

**Prince  
George's**  
county

MARYLAND



**experience  
expand  
explore**

**Technology Strategic Plan**  
Fiscal Years 2016 & 2017



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## **1. INTRODUCTION**

### **1.1 OVERVIEW**

#### **1.1.1 Background**

We live in an era of rapid change and readily available information. Our challenge in Prince George's County government is keeping pace with that change.

We want Prince George's County to be recognized as a thought leader, where all branches of government, the private sector, and community based organizations work together to solve some of our most vexing challenges.

To accomplish this, we are actively working to ensure more transparency and efficiency at all levels. This means Prince George's County Government will be more sophisticated in how we collect and manage data, which is part of our establishment of a new policy of sharing government data openly with the public. This goal is the foundation for a new Digital Roadmap for Prince George's County, based on existing needs.

It is essential that the County continuously examine and re-evaluate the Technology Strategy Plan for the County as well as the structure of Information Technology (IT), the Office of Information Technology (OIT), and its mission. This plan serves as an outline for moving forward with IT initiatives, IT improvements, and enhancements. Additionally, it will outline direction in regards to the various strategic Goals and Objectives identified that support the mission of the Agencies and Branches of Prince George's County Government.



### **1.1.2 Purpose**

The Technology Strategy Plan

- Identifies the strategic vision and direction for technology and OIT.
- Summarizes major themes and areas.
- Addresses enterprise governance of IT.
- Discusses the Infrastructure needed.

In understanding the County's direction and Agency strategies that are driving technology, the plan offers explanation. In decomposing these directions and needs, the plan outlines the goals to be accomplished and where efforts will be expended to move forward. In discussing specific initiatives which support these goals the plan provides an overview.

### **1.1.3 Applicability**

The Technology Strategy Plan serves as a blueprint for moving forward with new IT initiatives. Additionally, it will provide direction in regards to the various strategic initiatives identified that support the mission of the Agencies and Branches of Prince George's County Government. This Technology Strategy Plan is a revision of the existing plan and reflects a continuing evolution in vision, direction and approach

Prince George's County is a dynamic County that is moving forward in many areas. Supporting this progress through technology requires a close alignment with business strategies and the efforts of the various entities in the County to serve the needs of the residents. A comprehensive picture of the technology needs of the County over the next several years has been developed, along with a plan to address those needs.

### **1.1.4 Disclaimer**

The Technology Strategy Plan, as with any attempt to capture the state of technology and chart a direction, is a point-in-time document that can only reflect the facts and projections at the time of its development. In this plan, every effort has been made to define the strategic initiatives in terms that are specific to define direction, yet allow for needed tactical flexibility in addressing these initiatives. Strategic planning does not occur in yearly intervals but rather is a continuous process that must consider changes that may occur prior to the next published update of the Technology Strategy Plan. This document then, sets out the technology strategy for Prince George's County as of the date of its publication—looking out 3 to 5 years—and anticipating a time frame of 18 to 36 months. However, a focus on evaluating needs and formulating strategy continues.



## 1.2 STRATEGIC PLAN PROCESS

Developing this plan was pursued by:

1. Reviewing the County Executive's Vision, Focus Areas, and Objective areas. This is effectively the County's strategic plan.
2. Understanding the Agency and Branch initiatives and needs.
3. Applying technology vision, expertise, and evolving capabilities to enable County success.

From this foundation, a direction could be determined that reflected how to best exploit technology to serve the needs discovered. With a direction, themes, or goals, could be determined. From this, strategically relevant initiatives can be identified, reviewed, and organized into an action plan.

The project team used multiple tools and analysis techniques to: develop major themes, identify issues and opportunities, develop planning goals, and identify critical success factors.

### Major Themes:

1. Provide Support for Enterprise Level Projects & Online Interaction
2. Create & Maintain a Sustainable IT Infrastructure
3. Centralize & Normalize Enterprise IT Management
4. Develop the Organization
5. Reduce Costs & Eliminate Inefficiencies

### Planning Goals:

- Move forward with major initiatives
- Strengthen IT Governance and Enterprise Architecture
- Mature Enterprise Program Management Office (EPMO) and Project Management Office (PMO)

### Issues/Opportunities:

- Deployment of talent management and incentive system
- Integration of IT with business in the decision making process
- Transformation of portfolio management capabilities
- Infrastructure direction and refresh schedule

### Critical Success Factors:

- Support of, and visibility to, Executive Management
- Metrics and Measurement



## Methodology

The County Executive's vision is the starting point for our Technology Strategy Plan.

### **Vision for OIT**

**Prince George's County is a nationally recognized jurisdiction that will be a leader in the Washington Metropolitan Region because of our unique opportunity to provide high quality healthcare, a thriving economy, great schools and safe neighborhoods, vision, mission, principles**

**We will govern with policies and practices that are innovative, results oriented and sustainable.**

**The residents and businesses of Prince George's County will know that this is one of the best places to live, invest, work and visit.**

Table 1.2-1

In addition to vision, a number of focus areas have been determined where the County's attention is needed to move the County towards its vision.

Prince George's County Government has identified six (6) focus areas.

They are:

- **Education**
- **Economic Development**
- **Public Safety**
- **Healthcare**
- **Human Services**
- **Mission Support/General Government**

Within these focus areas the county has developed objective areas under which results are expected. These were examined collectively to determine the implications for IT. The agencies and departments were then consulted concerning strategic and IT needs and these were consolidated into related needs. These were all then considered against technology capabilities. From this, themes, or goals, were developed.

The Technology Strategy Plan must:

- Address those specific objective areas identified under the County vision.
- Consider the strategies that the various agencies, departments, and branches have developed as they look to service their constituencies.
- Understand, develop, and apply evolving technology capabilities to enable success.



Figure 1.2-1 shows this relationship in graphic form

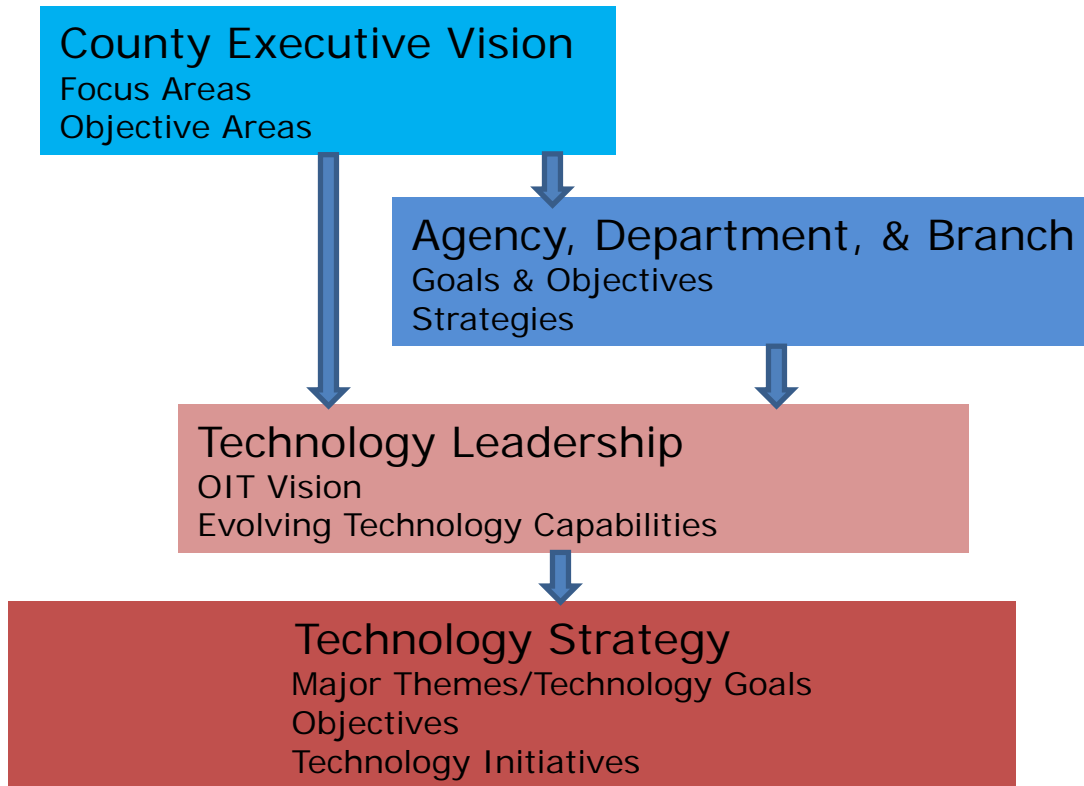


Figure 1.2-1

Finally, leadership in the technology area allowed for the application of leading edge approaches to address needs determined through the strategic planning process. This resulted in a number of themes that are guiding OIT in supporting the County's direction. These themes are listed at the beginning of section 1.2 and repeated here for ease of reference.

Themes/Goals
1. Provide Support for Enterprise Level Projects & Online Interaction
2. Create & Maintain a Sustainable IT Infrastructure
3. Centralize & Normalize Enterprise IT Management
4. Develop the organization
5. Reduce Costs & Eliminate Inefficiencies

Table 1.2-2



### 1.3 TECHNOLOGY MISSION STATEMENT:

*The Office of Information Technology is wholly dedicated to leading technology efforts to support the strategic goals of the County. OIT will provide leadership, expertise, and resources in the ideation, development and deployment of innovative technologies and streamlined processes to improve government efficiency, business interaction and citizen access to government information and services.*

### 1.4 STRATEGIC VISION

Strategic objectives forming the OIT Strategic vision:

- |  |   |
|--|---|
| Objective<br><b>Improved transparency and access to government data</b>            | 1 |
| Objective<br><b>Innovative and efficient Prince George's County government</b>     | 2 |
| Objective<br><b>Recognition of technology's ability to support key initiatives</b> | 3 |





## 2 TECHNOLOGY THEMES (STRATEGIC GOALS) AND INITIATIVES

This section discusses the themes and initiatives that have been identified. In the following subsections, The Technology themes are listed as the subsection headers. Each of the five major themes is given greater definition which includes further granulation into the associated initiatives.

### 2.1 PROVIDE SUPPORT FOR ENTERPRISE LEVEL PROJECTS & ONLINE INTERACTION

A clear focus of this goal is providing support for the implementation of strategic enterprise level projects such as ERP. This support can be in the many technology areas in OIT, but can also come in areas such as analysis or project management. This goal also looks at ways to improve and increase communication. The accessibility of resident services is a focus, along with an increase in the availability of services. The capture and usage of information in a consumable form to support both internal effectiveness and accountability to the public is also a focus. Examining internal communications for improvements in efficiency is also part of this initiative.

#### Key Initiatives

Website Redesign – An initiative concerned with leveraging the power and utility of the Web and browser-based applications to support fulltime availability of services and ease of interaction within the County government. Using these capabilities to assist and promote efficient and effective internal services.

Goals:

- Increased efficiency and ease of use
- Effective design
- Increased usage of Intranet capabilities

Target timeframe: (3rd quarter FY16)

Data Prince George's - The continued storage of appropriate datasets and retrieval mechanisms to facilitate ease of access to historical data while maintaining necessary security. This also supports business continuity by identifying and maintaining both technical and institutional knowledge.

Goals:

- Incorporation of data sources such as 311 service requests, permitting inspections and violation, crime, fire and EMS calls for service, into the data warehouse.
- Display of analytical dashboards for Transforming Neighborhoods Initiative (TNI) data sources and exposure of raw data to CountyStat for analysis.
- Performance management through analytical dashboards based on OIT customer support calls to provide OIT and other agencies the tools to identify trends in support calls and alert on possible problems by application, location, incident, etc.
- Availability of additional datasets to the public through Data Prince George's from data sources identified in TNI inventory list.

Timeframe – Ongoing

Mobile Prince George's – This initiative is to increase the number of County services citizens can utilize from their mobile devices.

Goals:



- Develop and deploy mobile and web applications designed to run within mobile phone and tablet internet browser windows. These applications include content, such as news and calendar events, to citizens. Other services include a permit status application, Snow Removal Request Form, and locations of County buildings.
- Development and deployment of native mobile applications for the Apple iOS, Windows Phone, and Android platforms for additional services for citizens as well as productivity enhancing applications for government agencies and employees.

Timeframe – Ongoing

SAP Implementation – This is a major project to replace core systems (e.g., Finance, Human Resources) with significantly upgraded and more effective software to support the business of County government. This is an ongoing initiative which addresses major needs for improvement in function and capability and includes a number of project goals including:

- Improve/Update Outdated Technology
- Improve System and Data Integration to Eliminate Fragmented Data
- Improve Knowledge Sharing
- Improve Web-Based Capabilities
- Eliminate Use of Side Systems to Track Information and Data

Specific implementation goals include:

- Wave 1 – Core Financials (Finance, Budget) and Operational Procurement
- Wave 2 – Core Human Capital Management (Personnel, Payroll) and Strategic Procurement
- Wave 3 - Remaining Core SAP functionality
- Wave 3A – Pension Administration
- Wave 4 – Tax and Revenue Management Blue Print only

Timeframe – Wave 1 went into production 1<sup>st</sup> quarter FY15

Wave 2 went into production 3<sup>rd</sup> quarter FY15

Wave 3 is targeted for completion 1<sup>st</sup> quarter of FY17

Wave 3A is targeted for completion 1<sup>st</sup> quarter of FY17

Wave 4 is targeted for Completion 3<sup>rd</sup> quarter FY17

Broadband Strategy – Initiative to define a growth strategy to increase broadband connectivity to address the residential and business needs of Prince George's County.

Goals:

- Perform feasibility study
- Define procurement vehicle

Timeframe – 4<sup>th</sup> Quarter FY16

Virtual Town Hall – This initiative is to increase the ability to share information and engage remotely to enhance communication

Goals:

- Use WebEx based technology to allow for simultaneous web conferencing with multiple users

Timeframe – 1<sup>st</sup> quarter FY17



Unified Communications – This initiative will integrate multiple communication services across the county. Typical services included in this initiative are listed below.

Goals:

- Cell Phones
- Desk phones
- Instant messaging
- Audio/video and web conferencing

Timeframe – 1<sup>st</sup> Quarter FY17

## **2.2 CREATE & MAINTAIN A SUSTAINABLE IT INFRASTRUCTURE**

This goal is maintaining and refreshing the infrastructure to support current usage and technologies. It is also about looking forward to create an infrastructure that allows efficiency and adaptability and will allow the County to take advantage of evolving technology capabilities. All of this while maintaining cost awareness.

### **Key Initiatives**

Cyber Security/Compliance - Establish formal information security management and governance processes in alignment with ISO 27001 – Information Security Management.

Goals: Access Control /Identity Management:

- Reporting Information Security Incident Management
- Network Security Management
- Develop, Approve, and promote a Comprehensive IT Security Policy Suite.
- Ensure All Employees are Aware of the Information Security Responsibilities.
- Establish Oversight Authority for Information Security in each Branch/Agency in Prince George's County Government.
- Establish a Process for Regular Progress Reporting to Executive Leadership.
- Inventory Sensitive Data and Purge Unneeded Data.

Timeframe – Complete by end of FY16.

Monitoring – Plan and implement monitoring of all production infrastructure with alerts. In support of creating a sustainable infrastructure, this initiative aligns us with best practice management and supports proactive management of the infrastructure as opposed to a reactive stance.

Goals:

- Validate the approach to monitoring production nodes and appropriate alert notifications
- Schedule and budget for continuing to implement monitoring and alert notifications
- Track percentage of production nodes monitored to measure progress
- 100% monitoring of production nodes with alerts

Timeframe – Complete by end of FY16.

Cloud Migration – This initiative is part of a continuing directional change in the approach to Enterprise Architecture, specifically the role and formation of the data center; re-aligning the County's approach to acquisition and management of server infrastructure.

Goals:



- Begin to host some technical infrastructure in the “cloud” (e.g., in support of backups) as soon as possible
- Continue to refine where cloud migration is appropriate
- Implement cloud infrastructure as feasible

Timeframe - Backups in 4<sup>th</sup> quarter of FY16.

Planning and implementation throughout FY16.

Cloud & Virtualization – Determining when and where cloud implementation of software is appropriate and then implementing is one aspect of this initiative. Virtualization is in the interest of reducing energy consumption by servers as well as the actual physical footprint, and gaining the performance and maintenance advantages of virtualization.

Goals:

- Deployment of cloud based email to all County users
- 100% virtual servers on site at Prince Georges County
- Establish self-service deployment of servers

Timeframe – 3<sup>rd</sup> quarter FY14 for deployment of cloud based e-mail.

End of FY17 for 100% on-site server virtualization.

Identity and Access Management – Accurately and securely maintaining control of systems access and identifying system users while maintaining a straightforward interface that allows for management of a participant’s multiple access devices while decreasing cost, downtime and repetitive tasks.

Goals:

- Single sign on - First module of identity management, which will allow for one username and password for multiple applications
- Identity protection
- Digital signature

Timeframe – single sign on is targeted for 1<sup>st</sup> quarter FY17.



## 2.3 CENTRALIZE & NORMALIZE ENTERPRISE IT MANAGEMENT

Under this goal, strategies are concerned with alignment of effort and centralizing processes where effectiveness is enhanced.

### Key Initiatives

ITIL Alignment/Service Portfolio Management – The Information Technology Infrastructure Library (ITIL) is a set of practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business. It is a collection of ideas to improve maturity and approach in service delivery which includes areas of strategy, design, transition, operations, and continual service improvement.

This methodology, among other things, describes service portfolio management which basically consists of all services provided by IT—broken down by pending (or pipeline) which is services being developed, a service catalog of IT services (those provided currently), and an archive of retired services. A priority is to mature the service catalog of IT services to support efficiency, budgeting, and communication.

Goals:

- Full alignment of services in IT Service Catalog with performance targets for all IT services that OIT provides to County agencies. Examples of service level targets include response and resolution times.

Timeframe 1<sup>st</sup> quarter FY17

Service Desk – The Service Desk initiative is concerned with evaluating current processes and procedures, evaluating any issues and continuing to move towards fuller alignment with ITIL.

Goals:

- Measured improvements in process and procedures
- Completed deployment of VMWare IT Business Management Suite (ITBM) to display utilization of IT services in the areas of incident management, asset management, and portfolio management. This is a primary improvement in service capability and provides closer alignment with ITIL

Timeframe – 4<sup>th</sup> quarter FY16

EPMO – Maturation of high level processes and structures for project prioritization, decision making and performance measurement; this initiative will enable business and IT synergy and enable effective decision making regarding the best uses of technology to support business needs.

Goals:

- Publication of EPMO processes
- Automation of Project intake processes and portfolio development
- Project Pipeline dashboard
- Project tracking and reporting

Timeframe – Publication of EPMO and project intake processes 2<sup>nd</sup> quarter FY16

Project Pipeline dashboard 3<sup>rd</sup> quarter FY16

Project tracking and reporting 4<sup>th</sup> quarter FY16



IT Coordinators Meetings – IT Coordinators are viewed as an extension of OIT and are responsible for supporting the business of their Agency by assisting in the maintenance of the Agency's technology. IT Coordinator Meetings provide an opportunity for OIT and Agency IT Coordinators to share information and collaborate. IT plans, progress, and accomplishments are reported, discussed, developed, and questioned.

- Define clear expectations of the IT Coordinator function and communicate these expectations to Agency department heads through IT Policy signed by Chief Administrative Officer (CAO)
- Increase in person and/or remote attendance

Timeframe – 3<sup>rd</sup> quarter FY16



## 2.4 DEVELOP THE ORGANIZATION

The organization of technology in the County must be looked at as a whole and not limited to the Office of Information Technology (OIT). This goal is focused on how to develop the organization within the agency but also on how to educate, inform, improve process, and restructure where appropriate to develop and position the County to make the best use of technology with the greatest efficiency.

### Key Initiatives

Training – Providing information, skills, and exposure to new thought and techniques. To ensure the organization is served in both the short and longer term, a strategic approach to training is important. Training itself, of course, varies in delivery methods from e-learning segments taken online, to live classroom training, to off-site programs, learning on-the-job, cohort-based webinars, and other formats.

Goals:

- New contracts for providers of online training
- New contracts for in house training assistance
- Develop ongoing training strategy for aligning with ITIL
- Efficiency improvements in training delivery methods are needed
- Create more Path Skills Training for Employees
- Create a wide range of desktop training classes for County Employees

Timeframe – Training is clearly an ongoing concern but for the goals stated in this discussion the timeframe is 3<sup>rd</sup> quarter FY16

Agency Survey – in order to function more efficiently; considering resource limitations, the scope of initiatives, demand for services, chain of command, etc. the organization has to remain under review and structural or functional changes made where appropriate or necessary. This is already underway and must be considered an ongoing process nonetheless some near term specifics have been identified.

Goals:

- Identify needed changes
- Restructure organization and reporting responsibilities, as needed
- Restructure functional responsibilities
- Update position descriptions and conduct annual reviews
- Create individual development plans

Timeframe – 3<sup>rd</sup> quarter FY16



## 2.5 REDUCE COSTS & ELIMINATE INEFFICIENCIES

This goal examines ways to cut costs through technology support as well as governance and efficiency. This goal looks at efficiency from multiple perspectives that include leveraging business intelligence, promoting better awareness of how technology can serve and what is available, examining technology, and re-evaluating process efficiency.

### Key Initiatives

Paperless Government – Developing the strategy for moving toward a paperless environment including initiatives for process automation; data and document scanning/digitizing, repositories/libraries, storage, classification, retention, disposal; digital signatures; print management; recycling; policy and compliance; training and change management; service consolidation; incentives and outreach; and legislation.

- Implement global methods and tools to capture, manage, store, preserve, deliver, and retire content and documents

Timeframe – 1<sup>st</sup> quarter FY17

### ITIL Asset Management

Review our current asset management processes and procedures, in its full life cycle and determine ways to improve overall total cost of ownership and ensure we are more aligned with ITIL best practices. We are also looking to better streamline our processes with the implementation of our ITSM tool, EasyVista. To aid in that effort, we are in the process of deploying Definitive Media Library (DML) in an effort to better management all authorized software utilized throughout the County.

Goals:

- DML Setup

Timeframe – 2<sup>nd</sup> quarter FY17

### Office Automation Charges

OIT has developed a new Office Automation Charge methodology that will be used in FY 2017. This new method identifies the cost of each OIT service and calculates the cost per user. These costs will be clearly outlined in OIT's service catalog and our users will have clarity regarding the basis of the annual Office Automation Charges through the ITBM tool.

Goals:

- Accurately reflect the unit costs for providing IT services to County agencies
- Ensure that charges are transparent to County agencies

Timeframe – 3<sup>rd</sup> quarter FY16

Comcast Franchise Renewal – New nonexclusive franchise agreement with Comcast to define the terms and conditions in consideration of Comcast cable TV service availability to residents of Prince George's County pursuant to and consistent with the Prince George's County Communication Regulatory Code (Cable Ordinance).

Goals:

- Service availability to residents of Prince George's County

Timeframe – 1<sup>st</sup> quarter of FY 17 is the target completion timeframe





## Accomplishments

While the Technology Strategy Plan looks to the future, it is appropriate to identify some accomplishments and where progress has been made. Selected initiatives are reported on below:

### Initiatives

#### EPMO

##### Description:

Governance structure and approval process for evaluating the acceptance of enterprise level technical projects such as ERP, 311 and workstation refresh

##### Goals:

- Standardize project intake process
- Create baseline project portfolio
- Standardize project processes
- Create effective dashboard reporting for project status and reporting
- Develop project closeout process

Date achieved and Progress: Established September 2015. The EPMO has begun to take in project requests and construct the project portfolio. Future development will include resource support, education, templates, and full tracking and reporting of projects and initiatives.

#### Change Control Process

Agency level change management process for evaluating the viability of technical changes to the environment such as patches, upgrades and configuration settings

##### Goals:

- Protect the computing environment from uncontrolled changes
- Restrict service disruptions caused by necessary changes to defined low-use hours
- Minimize the occurrence of unintended side effects during and after the implementation of necessary changes
- Alignment with ITIL

Date achieved and Progress: Established March 2013 with full capabilities

Gap Analysis – The Office of Information Technology (OIT) will take a broad and in-depth look at all technical components including, software, network and infrastructure, data center, as well as business processes and procedures.

##### Goals:

- Examine and document the current state
- Identify the desired future state and perform a Gap analysis
- Produce a roadmap to support/provide direction for strategic planning and continuing organizational development efforts
- Review operational and maintenance procedures (e.g., backups, cross area functionality, etc.) to get specific recommendations in regards to operations and maintenance that align those processes with industry best practices

Date achieved and Progress – Completed Early 4<sup>th</sup> quarter FY13. All goals were met.

#### Website Redesign:

Complete redesign of Prince George's County Website ([princegeorgescountymd.gov](http://princegeorgescountymd.gov))



Goals:

- Increased efficiency and ease of use
- Effective design
- Easier access to information for site visitors
- Enhanced content management and maintenance

Date achieved and Progress – 3<sup>rd</sup> quarter FY16. All goals achieved.

Data Prince George's:

This initiative calls for continued development of our open data initiative through the data warehouse and related dashboards that allow for business intelligence against data sources such as CountyClick 311 which promotes a culture of measuring for effectiveness and managing for results, while addressing one of the County Executive Rushern L. Baker III's principles for Accountability and Effectiveness

Goals:

- Creation of a portal that allows visitors to view and analyze County data

Date achieved and Progress – 1<sup>st</sup> quarter FY16

Tech Prince George's - This initiative is to put programs in place in partnership with Prince George's County Public Schools, Local institutions of higher learning, and industry in conjunction with the STEM program (Science, Technology, Engineering, Math). This will allow for talent and interest to be expressed, pursued educationally and as a career path to develop talent and provide the workforce that will help encourage business development in the County.

Goals:

- Partnerships with Public school system
- Partnerships with Community College, and local universities

Date achieved and Progress – an ongoing initiative but in place as of 1<sup>st</sup> quarter FY16. To date, hired more than 50 County high school students, in partnership with Summer Youth Employment Program which was established in Summer 2013, and provided hands on experience in IT by tasking them with designing and building programs and support technology in areas of need in the County.

SAP

This is a major initiative to replace core systems (e.g., Finance, Human Resources) with significantly upgraded and more effective software to support the business of County government. This is a multi-year initiative which will address major needs for improvement in function and capability.

Goals:

- Process and Data – Efficient transaction processing, complete, accurate, timely, and accessible data
- Increased Efficiency of Operations resulting in optimum resource usage
- Enhanced Customer Service to the County and its branches of government, the public and the business community
- Support of Business Goals – Decision support and performance measurement
- Upgraded Technology to support the County now and into the future

Date achieved and Progress – Two waves have been completed and multiple modules have been implemented.

Contract and Technical Services (CATS) for Prince George's 2.0

This is second iteration of a master contract vehicle, the objective of which is to facilitate the ability of County agencies to quickly and efficiently obtain high quality Information



Technology related consulting and technical services, at competitive prices. The **CATS 2.0** Program provides the County with a flexible contract vehicle for obtaining consistent IT resources by issuing task orders specific to its needs. These task orders will be awarded to pre-qualified vendors under the **CATS 2.0** Indefinite Delivery/Indefinite Quantity (IDIQ) Master Contract.

Goals:

- Prequalify vendors
- Shorten the time between identification of a needs and initiation of the work to address it
- Enhance the availability of support services to the County

Date achieved and Progress – 1<sup>st</sup> Quarter FY16. This is functioning and accomplishing the goals set.

#### Brown Bag Sessions

Technology is such an integrated component in all aspects of County operations. There is much to be shared even beyond standard communication formats. In these regularly scheduled lunchtime seminars, information can be shared, topics can be examined in greater depth, and new concepts and ideas can be shared.

Goals:

- Enhanced dissemination of technology information and education
- Exposure of County staff to greater depth of understanding relating to technology components
- Encourage interaction between technical and non-technical staff

Date achieved and Progress – 1<sup>st</sup> quarter FY14. This is a continuing initiative to achieve the specified goals and is continuing to progress.



### 3 ORGANIZATION MODEL

