MEMORANDUM

May 9, 2018

TO:

Prince George's County Council

Montgomery County Council

FROM:

Robert J. Williams, Jr., Prince George's County Council Administrator

Marlene Michaelson, Montgomery County Council Executive Director

SUBJECT:

Bi-County Meeting Issues for Fiscal Year 2019

Our joint staff recommendations for the May 10 bi-county meeting are as follows:

1. WSSC Budget and Capital Program

We recommend approval of the joint staff recommendations attached on circles 1-3.

2. Bi-County Portion of the M-NCPPC Budget and Central Administrative Services (CAS)

Regarding the budget items allocable to both counties, we recommend approval of the agency-wide collective bargaining and compensation policies for FY 2019, namely: (a) adjustments required under the Commission's ratified agreement with the Fraternal Order of Police Lodge #30; and (b) the adjustments for other Merit System employees in the amounts required under a confidential agreement with MCGEO that is pending final ratification and also take into account the comparable adjustments for similar employees of both counties and do not exceed the amounts proposed in the Commission's FY 2019 proposed budget (\$2.1 million for Montgomery County and \$2.7 million for Prince George's County).

We also recommend that the Councils concur with the proposed funding for Central Administrative Services as revised by the reductions proposed to meet Montgomery County's fiscal constraints, which also result in reductions to Prince George's County, as reflected on circles 4-7.

3. WSTC Budget

We recommend approval of the FY 2019 amounts proposed for Montgomery County (\$144,553) and Prince George's County (\$122,053).

Letters on these issues from President Riemer and Chair Glaros (without attachments) start on circle 8.

WSSC FY'19 PROPOSED BUDGET COUNTY COUNCIL RECOMMENDATIONS

ITEM	MONTGOMERY COUNTY COUNCIL	PRINCE GEORGE'S COUNTY COUNCIL	JOINT STAFF RECOMMENDATIONS
Rate Increase	Supports a 4.5% rate increase.	Supports a 4.5% rate increase.	Adopt both Councils' actions.
Water Production	Concurs with the proposed water production estimate of 164 mgd.	Concurs with the proposed water production estimate of 164 mgd.	Adopt both Councils' actions.
SDC Rates	Concurs with WSSC's proposal to maintain current SDC rates but to increase the maximum allowable rate.	Concurs with WSSC's proposal to maintain current SDC rates but to increase the maximum allowable rate.	Adopt both Councils' actions.
SDC Exemptions	Recommends adding language to exempt properties providing child care or programs to persons with developmental disabilities, consistent with House Bill 355 enacted by the State of Maryland during the 2017 legislative session.	Recommends adding language to exempt properties providing child care or programs to persons with developmental disabilities, consistent with House Bill 355 enacted by the State of Maryland during the 2017 legislative session.	Adopt both Councils' actions.



WSSC FISCAL YEARS 2019-2024 CIP COUNTY COUNCIL RECOMMENDATIONS

CIP & INFORMATION ONLY PROJECTS - ADDITIONS & CHANGES

JOINT STAFF RECOMMENDATIONS	Adopt both Councils' actions.	Adopt Prince George's Council's action.	
PRINCE GEORGE'S COUNTY COUNCIL	Concurs with the Mid-Cycle Update to FY2019-2024 Capital Improvements Program as transmitted by WSSC on February 21, 2018.	Recommends adding this completed project to the Projects Pending Closeout List.	
MONTGOMERY COUNTY COUNCIL	Concurs with the Mid-Cycle Update to FY2019-2024 Capital Improvements Program as transmitted by WSSC on February 21, 2018.		
PROJECT NAME	Mid-Cycle Update for the Proposed FY2019-2024 Capital Improvements Program including cost deferrals and reductions to certain projects and revised cost estimates for Blue Plains WWTP projects.	S-123.26, Marlboro Meadows Community System	

WSSC FY19 PROPOSED BUDGET COUNTY COUNCIL RECOMMENDATIONS - INCREASES (DECREASES)

CODINCIL PRINCE GEORGE'S COUNTY JOINT STAFF NATER / SEWER COUNCIL COUNCIL NATER / SEWER TOTAL WATER / SEWER ERATING AMOUNT ADJUSTMENT OPERATING IMPACT ADJUSTMENT OPERATING IMPACT ADJUSTMENT OPERATING IMPACT		735,652,000 \$ 1,437,906,749 \$ 735,652,000 \$ 1,437,906,749 \$ 735,652,000 \$ 1,437,906,749 \$ 735,652,000 600,902,000 11,580,000	735,652,000 1,437,906,749 735,652,000 1,437,906,749 735,652,000 1,437,906,749 735,652,000		762,693,000 1,437,906,749 762,693,000 1,437,906,749 762,693,000 1,437,906,749 762,693,000		762,693,000 \$ 1,437,906,749 \$ 762,693,000 \$ 1,437,906,749 \$ 762,693,000 \$ 1,437,906,749 \$ 762,693,000	27,041,000 \$ 27,041,000 \$ 27,041,000 - \$ 27,041,000	
WSSC PROPOSED C WATER / SEWER TOTAL TOTAL OPERATING AMOUNT MONTGG C TOTAL							93,000	\$ 27,041,000	
	REVENUES	PROPOSED REVENUE Water and Sewer Revenue Use of Fund Balance Bonds Issued and Cash on Hand Anticipated Contributions Revenue Adjustment for CAP projections	REVISED REVENUE	EXPENDITURES	PROPOSED EXPENDITURES	Blue Plains WWTP: Liquid Train Proj., Part 2 S-22.06 Blue Plains WWYTP: Biosolids Mgmt., Part 2 S-22.07 Blue Plains WWYTP: Plant-wide Projects S-22.09 Blue Plains WWYTP: FNR S-22.10 Blue Plains: Pipelines & Appurtenances S-22.11 Decrease debt service for revised Blue Plains costs	, 11	DIFFERENCE	

		MC	PGC	Total
Tier 2				
DHRM - ERP Human Resources Info	nformation Systems Specialist			
FY 19 Propo	FY 19 Proposal included the addition of 1 new position funded for 6 months to address the demand to document and validate system processes and instruction. The new ERP	(
system cent	system centralized HR processing and 3 individuals are now responsible for entering	17,710	23,380	41,090
and validating system users.	ing personnel actions that previously were decentralized among 200 rs. The high volume has resulted in significant errors and retroactive		<u>.</u>	.=
emproyee pay To address thi outside resou	this need on a temporary basis, the department would contract with ources for FY 19 using unexpected FY 18 savings.			
DHRM - Management Analyst				
The work programs, three programs, three programs, three programs, three programs, three projects and project programs and responsible from a daministering monitoring Programs and Respective for position was gap in resource.	The work program for the Policy and Management Operations Division has grown extensively over the past five years. The Division administers Commission-wide programs, through three units Risk Management/Workplace Safety, Policy/Corporate Records, and Management Services. The teams are understaffed requiring the Division Chief and team lead to regularly work extended hours and weekends to maintain the work program. The management services team lead is currently responsible for administering 5 budgets, handling all department procurement, managing the EOB facility and offsite offices, conducting specialized studies and administering some Commission-wide programs such as the Literacy Program and monitoring Public Information Requests and Responses. This position is needed to address policy review concerns identified by the Commission ior Accreditation of Park and Recreation Agencies (CAPRA) which accredits park and recreation agencies for excellence in operation and service. This Management Analyst position was also proposed for 6 months funding During FY 19, we would try to fill the gap in resources by reorganizing the work with assistance from staff in the Office of the Executive Director and the Corporate Budget office.	23,407	30,902	54,309

		MC	PGC	Total
Finance - reduction	Finance - reduction in professional services and training			
The state of the s				
	The complexity of the ERP solution requires a significant amount of training and			
	professional services on an ongoing basis to realize value from the investment made.	8,372	10,786	19,158
	This is true of ERP solutions in general, and is not specific to the Commission. Failure			
	to provide training opportunities hinders the ability of the Finance staff to meet the		`	
	needs of the Departments.			
CIO - Corporate IT -	CIO - Corporate IT - reduction in personal computer replacements			
	Reducing this fund will negatively impact the Computer desktop/laptop and peripheral	19 052	אע בעב	13 507
	refreshment cycle. This could result in the use of computers with inadequate	70,07	C+C,+2	166,64
	computing power, increased downtime from repeated equipment failure.			
Total Tier 2		68,541	89,613	158,154
The state of the s				
Tier 3				**************************************
				The state of the s
DHRM - Reduce consulting services	sulting services			
		30,014	39,624	69,638
	Class and Compensation Study by using unanticipated FY 18 savings.			
Merit System Board	Merit System Board - reduce outside legal counsel			
	From hoving EV18 cavings will allow us to rodure this hudget from in EV19	3,762	3,762	7,524
	דנורתווות בווד אינו ביים אווו פו אוון מוסא מזי נים וההמתר ביים ההתפרי ביים ביים ביים ביים ביים ביים ביים בי			

								MC	PGC	Total
Finance - reduce requested Purchasing position by 6 months	hasing position b	y 6 months								
	The state of the s	ar entre de la constanta de la								- ALL AND
The Purchas	The Purchasing Division continues to be criticized by the Departments as not meeting	tinues to be cr	iticized by t	he Departm	ents as not	meeting				
their expect	their expectations and needs. We constantly work toward improvements, but are at the limits of existing staff. Among the areas of concerns are: 1) The upgrade to the	s. We constar smong the area	itly work tov as of concer	ward impro ns are: 1) T	vements, bu he upgrade	it are at to the		1	i i	1
ERP will add	ERP will add functionality that will improve the level of service in the departments, but	at will improve	the level o	if service in	the departn	nents, but		31,665	40,795	72,460
will demand is outdated	will demand more attention from Furchasing Division stait, 2, Our Putchasing Mariual is outdated and needs to be rewritten, which as been deferred; and 3) The Inspector	rrom Purchas rewritten, wh	ing Division ich as been	stant; 2) Uu deferred; a	r Purchasing nd 3) The Ir	s Manual Ispector				
General has	General has recommended changes to the practice of riding contracts issued by other inrivdictions which will increase the volume of solicitations that must issued and	changes to the	practice of solicita	riding cont tions that n	racts issued	by other				
managed by	managed by the Purchasing Division.	Division.						on the state of th		
Legal - reduce outside counsel, c	consultants and on-line research tools	on-line researc	th tools							
This is a on	This is a one-time measure made possible by an unusual level of salary lapse in FY18,	made possible	by an unus	ual level of	salary lapse	in FY18,		1	1	
which will a	which will allow us to encumber funds for FY19. In addition, as needed in FY19, we	nber funds for	FY19. In ac	ddition, as n	eeded in FY	19, we		56,895	57,123	114,018
will pass thro departments.	will pass through any uncovered costs for outside counsel directly to the operating departments.	ered costs for	outside cou	insel directi	y to tne ope	raung				
CIO - Corporate IT - reduce office supplies	e supplies									
Corporate	IT will need to find ways to reduce the consumption of office supplies. This will include	d ways to red	uce the con	sumption of	f office supp	olles. This will in	nclude			
presentation	presentations, technical documents, and other handouts prepared for Commission-Wide IT	cuments, and o	other hando	outs prepare	d for Comn	nission-Wide IT		7,065	9,102	16,167
meetings a	meetings and discussions.	A STATE OF THE PERSON NAMED IN COLUMN NAMED IN	,							
			1							With the second
CIO - Corporate IT - reduce staff	f training									
The reducti	The reductions could have a negative impact on Corporate IT structured training and dovelopment program eince employees may not have a consistent experience and	a negative imp	act on Corp	orate IT stru	uctured trail	ning and		10,307	13,279	23,586
background	developinent program, sind background knowledge.	e ciripioyeca i	and sold lies							
A description of the second of										

		MC	PGC	Total
DHRM, Finance, Leg	DHRM, Finance, Legal, CiO, OIG - CIO/CWIT charges for new initiatives			
	Coupled with the same item in both MC Planning and MC Parks (and consequently in			
	PGC Planning and Parks & Recreation), this reduction will eliminate the following new	1	1	
	IT related initiatives: 1) Commission intranet upgrade; 2) Enterprise Content	40,884	37,762	78,646
•	Management (ECM) Feasibility & Requirements Study; 3) additional consulting			
	services; 4) Commission-wide IT training; 5) additional office supplies; 6) annual			
	Commission-wide IT security assessment; and 7) Enterprise Service Bus architecture			
CAS Support Services - reduce	s - reduce EOB building rent			
	We will reduce a portion of the building usage charge by using the fund balance of the	008 22	28 703	51 603
	EOB internal service fund.	006,22	60,102	CCOAT
Total Tier 3		203,492	230,240	433,732
Total CAS Tier 2 & 3	Total CAS Tier 2 & 3 Non-Recommended Reductions	272,033	319,853	591,886



MONTGOMERY COUNTY COUNCIL ROCKVILLE, MARYLAND

OFFICE OF THE COUNCIL PRESIDENT

May 8, 2018

The Honorable Dannielle M. Glaros Chair, Prince George's County Council County Administration Building 14741 Governor Oden Bowie Drive, 2nd Floor Upper Marlboro, Maryland 20772

Dear Chair Glaros,

In preparation for the bi-county meeting on May 10, I am pleased to send you the Montgomery County Council's recommendations on the FY2019 Operating Budget and FY2019-2024 Capital Improvements Program (CIP) of the Washington Suburban Sanitary Commission (WSSC), the bi-county portion of the Maryland-National Capital Park and Planning Commission (M-NCPPC), and the Washington Suburban Transit Commission (WSTC).

WSSC

Operating Budget

We recommend approval of the FY2019 WSSC Operating Budget as proposed by WSSC, along with a 4.5 percent combined water/sewer volumetric rate increase & proposed by WSSC.

System Development Charges and Exemptions

We concur with WSSC on maintaining System Development Charge rates for FY2019 at current approved levels while increasing the maximum chargeable rate (the rate the charge could be increased in the future) by a CPI adjustment, as authorized by State law.

Also, during last year's (2017) session, the General Assembly enacted House Bill 335, System Development Charge – Exemptions. This bill reinstated a former SDC exemption for properties primarily serving youth and added new exemptions for properties providing child care or after-school care and properties primarily used for programs and services for developmentally disabled individuals. Our staff have worked with your staff and with WSSC staff to finalize the following definitional language to implement these new exemptions in our FY2019 SDC resolutions:

STELLA B. WERNER COUNCIL OFFICE BUILDING • 100 MARYLAND AVENUE • ROCKVILLE, MARYLAND 20850 240/777-7900 • TTY 240/777-7914 • FAX 240/777-7989 WWW.MONTGOMERYCOUNTYMD.GOV



<u>Property Used Primarily for Child Care and After-School Care</u> means improved property owned in fee simple by an individual or organization licensed by the State of Maryland to provide child day care services, on which a child day care use or after-school care use, as defined in the Montgomery County or Prince George's County Zoning Ordinance (as applicable), operates as a principal use thereon.

<u>Property Used Primarily for Programs and Services for Developmentally Disabled Individuals</u> means improved property owned in fee simple by an individual or organization licensed by the State of Maryland to provide services to developmentally disabled individuals, on which a use defined in the Montgomery County or Prince George's County Zoning Ordinance (as applicable) as one that provides services to developmentally disabled individuals, operates as a principal use thereon.

Please note that the definitions above are assumed to include condominiums as fee simple property, consistent with Andrews v. City of Greenbelt 293 Md. 694 (1982).

WSSC FY18-23 Capital Improvements Program

We recommend approval of WSSC's FY2019-2024 Capital Improvements Program (CIP) with the following changes to the CIP:

Include the changes proposed by WSSC as part of its "mid-cycle" update transmitted to both Councils on February 21, 2018. These changes include six-year bond-funded reductions to various projects totaling \$136.7 million (with \$50 million in reductions in FY19) as well as six-year bond-funded increases in the Blue Plains Wastewater Treatment Plant projects totaling \$24 million (with a \$6.4 million increase in FY19). The Blue Plains project cost changes are based on updated DC Water budget information.

Volumetric Rate Structure Review

Finally, as you know, WSSC is planning to move to a new rate structure next year (effective July 1, 2019). After a substantial amount of bi-County staff review and public comment, WSSC forwarded several rate structure options under consideration by WSSC to both Councils last fall. This Council's Transportation, Infrastructure, Energy & Environment Committee received a briefing from WSSC and its consultants this past February. While this Council has not taken a position on a particular new rate structure, it continues to support WSSC moving away from its current 16-block rate structure to a more equitable structure. We look forward to a continued close collaboration with you on this and other important issues.

M-NCPPC Compensation and Bi-County Budget (Central Administrative Services)

Regarding the Commission's budget proposal for the administrative funds that are jointly allocable to both counties under Section 18-106 of the Maryland Land Use Article, we recommend that we concur, subject to certain decreases. Specifically, we recommend the decreases suggested by the Commission to meet Montgomery County's fiscal constraints, as presented in the attached Exhibit A.

We further recommend that we concur in the agency-wide collective bargaining and compensation policies for FY 2019, namely: (a) adjustments required under the Commission's ratified agreement with the Fraternal Order of Police Lodge #30; and (b) the adjustments for other Merit System employees in the amounts required under a confidential agreement with MCGEO that is pending final ratification. The Commission has confirmed that the adjustments for MCGEO and other employees take into account the comparable adjustments for similar employees of both counties and do not exceed the amounts proposed in the Commission's FY 2019 proposed budget (\$ 2.1 million for Montgomery County and \$ 2.7 million for Prince George's County).

Washington Suburban Transit Commission

We recommend approval of \$144,553 as Montgomery County's share of the FY2019 WSTC budget.

We look forward to seeing you at the bi-county meeting on May 10.

Sincerely,

Hans Riemer

President, Montgomery County Council

Attachments



THE PRINCE GEORGE'S COUNTY GOVERNMENT

(301) 952-3700

County Council

MAY 8 2018

The Honorable Hans Riemer, President Montgomery County Council 100 Maryland Avenue, 6th Floor Rockville, MD 20850

Dear President Riemer:

The Prince George's County Council has reviewed the Fiscal Year (FY) 2019 Operating and Capital budgets of the Washington Suburban Sanitary Commission (WSSC), the Maryland-National Capital Park and Planning Commission (M-NCPPC), and the Washington Suburban Transit Commission (WSTC). The Council's recommendations on each of these budgets are provided for your information.

WASHINGTON SUBURBAN SANITARY COMMISSION

WSSC Operating Budget:

Listed below is a summary of recommended actions taken by the Council:

- Increase the combined water and sewer rates by 4.5% for FY 2019;
- Approve the Commission's water production proposal of 164 million gallons per day in FY 2019;
- Approve the Commission's proposed level of authorized work-years at 1,776;
- Approve the Operating Budget of \$781.6 million.



WSSC Capital Budget:

The Council recommends WSSC's six-year Capital Improvements Program totaling \$3.6 billion, with FY 2019 Budget Year total of \$401.5 million, a \$75.7 million decrease from WSSC's FY 2018 Approved Capital Improvements Program. Specifically, the Council endorses the following recommendations to the WSSC FY 2019 - 2024 Capital Improvements Program:

A. System Development Charge

• The Council concurs with WSSC's recommendation that the maximum allowable charge be increased by 1.6%, but still maintains the current rate of \$203 per fixture unit.

B. Capital Program Categories

Total WSSC CIP \$401.5 million Total Information Only \$226.1 million

C. New CIP Projects

- The Council concurs with the addition of one new sewer project in Prince George's County, S-77.20, Parkway North Substation Replacement. The total estimated cost is \$5 million of which \$2.65 million is planned to be expensed in FY 2019.
- The Council concurs with moving project, S-123.26, Marlboro Meadows Community System previously authorized under CB-15-2018, which has now been completed and will incur no additional costs, to the Projects Pending Closeout List for the FY 2019 CIP.

D. All Other Projects

• The Council concurs with all projects as proposed in WSSC FY 2019 - 2024 Capital Improvements Program, including the mid-cycle update changes transmitted on February 21, 2018.

MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

We recommend approval of the agency-wide collective bargaining and compensation policies for FY 2019, namely: (a) adjustments required under the Commission's ratified agreement with the Fraternal Order of Police Lodge #30; and (b) the adjustments for other Merit System employees in the amounts required under a confidential agreement with MCGEO that is pending final ratification and also take into account the comparable

adjustments for similar employees of both counties and do not exceed the amounts proposed in the Commission's FY 2019 proposed budget (\$2.1 million for Montgomery County and \$2.7 million for Prince George's County).

We also recommend approval of the proposed funding for Central Administrative Services as revised by the reductions proposed to meet Montgomery County's fiscal constraints, which also result in reductions to Prince George's County, as reflected in Attachment 1.

WASHINGTON SUBURBAN TRANSIT COMMISSION

The Council recommends the amount of \$122,053 to be appropriated for the Prince George's County portion of the Fiscal Year 2019 Washington Suburban Transit Commission budget.

Thank you for your consideration of the Prince George's County Council's recommendations. We look forward to our discussions at the Bi-County meeting on May 10, 2018. Please feel free to contact me at (301) 952-3060.

Sincerely,

Dannielle M. Glaros

Chair

CIO/CWIT Initiatives

The budget amounts shown below are the total budgets for these initiatives, followed by the split between counties. Budgeted in an internal service fund, the CIO/CWIT initiatives are funded pro rata from each of the using departments/funds, which, of course, includes PGC departments.

Commission Intranet upgrade Budget: \$150,000 (\$88,400 PGC / \$61,500 MC)

Upgrade of existing Intranet (InSite) to a new supported platform. Additionally, the upgrade will allow access to content outside of our network in a secure manner. The addition of features such as Tutorials and step by step guides, Commission News, employee profiles; and allow access from outside the network as an Extranet.

Impact: This initiative is key to upgrade the current platform to a more effective one to provide access to policies, procedures, forms, Commission News, and access to shared documents and information delivery.

Enterprise Content Management (ECM) Feasibility & Requirements Study Budget: \$150,000 (\$88,400 PGC / \$61,500 MC)

An Enterprise Content Management (ECM) solution will help the Commission to organize, manage and distribute documents, images, departmental specific information. The project involves conducting a thorough needs assessment and for the Project team to establish a comprehensive inventory of requirements and identify a solution that will store, track, edit, and collaborate on content creation and other information related projects, while maintaining appropriate security levels. The solution will also streamline the life-cycle of information and automate various business processes using embedded workflows. ECM Key Features: Regulatory Compliance, Access Controls, Document Capture, Archiving & Retention, Document and Content Management, Document Security, Business Process Automation, E-Forms, Electronic Signature, Disaster Recovery.

Impact: ECM solution will enable the Commission to transform from paper to digital focused organization and will establish the platform to comply with State document classification and retention regulations.

Consulting Services Budget: \$60,000 (\$34,821 PGC / \$25,179 MC)

This is intended to increase the funding for the consulting services to be able to conduct specific studies and assessment. It will also allow the flexibility for the CIO to facilitate presentations from independent consultants before IT Council and Department Heads. Additionally, the Implementation of the IT Governance that is currently underway and is at the point where expert validation and compliance to industry standards will require the capability of external consulting IT firms

Impact: Consulting Services provides, in most cases, a vital independent evaluation of IT initiatives

Commission-Wide Training Budget: \$90,000 (\$52,233 PGC / \$37,770 MC)

This fund will provide training to MNCPPC IT professional in Enterprise IT technology discipline that is normally not recognized or performed at the department level. New training in networking and security disciplines will arise as requirements to realize Enterprise Infrastructure strengthening.

Office Supplies Budget: \$15,000 (\$8,705 PGC / \$6,294 MC)

The OCIO Staff grew to 5 full time employees which requires additional operations related supplies

Impact: OCIO staff will need to strictly control supply related expenditures

Annual Commission Wide IT Security Assessment Budget: \$135,000 (\$67,700 PGC / \$67,600 MC)

Annual penetration testing and vulnerability risk assessment by external vendor. This includes verifying fixes to vulnerabilities resulting from previous assessments and identify any new threats or vulnerabilities.

Benefits: Continuous improvement of the Commission's security posture; Minimize risk of hacking threats and vulnerabilities

Impact: Considering the progress of the current assessment, we can embark on most pressing recommendations and defer other recommendations to FY20. Therefore, the request can be reduced from \$135,000 to \$80,000.

Enterprise Service Bus (ESB) Architecture Budget: \$150,000 (\$88,400 PGC / \$61,500 MC)

Enterprise Service Bus infrastructure (ESB) addresses several corresponding needs for robust, cost efficient information management solutions:

ESB provides a streamlined data integration and transformation solution between Commission applications. Current application total is 264, MC side has 106, PG side has 52, and CAS has 106 applications.

Considering the ESB complexity the roll out will be done over multiple years. I recommend that we fund a project to carry out a detailed study of how an Enterprise ESB will be deployed within the Commission.

Impact: ESB can be delayed without any noticeable impact while we mature our current Applications and systems.