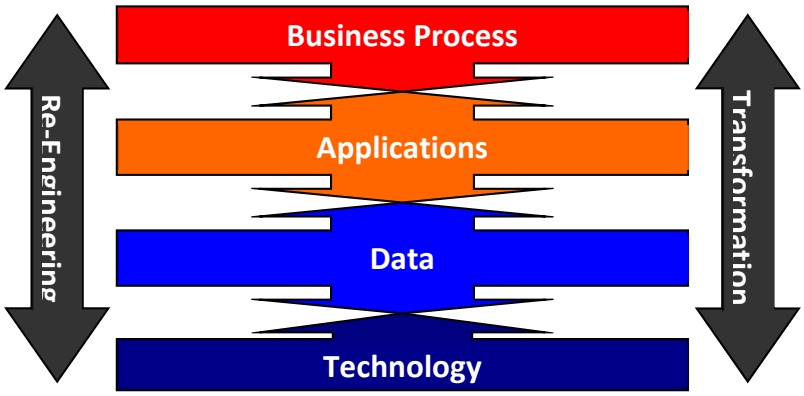
This Volume Two is the companion to Volume One that contains the County's Technology Strategic Plan for 2016-2019. This volume contains the appendices referenced in Volume One.

Appendix 1 – Plan Development & Update Methodology

The figure below illustrates the strategic planning approach that places an emphasis on business-driven planning for technology decision making at an enterprise level.



This plan has been developed using this approach in order to build upon the successes and strengths of the County in deploying and utilizing technology in support of its operations. This plan also builds on the accomplishments and current strategies the County has used to exploit IT to further the objectives of providing services to its local businesses and citizens. In addition to the legislative and judicial branches, the following executive branch departments and offices participated in the development of this plan:

- Circuit Court
- Community Engagement Cluster
- Community Use of Public Facilities
- Consumer Protection
- Corrections and Rehabilitation
- County Attorney
- Office of the County Executive
- County Stat
- Economic Development
- Board of Elections
- Emergency Management & Homeland Security
- Environmental Protection & Solid Waste Services
- Ethics Commission
- Finance
- Fire and Rescue Services
- General Services & Fleet Management
- Health & Human Services
- Housing & Community Affairs
- Human Resources
- Human Rights
- Intergovernmental Relations
- Liquor Control
- Management and Budget
- Permitting Services
- Police
- Public Information and MC311
- Public Libraries
- Recreation
- State's Attorney
- Transportation

Their input has been gathered through meetings, surveys and document reviews. These activities included:

- Presentations to and feedback from IPAC on Enterprise Technology Strategy Planning
- Initial interviews with County Department Directors and Leaders
- Group interviews with Directors and DTS staff
- Meetings with the Innovation Office
- Meetings with the CountyStat staff
- Workshops with DTS management and program management staff
- Montgomery County Council objectives reviews and meetings with Council staff
- Meeting with staff from the Judicial Branch
- FY 2009–2013 Montgomery County DTS Technology Strategic Plan
- DTS-specific documentation
- Current Environment SWOT Analysis
- Current Trends Analysis
- Consultants and partners

Prior to its publication, this plan has been reviewed by the IPAC and the County Council's IT Advisor.

DTS retained the services of the Public Technology Institute to assist with the planning effort which included an assessment of the current state of IT use within the County, conducting of surveys, identification of technology trends, and the development of a comprehensive but easy-to-use-and-maintain technology planning framework.

Additional assistance was provided by the National Association of Counties. Gartner Corporation also reviewed drafts and provided input.

The Department of Technology Services will work with the above-mentioned partners to validate the plan through ongoing assessments and make plan updates as deemed necessary.

Appendix 2 – Accomplishments (2014-2015)

The County extended its previous technology plan to cover calendar years 2014-2015. Accomplishments during that period form the basis for the proposed plan. It is worthy of note that even though 2014 and 2015 continued to be economically challenging years, the County's elected officials demonstrated a strong and sustained commitment to continue the digitalization of information and services.

The following highlights of the achievements during that period have been mapped to the strategic objectives and these further establish the County's ability to:

1. Successfully invest in, exploit, and sustain emerging technologies on a large scale
2. Use technology to successfully transform its services from simply basic and routine to forward looking and innovative
3. Succeed in successfully executing the current plan

Strengthening Delivery of Public Services and Communications

- Redesigned County websites to create a consistent and connected user experience and ensure accessibility
- Launched responsive design to ensure County website automatically resizes to fit the mobile or desktop device used to access our websites
- Launched enhanced website search engine to enable public to find result from multiple County agencies (such as the County and Montgomery County Public Schools) by using a single search on one website
- Created smartphone mobile applications and an application for live-stream viewing of the County's cable television channel on mobile devices
- Created the County's first social media policy – Administrative Procedure 6-8, and supported exponential growth in the use of social media
- Expanded GIS use, applications and interfaces
- Supported development and launch of New Development Smart Map with the Maryland- National Capital Park and Planning Commission
- The Council redesigned its website to improve overall user experience, ensure accessibility and provide a responsive web design
- The Council launched an online sign up for public hearings
- The Office of Legislative Oversight and the Council launched an online Interactive Fiscal Plan model. The application allows users to input alternative assumptions into the Fiscal Plan in an effort to understand the relationship among budget elements and to explore alternative approaches to balancing the budget.

- The Council launched live-stream viewing of all Council and Committee meetings
- The Council launched the Find My District web application. The application enables visitors to enter an address within Montgomery County to identify Councilmanic district and contact information.

Improving Stakeholder Productivity

- Retired the mainframe to eliminate annual $1 million operation and maintenance impact
- Developed and deployed the Tax Assessment System (TAS) and the Criminal Justice System Case Management System (CJCMS)
- Replaced legacy financial systems with an Enterprise Resource Planning (ERP) system
- Retired legacy Microsoft Windows operating systems (predominantly Windows XP) from the County's desktop computing environment
- Replaced legacy software with cloud-based Office 365 collaboration tools, enabling access from anywhere with any device and cost-effective, scalable computing capacity
- Upgraded the Device Client Management (DCM) contract to provide user-based support – allowing support for multiple County-owned or personally-owned devices
- Developed and implemented an Identity Management system for both employees and anyone conducting business with the County
- Developed and implemented an Enterprise Service Bus (ESB) facilitating electronic communications within County government and with external partners
- Upgraded and launched a new Intranet service as a resource for County employees
- Streamlined financial disclosure reporting and outside employee authorization systems, and implemented e-Travel electronic travel authorization and expense reporting
- Developed over 40 web applications for departments to improve stakeholder productivity
- Upgraded online scheduling systems for the Department of Recreation and began upgrade for the Office of Community Use of Public Facilities
- Launched a Network Operations Center (NOC) to improve reliability, responsiveness and continued evolution of FiberNet, the County's 500-mile optical fiber communications network
- Expanded FiberNet to over 100 locations including the Public Safety Headquarters, Multi-Agency Service Park, Equipment Maintenance and Transit Operation Center, Judicial Annex, Liquor Control Warehouse, Silver Spring Library, Olney Library, Gaithersburg Library, Housing Opportunities Commission locations and many elementary schools

- Added public WiFi to County government buildings, expanded and upgraded public WiFi within County libraries and added conference-grade WiFi to Silver Spring Civic Building and Veterans Plaza

Promoting an Open, Transparent and Accountable Government

- Launched openMontgomery and dataMontgomery programs
- Supported County launch of MC311, budgetMontgomery and spendingMontgomery
- Created County's first Digital Government Strategy roadmap
- Successfully met several deadlines of the County's Open Government legislation
- Upgraded CountyStat performance dashboards to integrate with County's Open Government Socrata Platform and enable rich content displays and links to data for public consumption
- Upgraded MC311 complaint reporting to enable analysis by legislative districts
- In conjunction with County Council, created live and on-demand video archives of Council meetings, work sessions, public meetings, and youth town halls
- Deployed an eDiscovery solution for authorized customers of the State's Attorney's Office (*e.g.*, electronic access and sharing of court case records)

Protecting Stakeholder's Confidential Data and Information

- Drafted the County's first Cybersecurity Strategic Plan
- Launched the Public Safety Systems Modernization (PSSM) multi-year project to include Computer-Aided-Dispatch, Fire Station Alerting, and Radio Systems Infrastructure
- Ensuring HIPAA, PCI-DSS, and ACH security-compliance for all personally identifiable information, and credit card and electronic check transactions
- Improved vulnerability management practices by replacing legacy platform, deploying new enterprise software distribution and patching solution, and improving security dashboards to monitor performance and trends
- Completed third-party security audits and began implementation of initial phase recommendations
- Hosted Cybersecurity fellows to compile cybersecurity best practices from leading local governments and to develop automated cybersecurity dashboard
- Implemented hard drive encryption for all desktop and laptop computers, and launched e-mail encryption option

Supporting a Dynamic, Learning Workforce

- Providing Information Security Awareness Training (ISATP) for all County employees and contractors

- Created new enterprise and business technology expert job classifications
- Provided self-paced, on-line training for all IT employees
- Provided extensive on-line and in-person training for all employees on the Microsoft Office365 suite

Improving Agility of Technology Delivery

- Expanded the scope of shared IT consulting and commodities contracts to enable departments to support Local, Small Business Reserve Program goals
- Created an IT review process to apply business case and technical evaluation of major departmental IT initiative (MITIRPS)
- Negotiated new cable services franchise agreements with Comcast and RCN

Innovation

- In coordination with the Chief Innovation Officer (CInO), established the Innovation Program
- Participated in national innovation challenges under the direction of the CInO; and partnered with the CInO on smart cities initiatives with national and international entities in the public and private sectors
- Enabled real-time transit, traffic, storm-response and environmental data tracking, public GIS mapping interfaces, response management and innovation
- Supported Internet of Things applications, labs, and testbeds under the direction of the CInO
- Launched ultraMontgomery program to facilitate deployment of ultra-high speed broadband networks, lower network deployment costs by leveraging County infrastructure, increase business awareness of broadband assets within the County, promote development of next-generation Internet and gigabit applications, and expand digital inclusion programs

Appendix 3 – Mapping Emerging Trends to Strategic Technology Goals

Public Technology Institute[1], an internationally recognized authority on technology in the public sector, and consultant to the County on technology strategic planning, identifies emerging technology trends as follows:

Goal 1 – Leverage Technology to Continually Strengthen Citizen Services Delivery

Unified Citizen Engagement Systems. Today's city, county or town hall may look the same from the outside, but the way people and businesses connect with government and one another have forever changed. The Internet and its emerging social media sites and tools have helped change the landscape. Residents and businesses expect – and often demand – that County services be accessible not just via the Internet but from tablets and smart phones, that electronic payment and filing be the norm, and they have to be able to engage County leaders 24/365.

Geographic Information Systems (GIS). GIS is being taken seriously as a strategic technology critical to a government's success. Geospatial systems have entered the mainstream and there is no looking back. Local governments that directly deliver public services, manage facilities and infrastructure, or are responsible for planning services across large areas recognize the importance of manipulating geo-enabled information to support their work. GIS promotes enterprise data integration by making it possible for information from different databases to be related to one another by keying on common spatial fields. The continued build-out of an interactive enterprise GIS will provide organizations with a number of capabilities that can have significant impact on municipal operations that can be shown to more than offset expenditures.[2] The GIS capacity for visualizing information makes it easier for employees to organize and operationalize their fieldwork, and for residents to rapidly obtain useful information via highly intuitive mapping interfaces delivered over the Internet.[3]

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[1] Public Technology Institute http://www.pti.org/

[2] For example, visualizing information (putting into map form) and address validation (guarantees accuracy of address information) improves field inspection efficiency and public safety response; pattern recognition allows the County to identify trends, detect problems and identify solutions (*e.g.*, mapping crime and disease data). For specific Montgomery County examples - Recreation centers http://gis.montgomerycountymd.gov/recreation/, Golf courses http://gis.montgomerycountymd.gov/mcgolf/, development projects http://gis.montgomerycountymd.gov/wheaton_story/, and "Open Data" sets https://data.montgomerycountymd.gov/.

[3] CIO Leadership for Cities and Counties, Public Technology Institute, 2009.

Goal 2 – Select and Deploy Technology Solutions That Promote an Open, Transparent and Accountable Government

Data Management. The initial phase of "big data" is collecting data, removing errors and publishing databases of largely raw data. The next phase involves analyzing data to assess and forecast, and the newest evolution of big data is data-driven decision making (D3M) – using data to improve decision-making and government accountably. D3M makes governments more accountable because it makes it harder to hide poor decisions. D3M costs more, does not save time, requires cleaned data to be effective, and often highlights issues that are difficult to address. D3M highly addictive because it empowers good leaders to make hard choices by providing data-driven support for policies and benchmarks to evaluate success. The three big questions stemming from the D3M process are; "How is your line of business or government doing? How do you know? What can you do to improve it?" When local governments invest in D3M, they drive the conversation. When they do not, decisions are made around them and their leaders are perceived as being less effective.

Goal 3 – Invest in Technology and Implement Policy That Protects Stakeholders' Confidential Data and Information

Network and Cyber-Security. Several national surveys of State and local governments have identified security as the number one issue going forward.[4] Last year, reported data breaches increased 47%, according to the nonprofit group the Theft resource Center. There is no local government responsibility more critical than network security – at risk are millions of health, social security, property tax, credit card, and financial records and data.[5] Too often, organizations take steps to improve security *after* a significant data breach.[6] Sound policies and threat prevention systems are critical, but the clear message that network security is a shared responsibility is of upmost importance.[7] Something as simple as requiring employees to annually complete an on-line security-training questionnaire has proven helpful in many governments. Having policies to address access to file for exiting employees is also part of keeping a network

[4] "What State and Local Government Technology Officials Can Expect" (2014 Survey Results from PTI and NASCIO), available at http://www.pti.org/index.php/t1/inside/C62 .

[5] Top Ten Government Data Breaches 2012: 1. South Carolina (3.8 million tax returns stolen); 2. California Dept. of Social Services (700,000 payroll records); 3. Utah Dept. of Health (780,000 health records); 4. California Dept. of Child Support Services (800,000 health and financial records); 5. U.S. Bureau of Justice Statistics (1.7 GB of sensitive data); 6. City of Springfield, MO (280,000 summons); 7. U.S. Navy and Dept. of Homeland Security (user names, passwords, and security questions for secure web access); 8. Wisconsin Dept. of Revenue (110,000 property sales records); 9. NASA (security lapse); 10. New Hampshire Dept. of Corrections (inmates gained access to alter primary Offender Database).

[6] On February 17, 2014, the University of Maryland reported that a cyber-security attack resulted in unauthorized access to over 300,000 records containing personal data for students and employees dating back to 1998. As a result, the University found it necessary to purchase 5-year credit protection services for everyone affected by the data breach, formed a cyber-security task force, and ordered an investigation and revisions to security policies.

[7] Shark, Alan, *7 Trends that Will Transform Local Government Through Technology*, 2012.

secure. However, making security awareness a consistent message throughout the workplace is the best means of securing your network.

Goal 4 – Deploy Technology Solutions That Improve Stakeholder Productivity

Mobility and Bring Your Own Device (BYOD). Work is no longer confined to an office: it is mobile. It is estimated that 40 to 55 percent of local government employees are mobile employees. We are moving away from staff in the field coming to a home base to pick up and drop off paperwork. Getting things done on the go is going to make local governments more efficient. However, staff needs to have the best tools to make their time in the field effective. Counties need to aggressively advance mobility and new mobility requirements and policies within the workplace so that workers in the field, across the enterprise, can take photos, measurements, video and sounds and record them on their own devices, transmit this information, and access County systems from the field, in a timely and secure manner.

Modernizing or Replacing Legacy Systems. Technology infrastructure does not show age like other physical infrastructure. Nevertheless, over time, when technology is not modernized, local governments deny themselves access to improvements that streamline operations, make staff more efficient, reduce errors, and save time. Moreover, maintaining legacy technology creates its own costs, such as diverting resources to support, maintaining specialized contracts to support outdated equipment or find replacement parts on the secondary market, and risking or fixing system breakdowns. Alternatively, investment in new technology can create significant cost avoidance and improve capabilities and accessibility for the public, but the payback may not be immediately realized if there is insufficient investment in training and support to help departments get the most from new technology. To determine when it will be cost effective to modernize or replace legacy systems, local governments are performing business needs analysis and developing policies to prioritize systems upgrades to maximize flexibility.

Goal 5 – Leverage IT to Create a Dynamic, Learning Workforce

Finding and Retaining Top Talent. Many reports suggest that somewhere between 3 million and 4 million public workers will be retiring within the next few years. In addition declared computer science majors have declined by 50% in the US since 1998.[8] Effective technologies require experienced and well-trained staff to implement, manage and oversee projects. There is ample evidence pointing to the fact that even the best of systems can fail if the human factor is not considered. Yet, when new technology implementation is discussed, public managers often overlook the impact on staff, who may not adapt well to changes or to automation generally. There are many opportunities for creative programs to be implemented that focus on the retention of current employees and the attraction of new employees. Reexamining job classifications is a good first step; this also allows organizations to remain competitive in attracting the "right" types of employees. Examining opportunities for experienced technology managers who are retired to work part-time or to job share, or paying for information service subscriptions, training, certification opportunities, conference and meeting travel, and new equipment – all these can be viewed as employee benefits that help local government attract and retain top talent.

Goal 6 – Improve Agility of Technology Delivery

Technology Governance. Research shows that organizations with a strong technology governance program are more successful.[9] The purpose of establishing technology governance is to create a conscious, organized process for making decisions related to investments in and management of an organization's technology resources. Where there is weak governance, the technology department is overwhelmed projects are delayed or unsuccessful, and there is disconnect between the technology departments and other departments. As a result, there is low customer satisfaction, multiple technology solutions are created for similar needs and there is a lack of alignment of investment of technology resources with the organizations goals and needs. Where effective technology governance is implemented, the organization gains efficiency by maximizing the value of technology investments, managing expectations and demand for technology services, and increasing the success rate of technology projects. Through effective technology governance, public leaders ensure that scarce public funds are put to the best possible use in support of the organization's business needs. The bottom line is that effective technology governance is a win-win.

Goal 7 – Innovate Continually for a Better Future

Cloud-Based Solutions. Cloud computing is used to describe situations in which the actual computers or servers are located somewhere else and often managed by another entity. Cloud computing, although a significant trend must be viewed through the lens

[8] Allen, Susan. Human Resource Management, CIO Leadership for Cities and Counties, PTI, 2009.
[9] Beaird, John and Lowery Massey, Liza, IT Governance, *CIO Leadership for Cities and Counties*, 2009.

of risk management and return on investment (ROI). Depending on the importance and critical nature of data and online services, more contingency planning is an absolute must and should be included in any ROI comparison between in-house systems and cloud-based systems. Cloud-based services need not be an all-or-nothing proposition. Many local governments place some data and operations in the cloud while maintaining critical or sensitive operations in-house. Cloud computing is about rethinking the enterprise piece-by-piece as well as function by function. It is about technology leadership, strategic planning and network security. Cloud computing requires reliable broadband and technology infrastructure. Finally, cloud computing is an integral part of social networking and citizen engagement because the overwhelming number of those applications reside in someone's cloud.

Appendix 4 – DTS Supported Technologies & Services

DTS Supported Technologies & Services	
Administrative Services	Electronic Document Management Systems (EDMS)
Analysis Services	Enterprise Service Bus (ESB) SOA Implementation
Audit Support	Enterprise Systems Support (*e.g.*, ERP, MC311, CAD)
Application Development	Human Capital Development and Workforce Management
Broadband Technology Management	Information Security Services
Budgeting and Estimation Support	IT Help Desk (Enterprise)
Business Intelligence	Media Management
Big Data Management	Mobile Device Management (MDM)
Cable Franchise Management	Networks (FiberNet, Ultra Montgomery, ICBN, FirstNet)
Capital Projects Management and Support	Office365 (SharePoint) – Skype for Business (video conf.)
Commercial-Off-The-Shelf (COTS) Software Selection and Support	Organizational Liaison with Public/Private Sector Entities
Contract Management	Open Government Program including Open Data
County Hybrid Cloud Management	PBX/VOIP/Unified Messaging
Data Analytics	Procurement Management (Technology)
Data Center Management	Project/Program Management
Data/Database Management	Radio Systems and Infrastructure Management
Device Client Management (DCM)	Server Management and Virtualization
Digital Government	Social Media Support
Geographic Information Systems (GIS)	Storage Management
Economic Development Support	System Management and Integration
Enterprise Architecture (EA)	Technology Investment Review/Consultation
Electronic Data Interchange (EDI)	Web Development

Appendix 5 – IT Organization & Governance Structure

Appendix 6 – Illustrative Technology Plans

This section includes descriptions of County services by business area and their illustrative tactical technology plans. These plans are subject to change as they are dependent on continued resource availability and environmental disruptions including disruptive technologies such as information (business intelligence), social, mobile, and cloud technologies.

The following section provides a summary of each major organizational unit and potential future technology initiatives. A list of performance measures and metrics for the County's organizational units can be found on the County's CountyStat website.[10]

General Government Cluster

General government constitutes approximately 1,100 staff and funding of approximately $315 million (approximately 14 percent of non-education operating budget). These resources support approximately 110 program areas. Each program comprises multiple services. The following sections discuss the high-level program areas and technology plans within each of the major departments and offices in the County's budgeting cluster under General Government.

Offices of the County Executive

The Office of the County Executive (CE) includes the office of the Chief Administrative Officer (CAO). Together, they are planning to undertake the following technology initiatives:

- County development database ("Near Me" or "Around Me"-like mobile applications[11] driven by dataMontgomery)
- Replace the existing WordPress CECC application with the Cloud-based Intranet Quorum (IQ) COTS applications
- Convert all existing CEX databases from Access to web based applications
- Develop and implement a web-based application for the grant management process and other CEX business processes
- Install the latest and greatest video conferencing technology in the CE and CAO's conference room

[10] The County's CountyStat site provides performance metrics and measurement at https://reports.data.montgomerycountymd.gov/countystat/.

[11] "NearMe" and "AroundMe" are commercially available services available on the Apple and Google app stores.

Community Engagement Cluster

The Community Engagement Cluster is comprised of the following entities:

- Office of Community Partnerships
- Gilchrist Center for Cultural Diversity
- Commission for Women
- Regional Service Centers (located in all regions of the County)

Together these CEC units are planning the following technology initiatives:

- Increased WiFi or Hotspots in all Regional Services Centers, Sidney Kramer Up County and Silver Spring Civic Building facility
- WYSIWYG Content Management System editor
- Training in toolset: Microsoft Outlook, PowerPoint, Access, Oracle eBusiness, social media, emerging technologies, CMS, GIS, Socrata
- Expanded and enhanced use of social media understanding the specialized programs within the Cluster
- Intense training for maximized utilization and integration of new technology in the workplace
- Identification of future technology trends and technology based solutions for business processes
- Countywide integration and replacement of work phones/PCs, desk and mobile particularly in Regional Service Centers and training facilities
- Social Media expansion
- Inclusion of its facilities in the Active Networks space registration system

Office of the County Attorney

The Office of the County Attorney is planning the following technology initiatives:

- Discovery and production of electronic records
- Preservation of records for use in litigation filed by or against the County
- Use of smart phones by attorneys to retrieve case information
- Use of encrypted email
- Legal research and reference services
- Docket management applications
- Management reporting (case load and dispositions) solution
- Contract review monitoring and tracking solution
- Case management solution (case schedules and appeals tracking)
- Online information publishing tools (e.g., FOIA requests and responses for transparency)

Board of Elections – Montgomery County, Maryland

The Board of Elections is planning the following technology initiatives:

- New voting platform for the 2016 Presidential Election Cycle
- Tools for voter outreach, training, data analysis, logic/accuracy testing
- GIS for election map data
- New voting applications; on-line ballot & 2016 same day registration at early voting centers (state ballot initiatives)
- Phone applications related to election sites; on-line training; on-line public education for new voting system

Montgomery County Ethics Commission

The Montgomery County Ethics Commission is planning the following technology initiatives:

- Upgrade of the Financial Disclosure System
- Developing an online solution for administering outside employment requests, approvals and reviews
- Online information publishing tools (e.g., list of filers and filings)

Department of Finance

The Department of Finance's 3-year Technology Strategic Plan will further enhance efficiency, take advantage of Cloud related services, ensure the protection of confidential data, and streamline certain enterprise business processes. Finance is planning the following technology initiatives:

- Upgrade and migrate the MUNIS Property Tax Billing system to a Cloud Software-as-a-Service platform.
  - Including TAS, Real Property Billing, Personal Property Billing, Lender Payments, etc.
- Expand use of ERP for:
  - Centralized AR
    - Generate all invoices from ERP and automate reconciliation
    - Single online payment portal
    - Ensure compliance with PCI-DSS and ACH security rules and requirements
  - Centralized AP
    - Automate invoice scanning and PO line item matching
    - Online vendor invoice submission via iSupplier and Exchange Data Interchange (EDI)
- Continued effort to work with each division in the department to identify processes that are manual, highly-repetitive and paper driven and replace them with in-house applications or Commercial Off the Shelf (COTS) software solution if applicable

- Implement a document management system that allows citizens and businesses to submit and track applications and supporting documentation to the department in a secured manner
- Upgrade the Kronos MCTIME platform
- Disaster Recovery for Core Finance Systems
    - Collaboratively work the Department of Technology Service to identify mission critical systems and services that would be candidates to migrate into a Cloud based environment to enhance the ability for the County to recover in the event of a disaster
    - Continue deployment of mobile devices (laptops and Surface Pro's) to enable offsite access
- Data archive planning for ERP Finance systems

Department of General Services

DGS expects to undertake technology initiatives in the following areas:

- Enhance Oracle EBS' Enterprise Asset Management (eAM)
- Cloud collaboration (access to CAD, BIM, Multivista, PM)
- Improved information on DGS-managed Capital Improvement Programs on its website
- Utilize Oracle EBS' Property Manager (improve reporting accuracy and timeliness of rentals and tenants; track space usage by building; improve space planning/modeling)
- Implement Utility Bill Management
- Enhance enterprise infrastructure services (Ricoh MFP, Digital StoreFront, and Records Management)
- Improve case management (space requests and ADA complaints)
- Process automation (Preserve an accurate audit trail of all issues, transmittals, submittal and RFIs; prevent lost project knowledge resulting from employee turnover)

DGS—Fleet Management

- Transition to Oracle EBS (FASTER)
- Improve telematics (monitor vehicle usage, health, performance)
- Implement dashboards (client service communications)
- Integrate with COTS systems (Parts Storage, Fluid Management, Fuel Site and Tank Monitoring System, EV Charging System, Telematics system)
- Implement WiFi in maintenance shops
- Deploy mobile technologies in the field

Office of Human Resources

The Office of Human Resources expects to undertake technology initiatives in the following areas:

- Correspondence and actions tracking solution
- Replacement of Oracle's iRecruitment Module with a cloud based recruitment module
- Numerous implementations in the ERP system for represented and un-represented employees including performance management
- Technology training management and delivery solution for the enterprise

Office of Human Rights

The Office of Human Rights expects to undertake technology initiatives in the following areas:

- Compliance (*e.g.*, Minimum Wage Legislation)
- Community Outreach & Education
- Fair Housing Ordinance Monitoring
- Administration

Office of Intergovernmental Relations

The Office of Intergovernmental Relations expects to undertake technology initiatives in the following areas:

- Upgrade to network connectivity to the County's offices in the State Capitol
- Upgrade telecommunications, *e.g.*, unified messaging
- Migration to advanced features of MS Office365 including SharePoint
- Create interactive Executive Branch state legislative tracking and comment system

Department of Liquor Control

The Department of Liquor Control plans to undertake technology initiatives in the following functional areas:

- Administration
- Warehouse operations
- Delivery operations
- Retail operations
- Contracted operations
- Licensure, regulation, public education
- Departmental management

Examples of DLC initiatives and technologies planned include:

- PCI-DSS deployment, support and compliance
- ERP deployment
- LRE deployment and support
- POS Windows 7 migration
- Use of Social Media
- Advanced use of Office 365

Office of Management and Budget

The Office of Management and Budget plans to undertake technology initiatives in the following functional areas:

- Budget Preparation & Administration
- Fiscal Analysis & Forecasting
- Fiscal Policy & Procedure Development
- Support Services
- Administration

Examples of initiatives include:

- BASIS 2 (.Net 4.0)
- Socrata open data
- Hyperion budgeting
- eBudget (WordPress)
- Montgomery County Grants Portal (fluidReview)

Office of Procurement

One of the Office of Procurement's (PRO) greatest strengths is its own internal centralized workflow and database program, Your Online Database Application (YODA). YODA is a centralized workflow and database program currently available to only to PRO employees. The following projects would provide improvement and increased functionality to YODA and can be accomplished with current staffing:

- Contract Review Committee web application to include record entry, document search, workflow and participant notification
- Automate reporting tool for new CountySTAT measures (Operations and Division of Business Relations and Compliance (DBRC))
- Web application development for Emergency procurement and buyer cost savings management
- Work with DTS/ERP for data transfer services from Oracle into existing Procurement systems to eliminate duplicate data entry
- Interactive checklist application to assist department contract administrators through the procurement process
- Automate vendor notification for new legislative compliance requirements (*i.e.*, wage payroll, contract renewal/MFD subcontractor plan)
- Develop application to report activity for new legislative compliance requirements (*i.e.*, Bill 48-14)
- Database conversion to new server which affects the following services/applications: internet; intranet; Procurement internal system; DataMontgomery; Mobile apps; CVRS
- Develop management web application to assist Operations managers with buyer workload assignments (contracts, compliance, correspondence, solicitations, year-end activities)
- Addition of new features/forms in existing internal procurement system as required

- Continue with procurement end-user desktop support
- Continue as first point of contact for all questions from County users concerning Oracle's purchasing module

In addition, as resources permit, PRO plans to undertake technology initiatives in the following functional areas improve the efficiency of day-to-day support for PRO activities and would improve PRO's dissemination of information to the public:

- Procurement internet website conversion to the County's new responsive design
- Procurement intranet content page conversion to SharePoint (County's new platform)
- Perform content updates to Procurement websites and social media accounts
- Obtain/Verify vendor email addresses of contract records for vendor notification
- Data Entry for new/amended solicitations
- Data Entry and scanning of Contract Review Committee meeting records into new web-based system
- Converting existing Classic ASP internet and intranet web applications to .NET
- Create LSBRP Self & Full Certification Request web form (If user/entity has programming skills)
- Coordinate with DTS/ERP and PRISM to upload data and create system defaults for Production launch of Early Morning Software
- Work with DTS to establish/create requested Procurement datasets for inclusion into dataMontgomery
- Convert existing procurement checklists/procedures into an interactive web-based learning tool
- Develop reporting mechanism to manage and track the progress of newly implemented legislative requirements on contract compliance
- Develop reporting tool to identify LSBRP activity
- Leverage SharePoint as a document management system for Procurement's public information requests (MPIA)
- Update existing MPIA system to comply with new state regulations
- Convert older paper-based bid tabulations to electronic format
- Work with DTS/ERP to develop automated reporting solution to monitor procurement violations
- Index/Rename older solicitation documents to follow current naming conventions and improved search functionality
- Update record center archive requests and verify/process outstanding returned records

Office of Public Information

The Office of Public Information plans to undertake technology initiatives in the following functional areas:

- Graphics Management
- Web Content
- Social Media
- Public Relations
- Training
- Television Production
- MC311 Customer Service Center Admin. & Operations
- Support Services
- Administration

Examples of initiatives and technologies use planned include:

- InDesign
- Photoshop
- Illustrator
- Drupal
- HTML
- XML
- CSS
- Java Script
- Cold Fusion
- Hootsuite
- Paperless Airplane
- Overtimes
- Website
- Social Media
- Email
- Television
- Radio
- Quarterly Training at "Think Big"
- Illustrator 10
- Final Cut Pro 4
- DVD Studio
- After Effects
- Cinema 4D
- Toast
- Discreet Cleaner
- Siebel
- Avaya
- Microsoft Apps
- Web Support Contract
- Social Media Dashboard Manager

Department of Technology Services (including Office of Cable and Broadband)

The Department of technology Services and the Office of Cable and Broadband technology initiatives and plans are embodied throughout this document specially in Section 3 where they are listed by Strategic Goals.

Public Safety Cluster

The County has aligned its public safety functions into the following departments:

- Consumer Protection
- Correction & Rehabilitation
- Emergency Management & Homeland Security
- Fire & Rescue Services
- Police
- Sheriff

In order to be leaders in their fields, and to maintain the high standards of performance, these departments deploy technology extensively to manage approximately 4,000 personnel (for round-the-clock service), expending approximately $590 million annually (approximately 30 percent of the County's non-education operating budget) to manage assets and deliver high quality services in program areas ranging from administration to operations and community outreach. As sample measure of size and efficiency is the fact that the County's Police Department alone processed approximately one million emergency and non-emergency calls in Fiscal Year 2015. Each department manages substantial capital budgets for non-personnel asset management and automation (*e.g.*, new facilities, equipment). Each program area embodies multiple services that depend heavily on the use of technology for their success.

The County's public safety entities expect to undertake technology initiatives in the following areas:

Office of Consumer Protection

The Office of Consumer Protection expects to undertake technology initiatives in the following areas:

Replace or upgrade the following legacy MS Access databases /applications:

- OCP Complaints Management System
- Automate Commission on Common Ownership Community's complaint tracking and training support functions
- Licensing:
    - Motor Vehicle Repair, Maintenance & Towing
    - Trespass Towing
    - Auto Repair & Maintenance
    - New Home Builders
    - Second Hand Personal Property (SHPP)
    - Radio, Television, & appliance Installation & Repairs
- Patient Advocacy
- Police Tow Log
- Evaluate need for Office 365 G3 (currently 2010)
- Website content and Applications support
- Move to SharePoint

Department of Correction and Rehabilitation

The Department of Correction and Rehabilitation expects to undertake technology initiatives in the following areas:

- Replace CJCMS with CRIMS
- Upgrade radios in detention areas
- Add WiFi
- Cloud Staff Scheduling (e.g., Kronos Cloud Telestaff)
- Use data analytics (to provide info accuracy, offenders, offenses, intelligent data processing, *i.e.*, reports, dashboards, predictive analysis, strategic planning. Data accuracy, releasing property folks, etc. makes community safer, effective government)
- Replace Access Databases

Montgomery County Fire & Rescue Service

The Montgomery County Fire and Rescue Service expects to undertake technology initiatives in the following areas:

- Technology planning
- Replace older computers (CF-19/eMeds project)
- Tablets to all Battalion Commanders
- Security cameras at all stations
- Better cell phone coverage in Stations
- On-line application management solutions, including:
    - Promotional Candidate Application Processing System (PCAP)
    - Division of Volunteer Services Personnel Information Management System (PIMS)
    - Personnel Information Management System LOSAP to ERP Interface
    - Registrar - Pathlore Learning Management System (LMS) Support
    - Fleet Management Reporting System (formerly Apparatus Defect Tracking)
    - On-line Training Registration System (OTRS)
    - Station Activity Management System (SAMS)
    - PSTA Education Transcripts Verification Application
    - Duty Operations Chief (DOC) Shift Log
    - Transfer Request Management System (TRMS)
    - Fire Investigation System (FIS)
    - Safety in our Neighborhood Web Site Support
    - Recruitment eSubscription Form - replaced by GovDelivery
    - Apparatus Assignment System
    - Web Site - Quick Links

        - Fire Code Enforcement (FCE) Credit Card Processing
        - EMS Access Database Update
- Migrate from SQLAnywhere to MS SQLServer
- Data Analytics (OLAP)

Montgomery County Police Department

The Montgomery County Police Department expects to undertake technology initiatives in the following areas:

- Cloud Staff Scheduling (*e.g.*, Kronos Cloud Telestaff)
- Document imaging and storage (personnel records)
- CAD
- Unified Messaging (roll call, Akiva BBS replacement, msg routing)
- Law Enforcement records management system
- Emergency command center (consolidating with FRS, for single point of intake and call dispatch)
- Training
- PROQA - intelligent sequencing for checking a person for dispatchers
- Body cameras
- IBI Dashboard interface to eJustice
- Shopkeep.com point of sale cash management
- Process automation
    - Impound lot tracking, SQL Net Db (PO tracking), false alarm tracking
- On-line animal license payments
    - Inventory tracking Quartermaster –Quetel
- Data analysis
    - eticket and mapping, social media analytics
- Applications
    - Offenderwatch, Safran Morphotrak, Visage Safran Morphotrak solution (facial recognition software)
- GIS maps in field
- Online reports to public
- Tablets and smart phones

Office of the Sheriff

The Office of the Sheriff expects to undertake technology initiatives in the following areas:

- Public Safety Systems Modernization
  - CAD, Mobile Computer, Radio Infrastructure, RMS
- Body Cameras
- In-car video
- Website upgrade

Transportation Cluster

Department of Transportation (including Urban Districts)

The Department of Transportation uses technology to manage its 1,100 staff and approximately $170 million operating budget in addition to its capital budget. Among popular services are the management and operation of the award-winning Ride-On bus system and maintenance of approximately 5,000 lane miles of roadways through all kinds of weather and traffic conditions.

Among the many initiatives and programs in support of the County Executive's Priority Objective to maintain "An effective and efficient transportation network", the County embarked on a smart growth initiative some time ago. To continue to deliver on this vision, the County is transforming its transportation infrastructure through capital investment and technology. The County's Department of Transportation has developed a comprehensive approach to mobility that promotes sustainable alternatives and contributes to the public's experience while further unlocking the County's economic potential. This effort positively impacts other priorities such as vital living, healthy and sustainable communities, affordable housing, and resilient communities.

In addition, as an example, the County expects to make technology investments to manage traffic in near real time to maximize mobility and alleviate traffic congestion to improve economic competitiveness of its businesses, reducing transit time and cost, and minimizing adverse public health impacts of pollution. The County considers these to be essential investments as it continues to grow rapidly. The County is also a leader in regional transportation collaboration and in promoting collaboration between residents, governments, and businesses; as a result, the Department of Transportation maintains a high level of community engagement that is facilitated by technology.

The County's Department of Transportation expects to undertake technology initiatives in the following areas:

- On-line application management solutions
    - Replace Tree Manager (paper system; make tablet accessible)
    - Replace Storm drain maintenance record system (needs GIS feature and to assist with budget development)
    - Automated Vehicle Locator (real time tracking pilot)
    - Replace traffic inventory database
- Cloud collaboration (Office 365, replace MS Access with .NET, make engineering software cloud-accessible – ArcGiS, Adobe, Microstation, Bentley Eng., Projectwise, One drive)
- Mobile devices (increase utilization, access to databases from field via Internet)
- Enhance ATMS (Advanced Traffic Management System - runs over FiberNet)
- Upgrade time clocks in all school flashers (remote monitoring)
- Transit – digital signage, texting bus schedules, real-time API, upgrade GIS servers
- Enhance parking applications (Parking guidance system, WEBPARCS, Parking Inventory)

Health & Human Services Cluster

Department of Health and Human Services

The Department of Health and Human Services directs, manages, administers, funds and delivers critical support for the most vulnerable residents. Services provided also include case management and advocacy services, protective services for vulnerable children and adults, and prevention services. It uses technology to manage its workforce of approximately 1,150 staff and a County-funded operating budget of approximately $200 million annually (approximately 9.5% of the County non-education budget).

The goal of the County is to promote and ensure the health and safety of its one million residents and to build individual and family strength and self-sufficiency. The Department of Health & Human Services delivers a wide range of public health services to cover aging and disabled to children and youth. In addition to physical health and social services, the department provides behavioral health, special needs housing and crisis management services. It uses technology to ensure effective delivery of a full array of services to address the somatic and behavioral health, economic and housing security, and other health and human services needs of County residents in support of its following major business areas:

- Aging and disability services
- Behavioral health and crisis services
- Child youth and family services

- Public health services
- Special needs and housing
- Administration and support

A significant technology modernization effort is under way to ensure service integration via electronic health records and integrated case and service management. In selecting its technology solutions, the department is particular about interoperability and compatibility with systems operated by the State of Maryland.

The Department of Health and Human Services expects to undertake technology initiatives in the following areas:

- Electronic Health Records
- Enterprise Integrated Case Management
- On-line application management solutions, *e.g.*, track volunteers and service hours
- Big data analytics (in conjunction with law enforcement, judicial branch, housing, non-profit services)
- Retirement of legacy systems
- Migration to basic and advanced uses of Microsoft's Office 365 environment including upgrading its SharePoint environment
- Workforce IT Training
- Mobile Device Integration
- Expansion of WiFi in facilities and service centers
- Implementation of unified messaging for navigators/connectors

Libraries, Culture & Recreation Cluster

The entities in this General Government cluster include the Department of Public Libraries, Department of Recreation, and the Office of the Community Use of Public Facilities. It uses technology to manage approximately 800 staff and $72 million in operating funds as well the collections and administration of enterprise funds in the form of fees for its services.

These entities expect to undertake technology initiatives in the following areas:

Montgomery County Public Libraries

- Credit card processing ability in library
- Printers, scanners, faxes and wireless printers
- Cloud solution for Integrated Library System

- Network and computer upgrades, including reliable telephone, software upgrades, robust broadband for video streaming by patrons, all-in-one cutting edge computers/monitors, hands-free communications devices
- WiFi
- Kiosk payment for computer printing and copying
- RFID
- Digital media labs and 3D printing
- Smart Room technology
- Digital signage (open/closed signage visible from car)
- Hot spots and mobile devices for patron check-out
- Tablets and hotspots for staff (and to use at mobile events)
- Upgrade mobile app and website
- Mobile circulation (real time library card issuance and cards for students)
- Sirsi Catalog enhancement
- Activate Electronic Data Interchange
- Kiosks in Clarksburg, Shady Grove, White Flint
- ID Badge readers and alarms for all staff entrances in libraries
- Automated hold lockers (accessible to patrons after hours)
- Self-charge machines with multi-lingual capability
- In-library Innovation labs and incubation support centers

Department of Recreation

- Wi-Fi in Recreation Facilities
- Integration with ERP
- Reporting

Community Use of Public Facilities

- Upgrade to the Active Networks Solution
- Office 365
- Integration with ERP
- Reporting

Community Development & Housing Cluster

This General Government cluster comprises the functions served by the Office of Economic Development (DED), the Department of Community Affairs (DHCA) and the Department of Permitting Services (DPS). The mission of these entities is to assure healthy and safe communities and affordable housing in an inclusive community. Collectively the three entities manage 23 program areas within approximately an $18.3M budget and the equivalent of 75 full-time employees.

These entities expect to undertake technology initiatives in the following areas:

Department of Economic Development (soon to become an independent authority)

- Staff mobility solutions
- Collaboration solutions
- Research services
- Outreach solutions

Department of Housing and Community Affairs

In an effort to increase staff efficiency and enhance the delivery of services to constituents, as well as to improve the accuracy and timeliness of actionable management information, the Department of Housing and Community Affairs (DHCA) is executing a multi-year modernization plan comprising of:

- Complete redesign of all core business applications using the latest version of .NET, MVC, and Entity Framework. The effort is aimed at providing a modern, well documented, easily maintainable, and expandable application portfolio that fully leverages current software and hardware technology.
- Extensive use of SharePoint as the departmental collaboration platform.
- Re-architecting of the department application infrastructure as a SOA solution initially based on SOAP with a progressive migration toward Web API.
- Consolidation of all departmental data stores to a single database management system (DBMS) solution, namely MS SQL.

Department of Permitting Services

In FY14, the Department of Permitting Services (DPS) processed 52,826 permit applications; issued/renewed 1,980 licenses; conducted 158,837 inspections; investigated 3,800 complaints; conducted 7,300 enforcement inspections; processed 6,700 building permit applications for 25,747,213 square feet of new construction resulting in 46,275 plans reviews. This level of performance would not have been possible without the heavy use of technology. DPS expects to undertake technology initiatives in the following areas:

- ePermits, ePayments, ePlans
- Share data between MNCPPC, Siebel (MC311) and dataMontgomery
- More reliable cloud, data center, servers
- More mobile devices and apps
- Outreach – social media, video, cable

Environment Cluster

Department of Environmental Protection

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water and land in a sustainable way while fostering smart growth, a thriving economy and healthy communities. In order to achieve this, the department manages an annual operating budget of approximately $117 million and 160 staff. The department utilizes technology extensively to meet its data gathering, reporting and compliance objectives.

DEP expects to undertake technology initiatives in the following areas:

- Automation of the following processes:
    - RainScapes rewards applications, workflow, inspections, reporting
    - Tree planting activities, including requests, fulfillment and maintenance
    - Truck Weighing payment process, licensing, enforcement
    - Trash collection (collection day lookup, hauler invoicing, customer billing)
- MS4 dashboard (improved storm water management permitting, planning monitoring)
- Leverage data from ePermiting
- Recycling - improve data capture, usability, storage and reporting
- Share data with MC311
- Outreach/web/digital engagement

Legislative Branch Projects

Montgomery County Council

The Montgomery County Council is the legislative branch of County government. Its responsibilities are specified by the County Charter and State law. Some of the Council's principal responsibilities include: appropriating funds for the County's operating and capital budgets; setting tax rates; approving the County's land use and Ten-Year Solid Waste and Water Supply and Sewerage System plans; approving zoning changes; and exercising oversight of County programs to ensure efficiency and effectiveness. It also serves as the Board of Health for Montgomery County. Council Information Technology plans to undertake the following technology initiatives:

- Develop a web-based application to enhance government transparency, collaboration, streamline internal processes, and incorporate an enhanced search engine for finding Council content. The project includes:
    - Convert all CCL MS Access databases
    - Improve legislative outreach and collaboration via RSS feeds
    - Provide access to legislative records in multiple formats to improve transparency and collaboration
    - Convert web content to enable web scraping. Web scraping or harvesting is a computer software technique for extracting information from websites.
- Complete migration of remaining web pages to the Council's new responsive web design (RWD). RWD is an approach to crafting sites to optimize the viewing and interactive experience across a wide range of devices.
- Build the Council Intranet
- Enhance the Constituent Relationship/Case Management software, Intranet Quorum:
    - Integrate IQ with County's Single Sign On (SSO) application
    - Improve the mobile experience
    - Create a Council IQ connection with the County Executive branch and with the State Government to enhance collaboration
    - Continue to deploy web forms in addition to public facing mailboxes to aid public communication with Councilmembers on the web
- Develop a technology standard for the preservation and recovery of all electronic records for compliance
- Research and develop business continuity solutions for critical content and applications
- Upgrade dated technology within each of the COB hearing and conference rooms
- Enhance the following third party applications associated with the following:
    - Streaming live and archived Council and Committee meetings. Agenda and minutes production and management. Council also plans to upload Committee agenda(s) in alternative formats.
    - The Public Hearing Sign Up form available on the Council calendar

- Social Media in support of government transparency, legislative outreach and collaboration
- Grants management

Board of Appeals

The Board of Appeals has authority to hear and decide cases involving certain land use issues, including modification of special exceptions filed or decided before October 30, 2014, and variances from the development standards or other requirements of the Zoning Ordinance. The Board also hears and decides Administrative Appeals from actions by the County government (as specified by the county Code). The Board applies the Zoning Ordinance Standards applicable to all such cases. The Board has countywide jurisdiction, except for the municipal corporations of Brookeville, Poolesville, Laytonsville, Rockville, Barnesville, Gaithersburg and Washington Grove. The department utilizes technology to meet its data gathering, reporting and archiving objectives. Council Information Technology plans to undertake the following technology initiatives:

- Redesign the website to create a consistent and connected user experience, ensure accessibility and leverage the Council's new responsive web design (RWD)
- Digitize records and make them available online
- Develop a web-based application to enhance government transparency, collaboration, streamline internal processes, and incorporate an enhanced search engine for finding Board of Appeals content. The project includes:
    - Convert of all Board of Appeals MS Access databases
    - Improve outreach and collaboration via RSS feeds
    - Improve access to agendas, minutes and opinions in order to better transparency and collaboration
- Build the Board of Appeals Intranet
- Increase WiFi Hotspots for the office
- Improve collaborative content sharing with M-NCPPC

Office of the Inspector General

The mission of the Office of the Inspector General is to prevent and detect fraud, waste, and abuse in government activities; propose ways to increase the legal, fiscal, and ethical accountability of County government departments and County-funded agencies and review the efficiency and effectiveness of programs and operation of County government and independent County-funded agencies. Public documents include the Inspector General's Work Plan, results of audits and investigations, and periodic status reports to the County Council. Many of these documents are available for Web viewing in HTML format, or for viewing and printing in PDF format. Council Information Technology plans to undertake the following technology initiatives:

- Redesign the website to create a consistent and connected user experience and ensure transparency and accessibility;
- Build the Office of the Inspector General Intranet;
- Implement improved technology for the storage of reports; and
- Increase WiFi Hotspots for the office

Office of Legislative Oversight

The mission of the Office of Legislative Oversight (OLO) is to provide accurate information, analysis, and independent findings and recommendations that help the County Council fulfill its legislative oversight function. Council Information Technology plans to undertake the following technology initiatives:

- Redesign the website to create a consistent and connected user experience and ensure transparency and accessibility
- Implement improved technology for the storage of reports and memorandums
- Improve outreach and collaboration via RSS feeds
- Build the Office of Legislative Oversight Intranet
- Increase WiFi Hotspots for the office

Office of Zoning and Administrative Hearings

The mission of the Office of Zoning and Administrative Hearings is to conduct due process hearings in land use and other administrative matters in a manner that protects the rights of the participants, provides a complete record in each case, results in a thorough and balanced report or decision and serves the public interest. Council Information Technology plans to undertake the following technology initiatives:

- Develop a web-based application to enhance government transparency, collaboration, streamline internal processes, and incorporate an enhanced search engine for finding Zoning content. The project includes:
    - Convert of all ZAH MS Access databases
    - Improve outreach and collaboration via RSS feeds
    - Provide access to cases in multiple formats to improve transparency and collaboration
- Build the Office of Zoning and Hearing Administration Intranet
- Increase WiFi Hotspots for the office

Merit System Protection Board

The mission of the Merit System Protection Board is to oversee the County merit system and protect the rights of County government employees and job applicants guaranteed under the merit system law. Council Information Technology plans to undertake the following technology initiatives:

- Redesign the website to create a consistent and connected user experience and ensure accessibility and to leverage the Council's new responsive web design (RWD)
- Build the Merit System Protection Board Intranet
- Implement improved technology for the storage of reports and opinions in an accessible and searchable format
- Increase WiFi Hotspots for the office

Judicial Branch Projects

The Judicial Branch includes the Circuit Court, Register of Wills, Office of the Sheriff, and State's Attorney's Office. The Judicial Branch expects to undertake the technology initiatives as specified in the July 2015 Circuit Court Information Technology Plan.

Appendix 7 – Glossary of Acronyms

ACH Automated Clearing House
ADA Americans with Disabilities Act
ATM Advanced Traffic Management System
BIM Building Information Modeling
BYOD Bring Your Own Device
CAD Computer Aided Design
CAO Chief Administrative Officer
CE County Executive
CEX Office of the County Executive
CIO Chief Information Officer
CIP Capital Improvement Program
CJCMS Criminal Justice Case Management System
COO Chief Operating Officer
COOP Continuity of Operation Plan
COTS Commercial Off The Shelf
CountyStat County's Performance Management Office
CRIMS Correction and Rehabilitation Information Management System
CRM Constituent Relationship Management
CUPF Office of Community Use of Public Facilities
DCM Device Client Management
DED Department of Economic Development
DGS Department of General Services
DHCA Department of Housing and Community Affairs
DHHS Department of Health and Human Services
DLC Department of Liquor Control
DLP Data Loss Prevention
DOC Duty Operations Chief
DOCR Department of Correction and Rehabilitation
DOT Department of Transportation
DPS Department of Permitting Services
DR Disaster Recovery
DTS Department of Technology Services
EA Enterprise Architecture
eAM EBS Asset Management

EDI Electronic Data Exchange
EDMS Electronic Document Management Systems
EISO Enterprise Information Security Office
EMS Emergency Management System
ERP Enterprise Resource Planning
ESB Enterprise Service Bus
FCE Fire Code Enforcement
FIBERNET Montgomery County's Fiber Network
FIS Fire Investigation System
GIS Geographic Information Systems
HIPAA Health Insurance Portability and Accountability Act
HR Human Resources
HTML Hyper Text Markup Language
ICBN Inter-County Broadband Network (State of Maryland)
IJIS Integrated Justice Information System
IPAC Information Technology Policy Advisory Committee
ISATP Security Awareness and Training Program
IT Information Technology
ITAG Interagency Technical Advisory Group
ITPCC Interagency Technology Policy Coordination Committee
LMS Learning Management System
LOSAP Length of Service Awards Program
MC311 Montgomery County Constituent Relationship Management
MCFRS Montgomery County Fire and Rescue Services
MCPD Montgomery County Police Department
MCPL Montgomery County Public Libraries
MDM Mobile Device Management
MITIRPS Mercury Intake and Request Process System
MNCPPC Maryland National Capital Park and Planning Commission
MUNIS Municipal Information Systems (Tax Billing Software)
OCP Office of Consumer Protection
OMB Office of Management and Budget
OTRS On-line Training Registration System
PBX Private Branch Exchange
PCAP Promotional Candidate Application Processing System
PCI-DSS Payment Card Industry-Data Security Standard

PIMS Personnel Information Management System
PM Project Management
PSSM Public Safety System Modernization
PSTA Public Safety Training Academy
RMS Record Management System
SAMS Station Activity Management System
SAO CMS State's Attorney's Office Case Management System
SMART Specific, Measureable, Attainable, Realistic and Timely
SWOT Strength, Weakness, Opportunities, Threats assessment
TAS Tax Assessment System
TOMG Technical Operational Management Group
TRMS Transfer Request Management System
TSP Technology Strategic Plan
SHPP Second Hand Personal Property
SOA Service Oriented Architecture
VOIP Voice over Internet Protocol
WSSC Washington Suburban Sanitary Commission
WYSIWYG What You See Is What You Get

Appendix 8 – Acknowledgements

DTS acknowledges the contributions of the following entities in the enunciation and review of this plan.

1. Public Technology Institute, Inc.
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3. The National Association of Counties
4. Members of the IPAC and Department/Office Directors
5. Members of the ITPCC
6. Members of the TOMG
7. County Council's IT Advisor