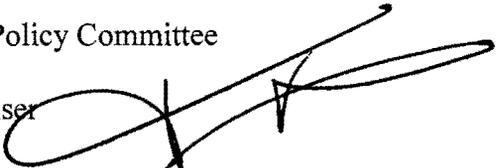


Worksession

MEMORANDUM

March 24, 2011

TO: Government Operations and Fiscal Policy Committee
FROM: Dr. Costis Toregas, Council IT Adviser 
SUBJECT: Overview - Agencies' FY12 Information Technology programs and budgets

ITPCC CIO Subcommittee membership

Dick Leurig, Montgomery College (Chair)
Steven Emanuel, Montgomery County Government
Sherwin Collette, Montgomery County Public Schools
Henry Mobayeni, M-NCPPC
Mujib Lodhi, WSSC
Scott Ewart, HOC
Gary Thomas, ITPCC staff

Staff Recommendations

1. The Committee should receive the individual agency budgets and comment on the importance of collaboration, cost reduction, and service levels as priorities for FY12.
2. The Committee should request the development of a new mechanism to conduct IT budget reviews across agencies, and provide coordination and direction before the relevant Committees take up agency budgets. Such an action would allow for the exploration and agreement on shared facilities, programs, and staff across agencies which could then be reflected in individual agency budgets. This would mean a consolidated review of IT budgets in the Fall/Winter timeframe rather than in the Spring. Lacking such a shift in timing, the current practice of budget reviews after they have been individually approved provides almost no budget incentive for interagency action or cost-saving explorations.
3. Request that the Executive provide an explicit response and a budget mechanism that recognizes the "Red" and "Yellow" priority systems now in existence totaling \$246m, and incorporate needed actions in an approach which manages the commensurate risk associated with not fulfilling them.

Background

Each of the agency members of the Interagency Technology Policy and Coordination Committee (ITPCC) has provided a uniform budget overview from their FY12 budget submissions. These detailed slides offer the only true enterprise-wide IT investment snapshot for the County as a whole, and are on ©32-114. In addition, ITPCC staff has provided a summary overview of agency IT accomplishments on ©1-31.

Agency Summaries

As in prior years, an effort has been made to provide a sense of scale for the overall investment of the County in technology. Table 1 provides a summary of FY12 dollar investments from the individual submissions of each agency, and a total of these investments. Both Operating and Capital budget allocations are shown, thus providing an important, integrated view of total County investments.

Table 1. FY12 Montgomery County Proposed Investment in Technology (in \$m)

	Operating Budget	Capital Budget ²	Total FY12
MCG ¹	35.5	17.3	52.8
MCPS	28.8	19.2	48.0
MC	29.6	13.8	43.4
M-NCPPC	4.9	0	4.9
WSSC	19.3	0	19.3
HOC	2.3	0.3	2.6
Totals	120.4	50.6	171.0

Notes:

¹ The totals do not include the investment made by MCG in departments other than DTS. In FY09, that was estimated to be at least \$18.1 million. No estimate was available for FY10 or FY11.

² Includes IJIS, FiberNet, TechMod and Public Safety System Modernization

Table 2 provides a summary of the personnel complement needed to operate the technology enterprise for all County agencies. In cases where position information was not available, full-time equivalent figures were used.

Table 2. Position Summaries by Agency

Positions (except where noted)	2012	2011
MCG	126	135
MCPS	184 FTE	171.6
MC	202 ¹	279
M-NCPPC	32.2 WY	37.4
WSSC	73	72
HOC	12	12
Totals	626.2	707

¹ The majority of MC position reductions represent a shift of employees from the IT organization to Academic Libraries, not an outright personnel reduction in the overall MC IT effort.

Staff Observations

1. The timing of these budget submissions comes after several of the individual IT budgets have been vetted and incorporated in the agency-wide budgets for the ITPCC agencies. If the Committee wishes to impact technology practices through budget management principles, a **coordinated summary budget review** should be **timed earlier** in the year so that there would be time for the **creation of agency-wide strategies**.
2. Strategies for interagency sharing of resources have been a strong discussion topic in ITPCC, CARS, and ORC meetings and discussions. In 2009, the last of interagency funding for projects was allocated to a Continuity of Operations Planning (COOP) project and the creation of a shared GIS strategy; many other collaborative opportunities are currently being pursued but lack a cross agency funding mechanism. Sharing of data center resources, disaster recovery operations in a common framework, and planning process improvements across agencies are some of the new ideas under discussion. The existence and availability of the Interagency Technology Fund (ITF) established by the Council many years ago is vital to the piloting and ultimate broad deployment of some of these ideas. This fund was inactivated as a Designated Reserve in FY10 because of the tough economic conditions. It should be reactivated as soon as practical in order to provide funding for additional and much needed interagency projects.
3. Impediments and barriers to collaborative operations of technology organizations may exist and delay or stop the launch of projects conceptualized by the ITPCC members. Such barriers have not been well documented or understood. As the next few years will continue to be financially challenging, the value of collaborative action in the technology dimension is likely to grow, and it is important to identify, early on, such barriers to collaborative or consolidated operations. These barriers may include legal restrictions, differences in retirement benefits that make human resource sharing difficult, and performance evaluation barriers to shared resources. Examples of such collaborative actions could include previously mentioned efforts in IT infrastructure

management and also items such as a coordinated PC replacement policy, unified GIS maintenance and operations across agencies, and continued exploration of FiberNet expansion and use. The Committee may want to focus on this issue of barriers in a subsequent worksession.

4. The ITPCC has made great progress at the detailed technology level, and the presentations from each agency bear witness to this steady establishment of a collaborative foundation. The Committee should encourage the continued use of cross-agency documents such as the *Risk + Consequences* document and overall risk system management efforts referenced in the transmittal letter from Dr. Pollard, so that technology investments in the future can be evaluated in a comprehensive, enterprise-wide manner.
5. The “Red risk” systems seen over the 6 year CIP horizon should give reason for pause to the Committee. An approximation of the 6 year Red-System cost projections are **\$154m**, with an additional **\$92m** falling in the yellow category - nearly a quarter of a billion dollars. These numbers may be **undercounts** of the true cost and are certainly **not** reflected in the formal budgeting process within the CIP program.

The magnitude of these needed investments is truly overwhelming; even more overwhelming is the lack of any formal recognition of this need in the formal multi-year County funding mechanisms, such as the CIP. Lacking formal inclusion into a system which eventually develops responses in a timeframe meaningful to the challenge, one is led to believe that “fix upon failure” is the norm. However, the “fix upon failure” option is neither an effective nor a desirable solution. The government will invariably pay more, and the solution may not be a lasting or a responsive one when deployed under duress. Therefore, processes should be developed to recognize the true magnitude of the systems needing replacement, and funding should be organized for their implementation. The County and its agencies have no option but to use IT in order to provide the services expected by the general public; providing for the orderly replacement of systems, infrastructure, and other essential elements of IT is not a luxury but a necessity which must be faced soon.

Interagency Technology Policy and Coordination Committee

Information Technology Program Overview

**Government Operations and Fiscal Policy
Committee—March 28, 2011**

ITPCC IT Program Overview Presentation to Council

- Overview--Interagency IT Challenges
- ITPCC Work Program Priorities
- Agency Overviews:
 - Highlights of Agency Accomplishments
 - Agency Information Technology Themes
 - Agency Budget Perspectives
 - Risks and Consequences
- Questions, Comments, and Discussion

Interagency Information Technology Challenges

IT Asset Management, Funding, and Resource Allocation

- Infrastructure upgrades and maintenance—managing risks and maintaining investments in IT infrastructure valued at \$600 million
- Meeting Business Requirements in the Enterprise with reduced resources – Staff and Funding
- Developing Long Term Strategies—seeking efficiency, savings, cost avoidance, service enhancements

Communications Infrastructure

- FiberNet Build out—utilizing ARRA Grant funds; Information where and When Needed; adding 109 sites in 18 months
- Broadband Technologies---plan for next generation requirements
- Wireless and Mobile Computing Services
- Cloud Computing and Virtualization options

IT Security

- Responding to Dynamic Threat Environments
- Disaster Recovery and Continuity of Operations (COOP)
- Security Awareness and Prevention
- Compliance

Interagency Information Technology Challenges

Collaboration, Coordination, Cross Agency Resource Sharing

- Identifying solutions that result in non-disruptive yet efficient improvements that support diverse agency missions

Web Based Services

- New technology trends—WEB 2.0; Cloud Computing
- Increasing Customer Demands
- New Applications—enhanced Public/Employee Resources

Legal and Regulatory Issues

- Privacy Protection
- Preventing Liability for Unauthorized Access and Disclosures of Information
- Accessibility Requirements
- HIPPA, PCI-Payment Card Industry Compliance, Electronically Stored Information (ESI)

ITPCC Work Program Priorities

- **FiberNet II**
 - FiberNet Charter—Interagency Governance; FiberNet ITAG technical coordination
 - Utilize federal ARRA Grant funds—add 109 sites by Aug. 2013
 - Prepare for biennial CIP submission—September 2011
 - Advocate for a FiberNet reserve fund—resource for critical core electronic upgrades and replacements
- **IT Asset Management**
 - Recession impact—upgrade and replacement slippage
 - What? How much? When? Risks? Consequences?
- **Interagency Technology Fund (ITF)**
 - Continue interagency COOP Automation project through FY12—develop plans, test, revise in new WEB EOC software product
 - Implement GIS Strategic Plan—Governance, and workgroups
 - Restore ITF funding, when possible
- **Support CARS Initiatives**
 - Currently directly working 4 IT projects; may support others

Montgomery College FY11 Highlighted Accomplishments

- Initiated deployment of a Virtual Computer Lab (VCL) facility
- Initiated planning to develop a statewide, MC-hosted VCL
- Increased cloud-based computing services
- Modernized wired and wireless network infrastructure
- Finalized plan and initiated implementation of open source operating system for use with ERP
- Modified business practices and operations to increase efficiencies and fiscal accountability



Montgomery College FY12 Themes

- Focus on providing mission essential processes and services in a period of diminishing resources
- Analyze and leverage existing technologies to meet the mission essential programs and processes
- Enhance external partnerships and alliances to leverage resources across agencies and institutions
- Enable cost reductions and cost containments through data analysis
- Initiate a review of OIT organizational structures and practices to fully leverage existing resources, knowledgebase and technology assets to support teaching and learning
- Create a culture of continuous improvement within OIT through assessment and benchmarking

Montgomery College FY12 Budget Perspective

- Make strategic investments in technology to reduce costs in future years
- Re-evaluate and reduce contracts where appropriate
- Further increase lifecycle of technology assets
- Examine cost effective approaches to technology provisioning including open source and shareware
- Develop internal capacities to assure the full leveraging of technology assets and processes
- Evaluate the impact of current and anticipated budget reductions on IT services



Montgomery College Risk and Consequences for Major IT Systems

- A delay in the purchase and the implementation of major systems will impact business services and academic programs
- Extended PC and software replacement cycles will result in increased levels of support with potential impact on instruction
- Reduction in staffing levels and a hiring freeze will impact hours of operation and service levels in both the academic and administrative areas
- Reduction in IT funding will impact the ability of the organization to assure a knowledgeable and skilled workforce capable of handling increased workload

Montgomery County Public Schools FY 2011 Highlighted Accomplishments

- ❑ **myMCPS Business Center:** Implemented capability for staff to access information and resources related to business operations supporting self-services processes, strengthening communications and enhancing operational effectiveness
- ❑ **myMCPS Instruction Center:** Deployed new digital elementary integrated curriculum and secondary curriculum with related course materials, and associated instructional and professional development resources
- ❑ **Visitor Management System:** Deployed automated security system to ensure a safe and secure learning environment, streamlining school processes to manage visitors and volunteers
- ❑ **Web-Conferencing:** Strengthened communication, collaboration, and professional development across the district and with parents to support and enhance instructional programs
- ❑ **Technology Modernization:** Updated the technology infrastructure in 46 schools to support engaging teaching and learning—including refurbishing and replacing 8063 workstations

Montgomery County Public Schools FY 2012 Themes

- ❑ Providing technology systems and services to support excellence in teaching and learning
- ❑ Facilitating collaborative personal learning communities by connecting anyone, anytime, anywhere to information
- ❑ Supporting operational effectiveness that enhances business operations
- ❑ Reforming and realigning structures and resources to effectively support the district's priorities
- ❑ Providing knowledge systems and modeling practices to build staff capacity to transform school improvement practices

③

Montgomery County Public Schools FY 2012 Budget Perspective

- ❑ Strengthen integration of technology to support the transformation of teaching and learning by:
 - Developing technology-enhanced inquiry-based practices
 - Improving access to rich, digital curriculum content and instructional resources for a diverse range of students.
- ❑ Provide comprehensive analytical systems to facilitate increased collaboration, knowledge sharing, and community networking.
- ❑ Transform human capital management processes by implementing powerful workflow and self-service technologies.
- ❑ Modernize critical business systems to strengthen operational excellence.

Montgomery County Public Schools

FY 2012 Risks and Consequences: Major IT Systems

Major IT Systems	Replacement Cost	Impact
Data Center Infrastructure	\$2,992,967	Whole system - staff would have no access to any MCPS data or data systems
Facilities Management Information System	\$300,000	Capital budget and planning processes and the staff responsible for overseeing will be more inefficient
Transportation Information Mgmt System	\$1,300,000	All schools - all students requiring transportation, including students receiving special services
Scheduling System	\$350,000	Student access to appropriate classes and course schedules will be hampered
Budget Management System	\$700,000	All staff involved in budget development and management
Library Circulation System	\$800,000	Media Specialist, Materials Management, budgeting & accounting

Montgomery County Government

FY10 Highlighted Accomplishments

- Leveraged enterprise software distribution tools and patch management solutions to deploy over 525,000 patches to address computer security vulnerabilities. Effectively administered enterprise computer help desk contract providing solutions for over 30,000 calls for service while meeting or exceeding all critical contract service level agreements (SLA's).
- Supported the implementation of Oracle eBusiness; Phase IA – Financials – on-time and on-budget. Technology Services played a key role in the development of the technical requirements and architectural implementation to achieve the go-live delivery of the Oracle eBusiness solution. DTS designed, built and supported the infrastructure allowing the functional teams to implement the system.
- Supported the Chief of Police's technology priority project for the implementation of pilot in-car video systems. In addition to aiding in the physical vehicle solution, DTS offered services in the development of the data infrastructure to capture and manage videos.
- Provided the requested advancements in the use of IP telephony for the agent "soft phone" application, chosen by the project sponsor. Additionally, Telecom facilitated the on-time implementation of the phone network changes to pulse the 3-1-1 digits from the local exchange carrier and achieved a documented first of pulsing the 3-1-1 digits from the three major cellular carriers, making Montgomery County's implementation the first ever launch with both wired and wireless 311 forwarding capabilities.
- Voice over IP Expansion – DTS continues to demonstrate leading edge solution deployment for voice requirements using Voice over IP (VoIP). During this past year, VoIP solutions created an optional "soft phone" services for remote capability for the MC311 call center. VoIP was also used to implement phone services to 5 fire station and 3 recreation facilities. VoIP allows the county to leverage the capabilities of data based solutions that will eventually lead to full 4 unified communications (voice, video and data) in the same technology.

Montgomery County Government

FY10 Highlighted Accomplishments

- FiberNet Expansion – DTS continues the progress of the backbone communications to new and transitioned facilities. In addition to the 13 new sites that were added to the system, 32 existing facilities were migrated to the robust communication network. Additionally, FiberNet configuration was collaboratively created to carry Montgomery College's internet service provider signal, avoiding additional operational costs.
- Successfully deployed the new Case Management System for the State's Attorney's Office (SAOCMS) in production. This new system automates many manual processes and allows users to realize processing efficiencies by entering case information one time only and have that information systemically populated on predefined.
- Developed several new and innovative customer-facing web solutions including the H1N1 Vaccination Appointment system, Vehicle Accident Report system, and Contract Search system. Provided extensive technical implementation support and GIS web services solutions for new enterprise applications including MC311, ERP and MCTime.
- Migrated nearly all Security Team services to outsourced Cloud-based offerings to improve service and uptime while decreasing staff time needed for system maintenance and upgrades. Additionally, started pilot to investigate a potential migration of enterprise services to commercial cloud opportunities.
- Initiated process re-engineering to implement new IT applications to include a paperless eFAX and Imaging records archive solutions at low cost to increase efficiency and improved data management while reducing staff time.
- Improved the department's project request review process (CIO Approval Process) to consider money saving alternative solutions (build vs. buy, cloud computing) and streamlined the review and disposition of project requests. 15

Montgomery County Government

FY10 Highlighted Accomplishments

- Customer Services and Satisfaction - Cable & Broadband Communications Office (Cable Office) filed a total of 1,158 formal complaints resulting in \$63,869.66 in refund and credits for cable and broadband subscribers. The County's rate regulation efforts resulted in a total refund of \$537,582.50 for Comcast subscribers and additional equipment savings.
- Infrastructure Inspections – The Cable Office inspected 6,000 miles of private cable facilities and issued 3,631 safety and construction violations. In FY11, the cable inspection program was restructured to focus on ensuring that current construction is code compliant and to provide cable operators with incentives to perform their own quality control instead of relying on the County to do so. As a result, in FY11, the County anticipates that the code compliance will improve from 78% in FY10 to 85% in FY11, the period of time to correct construction violations will be shortened and that both measures will improve in FY12.
- Programming - Expanded production by the Cable Office of public service announcements (PSAs) and leveraged existing resources by airing PSAs on local cable channels. In some cases, a 20% increase in program performance resulted from the increased public awareness campaign.
- Cable Office provided consumer educational outreach to assist residents with the digital broadcast television transition and cable operator digital migrations.
- ARRA Grant Attainment - The County successfully applied with 10 central Maryland counties and State of Maryland for a \$115 million American Recovery and Reinvestment Act broadband stimulus grant ("One Maryland Broadband Network"). This grant will permit the County to perform construction valued at approximately \$14 million to extend FiberNet in FY11 through FY13 to 90 elementary schools, 18 Housing Opportunities Commission Family Resources Centers, and 1 public library.

Montgomery County Government FY12 Themes

- Continued Focus on Enterprise Technology Model
 - Future Phases of TechMod Projects (ERP, MC311, MCtime)
 - Initiation of Public Safety Modernization Strategic Alliances
 - Health and Human Services Transformation Support
- Expand Shared Services and Enterprise Standards
 - Information Security
 - Continuity of Operations
 - Inter-agency Opportunities
 - Cloud Computing Options
- Process Improvement Management (Continued Customer Focus, Investment Analysis, Best IT Practices)
 - Deliver information and services that support County Objectives and Outcomes (Metrics)
 - Enable our employees to be the best at serving our citizens and businesses
 - Educate/hire/promote IT staff - provide Staff the necessary technical training and tools to be successful
 - Change Management Support
- Maintain Operations and High System Availability
- Leverage Existing Infrastructure Investments

Montgomery County Government FY12 Budget Perspective

- Support for Enterprise Initiatives
 - Processes, solutions and efficiencies
- Leverage Enterprise Challenges as Opportunities for Technology Innovations and Strategies
- Initiate Public Safety System Modernization program
- Frequent Review / Evaluation and Prioritization of Resources to Address County Priorities
- Preserve Operations (Balanced support of Legacy and New Enterprise Systems)
- Maintain a Strong IT infrastructure (e.g., FiberNet, eMessaging, Desktop Management, Customer Support, Green IT)

Montgomery County Government

Risk and Consequences for Major IT Systems

- Technology Modernization (replaces FAMIS, ADPICS, Human Resources, Position Control, BPREP, many others)
 - Estimated Full Replacement Cost: \$80.2M
 - Business Impact: Legacy core financial and HR systems reaching the end of the useful life. New systems designed to improve accountability, responsiveness and delivery of government services.
- Public Safety Modernization (replaces CAD and PS Radio System)
 - Estimated Full Replacement Cost: \$53.6M
 - Business Impact: Legacy systems reaching the end of their useful life and unable to fully meet County's operational requirements.
- IJIS: Integrated Justice Information System (replaces CJIS)
 - Estimated Full Replacement Cost: \$15.7M
 - Business Impact: Legacy system has reached the end of useful life and unable to fully meet County's operational requirements. New systems for Department of Corrections & Rehabilitation, State's Attorney's Office and Circuit Court will directly improve delivery of public safety services in the County.
- Traffic Signal Modernization
 - Estimated Full Replacement Cost: \$43.0M
 - Business Impact: Legacy system is over 30 years old and dependant on dated technology. Failure can result is significant traffic congestion and delays to residents and commuters.

MNCPPC IT Accomplishments FY 2011

- Design, development and installation of on-line plan submission (ProjectDox) completed. Implementation in testing phase.
- Phase II of the GIS Strategic Plan is completed. ITPPC adopted the Strategic Plan forming the GIS Strategic Plan Policy Committee.
- Introduced videoconferencing in both departments is completed and testing is proceeding.
- Following Montgomery County Government lead, bridged contract to outsource Help Desk support.
- Completed contract with Microsoft to deploy e-mail Cloud Computing.
- Implementation of the SAN system to achieve Disaster Recovery goal for the departments is completed.
- Continued implementation of Voice Over IP (VOIP) telephone systems throughout Parks completed.

MNCPPC Strategic Directions for FY 2012

Themes

- **Exceptional Service Delivery While Gaining Efficiencies:**
 - Streamlining both departments services to public by using information technology.
 - Expand use of conference bridging and video conferencing to increase productivity (reduce travel).
 - Expand use of cloud computing to maximize technology investment.
- **Outreach:**
 - Use technology to increase resident participation in planning e.g. video, blogs, and other social networking tools.
 - Continue progress to increase transparency of development processes and access to services and information.
 - Use technology to increase public participation and access to Parks user services.

MNCPPC Strategic Directions for FY 2012

Maximizing Our Technology

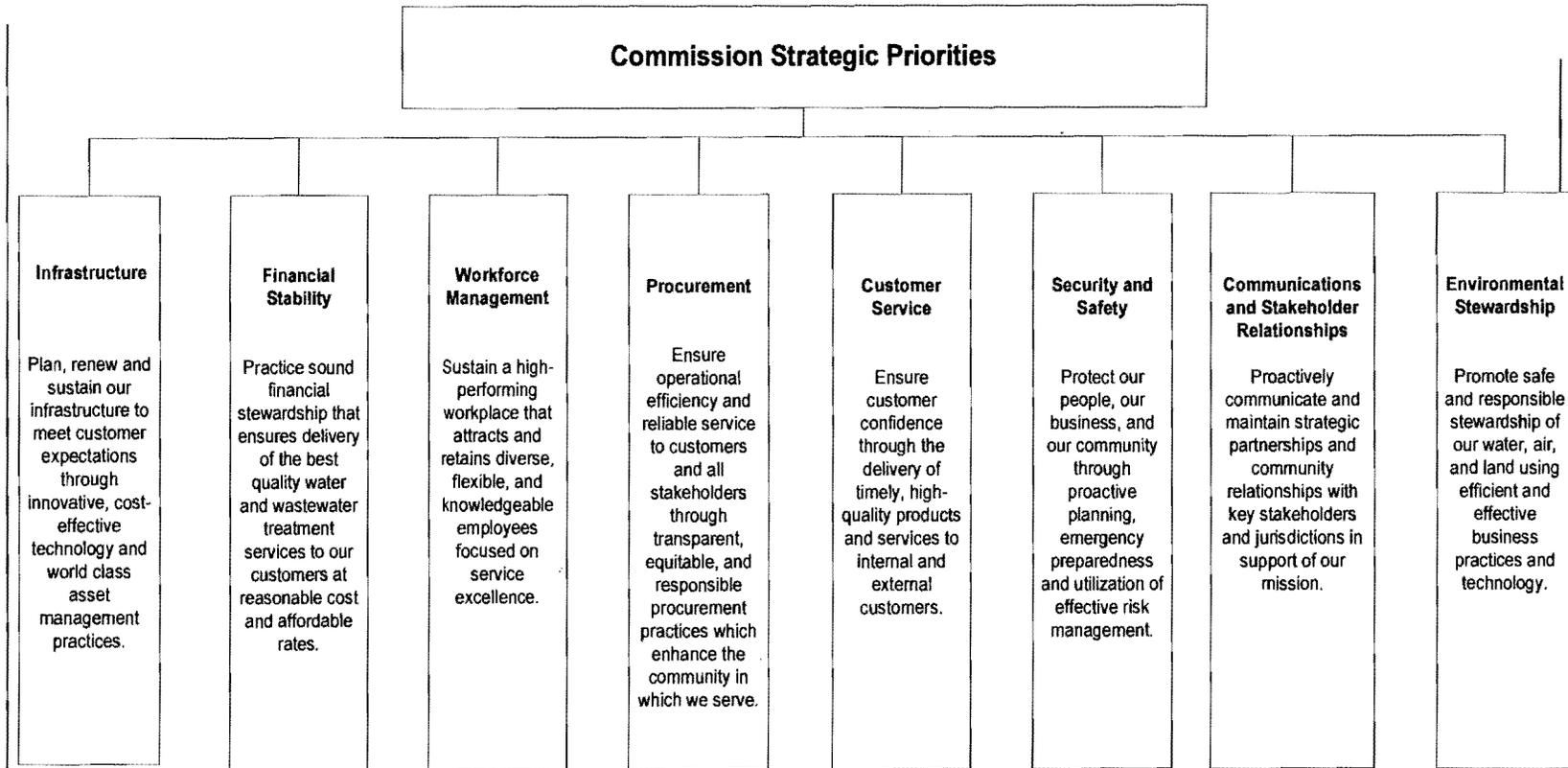
- Implementing web-based tools (Interactive Maps) that enhance access to spatially-enabled electronic data.
- Gaining efficiency through CLOUD computing (hosted email) and server virtualization.
- Deployment of ProjectDox, an on-line development application tool including:
 - electronic submission of development plans
 - on-line collaboration by reviewers
 - electronic tracking and version control
 - transparency

MNCPPC FY 2011 Recession Impacts and Issues

- Six abolished positions in technology. Three underwent a reduction-in-force.
- Eliminated overtime and technical training.
- PC replacement continues to be further delayed.
- Cancelled/reduced support and outsourcing of IT contracts.



WSSC STRATEGIC PERSPECTIVE



NOTE:

The original Technology Priority was combined into the Infrastructure Priority.

The original Regulatory Environment Priority was combined into the Communications and Stakeholder Relationships Priority.

WSSC HIGHLIGHTS: FY11 ACCOMPLISHMENTS

- **Continual Improvement of Daily Operations**

- Video Conferencing
- PBX (Private Branch Exchange) Replacement
- Data Center and Storage Upgrade Phase 1
- Customer Care Telephony Enhancements

- **Caring for Customers**

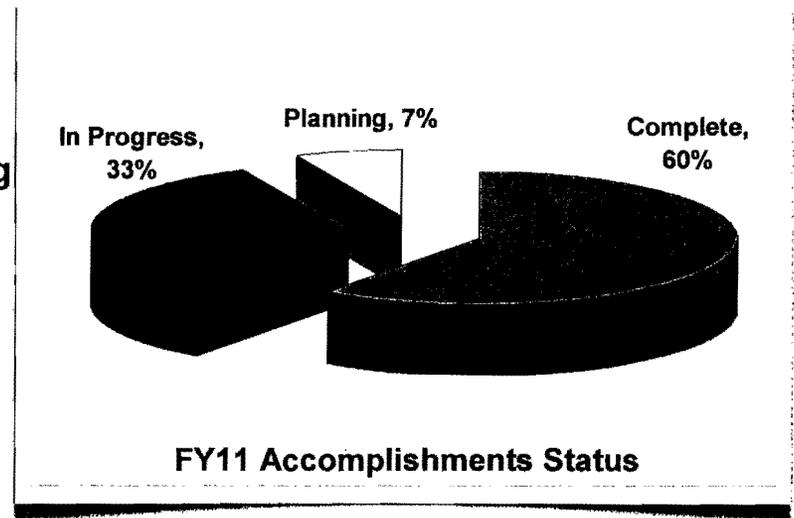
- Interactive Voice Response System (IVRS) Upg
- Water Billing Roundup
- Online Bill Payment
- Service Advisory (prototype)

- **Regulatory, Legal, and Compliance**

- FIT (Facilities Information Tool) Updates
- Cross Connection Updates Phase 1
- Microwave Radio Upgrade
- IIMS (Laboratory Information Management System)

~~SSO (Sanitary Sewer Overflow) Reports~~

- Water Quality Application



WSSC FY12 BUDGET PERSPECTIVE

- 5-Year IT Strategic Plan
- PBX Replacement Remote Sites
- Mainframe/OEM Release & Hardware Upgrade
- Microwave Radio Upgrade
- Physical Security Network Remediation
- Data Archiving/De-duplication
- Technology Refresh (server upgrades)
- 3% Federal Withholding for Contractors
- Cross Connection Updates Phase 2
- Data Center and Storage Upgrade Part 2
- Telecommuting (Pilot)

WSSC IT VISION

Risks & Challenges

- Unsupported, outdated legacy systems
- Complex business processes
- Difficulty attracting technical talent to maintain legacy applications
- Undetected system issues and downtime
- Duplication of information across multiple systems

Consequences

- Increased maintenance and support costs
- Impact and delays to planned projects
- Quality of Service impacts due to outdated systems
- Decrease in operational efficiency and customer service delivery
- Legal impact of undetected problems

HOC FY11 Information Technology Accomplishments

- Implemented Landlord Portal System providing online information to HCV landlords
- Implemented EFT payments to landlords significantly improving the check payment processes
- Implemented e-mail archival appliance
- Completed ongoing upgrades to the Housing and Financial core business system
- Upgraded Citrix environment to most current version
- Upgraded document imaging system to most current version
- Updated and improved backup systems for recovery of files
- Continued expansion of the server virtualization project improving disaster recovery and high availability of critical servers
- Reviewed options to replace document imaging system

HOC Themes for FY2012

- Continued improvement towards high availability and enhanced disaster recovery systems.
- Increased use of Web-based services to enhance customer support initiatives as well as improve productivity and efficiency.
- Continued replacement of older systems for more advanced systems that provide improved productivity for staff.
- Improve internal agency training utilizing in-house technology tools.
- Review “Cloud” computing and cross agency opportunities that provide cost savings for HOC.

HOC Budget Perspectives for FY2012

- Lowest Capital funding since FY06
- Enhanced web presence by adding additional interactive components
- Upgrade Microsoft Exchange E-mail system
- Replacement of outdated equipment to ensure minimal downtime due to equipment failures

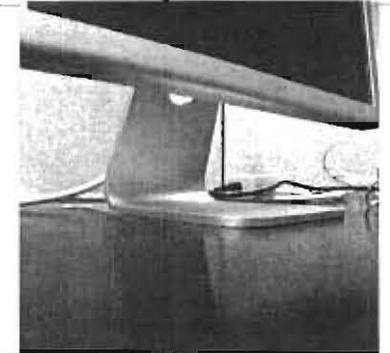
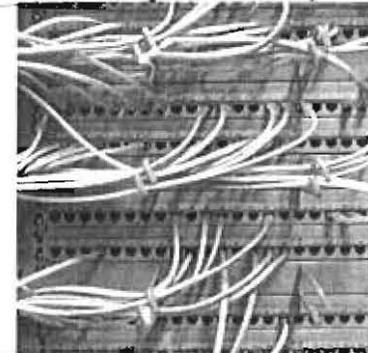
Epilogue

- An Enterprise that fails to maintain information processing technology that keeps pace with innovation will not be able to achieve business objectives and meet customer requirements over the long term.

FY12 IT Budget Overview

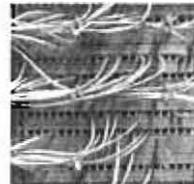
Presentation to the GO Committee

Department of
Technology Services
DTS
eGov@work!



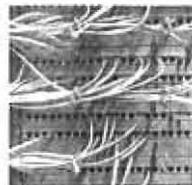
March 28, 2011

MONTGOMERY COUNTY GOVERNMENT



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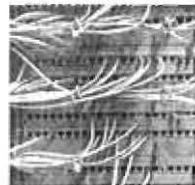
- **Strategic Perspective**
 - **FY12 Strategic Agenda**
 - **Accomplishments**
 - **Awards**
- **Operational & Functional (O&F) Perspective**
 - **DTS Organization**
 - **Major Enterprise IT Systems Report**
- **Budget Perspective**
 - **Summary**



Strategic Perspective

FY12 Strategic Agenda

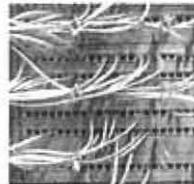
- **Expand & Build Enterprise Governance Model**
 - Support Enterprise view for technology solutions, which support business needs that improve Government and Citizen interaction.
 - Consistent and stable integration architecture with comprehensive understanding of the impacts to future programs.
 - Continue collaborative mindset where IT can be agile and responsive, but still cognizant of the complex relationships between systems, Departments and Government.
 - Pursue alignment with strategic business investments
 - Public Safety System Modernization (PSSM)
 - Health & Human Services Transformation



Strategic Perspective

FY12 Strategic Agenda

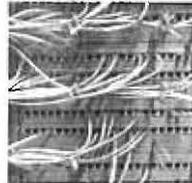
- **Balance the Enterprise Portfolio**
 - Continue to build the framework to support the alignment of technology investments with documented business strategies, that require a structured approach of continuous, repeatable, and easily sustainable processes for mapping technology decisions to business requirements.
 - CRM – technology, knowledge-base, collaboration
 - ERP – change management, reducing silo applications
 - SDLC – Systems Retirement Planning (End of Life Cycle)
 - Maintain IT portfolio management and/or IT investment management approaches to establish consistent methodologies for aligning and balancing IT investments across Government.
 - Use of standard tools & methodologies
 - Expansion of the project scorecard
 - Continue to improve management communications



Strategic Perspective

FY12 Strategic Agenda

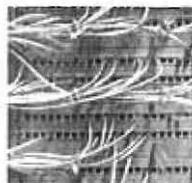
- **Sustain Enterprise Accountability**
 - **Demonstrate the use of metrics to support strategic IT Goals that support mission.**
 - **Prove the worth of Enterprise IT – *Produce & Measure***
 - **Metrics / Metrics / Metrics!**
 - **Demonstrate investment aligned with business strategy.**
 - **Improve infrastructure efficiencies through IT systems investment.**
 - **Cloud**
 - **Shared Resources & Services**
 - **Re-engineer or respond to new business processes, taking advantage of best practices and technology opportunities.**



Strategic Perspective

2010 Accomplishments

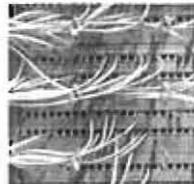
- Leveraged enterprise software distribution tools and patch management solutions to deploy over 525,000 patches to address computer security vulnerabilities. Effectively administered enterprise computer help desk contract providing solutions for over 30,000 calls for service while meeting or exceeding all critical contract service level agreements (SLA's).
- Supported the implementation of Oracle eBusiness; Phase IA – Financials – on-time and on-budget. Technology Services played a key role in the development of the technical requirements and architectural implementation to achieve the go-live delivery of the Oracle eBusiness solution. DTS designed, built and supported the infrastructure allowing the functional teams to implement the system.
- Supported the Chief of Police's technology priority project for the implementation of pilot in-car video systems. In addition to aiding in the physical vehicle solution, DTS offered services in the development of the data infrastructure to capture and manage videos.
- Provided the requested advancements in the use of IP telephony for the agent "soft phone" application, chosen by the project sponsor. Additionally, Telecom facilitated the on-time implementation of the phone network changes to pulse the 3-1-1 digits from the local exchange carrier and achieved a documented first of pulsing the 3-1-1 digits from the three major cellular carriers, making Montgomery County's implementation the first ever launch with both wired and wireless 311 forwarding capabilities.
- Voice over IP Expansion – DTS continues to demonstrate leading edge solution deployment for voice requirements using Voice over IP (VoIP). During this past year, VoIP solutions created an optional "soft phone" services for remote capability for the MC311 call center. VoIP was also used to implement phone services to 5 fire station and 3 recreation facilities. VoIP allows the county to leverage the capabilities of data based solutions that will eventually lead to full unified communications (voice, video and data) in the same technology.



Strategic Perspective

2010 Accomplishments

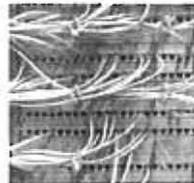
- FiberNet Expansion – DTS continues the progress of the backbone communications to new and transitioned facilities. In addition to the 13 new sites that were added to the system, 32 existing facilities were migrated to the robust communication network. Additionally, FiberNet configuration was collaboratively created to carry Montgomery College’s internet service provider signal, avoiding additional operational costs.
- Successfully deployed the new Case Management System for the State’s Attorney’s Office (SAOCMS) in production. This new system automates many manual processes and allows users to realize processing efficiencies by entering case information one time only and have that information systemically populated on predefined.
- Developed several new and innovative customer-facing web solutions including the H1N1 Vaccination Appointment system, Vehicle Accident Report system, and Contract Search system. Provided extensive technical implementation support and GIS web services solutions for new enterprise applications including MC311, ERP and MCTime.
- Migrated nearly all Security Team services to outsourced Cloud-based offerings to improve service and uptime while decreasing staff time needed for system maintenance and upgrades. Additionally, started pilot to investigate a potential migration of enterprise services to commercial cloud opportunities.
- Initiated process re-engineering to implement new IT applications to include a paperless eFAX and Imaging records archive solutions at low cost to increase efficiency and improved data management while reducing staff time.
- Improved the department’s project request review process (CIO Approval Process) to consider money saving alternative solutions (build vs. buy, cloud computing) and streamlined the review and disposition of project requests.



Strategic Perspective

2010 Accomplishments

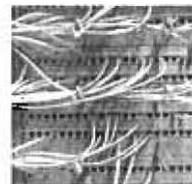
- Customer Services and Satisfaction - Cable & Broadband Communications Office (Cable Office) filed a total of 1,158 formal complaints resulting in \$63,869.66 in refund and credits for cable and broadband subscribers. The County's rate regulation efforts resulted in a total refund of \$537,582.50 for Comcast subscribers and additional equipment savings.
- Infrastructure Inspections – The Cable Office inspected 6,000 miles of private cable facilities and issued 3,631 safety and construction violations. In FY11, the cable inspection program was restructured to focus on ensuring that current construction is code compliant and to provide cable operators with incentives to perform their own quality control instead of relying on the County to do so. As a result, in FY11, the County anticipates that the code compliance will improve from 78% in FY10 to 85% in FY1, the period of time to correct construction violations will be shortened and that both measures will improve in FY12.
- Programming - Expanded production by the Cable Office of public service announcements (PSAs) and leveraged existing resources by airing PSAs on local cable channels. In some cases, a 20% increase in program performance resulted from the increased public awareness campaign.
- Cable Office provided consumer educational outreach to assist residents with the digital broadcast television transition and cable operator digital migrations.
- ARRA Grant Attainment - The County successfully applied with 10 central Maryland counties and State of Maryland for a \$115 million American Recovery and Reinvestment Act broadband stimulus grant ("One Maryland Broadband Network"). This grant will permit the County to perform construction valued at approximately \$14 million to extend FiberNet in FY11 through FY13 to 90 elementary schools, 18 Housing Opportunities Commission Family Resources Centers, and 1 public library.



Strategic Perspective

2010 Awards

- **Center for Digital Government**
 - Digital Counties Survey – *1st Place National Winner*
- **NACo**
 - A GIS Platform for Emergency Management and Response: Common Operational Pictures (COP) – *Best in Category*
 - Electronic Patient Care Reporting
 - H1N1 Flu Vaccine On-line Appointment Booking System
 - Integration of GIS Web Services with the 311 Call Center
 - Mapping School Absenteeism for Managing H1N1 Influenza Outbreak
 - Neighborhood Projects Interactive Webpage
 - The Centralized Vendor Registration Portal
 - Vehicle Accident Report Purchase System
- **Public Technology Institute (PTI)**
 - A GIS Platform for Emergency Management and Response: Common Operational Pictures (COP)
 - Vehicle Accident Report Purchase System
 - H1N1 Flu Vaccine On-line Appointment Booking System (*Honorable Mention*)
- **National Association of Telecommunications Officers & Advisors (NATOA)**
 - *ParkStar Search (Honorable Mention)*



FY12 County Executive Recommended

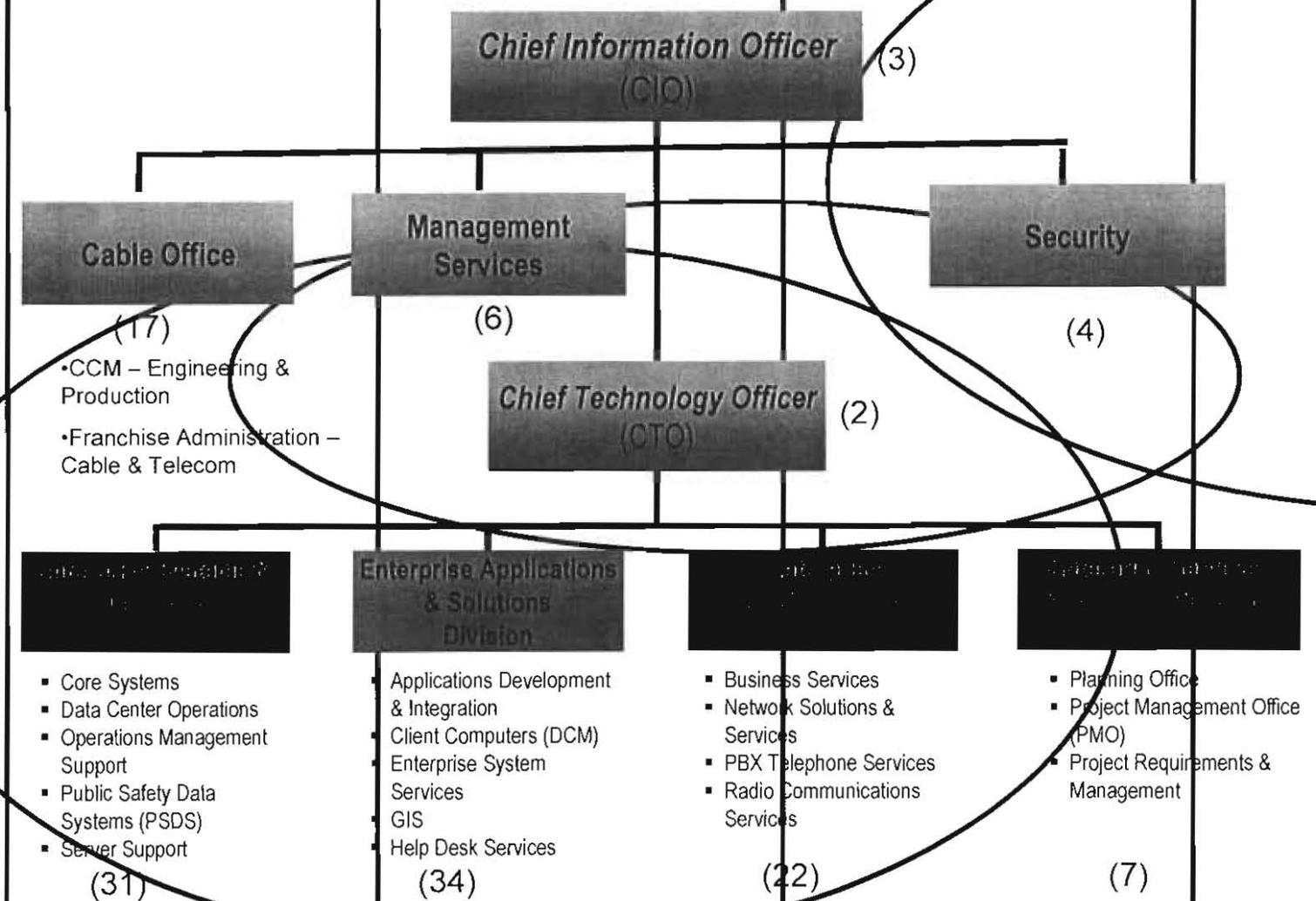
Operating Budget

DTS Positions: 109

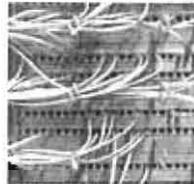
Cable Positions: 17

O&F Perspective

DTS Organization



3/17/2011

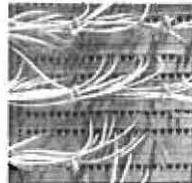


O&F Perspective

Major Enterprise IT Systems Report

FY12--Operational Health and Replacement Priority of Existing Major IT Systems								
Priority	System Name	Status	Life	Age	Upgraded	Total 6-Yr.	Full Repl-Cost	NOTES
1	Technology Modernization	--	--	--	2010	\$10,710,000	\$80,209,000	Full Repl-Cost includes funds from prior FYs
--	(MCG) BPREP	Red	10	16	1995	--	--	Potential for replacement by ERP system
--	(DOT) Highway Inventory	Red	10	13	2000	--	--	Potential for replacement by ERP system
--	(OMB) CIP Budget Devel.	Red	8	18	2007	--	--	Potential for replacement by ERP system
--	(DLC) Trace	Red	4	9	2002	--	--	Potential for replacement by MC311 system
2	Public Safety Modernization	--	--	--	2010	\$47,068,000	\$53,661,000	Full Repl-Cost includes funds from prior FYs
--	(MCG) CAD	Red	7	6	2005	--	--	Part of Public Safety Modernization Project
--	(MCG) PS Radio System	Red	12	9	2002	--	--	Part of Public Safety Modernization Project
3	IJIS Program	--	--	--	2010	\$2,300,000	\$15,667,000	Full Repl-Cost includes funds from prior FYs
--	(MCG) CJIS	Red	8	16	1995	--	--	Need all IJIS systems to replace CJIS
4	(DOT) Traffic Signal Mod	Red	10	32	n/a	\$20,772,000	\$43,000,000	Full Repl-Cost includes funds from prior FYs
5	(MCG) Voicemail	Red	10	19	1992	\$0	\$894,447	Funds in place, replacement planned for 2010
6	(FIN) Tax Assessment	Red	8	40	1993	\$1,250,000	\$710,000	
7	(MCPD) IDMS Digital Imaging	Red	5	6	2005	\$240,000	\$240,000	
8	(MCG) MS Office/Outlook	Red	5	9	2002	\$0	\$3,000,000	Office XP end of life in June 2011
9	(MCG) eGov Web Portal	Red	5	9	2002	\$0	\$3,000,000	Replacement timing is TBD.
10	(DOT) Tree Manager	Red	8	10	2001	\$155,000	\$155,000	Replacement timing is TBD.

Estimate Only. Not a formal budget plan.

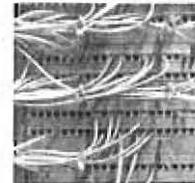


O&F Perspective

Major Enterprise IT Systems Report

FY12--Operational Health and Replacement Priority of Existing Major IT Systems								
Priority	System Name	Status	Life	Age	Upgraded	Total 6-Yr.	Full Repl-Cost	NOTES
1	Technology Modernization	--	--	--	2010	--	--	
--	(OHR) IVR	Yellow	3	8	2003	--	--	Potential for replacement by ERP system
--	(OMB) Budget Publication	Yellow	7	18	2004	--	--	Potential for replacement by ERP system
--	(DGS) Archibus CAFM	Yellow	TBD	12	2002	--	--	Potential for replacement by ERP system
--	(DLC) APPX	Yellow	18	16	2008	--	--	Potential for replacement by ERP system
2	Public Safety Modernization	--	--	--	2011	--	--	
--	(MCPD) Field Reporting	Yellow	7	5	2006	--	--	Potential replacement in PSSM
--	(MCPD/SHF) Records Mgt	Yellow	7	4	2008	--	--	Potential replacement in PSSM
3	(FIN) MUNIS	Yellow	8	12	2008	\$1,034,108	\$1,034,108	Target replacement in 2012.
4a	(MCG) PS Mobile replacement	Yellow	4	6	2008	\$9,600,000	\$9,600,000	Reflects 25% replacement annually.
4b	(MCG) Network Infrastructure	Yellow	10	9	2008	\$3,000,000	\$3,000,000	Reflects 5% - 10% replacement annually.
4c	(MCG) Fibernet Infrastructure	Yellow	10	9	2008	\$3,420,000	\$3,420,000	Reflects 5% - 10% replacement annually.
4d	(MCG) Servers/Storage	Yellow	5	7	2008	\$6,000,000	\$7,600,000	Reflects 15% - 20% replacement annually.
4e	(MCG) MS Windows	Yellow	5	8	2003	\$300,000	\$550,000	25% annual repl. plus upgrade every 4 years
4f	(MCG) MS Exchange	Yellow	5	8	2003	\$0	\$500,000	Recommend upgrade every 3 years.
4g	(MCG) SMS	Yellow	5	8	2003	\$0	\$350,000	Recommend upgrade every 3 years.
5a	(MCG) Content Mgt Sys	Yellow	5	8	2003	\$0	\$1,000,000	Replacement timing is TBD.
5b	(MCG) ePayment Systems	Yellow	5	9	2009	\$0	\$1,000,000	Replacement timing is TBD.
5c	(MCG) Legally Mandated Apps	Yellow	5	6	2009	\$0	\$750,000	Replacement timing is TBD.
6	(CFW) Intake System	Yellow	7	11	2000	\$150,000	\$150,000	Replacement timing is TBD.
7	(MCG) Juv. Justice - JJIS	Yellow	8	8	2009	\$0	\$700,000	Replacement timing is TBD.
8	(OHR) Occ. Health Mgt.	Yellow	3	9	2002	\$0	\$100,000	Replacement timing is TBD.
9	(DGS) FASTER System	Yellow	TBD	8	2008	\$0	\$96,000	Replacement timing is TBD.
10	(MCPD) Webboard	Yellow	8	10	2000	\$0	\$60,000	Replacement timing is TBD.
11a	(DOT) Snow Removal System	Yellow	5	4	2009	\$0	\$250,000	Replacement timing is TBD.
11b	(FRS) Core Business Systems	Yellow	5	6	2010	\$0	\$1,500,000	Replacement timing is TBD.
11c	(PIO) Public Information Center	Yellow	3	5	2008	\$0	\$500,000	Replacement timing is TBD.

Estimate Only. Not a formal budget plan.

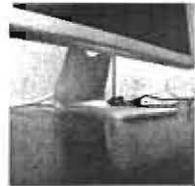
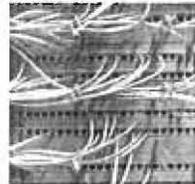


O&F Perspective

Major Enterprise IT Systems Report

FY12--Operational Health and Replacement Priority of Existing Major IT Systems								
Priority	System Name	Status	Life	Age	Upgraded	Total 6-Yr.	Full Repl-Cost	NOTES
--	Technology Modernization	--	--	--	2010	--	--	
--	(OMB) BASIS	Green	10	16	2003	--	--	Potential replacement by ERP system
--	(CUPF/REC) Fac Schedule	Green	TBD	13	n/a	--	--	Potential replacement by ERP system
--	(DHHS) AVATAR	Green	15	7	2008	--	--	Potential replacement by ERP system
--	(MCG) ERP / Oracle Financials	Green	20	0	2010	--	--	New Enterprise Financial System
--	(MCG) CRM / Siebel	Green	20	0	2010	--	--	New Enterprise CRM System for MC311
--	(MCG) Enterprise GIS	Green	5	5	2006	\$0	\$1,000,000	
--	(MCG) Mainframe	Green	8	8	2003	\$0	\$1,000,000	
--	(MCG) PBX System	Green	20	12	2006	\$0	\$7,000,000	
--	(DOT) Transit CAD AVL	Green	9	3	2008	\$0	\$7,600,000	
--	(DOT) Bus Scheduling	Green	10	2	2009	\$0	\$250,000	Legacy replacement completed in 2009
--	(DOT) ATMS	Green	9	7	2004	\$9,000,000	\$49,174,000	CIP Project
--	(DPS) Permit System	Green	21	12	2011	\$0	\$2,500,000	Major system upgrade in progress (FY11)
--	(LIB) Integrated Lib System	Green	12	12	2007	\$0	\$4,000,000	
--	(LIB) Internet Session Mgt	Green	8	7	2007	\$0	\$175,000	
--	(DHHS) Homeless Mgt	Green	15	5	2010	\$414,000	n/a	(Service Point system)
--	(DHHS) Client Record System	Green	15	8	2010	\$0	\$4,000,000	
--	(MCPD) In-Car Video	Green	5	2	2009	\$0	\$2,400,000	
--	(MCPD) E-Tix	Green	5	2	2009	\$0	\$800,000	Hardware upgrade in progress for 2011.
--	(MCPD) Telestaff	Green	10	2	2009	\$0	\$300,000	
--	(MCPD) RAFIS	Green	7	4	2006	\$0	\$1,200,000	
--	(MCPD) Evidence System	Green	5	5	2010	\$0	\$80,000	
--	(MCPD) LPR System	Green	5	1	2011	\$0	\$55,000	
--	(MCPD) Executive Dashboard	Green	7	1	2011	\$0	\$45,000	
--	(DLC) POS System	Green	12	0	2010	\$660,000	\$2,000,000	
--	(DHCA) House Loan Admin	Green	TBD	13	n/a	\$0	\$500,000	
--	(DHCA) Rental Lic. & Reg.	Green	TBD	13	n/a	\$0	\$150,000	
--	(DHCA) MPDU	Green	TBD	13	n/a	\$0	\$150,000	

Estimate Only. Not a formal budget plan.



Budget Perspective

Summary

- **FY11 IT Base**
 - *FY11 Operating (PSP)*:* **\$34.8M**
 - *FY11-16 Capital (CIP):* **\$ 3.5M**
- **FY12 CE Recommended PSP**
 - *FY12 Operating (PSP)*:* **\$35.5M**
 - *New Funds for IT:* **\$0**
- **CIP Programmed Expenditures**
 - *FY12 Amended:* **\$17.3M**
 - *FY11-16 Total Programmed:* **\$57.8M**

**FY11 Base and FY12 CE Recommended PSP include DTS and DCM operating budget, and selected CABLE program costs*

Office of the Chief Technology Officer

FY 2012 IT Budget Overview

ITPCC Presentation to MFP Committee

MCPS Mission

To provide a high-quality, world-class education that ensures success for every student through excellence in teaching and learning.

Goals

1. Ensure success for every student
2. Provide an effective instructional program
3. Strengthen productive partnerships for education
4. Create a positive work environment in a self-renewing organization
5. Provide high-quality business services that are essential to the educational success of students



Federal and State Requirements

The NCLB and the state's Bridge to Excellence in Public Schools Act mandate data collection and distribution that require up-to-date infrastructure and equipment in all schools, as well as access to system information.

The Maryland Educational Technology Plan for the New Millennium: 2007–2012 presents technology objectives and targets in the areas of student learning, professional development, administrative productivity and efficiency, universal access, and research and evaluation.

The Children's Internet Protection Act requires school systems receiving NCLB Title II-D funding or E-Rate discounts for Internet services to have policies and use technology protection measures that address issues related to the safety and security of minors and adults while using the Internet and electronic communication.



Measuring Performance

Our Call to Action: Pursuit of Excellence focuses on an accountability framework for measuring past performance and evaluating where continued change needs to be made, as well as requiring access to and use of a variety of technological applications and services that help provide an effective instructional program and create a positive work environment in a self-renewing organization.



Office of the Chief Technology Officer Mission

To provide high-quality technology systems and services essential to the success of every student.

Goals

1. Students will use technology to become actively engaged in learning
2. Schools will address the digital divide through equitable access to technology
3. Staff will improve technology skills through professional development
4. Staff will use technology to improve productivity and results

FY 2011 Information Technology Accomplishments

- ❑ **myMCPS Business Center:** Implemented capability for staff to access information and resources related to business operations supporting self-services processes, strengthening communications and enhancing operational effectiveness
- ❑ **myMCPS Instruction Center:** Deployed new digital elementary integrated curriculum and secondary curriculum with related course materials, and associated instructional and professional development resources
- ❑ **Visitor Management System:** Deployed automated security system to ensure a safe and secure learning environment, streamlining school processes to manage visitors and volunteers
- ❑ **Web-Conferencing:** Strengthened communication, collaboration, and professional development across the district and with parents to support and enhance instructional programs
- ❑ **Technology Modernization:** Updated the technology infrastructure in 46 schools to support engaging teaching and learning—including refurbishing and replacing 8063 workstations



IT Assessments – Internal and External Environments

Opportunities

- Integrated systems to support data-driven decisions and knowledge sharing
- Expanded online curriculum, embedding both instructional and professional development materials and resources appropriately associated with course standards and indicators
- Expanded online collaboration and information sharing to include expanded use of Webinar strategies to enhance real-time team communications, interactions, and appropriate information sharing
- Developed the technological pedagogical content knowledge of staff
- Created multi-modal interactive classrooms that engage all students
- Increased collaboration with schools and central services to strengthen internal partnerships

Challenges

- Satisfying increasing demand for IT services and solutions within shrinking budget
- Continuing the 4-year refreshment of educational technology investment in schools
- Staying current with rapid changes in technology
- Modernizing enterprise systems, network infrastructure, and central information management facilities
- Ensuring an IT security environment that addresses evolving internal and external threats
- Engaging staff in the joining, use, and contribution of myMCPS resources resulting in an overall richer user community experience



Montgomery County Public Schools
ROCKVILLE, MARYLAND

Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY12	FY13	FY14	FY15	FY16	FY17	Total 6-Yr. >6-Yr.	Full Repl- Cost
1	Data Center Infrastructure	Red	4-6	28	2005	476,216	2,992,967	476,216	476,216	476,216	476,216	4,421,615	2,992,967
2	Facilities Management Information System	Red	7-10	24	1999	15,000	15,000	500,000	60,000	60,000	60,000	590,000	300,000
3	CATV/ITV	Red	4-6	20	2003	50,000	50,000	50,000	50,000	50,000	50,000	300,000	1,000,000
4	Web Information System	Red	5-Mar	14	2005	-	240,000	60,000	100,000	60,000	100,000	560,000	360,000
5	Telephony	Red	4-6	11	2005	3,125,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	19,375,000	15,500,000
6	Budget Management System 7-10	Red	7-10	11	2001	40,000	700,000	140,000	140,000	140,000	140,000	1,300,000	700,000
7	Library Circulation System	Red	7-10	10	2001	830,000	168,000	168,000	168,000	168,000	168,000	1,670,000	830,000
8	Transportation Information Mgmt Sys	Red	7-10	9	2002	150,000	300,000	200,000	50,000	50,000	50,000	700,000	1,300,000
9	Scheduling System	Red	4-6	4	2007	350,000	70,000	70,000	70,000	70,000	70,000	560,000	350,000



Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY12	FY13	FY14	FY15	FY16	FY17	Total 6-Yr. >6-Yr.	Full Repl-Cost
1	Human Resources Information System	Yellow	7-10	9	2005	167,155	167,155	12,780,000	167,155	167,155	167,155	13,615,775	12,780,000
2	IT Perimeter Security	Yellow	3-5	9		560,646			616,711			1,177,357	560,646
3	Business Continuity	Yellow	3-5	8	2005	351,820	351,820	351,820	387,002	387,002	387,002	2,216,466	2,000,000
4	Unicenter Service Desk	Yellow	3-5	7	2011	61,275	64,339	64,345	64,351	64,357	64,363	383,029	
5	WAN / LAN/ISP	Yellow	4-7	5	2007	2,698,175	2,638,571	2,376,162	2,296,984	2,420,083	2,362,524	14,792,499	22,188,749
6	Network Operating System	Yellow	4-6	5	2007	1,369,200	1,343,200	1,561,800	1,752,000	1,366,200	1,426,400	8,818,800	13,228,200
7	Handheld (Used for Reading 3d)	Yellow	2-Jan	5	2007	400,000				400,000		800,000	400,000
8	Food Services Management System	Yellow	7-10	3	2009	115,000	120,750	126,788	133,127	139,783	146,772	782,220	1,100,000



Operational and Functional Perspective: Health of Existing IT Systems

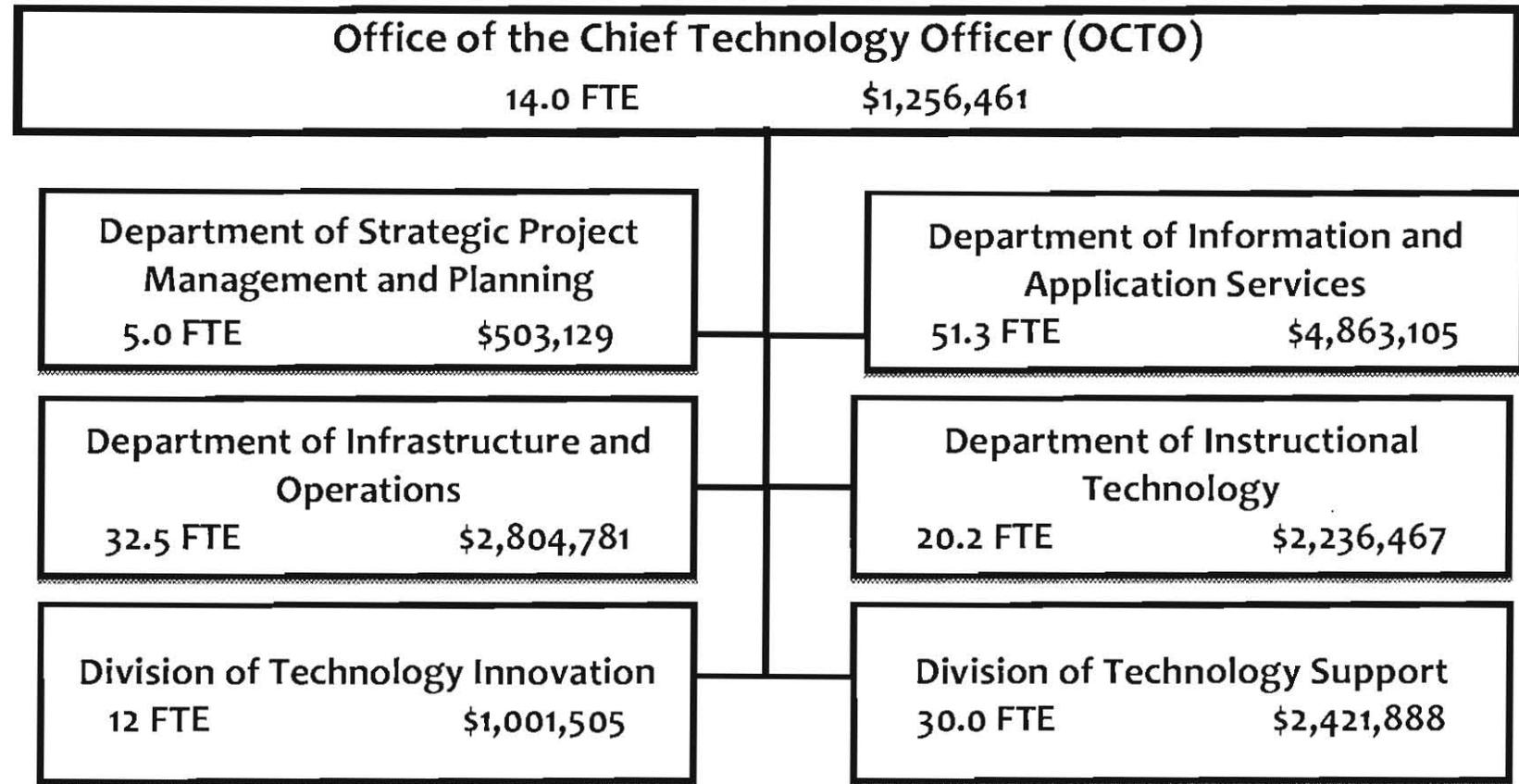
Priority	System Name	Status	Life	Age	Upgraded	FY12	FY13	FY14	FY15	FY16	FY17	Total 6-Yr.	>6-Yr.	Full Repl- Cost
1	Evaluation & Selection Database	Green	4-6	29	2009	10,000	10,000	10,000	10,000	200,000	10,000	250,000		200,000
2	E-Mail (Microsoft)	Green	4-6	9	2010	12,570	12,570	261,570	15,000	15,000	15,000	331,710		261,570
3	Professional Development Online System	Green	7-10	6	2006	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000		500,000
4	Parent-Teacher Outreach System	Green	3-5	5	2007	243,000	243,000	243,000	243,000	243,000	243,000	1,458,000		300,000
5	Pinnacle Electronic Gradebook	Green	4-6	5	2007	108,000	108,000	108,000	108,000	108,000	108,000	648,000		
6	Parent/Community Outreach	Green	4-6	5	2006	340,000	340,000	250,000	250,000	250,000	250,000	1,680,000		250,000
7	Financial Management System	Green	7-10	4	2007	200,000	3,000,000	225,000	225,000	225,000	225,000	4,100,000		15,000,000
8	Student Information System	Green	7-10	4	2007	150,000	150,000	150,000	150,000	150,000	150,000	900,000		7,000,000
9	Data Warehouse	Green	4-6	3	2008	180,000	130,000	130,000	130,000	130,000	130,000	830,000		1,000,000
10	Sharepoint	Green	4-6	2	2007	420,000	50,000	50,000	250,000	50,000	50,000	870,000		250,000
11	ATS-Applicant Tracking System	Green	4-6	2	2009	261,000	186,000	261,000	186,000	261,000	186,000	1,341,000		875,000
12	Human Resource Online (HRO)	Green	4-6	2	2010	225,000	175,000	175,000	175,000	175,000	175,000	1,100,000		800,000
13	Identity Manager	Green	4-6	1	2009	116,000	228,000	120,640	125,466	66,000	68,640	724,746		500,000



Operational and Functional Perspective: Scorecard Summary for Priority Systems

Major Systems vs. Core Business Areas	Teaching and Learning	Communication Collaboration	Student Information	Human Resources	Finance
Data Center Infrastructure					
Telephony					
Web Information					
Facilities Management					
Transportation Information Mgmt					
Scheduling System					
CATV/ITV					
Budget Management System					
Library Circulation System					

OPERATIONAL AND FUNCTIONAL PERSPECTIVE



Operating Budget: 165.0 FTE
 CIP: 18.5 FTE
 Retirement Fund: 0.5 FTE
TOTAL: 184.0 FTE



FY 2012 IT Budget Summary

- The FY 2012 Operating Budget request for IT is \$28,886,189 or 1.3% of the total MCPS budget request.
- The FY 2012 Capital Budget for Technology Modernization is \$19,174,000.
- Including both operating and capital budgets, the total FY 2012 budget request for IT is \$48,060,189.
- MCPS estimates it will receive \$1 million in competitive grant funds to support implementing student technology literacy in all 24 school districts, however, the Title IID funds are being reviewed for budget cuts.

FY 2012 Information Technology Budget Overview

\$ 28,886,189	Operating Budget Request
<u>19,174,000</u>	Capital Budget Request
\$48,060,189	Total

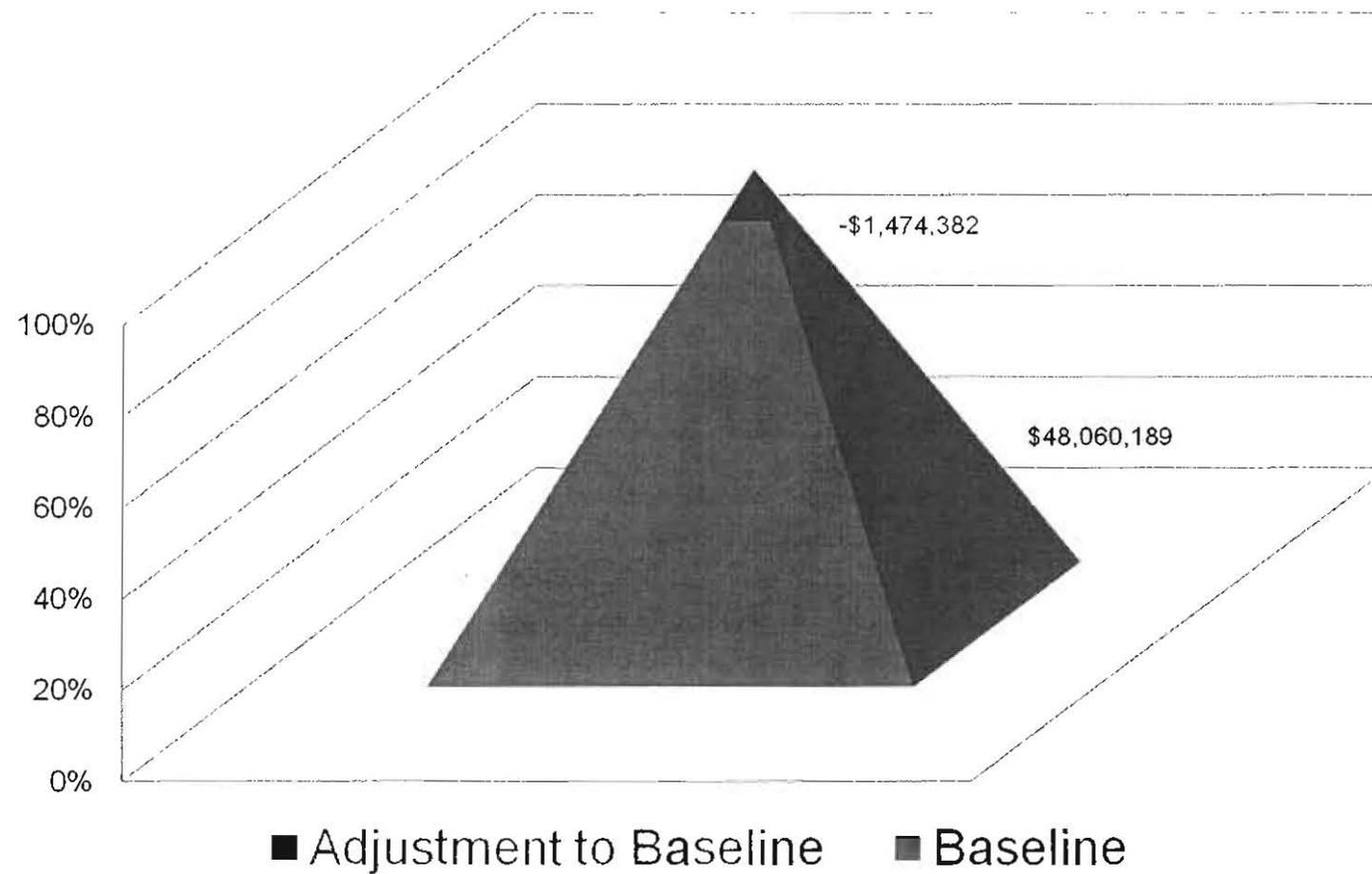
FY 2012 IT Budget Summary

	<i>CIP</i>	<i>Operating</i>	<i>Total</i>
Critical/Strategic*			
Adjustment to Baseline	-715,000	-759,382	-1,474,382
Baseline	19,889,000	29,645,571	49,434,571
Total	\$19,174,000	\$28,886,189	\$48,060,189

* No new initiatives

BUDGET REQUEST PERSPECTIVE

FY 2012 IT Baseline/Initiatives Chart (No New Initiatives)



BUDGET REQUEST PERSPECTIVE

FY 2007 – FY 2011 REDUCTIONS

FISCAL YEAR	REDUCTION
2007	\$329,808
2008	\$613,365
2009	\$1,054,645
2010	\$1,603,323
2011	\$1,059,573
2012	\$694,475*
TOTAL REDUCTION	\$5,355,168

*The FY 2012 final reductions have not been published; the amount above represents the first round of program efficiency abandonment and reductions.



MONTGOMERY COLLEGE

Information Technology FY12 ITPCC Budget Review

**Presentation to the
Government Operations and Fiscal Policy Committee
March 28, 2011**



Montgomery College Mission Statement

Changing Lives

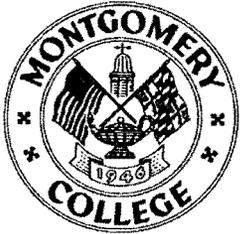
We are in the business of changing lives. Students are the center of our universe. We encourage continuous learning for our students, our faculty, our staff and our community.

Enriching Our Community

We are the community's college. We are the place for intellectual, cultural, social and political dialogue. We serve a global community.

Holding Ourselves Accountable

We are accountable for key results centered around learning. We will be known for academic excellence by every high school student and community member. We inspire intellectual development through a commitment to the arts and sciences. We lead in meeting economic and workforce development needs.



Montgomery College

Strategic Perspective - IT Vision & Strategy

IT Vision

The Office of Information Technology is a nationally recognized service organization that inspires collaboration and leverages every resource in support of the educational mission of Montgomery College.

IT Strategy

Montgomery College will use information technology to:

- Facilitate student success
- Effectively and efficiently operate the College
- Support development, growth and community initiatives



Montgomery College FY11 IT Accomplishments

- Initiated deployment of a Virtual Computer Lab (VCL) facility
- Initiated discussions to develop a statewide, MC-hosted VCL
- Modernized wired and wireless network infrastructure
- Finalized plan and initiated implementation of open source operating system for use with ERP
- Increased cloud-based services to include IT project management, distance education and student tracking systems
- Modified business practices and operations to increase efficiencies and fiscal accountability
- Mapped budget cutting strategies in accordance with Gartner's "Spend Less, Get More: 25 IT Cost Containment Techniques" (October, 2006)



Montgomery College FY11 IT Accomplishments

Student Support Outcomes

- Link from the student's online course schedule to required books for courses
- Students can be wait-listed for full courses and notified in priority order when a seat is available
- Students can search the MC Library catalog using mobile devices
- Produced over 500 instructional videos and learning objects which are hosted locally and in the cloud
- Implemented developmental math labs collegewide serving \cong 5,000 students each year
- The College's You Tube video views in the past 6 months have outpaced University of Maryland 2 to 1 and George Mason University 7 to 1
- Average 85% course registrations via the web in Academic Year 2011



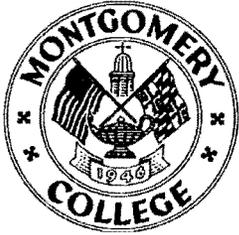
Montgomery College FY11 IT Accomplishments

Faculty and Staff Support Outcomes

- Initiated implementation of automated room and event scheduling application
- Deployed Desktop Alert System to College computers
- Initiated implementation of student tracking software for campus advising centers
- Piloted mobile devices for faculty in support of clinical instruction
- Expanded implementation of document imaging to include the Office of Business Services

Community Support Outcomes

- Implemented cloud-based talent management recruiting system
- Reached preliminary agreement with various Maryland community colleges and the University System of Maryland to provide hosting at MC's data center (TP/SS)
- Disposed of over 25,000 lbs. of technology equipment in CY2010 in accordance with EPA guidelines
- Continued paper recycling efforts saving the equivalent of 52 trees (11,100 lbs.)



Montgomery College Strategic IT Assessments

Internal Environment

- Strengths
 - Dedicated and knowledgeable IT staff committed to fulfilling the mission of the College
 - Enhanced IT project management processes and procedures
 - IT governance structure
 - Integrated ERP system
 - Centralized and consolidated IT services and support
 - IT planning including the ITSP

- Weaknesses
 - Growing demand for IT services in an environment of diminishing resources
 - Ability to maintain knowledgeable and skilled workforce amidst funding challenges and dynamic and transformative technologies
 - Ability to assure cyber-aware user community
 - Ability to respond to increasing security threats to IT operations
 - Decreased funding results in reduced provisioning of IT support and services



Montgomery College Strategic IT Assessments

External Environment

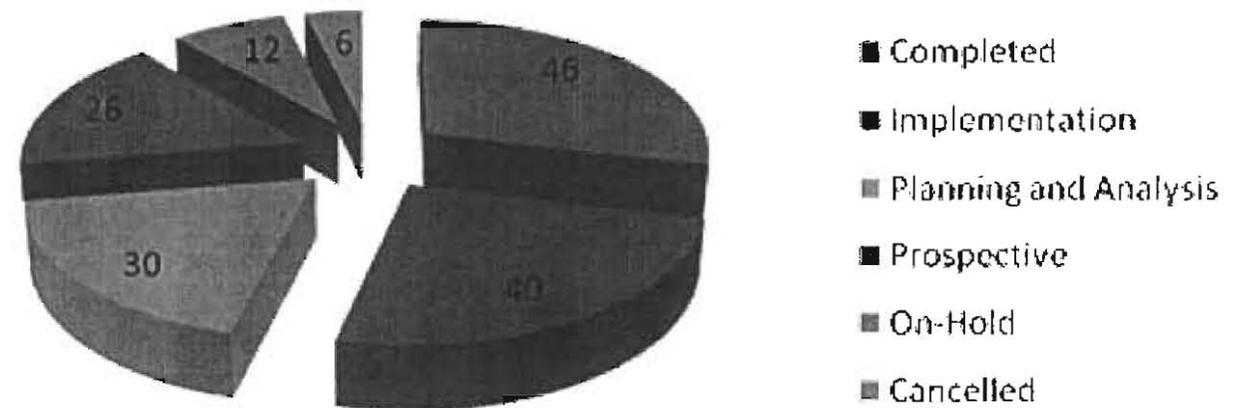
- Opportunities
- Enhancing alignment with collegewide units and defining measureable outcomes associated with College goals
- Leveraging existing technologies to enhance business processes and services
- Engaging the College community in strategic thinking and planning for future technology needs
- Increasing partnerships and relations with other county and state agencies and other higher education institutions

- Threats
- Maintaining technology to be state-of-the-market for an increasingly technology-oriented college community
- Staying current with rapid changes in technology
- Determining service level reductions in a manner to minimize impact on core services
- Ensuring a secure computing environment that addresses evolving threats
- Increased commercialization and adoption of technology requires a more sophisticated level of IT support



Montgomery College FY11 IT Accomplishments

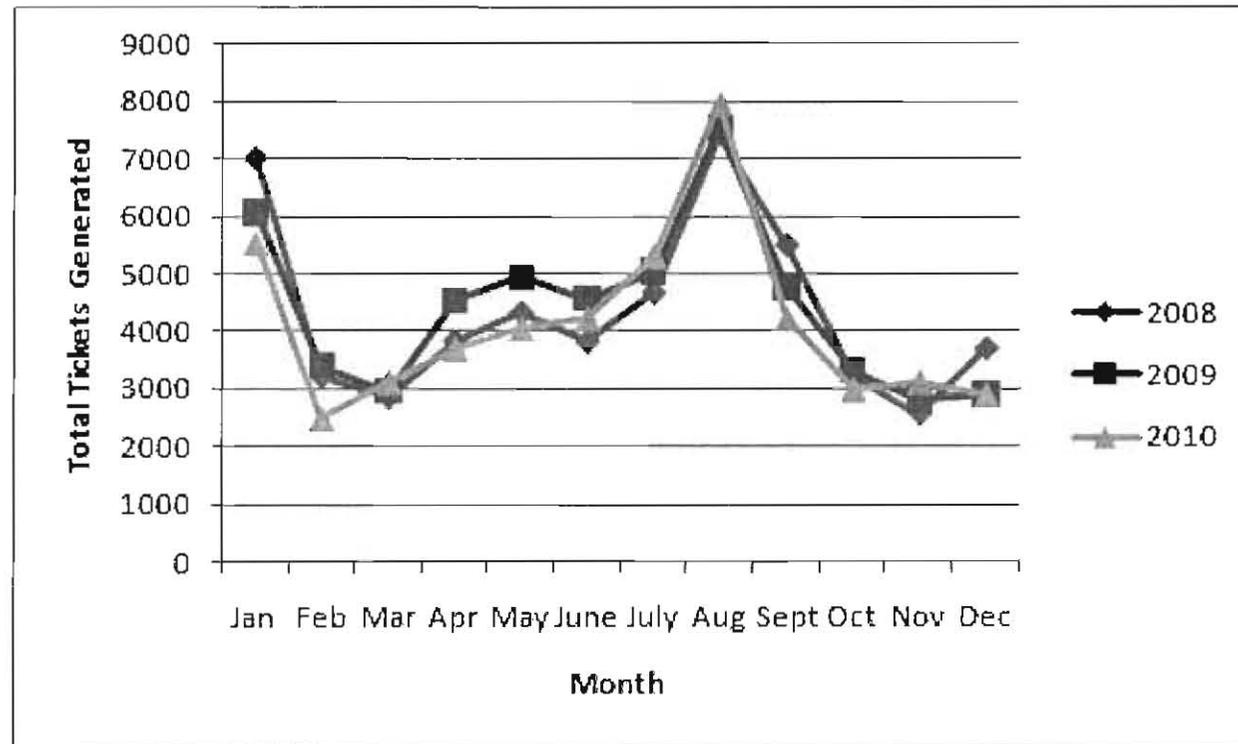
FY11 Projects by Status





Montgomery College FY11 IT Accomplishments

OIT Help Desk Work Order Requests



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Montgomery College Operational & Functional Perspective

FY12--Operational Health and Replacement Priority of Existing Major IT Systems
Agency Name: Montgomery College

Priority	System Name	Status	Life	Age	Upgraded	FY11	FY12	FY13	FY14	FY15	FY16	Total 6-Yr.	>6-Yr.	Full Repl.	NOTES
1	Disaster Recovery	Red				\$500	\$500	\$500	\$500	\$500	\$500	3000			Note 1
2	Desktop Computer Repl/Upgrades	Red	5 years	Varies	2008	\$500	\$500	\$500	\$500	\$500	\$500	3000			Note 2
1	Academic Student Applications	Yellow	5 years	Varies	2000-2010	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	9600			Note 3
2	Repl/Upgrade Instructional Systems	Yellow	5 years	Varies	2008	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	6000			Note 3
--	Network Infrastructure	Green	Varies	Varies	2011	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	6000			Note 3
--	Network Operating System	Green	4 years	Varies	2008	\$500	\$500	\$500	\$500	\$500	\$500	3000			Note 3
--	NOC (Network Operating Center)	Green	3-7 years	Varies	2000-2009	\$1,000	\$1,000	\$2,000	\$2,000	\$2,000	\$2,000	10000			Note 3
--	ERP HR SIS, Finance, Alumni - Maint	Green	8 years	8+ years	2004	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	15000			Note 3
--	E-mail Systems	Green	8 years	5 years	2004	\$100	\$100	\$100	\$100	\$100	\$100	600			Note 3
--	Library System	Green	8 years	5 years	2007	\$200	\$200	\$200	\$200	\$200	\$200	1200			Note 3
--	Bookstore System	Green	5 years	4 years	2007	\$50	\$50	\$50	\$50	\$50	\$50	300			Note 3

Note 1: To identify potential future collaborations and integration of Disaster Recovery efforts with other County agencies.

Note 2: Oldest machines in replacement cycle cannot support Windows 7 as configured

Note 3: Complete replacement is not planned for these systems as upgrades, normal replacement and enhancements appear adequate for future planning. Amounts are estimated in addition to current operating and CIP budgets for these enhancements, the addition of small new applications and maintenance. The College conducts a major upgrade each year, otherwise this system would be red. Annual maintenance included. Some systems may move to red if the amount received through CIP is not continued at original CIP PDF planned levels. The planned levels were below requested amounts and had to be supplemented with operational funds. If either funding is reduced, a re-evaluation will need to be completed to determine when the systems reach critical status. Since there has been reductions in both funds some systems have moved from green to yellow prior to knowing final figures.

Risk Key

- Red= QEF Rating 29-54, obsolete or vulnerable critical systems/applications in immediate risk of failure
- Yellow= QEF Rating 15-28, aging or vulnerable critical systems likely to need major upgrade or replacement in the next 3-6 years
- Green= QEF Rating 7-14, stable systems expected to require only routine maintenance or minor upgrade over the next 3-6 year

SUMMARY Multi-year Cost Projections by Risk Categories

	FY11	FY12	FY13	FY14	FY15	FY16	Yr.	>6-Yr.	Repl-Cost
RED	1000	1000	1000	1000	1000	1000	6000	0	0
YELLOW	2600	2600	2600	2600	2600	2600	15600	0	0
GREEN	5350	5350	6350	6350	6350	6350	36100	0	0
TOTAL	8950	8950	9950	9950	9950	9950	57700	0	0

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Montgomery College Operational & Functional Perspective

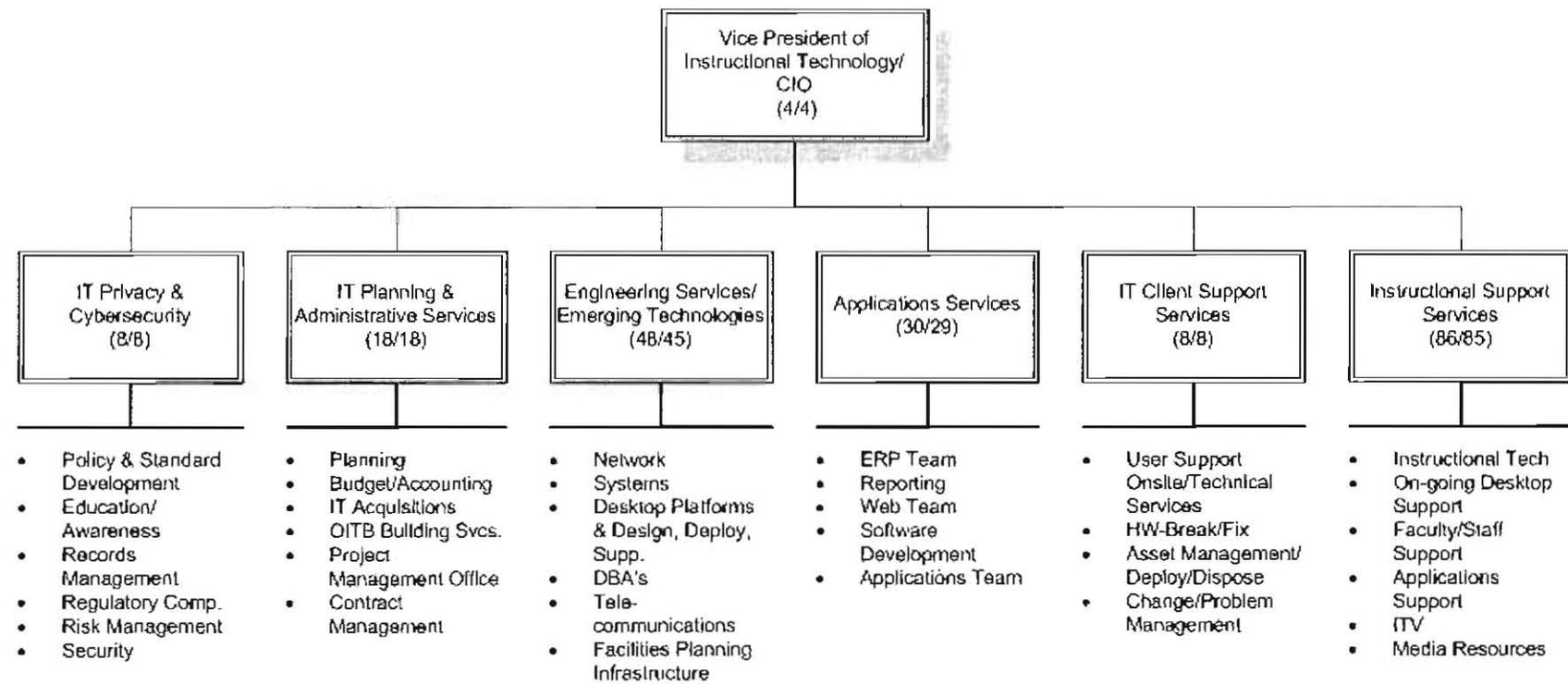
Health of Major IT Systems – Scoresheet Summary

Business Process vs. Major Systems Matrix	Finance	Student Information	Human Resources	Academic Applications	E-Mail	Library	Book Store
Disaster Recovery							
Desktop Computer Repl/Upgrades							
Academic Student Applications							
Repl./Upgrade Instructional Systems							
Network Infrastructure							
Network Operating System							
NOC (Network Operating Center)							
ERP: HR, SIS, Finance, Alumni - Maintenance							
Email Systems							
Library System							
Bookstore System							

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Montgomery College Operational & Functional Perspective



Total Number of Positions = 202 (F/T = 197; P/T = 5; Total FTE = 199.5)



Montgomery College Budget Request Perspective

IT Budget Summary – FY12 Estimate

Adjustment to Baseline	\$0
Other Operating Expenses	\$14,969,820
Salaries	\$14,100,960

IT Budget Includes All Technology:

- Network Infrastructure
- Hardware and Software
- ERP and Applications
- Cable and ITV
- Classrooms and Labs
- Web and Portals
- IT Planning
- Computer Support
- Help Desk
- Telecommunications
- Operations
- Records Management and Archives
- Media Resources

Note: At this time the FY12 restrictions are unknown

FY 2012 IT BUDGET OVERVIEW

Maryland-National Capital Park & Planning
Commission

**Montgomery County Planning
and Parks Technology**



Mission of the Planning Department & Department of Parks

Planning Department

*To create **Quality of Place** through concepts of design, connectivity, diversity, design, and environment.*

Department of Parks

Protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible leisure-time activities.

Mission of Information Technology:

To provide a continuously-improving technology corridor to enhance communication, decision-making, and service delivery for the Planning Department and the Department of Parks.



Strategic Assessments

External Environment

- Opportunities
 - Interagency collaboration improves IT planning and budgeting.
 - FiberNet: high-speed connectivity among facilities and County agencies improves productivity and is cost effective.
 - Leverage our services in both Parks and in Planning to the Montgomery County citizens, of which 92% of all households have internet access (Source: 2008 Census Update Survey).
 - 3-D modeling allows visualization of a project when it is built, providing a realistic “picture” to decision makers and the public.
 - Provide inter-agency capability for electronic collaboration on development application reviews.
- Challenges
 - Level of urgency for network security, virus protection, and disaster avoidance/recovery issues is accelerating.
 - Staying current with rapid changes in technology.
 - IT issues continue to increase in complexity.



Internal Environment

- Opportunities

- Strategic investments in IT technologies over the years have resulted in a streamlined and reliable IT environment.
- Our network infrastructure is designed and maintained to the standards of industry “best practices,” providing uninterrupted connectivity for all staff.
- Centralized IT support and services that includes both departments in Montgomery County.

- Challenges

- Maintaining productivity with older/obsolete technology due to severe budget constraints.
- Growing demand for IT services outpaces IT staff resources, lost 16% of our IT positions to budget reductions (RIF and abolishment).
- Updating skill set of IT workforce without adequate training funding.

IT Accomplishments FY 2011

Technology Enhancements

- Design, development and installation of on-line plan submission (ProjectDox) completed. Implementation in testing phase.
- Implemented SAN (storage attached network) technology for both departments to efficiently store, secure, and ensure disaster recovery of critical Commission databases.
- Continued replacement of obsolete phone systems with Voice Over IP throughout Parks (slowed by savings plans).
- Enhanced Park Police in-car camera system and upgraded other law enforcement related systems for continued improvement to public safety in Parks.
- Enhanced E-Commerce for online access of public registration (Park programs and facility rentals).

IT Accomplishments FY 2011

- Implemented Interactive Maps on our web site to access spatially-enabled electronic data.

Training and Customer Support

- Conducted end-user IT training throughout the year, taught by in-house staff experts, in topics such as GIS (Arcview and Pictometry), Hansen 8, IDEAL, and SmartParks.
- Reduced number of end-user classes taught by training consultants.
- Introduced videoconferencing in both departments is completed and testing is proceeding.
- Following Montgomery County Government lead, bridged contract to outsource Help Desk support.



Strategic Directions for FY 2012

Themes

– **Exceptional Service Delivery While Gaining Efficiencies:**

- Streamlining Park services to Park patrons by using information technology.
- Provide high-level reliability and security of all network systems.
- Expand use of conference bridging and video conferencing to increase productivity (reduce travel).

– **Outreach:**

- Use technology to increase resident participation in planning e.g. video, blogs, and other social networking tools.
- Continue progress to increase transparency of development processes and access to services and information.

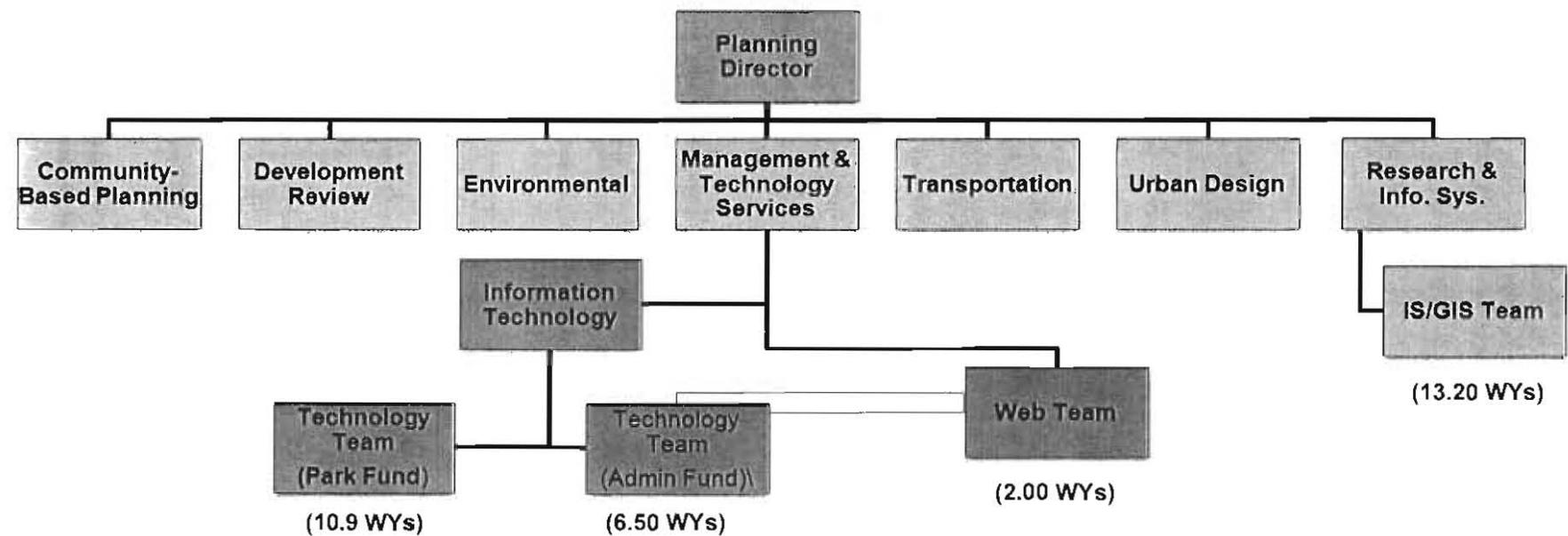
Maximize technology to meet budget challenges.

Strategic Directions for FY 2012

- Continue work program product improvements with technology.
- Improve communications and outreach.
- Within budgetary limitations continue only critical improvements in servers, new/upgraded technology and movement toward virtual servers.
- Phase II of GIS Strategic Plan implement the recommendations of GIS Strategic Plan.
- Deployment of ProjectDox, an on-line development application tool including:
 - electronic submission of development plans
 - on-line collaboration by reviewers
 - electronic tracking and version control
 - Transparency
- Gain efficiency through Cloud computing opportunities – hosted email.
- Improve efficiencies through server virtualization.



Montgomery County Planning Department **ORGANIZATIONAL OVERVIEW***



Planning and Parks Departments share technology services and support.



Budget request perspective
Proposed FY 2012 – Budget as Submitted by Commission

Technology	Planning (Admin)	Parks
Personnel Services	\$2,056,700	1,077,600
Supplies & Materials	310,000	250,000
Other Svcs & Charges	795,100	659,700
Capital Outlay	0	0
Chargebacks	-142,000	-50,000
Total Expenditures	\$3,019,800	\$1,937,300
Workyears*	21.7	10.9

* Workyear totals are before Chargebacks

Includes proposed budgets of the Technology team, the GIS team, the Web team, and the IS team.





**Washington Suburban
Sanitary Commission**

INTERAGENCY PERSPECTIVES

BUDGET DETAIL FY12

March 28, 2011

Antonio L. Jones, Chair

Jerry N. Johnson, General Manager/CEO

Mujib U. Lodhi, Chief Information Officer

STRATEGIC PERSPECTIVE

Agency Mission

We are entrusted by our community to provide safe and reliable water, life's most precious resource, and return clean water to our environment, all in an ethically and financially responsible manner.

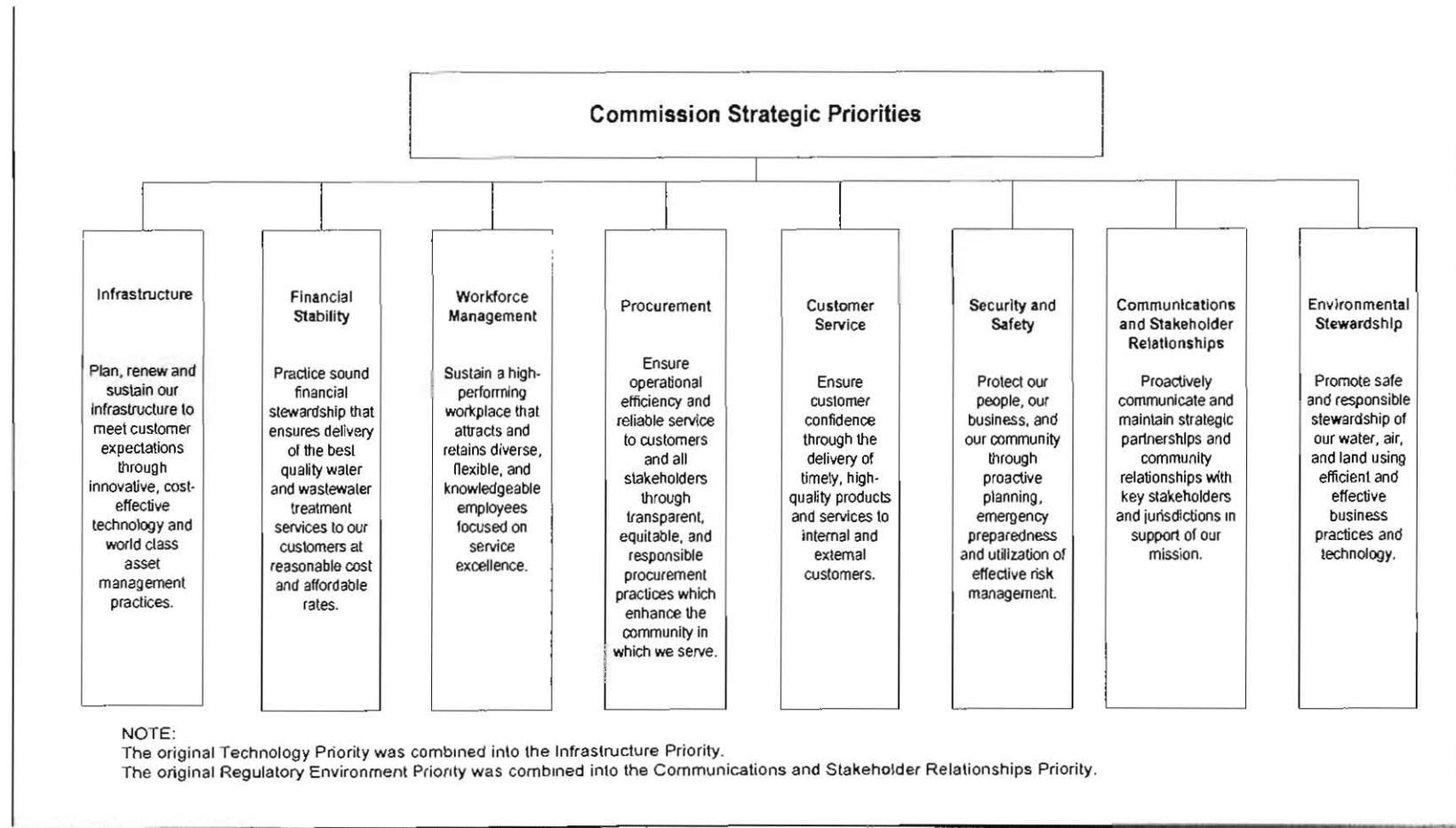


STRATEGIC PERSPECTIVE

Agency Vision

- We will become the world class provider of safe, reliable water/wastewater services that protect the health, safety and quality of life for our community.
- Customers are delighted with our excellent products and services.
- Relationships with our customers, employees and business partners surpass expectations.
- Protect the environment through our efforts.
- Quality...always.

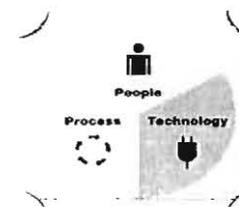
STRATEGIC PERSPECTIVE



IT VISION

Under the direction of the Commissioners' Strategic Plan and guidance of the General Manager, we will:

- Rise to a position of absolute leadership among public utilities in the creative use and application of IT, and leverage this investment to dramatically improve the customer service and organizational performance.
- Serve as a Change Agent to support redefinition of business processes so as to more effectively serve our customers.
- Strive to create new business value through innovative IT solutions to build a *Smart Utility*.



TURNING VISION INTO REALITY

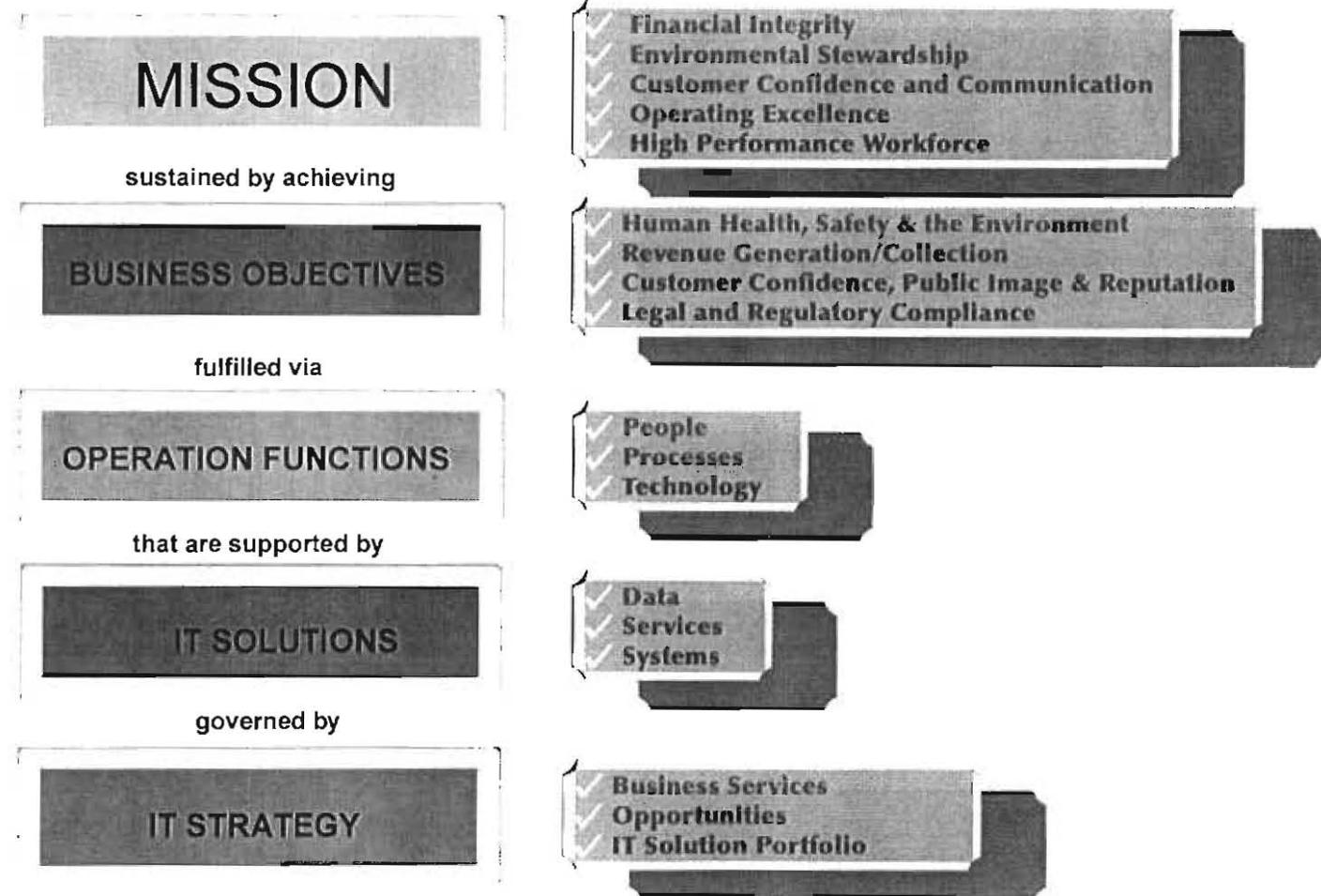
To attain this vision we know we have to invest in a proven technology solution that:

- Capitalizes on investments in human capital and established business processes
- Allows our personnel to maximize their potential, which will help us realize higher efficiency and better customer service
- Helps support the Enterprise in ensuring continuity of water and sewer services
- Streamlines operational processes to improve system reliability and meet regulatory compliance requirements
- Integrates easily with existing and new products across the Enterprise
- Not only meets our current needs, but those 5 to 10 years into the future
- FIRE: Flexible, Intuitive, Robust and Ease-of-Use

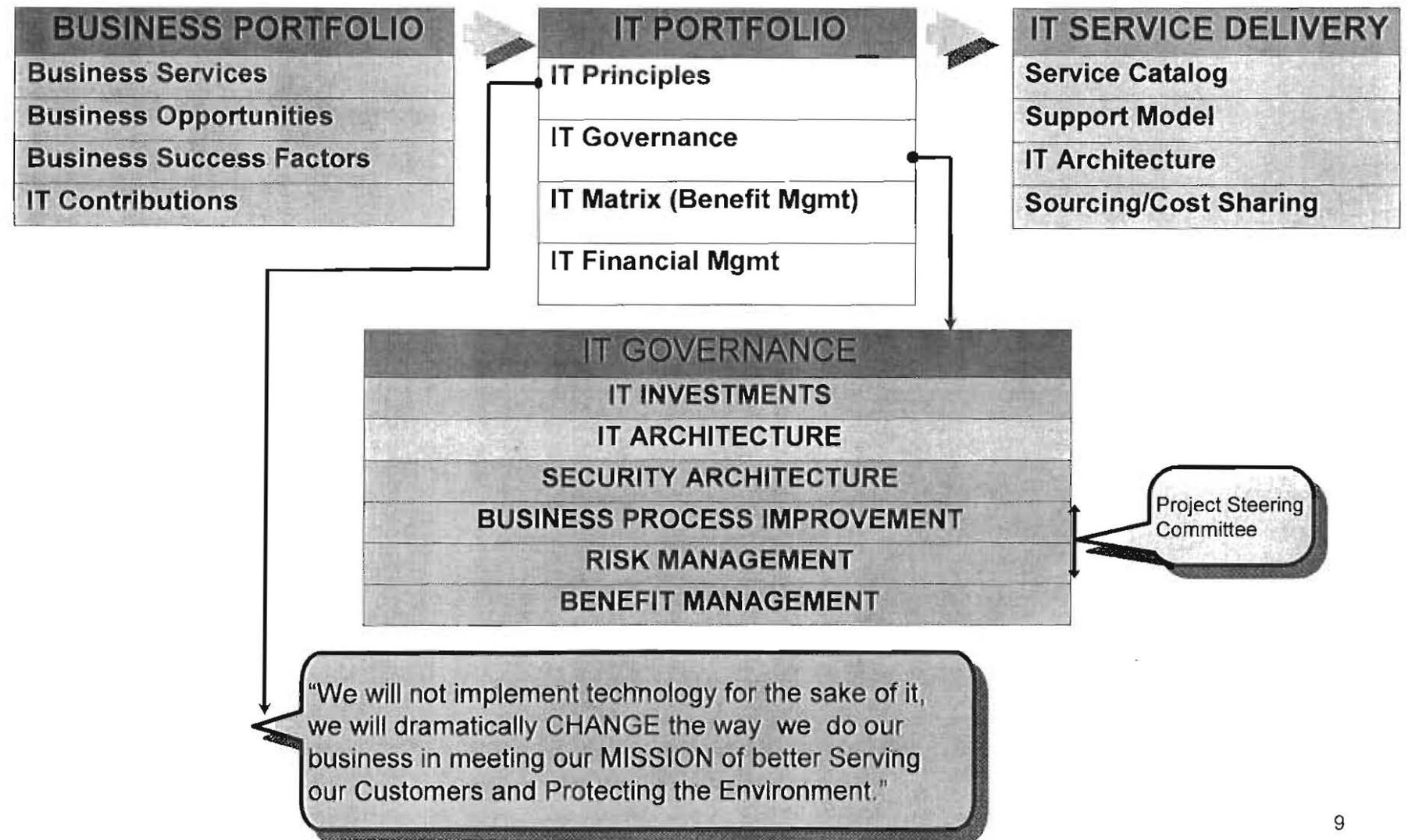
OUR IT STRATEGY

Outside-In VS Inside-Out IT Strategy

OUR IT STRATEGY



OUR IT STRATEGY



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BUSINESS PORTFOLIO

Opportunities
<ul style="list-style-type: none"><input type="checkbox"/> Continuously improve quality of customer service experience<input type="checkbox"/> Customer service matched to expectations<input type="checkbox"/> Fewer customer surprises (match expectations to product cost, quality & service levels)<input type="checkbox"/> Clearly communicated product quality Standards
<ul style="list-style-type: none"><input type="checkbox"/> Infrastructure investment protection<input type="checkbox"/> Efficiency of operations<input type="checkbox"/> Effectiveness and efficiency of maintenance practices<input type="checkbox"/> CIP management<input type="checkbox"/> More effective planning
<ul style="list-style-type: none"><input type="checkbox"/> Consistency of performance<input type="checkbox"/> Visible and timely performance monitoring<input type="checkbox"/> Accountability<input type="checkbox"/> Quality assurance and regulatory compliance

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IT PORTFOLIO

FY 11 Accomplishments
Self Service: <ul style="list-style-type: none">▪ Interactive Voice Response System▪ Online bill Pay▪ Service Advisory (Prototype) Call Center Telephony Upgrade Water Bill Round-up
Document Management System Upgrade Record Retention Policy/Schedule/Guidelines
Cross Connection Phase I Laboratory Information Management System (LIMS) Facility Information Tool (FIT) Sanitary Sewer Overflow (SSO) Reporting system Water Quality Application
Data Center Upgrade Microwave Upgrade Video Conference

(P)

STRATEGIC IT ASSESSMENTS-Internal

Strengths	Weaknesses
<p data-bbox="900 683 1520 716">Supportive Commissioners and GM/CEO</p> <p data-bbox="900 778 1547 846">Very experienced staff, strong institutional knowledge</p> <p data-bbox="900 908 1492 940">Deep expertise in many technical areas</p> <p data-bbox="900 1002 1531 1070">Strong working knowledge of operational systems and business unit functions.</p> <p data-bbox="900 1132 1640 1199">Expertise in development and maintenance of in-house system.</p> <p data-bbox="900 1261 1448 1329">Team has established a solid, stable infrastructure</p> <p data-bbox="900 1391 1520 1423">Alignment with WSSC business priorities</p>	<p data-bbox="1794 683 2546 751">Some core systems are inflexible, legacy-based, & need replacement</p> <p data-bbox="1794 813 2307 846">Several unsupported applications</p> <p data-bbox="1794 908 2464 975">program management and project oversight processes need further development</p> <p data-bbox="1794 1037 2508 1070">Some islands of IT functions (staff & systems)</p> <p data-bbox="1794 1132 2189 1164">Staff resistance to change</p> <p data-bbox="1794 1226 2491 1294">Culture of technical focus instead of business solutions</p> <p data-bbox="1794 1356 2425 1423">Systematic prioritization process for new initiatives need further alignment</p>

STRATEGIC IT ASSESSMENTS – External

Opportunities	Challenges
<p data-bbox="861 681 1119 710">Green Initiatives</p> <p data-bbox="861 774 1657 852">Joint initiatives with county agencies to share costs Public and Private sector Partnerships</p> <p data-bbox="861 913 1509 991">Continuously improve quality of customer service experience</p> <p data-bbox="861 1052 1509 1219">Infrastructure investment protection Efficiency of operations Effectiveness & efficiency of maintenance practices</p> <p data-bbox="861 1280 1221 1309">More effective planning</p> <p data-bbox="861 1371 1629 1449">New Leadership provides a window of opportunity for thinking outside the box</p>	<p data-bbox="1789 681 2107 710">Competing Priorities</p> <p data-bbox="1789 774 2587 803">Responding to environmentally sensitive population</p> <p data-bbox="1789 865 2258 894">Attracting and retaining Talent</p> <p data-bbox="1789 956 2178 985">Regulatory Requirements</p> <p data-bbox="1789 1047 2115 1076">Change Management</p> <p data-bbox="1789 1137 2088 1166">Political Landscape</p> <p data-bbox="1789 1228 2038 1257">.NET Generation</p>

(69)

OPERATIONAL & FUNCTIONAL PERSPECTIVE HEALTH OF EXISTING MAJOR IT SYSTEMS

Priority	Name of System/Application	Estimated Lifecycle	Age of System	Most Recent Upgrade	Est. Replacement Cost	System Status
1	COMPASS (Work Mgmt Sys)	15 yrs	16 yrs	2008	See Status Key	Red
2	Fleet Management System	10 yrs	21 yrs	1998	See Status Key	Red
3	Employee Payroll/TAMSO	10 yrs	11 yrs	1998	See Status Key	Red
4	Sewer Model	15 yrs	20 yrs	1999	See Status Key	Yellow
5	Retirement Payroll	15 yrs	21 yrs	2008	Unknown	Yellow
6	MMIS	15 yrs	19 yrs	2008	See Status Key	Yellow
7	MAPS (Procurement/Inventory/AP)	15 yrs	15 yrs	2008	See Status Key	Yellow
8	CSIS (Customer Svcs Info Sys)	15 yrs	19 yrs	1999	See Status Key	Yellow
9	General Ledger	15 yrs	10 yrs	2007	Unknown	Green
10	Human Resources	15 yrs	10 yrs	2007	Unknown	Green
11	Permits System	15 yrs	20 yrs	2007	Unknown	Red

Status Key:

- Red** - Obsolete or vulnerable critical systems in immediate risk of failure.
- Yellow** - Aging/vulnerable critical systems likely to need major upgrade or replacement in the next 3-6 yrs.
- Green** - Stable systems expected to require only routine maintenance or minor upgrade over the next 3-6 yrs.

Definitions:

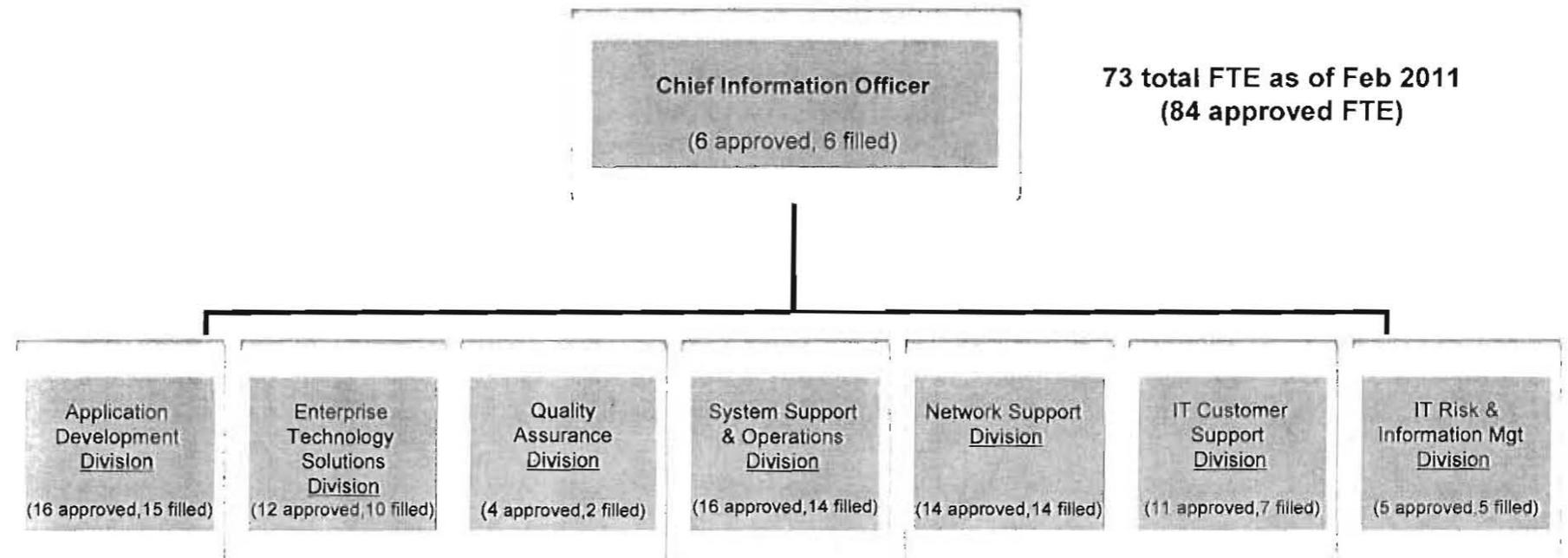
Lifecycle: The creation and life span of an application or system from development to deployment that provides a particular function or service.

Upgrade: Application of a major upgrade or release.

1,2,3,6, 7, 8: Est. Replacement Cost is a total replacement cost of the above applications with Oracle modules as part of the ERP project which totals \$34,929,754 over the life of the project.

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IT ORGANIZATION AND PERSONNEL



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BUDGET PERSPECTIVE

IT BUDGET OVERVIEW

- In FY12, the IT budget is 1.6% of the total WSSC operating budget.
 - The FY12 requested budget for the Information Technology Team is \$19.30 million which is an increase of 3.2% (\$610,000) than the FY11 budget of \$18.69 millions.
 - The FY12 budget is allocated as follows:
 - **Critical and/or Strategic Initiatives . . . \$ 2,864,000 (15%)**
 - **Adjustment to Baseline \$178,600 (1%)**
 - **Baseline \$ 16,257,100 (84%)**
- * ***Baseline** refers to all costs associated with on-going, operational, maintenance and end-user support.*
- * ***Adjustment to Baseline** is defined as costs related to increased level of existing staff resources, augmentation & added maintenance to existing systems.*
- * ***Critical/Strategic Initiatives** refers to all costs associated with business projects and WSSC Annual Action Item priorities*

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BUDGET PERSPECTIVE IT BUDGET DETAILS

	FY10 Actual (\$)	FY11 Budget (\$)	FY12 Requested (\$)
Salaries & Wages	\$6,915,107	\$7,984,300	\$8,048,800
Services By Others	5,055,614	4,809,400	5,694,700
Professional Services	3,130,500	3,556,000	3,325,300
Telephone & Comm Expenses*	1,552,962	1,653,500	1,616,600
Computer Equipment	402,147	428,000	333,000
Materials	101,664	184,100	168,500
Office Supplies	36,826	41,800	38,800
Other	43,228	34,000	74,000
TOTAL	\$17,238,048	\$18,691,100	\$19,299,700

* Commission-wide telephone and related communication expenses.

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FY 2012 Budget Review

Scott Ewart
Chief Information Officer
Housing Opportunities Commission



Housing Opportunities Commission Mission Statement

MISSION:

To provide affordable housing and supportive services

VISION:

All families in Montgomery County live in decent, safe and sanitary housing, regardless of income.

Families and communities in Montgomery County are strengthened as good neighbors through supportive services.

Establish an efficient and productive environment that fosters trust, open communication and mutual respect.

Partner effectively and aggressively with advocates to maintain support for all the work of the Commission.



Housing Opportunities Commission Information Technology Mission Statement

General Charge:

The mission of Information Technology Division at the Housing Opportunities Commission is to connect staff through the effective use of reliable information, computing, and telecommunications technologies in support of the Housing Opportunities Commission core mission.

Action Plan

To accomplish this mission, the IT Division will:

- **Provide and maintain a high quality, open architecture, service-based information technology infrastructure, and inform the staff of its availability and capabilities.**
- **Develop an on-going strategic planning process in information technology that will serve the staff and which will include specific objectives and activities.**
- **Provide the organizational structure and functions to ensure an orderly and economically sound development of the uses of information technology.**
- **Provide a system of on-going training of staff in the capabilities of the information technology infrastructure, and in the many uses of information technology to enhance services.**



**Housing Opportunities Commission
Information Technology
FY11 Accomplishments**

- Implemented Landlord Portal System providing online information to HCV landlords
- Implemented EFT payments to landlords significantly improving the check payment processes
- Implemented e-mail archival appliance
- Completed ongoing upgrades to the Housing and Financial core business system
- Upgraded Citrix environment to most current version
- Upgraded document imaging system to most current version
- Updated and improved backup systems for recovery of files
- Continued expansion of the server virtualization project improving disaster recovery and high availability of critical servers
- Reviewed options to replace document imaging system

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Strategic IT Assessment Internal Environment

Strengths

- **Dedicated staff that care about the mission and work of the agency;**
- **Up-to-date network and desktop computer systems;**
- **Intranet Technology providing improved internal communications;**
- **Information Technology Help Desk call tracking system;**
- **Information Technology systems availability and support;**
- **Ability to develop in-house applications to support the tracking and reporting requirements of the agency;**
- **Agency support of Information Technology related initiatives**

Weaknesses

- **The agency's pay structure is not competitive with the open market making it difficult to retain quality staff;**
- **Procurement regulations often place time demands on technical staff which deflect staff resources from IT related tasks;**
- **The number of HOC locations vs. the number of Information Technology support staff to effectively support those locations**



Strategic IT Assessment External Environment

Opportunities

- Opportunity to use HOC as a resource to narrow the Digital Divide;
- Internet/Intranet technologies are providing improved communication methods both external and internal customers;
- Interoperability of development tools allow for standardization which improves system support;
- Utilizing the ITPCCs vast knowledge and resources to improve overall Information Technology operations at HOC

Challenges

- HUD's electronic reporting requirements place a burden on the agency to modify software, hardware and business processes;
- Continued core-business conversions to a standardized and supportable set of software systems;
- Training HOC staff and users during the rapid change of Information Technology growth
- Weak economy and difficult budget cycles threaten information technology initiatives

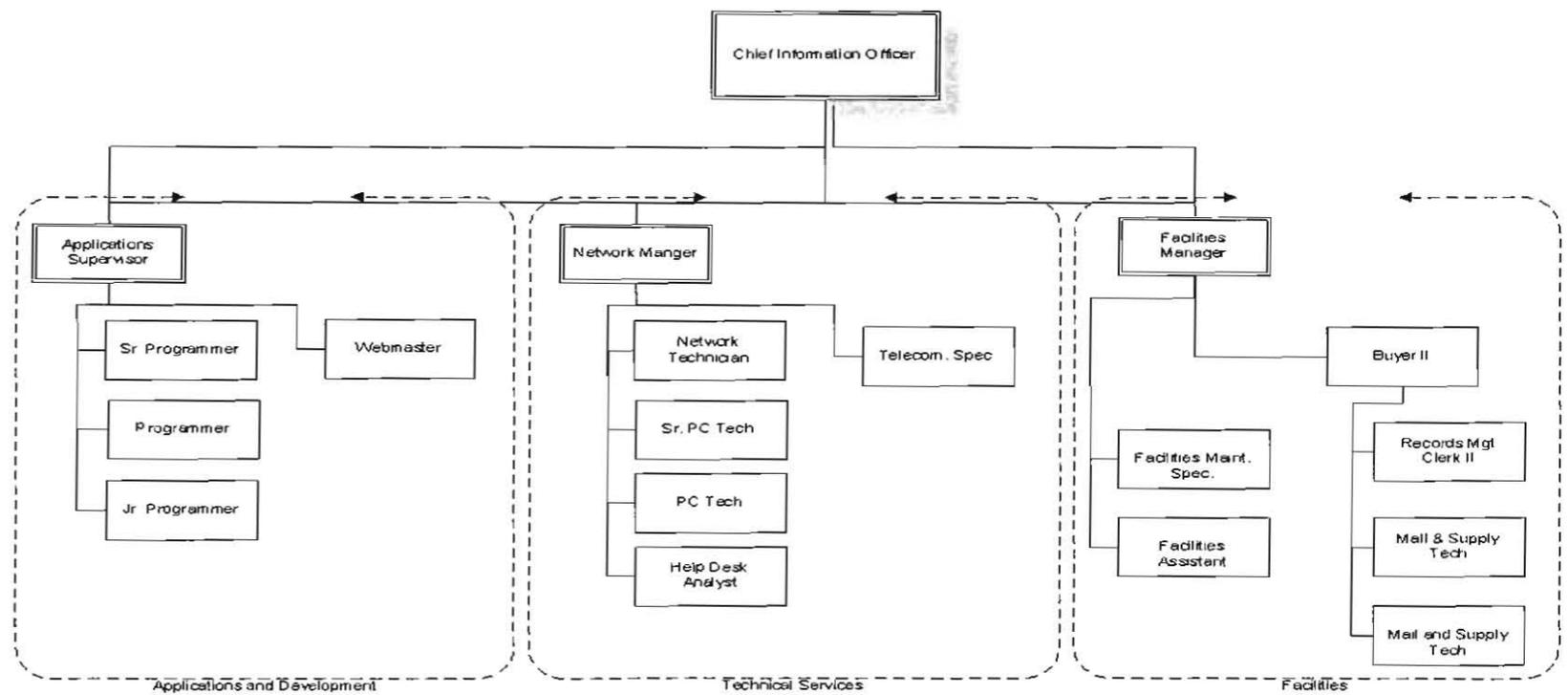
Operational Health and Replacement Priority of Existing Major IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY12	FY13	FY14	FY15	FY16	Total 6-Yr.	>6-Yr.	Full Repl-Cost	NOTES
2	E-Mail System	Yellow	10	8	2008	30000	15000	0	15000	0	60000		90000	
3	Document Imaging	Yellow	8	5	2011	40,000	20,000	20000	0	20000	100000		150000	
--	RS Tracking	Green	8	5	2008	0	8000	10000	0	10000	28000		100000	
--	Server Virtualization	Green	8	3	2010	50000	60000	0	45000	45000	200000		350000	
--	Housing/Financial	Green	15	8	2010	20000	20000	20000	20000	20000	100000		1500000	
--	Work Order	Green	10	3	2011	25000	0	25000	75000	0	125000		350000	
--	LAN/WAN	Green	8	3	2009	20000	100000	20000	20000	20000	180000		500000	
--	Citrix	Green	8	4	2011	10000	0	75000	0	10000	95000		400000	
--	Mortgage Finance	Green	10	1	2010	35,000	0	25,000	0	35,000	95000		100000	7

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HOC Information Technology Organization Chart – FY12

FY11 Information Technology & Facility Services
Division Organization Chart



HOC IT Staff = 12 Work Years

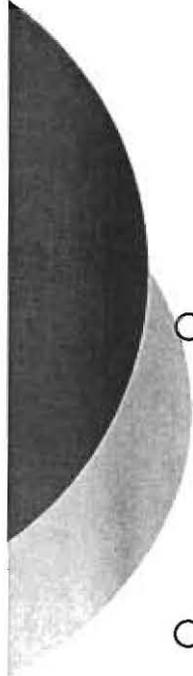
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HOC
Information Technology
FY12 Budget Overview

NOTE:

The following Information Technology budget recommendations have not been approved by the HOC Commission at the time of this briefing.



HOC
Information Technology
FY12 Budget Overview

- **The FY12 requested budget for the Information Technology Division is 2.56 million dollars.**

- **The budget is allocated as follows:**
 - **Operating Costs: 2.31 million**
 - **Capital Costs: 0.25 million**
 -
 - **Total FY12 budget 2.56 million***

● *Figures above do not include debt service or reserve funding for FY12