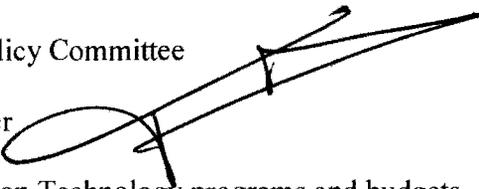


Worksession

MEMORANDUM

March 22, 2012

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: Overview - Agencies' FY13 Information Technology programs and budgets

ITPCC CIO Subcommittee Membership

Sherwin Collette, Montgomery County Public Schools (Chair)
Dr. Mike Russell, Montgomery College
Dieter Klinger, Montgomery County Government (Acting)
Dr. Henry Mobayeni, M-NCPPC
Mujib Lodhi, WSSC
Scott Ewart, HOC
Gary Thomas, ITPCC staff

Summary of Staff Recommendations

1. The Committee should receive the individual agency budgets and provide comment on the importance of collaboration, cost reduction, and service levels as priorities for FY13.
2. The Committee should initiate a discussion towards 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, as currently done. Lacking such a shift in timing, the current practice of reviewing budgets after they have been individually approved provides almost no budget incentive for interagency action or cost-saving explorations. This suggestion was made during the FY12 budget review as well.
3. Request that the ITPCC and the Executive provide an explicit response and a budget mechanism that recognizes the "Red" and "Yellow" priority systems now in existence, totaling \$242m, 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 © 34-113. In addition, ITPCC staff has provided a summary overview of agency IT accomplishments on © 1-33.

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. FY13 Montgomery County Proposed Investment in Technology (in \$m)

	Operating Budget	Capital Budget	Total FY13
MCG¹	37.0	42.7 ²	79.7
MCPS	27.3	21.8	49.1
MC	30.1	5.8	35.9
M-NCPPC	3.3	0	3.3
WSSC	20.7	0	20.7
HOC	2.5	0.6	3.1
Totals	120.9	70.9	191.8

Notes:

¹ The totals do not include the investment in IT 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, FY11, or FY12.

² Includes IJIS, FiberNet, and Public Safety System Modernization. TechMod has been added at \$10.7m, even though it is programmed outside of DTS.

To review the time trend of IT investments across the agencies, Table 2 is offered, which summarizes total (Operating Budget combined with CIP) resources requested in each of the last three years.

Table 2. FY11, FY12 and FY13 total requests in agency IT operations (in \$m)

	FY13	FY12	FY11
MCG^{1,2}	79.7	52.8	58.4
MCPS	49.1	48.0	47.7
MC	35.9	43.4	545.8
M-NCPPC	3.3	4.9	5.9
WSSC	20.7	19.3	19.3
HOC	3.1	2.6	2.9
Totals	191.8	171.0	180.0

Notes:

¹ The totals do not include the investment in IT 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, FY11, or FY12.

² Includes IJIS, FiberNet, and Public Safety System Modernization. TechMod has been added at \$10.7m, even though it is programmed outside of DTS.

Table 3 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 3. Position Summaries by Agency

Positions (except where noted)	2013	2012	2011
MCG	130	126	135
MCPS	179	184 FTE	171.6
MC	197	202 ¹	279
M-NCPPC	32.6	32.2 WY	37.4
WSSC	94	73	72
HOC	12	12	12
Totals	644.6	626.2	707

¹ The majority of MC position reductions in 2012 represented 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 cross-agency strategies**.

2. 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 efforts in IT infrastructure management (FiberNet) 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 summer study session.
3. 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. Starr, so that technology investments in the future can be evaluated in a comprehensive, enterprise-wide manner.
4. 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 **\$151m**, with an additional **\$91m** 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 multi-year County funding mechanisms, such as the CIP. Lacking explicit 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 an effective 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 currently dormant ITF (Interagency Technology Fund) could be one such vehicle, and would emphasize and favor collaborative solutions as Red and Yellow systems come up for replacement.

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 (ITPCC)

**Interagency Information Technology
Program and Budget Overview
March 26, 2012**

**Dr. Joshua P. Starr, Chair, ITPCC
Sherwin Collette, Chair, CIO Subcommittee**

Contents

- ITPCC and CIO Subcommittee Members
- ITPCC Challenges
- ITPCC Work Program Priorities – FY13
- Interagency Health of IT Systems Infrastructure—Summary
- Conclusion
- Agency IT Program Overview Presentations
 - Montgomery County Public Schools
 - Montgomery County Government
 - Maryland National Capital Parks and Planning Commission
 - Montgomery College
 - Washington Suburban Sanitary Commission
 - Housing Opportunities Commission

ITPCC Principals and CIO Subcommittee Members

<u>Agency</u>	<u>Principal</u>	<u>CIO/CTO/Other</u>
Montgomery College	Dr. DeRionne P. Pollard	Dr. Mike Russell
Montgomery County Public Schools	Dr. Joshua P. Starr	Sherwin Collette
Montgomery County Government	Timothy Firestine	Dieter Klinger
Maryland National Capital Parks and Planning Commission	Francoise Carrier	Dr. Henry Mobayeni
Washington Suburban Sanitary Commission	Jerry Johnson	Mujib Lodhi
Housing Opportunities Commission	Stacy Spann	Scott Ewart
County Council	Steve Farber	Dr. Costis Toregas
ITPCC Manager	---	Gary Thomas

ITPCC Challenges

Collaboration, Coordination, Cross Agency Resource Sharing

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

Communications Infrastructure

- FiberNet construction—utilizing ARRA Grant funds; Information where and when needed; adding 108 sites by August 2013
- Broadband Technologies---plan for next generation requirements
- Wireless and Mobile Computing Services
- Cloud Computing and Virtualization innovations

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 with reduced resources
- Long Term Strategies—seeking efficiency, savings, cost avoidance, service enhancements

ITPCC Challenges

IT Security

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

Web Based Services and Emerging Technologies

- New technology trends—Mobile and Cloud Computing
- Increasing Customer Demands
- New Applications—enhanced Public/Employee Resources
- Open Government Initiatives

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**
 - Construct fiber to 108 new sites by Aug. 2013 using federal ARRA Grant
 - Obtain adequate post-ARRA resources for long-term FiberNet operations support
 - Plan and Provision Core Equipment Upgrades
 - Add 60+ sites post-ARRA in FYs14-18
 - Seek highest and best uses of FiberNet
- **IT Asset Management**
 - Overcome Recession Impact—Replacements and Upgrades-PCs and Major IT Systems
- **Interagency Technology Fund (ITF)**
 - Support transition of COOP and GIS Policy Group to ongoing operational status
 - Restore ITF funding and initiate new projects
- **Support CARS Executive Committee**

Health of Interagency IT Systems Summary

SUMMARY Multi-year Cost Projections by Risk Categories-FYs 2013-18

	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	Repl.-Cost
RED	50,194,000	54,514,000	26,736,000	9,218,000	5,498,000	4,950,000	151,110,000	287,108,222
YELLOW	12,858,272	12,927,674	26,206,739	14,064,766	14,494,846	10,018,945	90,571,242	141,031,696
GREEN	13,255,973	16,194,473	14,986,948	14,337,006	14,259,058	14,093,312	87,126,770	202,810,098
TOTAL	76,308,245	83,636,147	67,929,687	37,619,772	34,251,904	29,062,257	328,808,012	630,950,016

Risk Key

Red= Obsolete or vulnerable critical systems/applications in immediate risk of failure

Yellow= Aging or vulnerable critical systems likely to need major upgrade or replacement in the next 3-6 years

Green= Stable systems expected to require only routine maintenance or minor upgrade over the next 3-6 year

Conclusion

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

Montgomery County Public Schools FY 2012 Highlighted Accomplishments

- ↳ **myMCPS Parent Portal:** Created access for parents within the myMCPS learning community so that they can view student schedules, grades, course assignments, announcements, and sports and club activities.
- ↳ **myMCPS Student Portal:** Developed a K-12 student portal within the myMCPS learning community so that students can view key information about courses, assignments, announcements, their grades, attendance, and test scores. Students will have the ability to collaborate with one another within their class spaces, sharing documents and contributing to discussion boards.
- ↳ **Elementary Articulation Application:** Deployed an articulation solution for K-5 teachers so that they can easily access data about students, enter comments and instructional information, and group students for homerooms and courses for the next school year.
- ↳ **Technology Modernization:** Updated the technology infrastructure in 62 schools, three alternative sites, and one special education school to support engaging teaching and learning—including refurbishing and replacing 10,022 workstations

Montgomery County Public Schools FY 2012 Themes

Developing staff capacity for integrating technology with content and pedagogy

Creating technology enriched 21st century learning spaces

Modernizing critical human capital and financial management systems

Providing comprehensive knowledge management and analytical support solutions

Ensuring a safe and secure computing enterprise

Enabling self-service solutions that save staff time

Supporting operational effectiveness that enhances business operations



Montgomery County Public Schools FY 2012 Budget Perspective

Develop effective tools to support use of technology for teaching and learning by:

- Incorporating 21st century skills through the use of technology

- Providing greater access to digital curriculum content and instructional resources that meet the needs of all students

Build capacity for staff members to share and incorporate best practices using technology

Commit to equitable distribution of resources throughout our schools to allow greater access to technology to all students

Facilitate dynamic online communities that allow increased community building, collaboration and sharing of knowledge

Continue to create enterprise solutions to strengthen business systems

Montgomery County Public Schools FY 2012 Risks and Consequences: Major IT Systems

Major IT Systems	Replacement Cost	Impact
Budget Management System	\$275,000	All staff involved in budget development and management
Facilities Management Information System	\$148,000	Capital budget and planning processes and the staff responsible for overseeing will be more inefficient
Transportation Information Mgmt System	\$2,000,000	All schools - all students requiring transportation, including students receiving special services
Scheduling System	\$1,000,000	Student access to appropriate classes and course schedules will be hampered
Handheld Devices	\$1,250,000	Provide primary reading assessment for students and enable teachers to assess and differentiate instruction for students



Accomplishments

- Provided technical go-live support and assumed operation/system administration responsibilities for: Oracle EBS Financial and HCM Module, PeopleSoft Pension, iRecruitment, iAsset, and Employee Self-Service.
- Implemented phase 1 of the Corrections and Rehabilitation Information System (CRIMS), part of ongoing Integrated Justice Information System implementation (IJIS)
- Developed the Snow Map and 17 new Web applications for County departments increasing efficiency of business processes.
- Implemented a new enterprise voicemail system, enabling County employees to respond faster and more efficiently, even when working remotely.
- Completed deployment of 4,850 mobile and portable radios for public safety, to complete the FCC required re-banding effort. The radios have the capability to work on the new planned radio infrastructure implementation.
- Restarted desktop computer replacements and began roll-out of the Microsoft Windows 7 operating system.
- Initiated a major re-design of the County website, including adding support for mobile web devices.
- Expanded the Document Management System, adding Records Management to manage archived records.
- Implemented a new video archiving and streaming system, which enables multi-year archiving of CCM programming.

- Provided significant support for American Recovery and Reinvestment Act broadband grant application. Valued at \$14 million, it will expand FiberNet to 80 elementary schools, HOC sites, and Montgomery College.
- Completed upgrade of County's remote access VPN solution, providing improved client support, support for Windows 7 and common handheld mobile devices.
- Implemented the mandatory user enrollment in Password self-service solution to allow County employees to change passwords themselves, any time from anywhere.
- Integrated the County's Image and Document Management System with the ERP Accounts Payable and Journal Entry / General Ledger voucher functions.
- Developed a solution and began move of voice circuits from leased lines to FiberNet that will save hundreds of thousands of dollars annually.
- Provided project management, development, and application engineering, systems engineering and quality assurance support. Delivering enhanced functionality resulting in increased productivity and outcomes.
- Initiated Open Government Data project, making detailed County data available on-line by anyone.
- Initiated Mobile Computing Pilot including plans to upgrade wireless access in County government facilities.



Major IT System Costs and Business Impacts

- **Tech Mod: Technology Modernization**
 - Replaces FAMIS, ADPICS, HRMS, BPREP, many others
 - Estimated Full Replacement Cost: \$104.8M
 - Business Impact: Legacy systems had reached end of the useful life. New systems designed to improve accountability, responsiveness and delivery of government services.
- **PSSM: Public Safety System Modernization**
 - Replaces CAD, PS Radio System & Station Alerting
 - Estimated Full Replacement Cost: \$108.0M
 - 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 reached the end of useful life and unable to fully meet County's operational requirements. New systems will directly improve delivery of public safety services in the County.
- **Traffic Signal Modernization**
 - Estimated Full Replacement Cost: \$35.8M
 - Business Impact: Legacy system is over 30 years old and dependent on dated technology. Failure can result is significant traffic congestion and delays to residents and commuters.



Key Initiatives and new Technologies

- ERP & MC311
- Public Safety System Modernization (PSSM)
- Integrated Justice Information System (IJIS)
- Open Government Data
- Web redesign and mobile apps framework
- Workforce collaboration and mobility tools (cloud, mobile devices)
- Identity Management
- Mainframe retirement
- FiberNet expansion
- Cable Franchise renewal
- Social Media and CCM Video Enhanced Search



IT Accomplishments FY 2012

Highlights

- ProjectDox. Work flow development has been completed. On schedule to go live in June 2012 for three application types.
- GIS Strategic Plan. GIS policy committee has been formed and continues to implement its work plan.
- Virtualization. Introduced virtualization in both departments to bring efficiency while reducing hardware, energy costs, and real estate costs.
- Cloud Computing. Migrated our legacy in-house email to Microsoft's online services in both departments.
- Help Desk. In collaboration with the Montgomery County government, we outsourced IT Help Desk to L3 for effective IT services to both departments.
- SAN. Implemented SAN technology as the foundation of virtualization in the departments.
- Provide coordinated IT services in both departments through a consolidated Technology Team unit.

Strategic Directions for FY 2013

Themes

Embracing the latest technologies for improved service:

- Virtualization. Migrating legacy systems to a virtualized environment will achieve better service with lower costs.
- Desktop deployment. Utilizing latest technology will increase productivity of IT staff and reduce downtime for end users.
- Cloud computing. Expanding use of cloud computing will maximize technology investment.

Outreach:

- In the Planning Department, provide public access to view on-line submission of development plan applications.
- Use technology to improve interaction with Parks customers through the Connect With Parks website and an on-line customer service portal to report problems in the parks.
- Continually improve public access to services and information.

Strategic Directions for FY 2013

Maximizing Our Technology

- Develop web-based land-use model for monitoring and analyzing development patterns.
- Gain efficiency through CLOUD computing and server virtualization.
- Migrate legacy servers to virtualized environment to achieve efficiency and reduce costs.

Budget Perspective:

- No new hires
- Priority Spending: meet PC replacement schedule
- Priority for Continued Efficiencies
 - eliminate overtime and technical training
 - cancel/reduce support and outsourcing of IT contracts

Montgomery College FY12 Highlighted Accomplishments

- Completed deployment of a Virtual Computer Lab (VCL) facility in a Montgomery College private cloud
- Increased cloud-based computing services to support enhanced governance and decision-making processes, talent management and Service Desk/contract management
- Implemented business analytics software, upgraded data warehouse and associated reporting tools to enhance College assessment efforts
- Supported desktop and Instructional system upgrades with FY11 CIP funding
- Reorganized the Office of Information Technology into an integrated, comprehensive service support model to leverage resources centrally and to provision service and support locally at the campus level

Montgomery College FY13 Themes

- Drive innovation through reliable and consistent services that provide relative advantage to students, faculty and staff
- Enhance collaboration with University System of Maryland and Maryland Association of Community Colleges IT providers
- Enhance a culture of continuous improvement through assessment and benchmarking against peer institutions
- Ensure business systems security and continuity (five nines network uptime)
- Enable cost reductions and cost containment through business process redesign
- Leverage existing technologies to meet mission critical programs and processes

Montgomery College FY13 Budget Perspective

- Make strategic, cost efficient investments in technology
- Create an agile IT operation by developing internal skill sets that assure the ability to innovate in a dynamic and complex environment
- Analyze deployment of technology across all campuses and use governance process to identify and prioritize IT budget allocations
- Evaluate the impact of anticipated budget reductions on IT services
- Continue to evaluate contracts for cost efficiency

Montgomery College Risk and Consequences for Major IT Systems

- Disaster recovery and business continuity pose the single largest risk to the College's IT systems. An emphasis on redundant systems is needed to ensure that the College does not experience any extended system failures that would impact the classrooms, labs or administrative operations of the College.
- Academic Student Applications (financial aid, registration and classroom instruction) are on a continuous upgrade schedule. Any reduction in the College's Operating or CIP funding will negatively impact the College's ability to maintain the current versions of these necessary software applications.
- Any further reduction in staffing levels will begin to negatively impact hours of operation and service levels in both the academic and administrative areas.

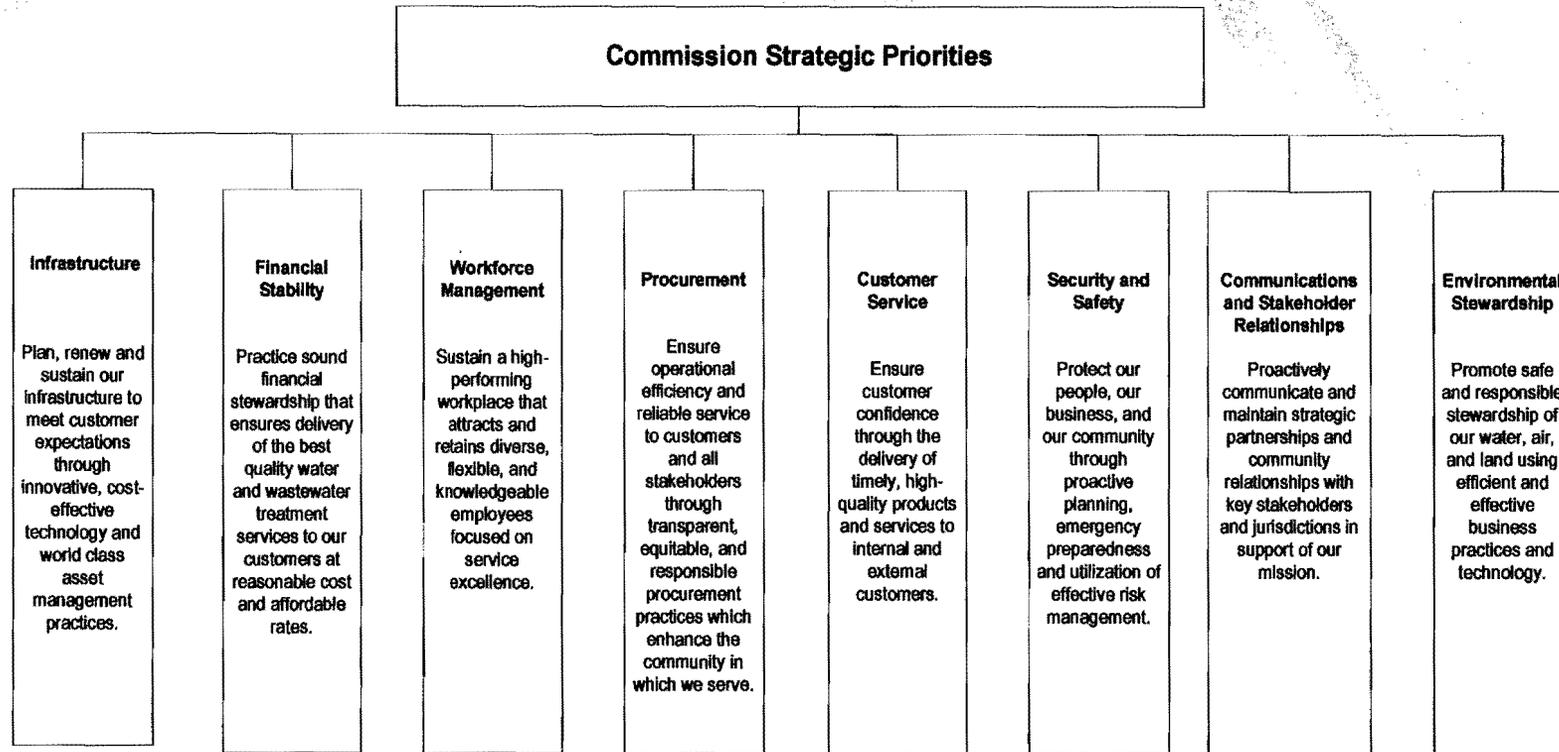


**Washington Suburban
Sanitary Commission**

Interagency Perspectives FY13 Budget Overview

March 2012

Strategic Perspective



NOTE:

The original Technology Priority was combined into the Infrastructure Priority.

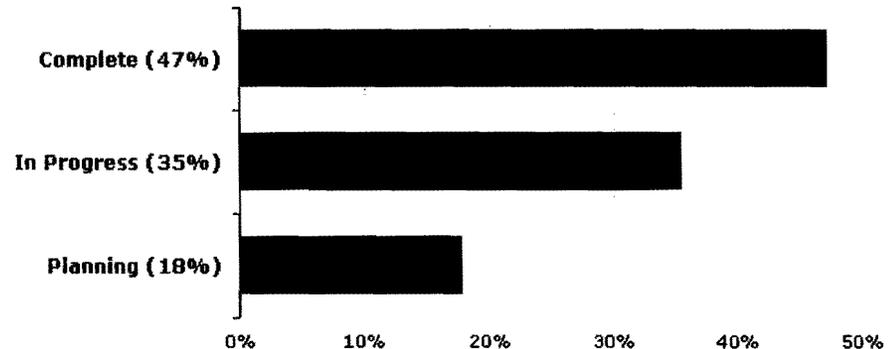
The original Regulatory Environment Priority was combined into the Communications and Stakeholder Relationships Priority.



Highlights: FY12 Accomplishments

- **Continual Improvement of Daily Operations**
 - Next Generation Phone System Rollout
 - GIS Architectural Refresh
 - Mainframe z/OS Upgrade
 - IT Service Management System Replacement
 - Windows 7 / Office 2010 Upgrade
 - Staff Hierarchy – Position Control
- **Caring for Customers**
 - ERP – Fleet Management
 - Decision Support System
 - Commissioner eBoardroom
 - GM Dashboard
 - WSSC Mobile App
- **Regulatory, Legal, and Compliance**
 - ePlan Review System
 - Cross Connection Updates Phase 2
 - SLMBE Compliance System
 - Permitting Management System
 - Same Sex Benefits
 - Microwave Radio Upgrade
 - Records Inventory, Retention Schedule & Policy

FY12 Accomplishments Status



FY13 Budget Perspective

- Permitting Management System
- Position Control (Supervisor / Staff Hierarchy)
- Master Data Management
- Total Enterprise Asset Management System (TEAMS)
- Windows 7 / Office 2010 Upgrade
- GIS Development (including Workorder Management)
- Next Generation Phone System - Remote Sites
- Microwave & Intra-site Communications
- Field Service Management
- Records Retention Schedule Implementation and Business Process Improvements
- Desktop Refresh (including Desktop Virtualization)
- Data Network Infrastructure (Hardware Refresh)
- Disaster Recovery Replication / High Availability implementation



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



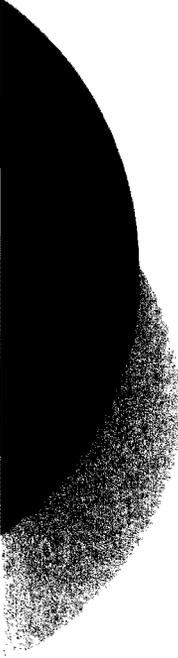


FY 2013 ITPCC Summary

Scott Ewart
Chief Information Officer
Housing Opportunities Commission

Housing Opportunities Commission Information Technology FY12 Accomplishments

- Completed document management conversion (over 725,000 documents converted)
- Launched iPad app and iPad's for Housing Choice Voucher (HCV) and Resident Services inspectors.
- Transitioned Work Order, Inventory and Public Housing inspections back to the agency Housing Enterprise System (4th quarter)
- Redesigning HOCCM.ORG website (4th quarter)
- Upgrade HOC E-mail system to latest software version
- Upgrade entire thin client environment (CITRIX) to latest software version
- Began initial "Cloud" computer pilot program for property computer labs
- Launched property based websites to enhance leasing opportunities



Themes for FY2013

- **Continued improvement towards high availability and enhanced disaster recovery systems.**
- **Increased use of technology 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.**
- **Expand “Cloud” computing and continued evaluation of cross agency opportunities that provide cost savings for HOC.**
- **Participate more in all aspects of agency operations to ensure technology needs are addressed.**
- **Explore additional mobile opportunities within HOC operations**



Budget Perspectives for FY2013

- **Replacement of outdated equipment to ensure minimal downtime due to equipment failures**
- **Expansion of the document management system**
- **Continue HOCMC.ORG website improvements through the use of interactive components**
- **Desktop operating system upgrades**

Office of the Chief Technology Officer

FY 2013 IT Budget Overview
ITPCC Presentation to MFP Committee

Strategic Perspective

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

Strategic Perspective

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.

Strategic Perspective

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.

Strategic Perspective

Office of the Chief Technology Officer Mission

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

Goals

1. Provide a 21st century classrooms, equipped with interactive and innovative tools.
2. Facilitate collaborative personal learning communities by connecting anyone, anytime, anywhere to information
3. Enable staff, students and parents to become a member of the MCPS virtual community
4. Efficiently manage critical human capital and business processes on high quality professional development that is situated in the context of teaching and learning on the integration of technology, pedagogy, and content.
5. Building collaborative high functioning professional learning communities through the use of web 2.0 applications within *myMCPS*, the online learning community



Strategic Perspective

FY 2012 Information Technology Accomplishments

- ❑ **myMCPS Parent Portal:** Created access for parents within the myMCPS learning community so that they can view student schedules, grades, course assignments, announcements, and sports and club activities.
- ❑ **myMCPS Student Portal:** Developed a K-12 student portal within the myMCPS learning community so that students can view key information about courses, assignments, announcements, their grades, attendance, and test scores. Students will have the ability to collaborate with one another within their class spaces, sharing documents and contributing to discussion boards.
- ❑ **Elementary Articulation Application:** Deployed an articulation solution for K-5 teachers so that they can easily access data about students, enter comments and instructional information, and group students for homerooms and courses for the next school year.
- ❑ **Technology Modernization:** Updated the technology infrastructure in 62 schools, three alternative sites, and one special education school to support engaging teaching and learning—including refurbishing and replacing 10,022 workstations

IT Assessments – Internal and External Environments

Opportunities

- Transform what, where, when and how we teach and learn
- Modernizing critical human capital and financial management systems
- Providing comprehensive knowledge management and analytical support solutions
- Ensuring a safe and secure computing enterprise
- Connecting parents and students in the myMCPS virtual learning community
- Enable a powerful and flexible infrastructure that supports anytime and anywhere access
- Facilitate access to timely and relevant resources to tailor instructional choices for students

Challenges

- Meeting the increasing expectation and demand for IT solutions with decreasing resources
- Managing aging hardware through the 5-year refreshment of technology investment in schools.
- Maintaining current with the changing landscape of technology
- Modernizing enterprise systems to provide effective solutions for network infrastructure and central information management facilities
- Ensuring a secure IT environment that addresses evolving threats both internally and externally
- Engaging staff, students and parents through myMCPS, creating a more engaging community building experience.



Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	>6-Yr.	Full Repl-Cost
1	Facilities Management Information System	Red	7-10	24	1999	15,000	500,000	60,000	60,000	60,000	60,000	755,000		320,000
2	CATV/ITV	Red	4-6	20	2003	50,000	50,000	50,000	50,000	50,000	50,000	300,000		1,000,000
3	Web Information System	Red	40607	14	2005	240,000	60,000	100,000	60,000	100,000	60,000	620,000		360,000
4	Telephony	Red	7-10	12	2005	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	19,500,000		10,000,000
5	Budget Management System 7-10	Red	7-10	11	2001	50,000	50,000	700,000	140,000	140,000	140,000	1,220,000		700,000
6	Transportation Information Mgmt Sys	Red	7-10	9	2002	300,000	200,000	50,000	50,000	50,000	50,000	700,000		650,000
7	Scheduling System	Red	4-6	5	2007	190,000	190,000	190,000	190,000	190,000	190,000	1,140,000		250,000
8	Handheld (Used for Reading 3d)	Red	2	5	2007	1,250,000				1,375,000		2,625,000		1,250,000



Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY13	FY14	FY15	FY16	FY17	FY18	Total 5-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
4	Unicenter Service Desk	Yellow	3-5	7	2011	71,775	71,775	71,775	71,775	71,775	71,775	430,650		100,000
5	WAN / LAN/ISP	Yellow	4-7	5	2007	2,638,571	2,376,162	2,296,984	2,420,083	2,362,524		12,094,324		23,298,186
6	Network Operating System	Yellow	4-6	5	2007	1,343,200	1,561,800	1,752,000	1,366,200	1,426,400	1,440,664	8,890,264		13,889,610
7	Food Services Management System	Yellow	7-10	3	2009	120,750	126,788	133,127	139,783	146,772	148,240	815,460		400,000
8	E-Mail (Microsoft)	Yellow	4-6	10	2010	261,570	15,000	15,750	16,538	17,364	18,233	344,454		1,100,000



Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	>6-Yr.	Full Repl-Cost
1	Evaluation & Selection Database	Green	4-6	3	2009	10,000	10,000	10,000	200,000	10,000	10,000	250,000		200,000
2	Library Circulation System	Green	7-10	0	2012	168,000	168,000	168,000	168,000	168,000	168,000	1,008,000		799,750
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		525,000
4	Parent-Teacher Outreach System	Green	3-5	5	2007	243,000	120,000	120,000	120,000	120,000	120,000	843,000		243,000
5	Pinnacle Electronic Gradebook	Green	4-6	1	2011	108,000	108,000	108,000	108,000	108,000	108,000	648,000		1,200,000
6	Parent/Community Outreach	Green	4-6	5	2006	340,000	250,000	250,000	250,000	250,000	250,000	1,590,000		340,000
7	Financial Management System	Green	7-10	4	2007	225,000	3,000,000	225,000	225,000	225,000	250,000	4,150,000		15,000,000
8	Student Information System	Green	7-10	5	2007	150,000	150,000	150,000	150,000	150,000	150,000	900,000		1,200,000
9	Data Warehouse	Green	4-6	4	2008	130,000	130,000	130,000	130,000	130,000	130,000	780,000		600,000
10	Sharepoint	Green	4-6	0	2012	50,000	50,000	50,000	250,000	50,000	50,000	500,000		250,000
11	ATS-Applicant Tracking System	Green	4-6	0	2012	186,000	261,000	186,000	261,000	186,000	261,000	1,341,000		919,590
12	Human Resource Online (HRO)	Green	4-6	2	2010	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000		840,000
13	Identity Manager	Green	4-6	4	2009	313,000	124,500	77,175	81,033	85,085	89,339	770,132		600,000
14	Data Center Infrastructure	Green	10	0	2012	509,973	768,973	1,443,773	501,973	891,973	621,973	4,738,638		12,716,000
15	IT Perimeter Security	Green	3-5	9	2012			616,711			622,878	1,239,589		700,000
16	Business Continuity	Green	3-5	8	2005	351,820	351,820	387,002	387,002	387,002		1,864,646		2,000,000

64

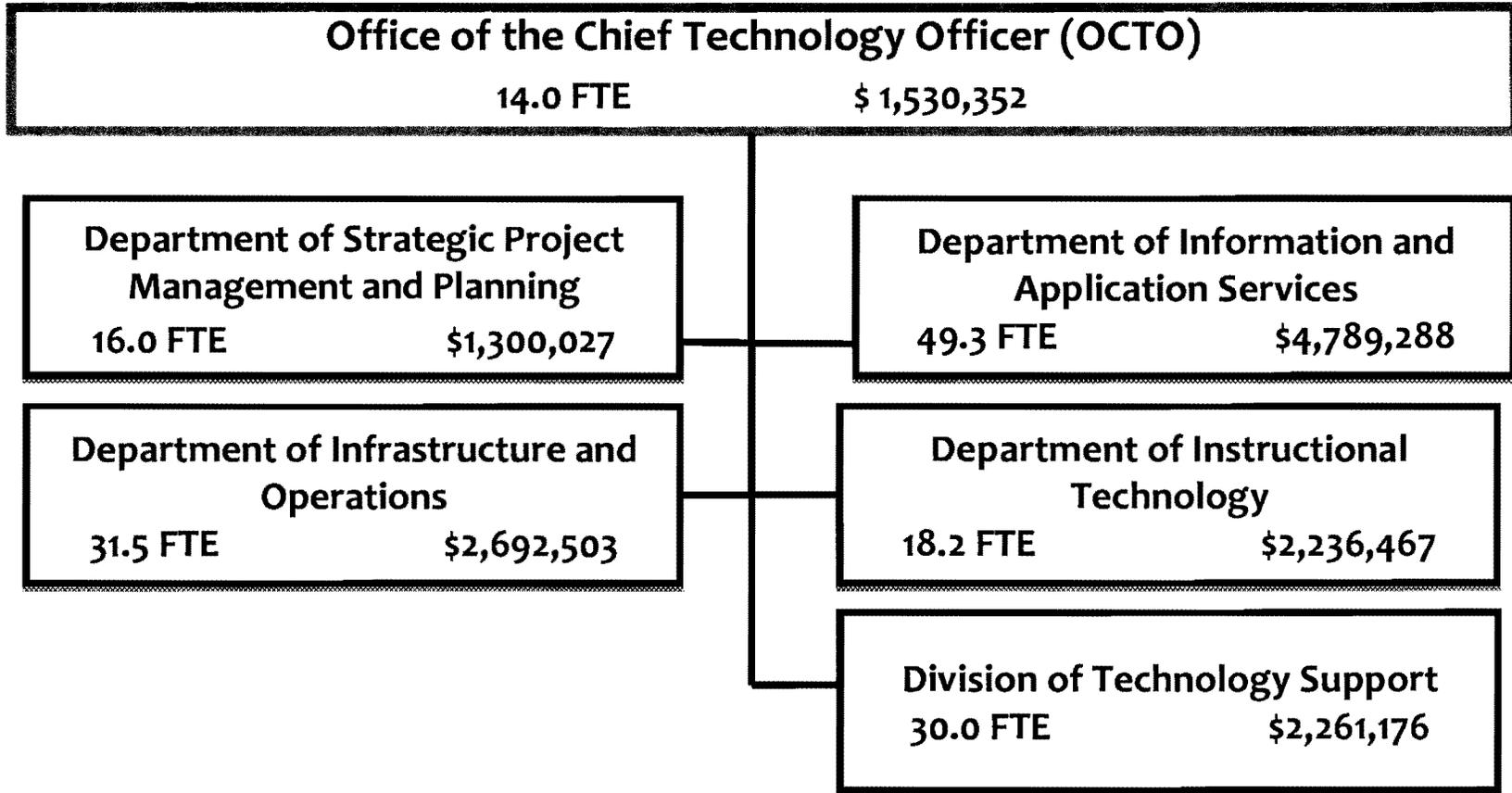


Operational and Functional Perspective: Scorecard Summary for Priority Systems

Major Systems vs. Core Business Areas	Teaching and Learning	Communication Collaboration	Student Information	Human Resources	Finance
Handheld Devices	Red		Yellow		Red
Telephony		Red			
Web Information		Red			
Facilities Management		Yellow		Yellow	Red
Transportation Information Mgmt			Yellow	Red	Red
Scheduling System	Red		Red		
CATV/ITV	Yellow	Red			
Budget Management System			Yellow	Red	Red



OPERATIONAL AND FUNCTIONAL PERSPECTIVE



Operating Budget: 159.0 FTE
CIP: 20.5 FTE
Retirement Fund: 0.5 FTE
TOTAL: 179.0 FTE

45

BUDGET REQUEST PERSPECTIVE

FY 2013 IT Budget Summary

- ❑ The FY 2013 Operating Budget request for IT is \$27,313,486 or 1.28% of the total MCPS budget request.
- ❑ The FY 2013 Requested Capital Improvement Program budget for Technology Modernization is \$21,846,609.
- ❑ FY 2013 MCPS will lose an estimated \$1 million in competitive grant funds to support implementing student technology literacy in all 24 school districts - Title IID funds are no longer available.



BUDGET REQUEST PERSPECTIVE

FY 2012 Information Technology Budget Overview

\$ 27,313,486	Operating Budget Request
<u>21,846,609</u>	Capital Budget Request
\$49,160,095	Total

BUDGET REQUEST PERSPECTIVE

FY 2008 – FY 2012 REDUCTIONS

FISCAL YEAR	REDUCTION
2008	\$613,365
2009	\$1,054,645
2010	\$1,603,323
2011	\$1,059,573
2012	\$1,941,749
2013	\$1,434,727
TOTAL REDUCTION	\$8,007,382



Montgomery County Government

FY13 IT Budget Overview

Presentation to the GO Committee

March 26, 2012

- Enterprise Technology Model
- Approach and Priorities
- Key Initiatives and new Technologies
- Accomplishments
- Awards
- DTS Organization
- Major Enterprise IT Systems Report
- Budget Summary

Enterprise Technology Model

- Support business needs to improve Government and Citizen interaction
- Maintain an open and stable integration architecture
- Be collaborative and responsive, balancing the complexities of systems and interactions
- Enable and support new IT platforms and approaches
- IT portfolio and investment management
- Use metrics to support strategic IT and Business goals and mission

- Maintain a strong IT Infrastructure to sustain Business Operations
- Support ongoing Enterprise Projects
- Support new Enterprise Initiatives
- Leverage Innovative Approaches and Technologies to offset and balance continuing resource limitations

Key Initiatives and new Technologies

- ERP & MC311
- Public Safety System Modernization (PSSM)
- Integrated Justice Information System (IJIS)
- Open Government Data
- Web redesign and mobile apps framework
- Workforce collaboration and mobility tools (cloud, mobile devices)
- Mainframe retirement
- FiberNet expansion
- Cable Franchise renewal
- Social Media and CCM Video Enhanced Search

- Provided technical go-live support and assumed operation/system administration responsibilities for: Oracle EBS Financial and HCM Module, PeopleSoft Pension, iRecruitment, iAsset, and Employee Self-Service.
- Implemented phase 1 of the Corrections and Rehabilitation Information System (CRIMS), part of ongoing Integrated Justice Information System implementation (IJIS)
- Developed the Snow Map and 17 new Web applications for County departments increasing efficiency of business processes.
- Implemented a new enterprise voicemail system, enabling County employees to respond faster and more efficiently, even when working remotely.
- Completed deployment of 4,850 mobile and portable radios for public safety, to complete the FCC required re-banding effort. The radios have the capability to work on the new planned radio infrastructure implementation.
- Restarted desktop computer replacements and began roll-out of the Microsoft Windows 7 operating system.
- Initiated a major re-design of the County website, including adding support for mobile web devices.
- Expanded the Document Management System, adding Records Management to manage archived records.
- Implemented a new video archiving and streaming system, which enables multi-year archiving of CCM programming.

Accomplishments

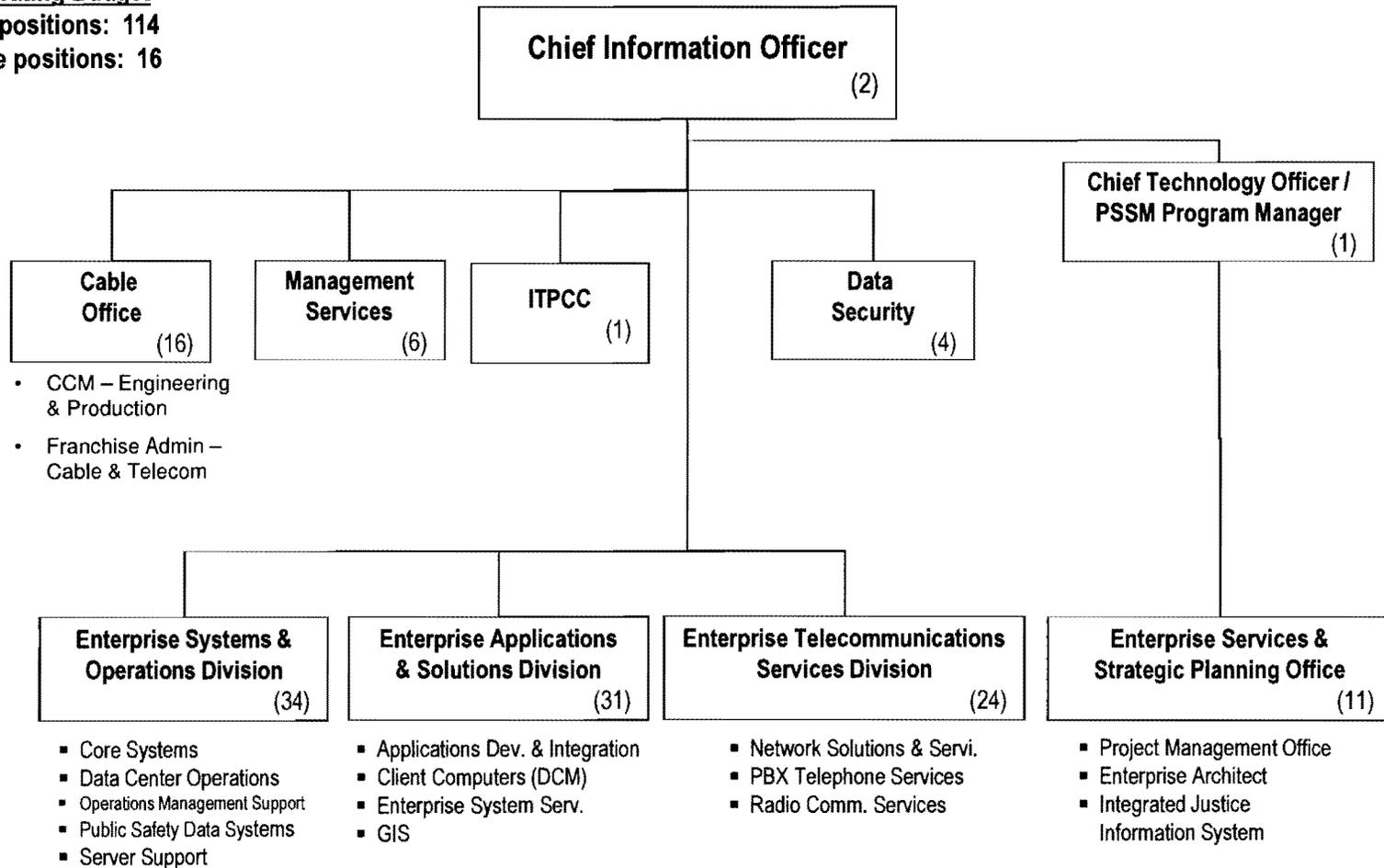
- Provided significant support for American Recovery and Reinvestment Act broadband grant application. Valued at \$14 million, it will expand FiberNet to 80 elementary schools, HOC sites, and Montgomery College.
- Completed upgrade of County's remote access VPN solution, providing improved client support, support for Windows 7 and common handheld mobile devices.
- Implemented the mandatory user enrollment in Password self-service solution to allow County employees to change passwords themselves, any time from anywhere.
- Integrated the County's Image and Document Management System with the ERP Accounts Payable and Journal Entry / General Ledger voucher functions.
- Developed a solution and began move of voice circuits from leased lines to FiberNet that will save hundreds of thousands of dollars annually.
- Provided project management, development, and application engineering, systems engineering and quality assurance support. Delivering enhanced functionality resulting in increased productivity and outcomes.
- Initiated Open Government Data project, making detailed County data available on-line by anyone.
- Initiated Mobile Computing Pilot including plans to upgrade wireless access in County government facilities.

- National Association of Counties – 2011 Achievement Awards
 - Cloud Security Architecture and Enterprise Offering
 - Enterprise Architecture Data Warehouse and Metrics
 - Internet County Contract Search System
 - Performance Dashboard
 - Public, Educational and Governmental (PEG) Access and Monitoring Network
 - Storm Management Operations Map
- The Center for Digital Government
 - 3rd place in America’s Top Digital County Competition for best electronic practices nationwide
- Public Technology Institute
 - A GIS Platform for Emergency Management & Response: Common Operational Pictures (COP)
 - Operational Pictures (COP) Vehicle Accident Report Purchase
 - SystemH1N1 Flu Vaccine On-Line Appointment Booking System
 - MC311: Re-Engineering Local Government Through Customer Relationship Management

DTS Organization

FY13 County Executive Recommended

Operating Budget
DTS positions: 114
Cable positions: 16



Major Enterprise IT Systems Report

FY13—Operational Health and Replacement Priority of Existing Major IT Systems								
Priority	System Name	Status	Life	Age	Upgraded	Total e-Yr.	Full Repl-Cost	NOTES
1	Technology Modernization	--	--	--	2010	\$25,079,000	\$104,791,000	Full Repl-Cost includes funds from prior FYs
--	(DOT) Highway Inventory	Red	10	14	2000	--	--	Potential for replacement by ERP system
--	(OMB) CIP Budget Devel.	Red	8	19	2007	--	--	Potential for replacement by ERP system
--	(DLC) Trace	Red	4	10	2002	--	--	Potential for replacement by MC311 system
2	Public Safety Modernization	--	--	--	2010	\$82,984,000	\$108,083,000	Full Repl-Cost includes funds from prior FYs
--	(MCG) CAD	Red	10	11	2001	--	--	Part of Public Safety Modernization Project
--	(MCG) PS Radio System	Red	12	10	2002	--	--	Part of Public Safety Modernization Project
--	(FRS) Station Alerting System	Red	10	30	1982	--	--	Part of Public Safety Modernization Project
3	IJIS Program	--	--	--	2010	\$345,000	\$15,667,000	Full Repl-Cost includes funds from prior FYs
--	(MCG) CJIS	Red	8	17	1995	--	--	Need all IJIS systems to replace CJIS
4	(DOT) Traffic Signal System Mod	Red	10	33	n/a	\$10,772,000	\$35,897,000	Full Repl-Cost includes funds from prior FYs
5	(FIN) Tax Assessment	Red	8	41	1993	\$500,000	\$500,000	Replacement scheduled by June 2013
6	(MCPD) IDMS Digital Imaging	Red	5	7	2005	\$0	\$240,000	
7	(MCG) MS Office/Outlook	Red	5	10	2002	\$0	\$3,000,000	Office XP end of life in June 2011
8	(MCG) eGov Web Portal	Red	5	10	2002	\$0	\$3,000,000	Replacement project is ongoing
9	(DOT) Tree Manager	Red	8	11	2001	\$40,000	\$155,000	Replacement timing is TBD.

Estimate Only. Not a formal budget plan.



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	9	2003	--	--	Potential for replacement by ERP system
--	(OMB) Budget Publication	Yellow	7	19	2004	--	--	Potential for replacement by ERP system
--	(DGS) Archibus CAFM	Yellow	TBD	13	2002	--	--	Potential for replacement by ERP system
--	(DLC) APPX	Yellow	18	17	2008	--	--	Potential for replacement by ERP system
2	Public Safety Modernization	--	--	--	2011	--	--	
--	(MCPD) Field Reporting	Yellow	7	6	2006	--	--	Potential replacement in PSSM
--	(MCPD/SHF) Records Mgt	Yellow	7	5	2008	--	--	Potential replacement in PSSM
3	(FIN) MUNIS	Yellow	8	13	2008	\$900,079	\$1,034,108	Target replacement in 2012.
4	(MCG) Fibernet	Yellow	20	5	2007	\$16,326,000	\$55,473,000	Full Repl-Cost includes funds from prior FYs
5a	(MCG) PS Mobile replacement	Yellow	4	7	2008	\$9,600,000	\$9,600,000	Reflects 25% replacement annually.
5b	(MCG) Network Infrastructure	Yellow	10	10	2008	\$3,000,000	\$3,000,000	Reflects 5% - 10% replacement annually.
5c	(MCG) Servers/Storage	Yellow	5	8	2008	\$6,000,000	\$7,600,000	Reflects 15% - 20% replacement annually.
5d	(MCG) MS Windows	Yellow	5	9	2003	\$300,000	\$550,000	25% annual repl, plus upgrade every 4 years
5e	(MCG) MS Exchange	Yellow	5	9	2003	\$0	\$500,000	Recommend upgrade every 3 years.
5f	(MCG) SMS	Yellow	5	9	2003	\$0	\$350,000	Recommend upgrade every 3 years.
6a	(MCG) Content Mgt Sys	Yellow	5	9	2003	\$0	\$1,000,000	Replacement timing is TBD,
6b	(MCG) ePayment Systems	Yellow	5	10	2009	\$0	\$1,000,000	Replacement timing is TBD,
6c	(MCG) Legally Mandated Apps	Yellow	5	7	2009	\$0	\$750,000	Replacement timing is TBD,
7	(MCG) Juv. Justice - JJIS	Yellow	8	9	2009	\$0	\$700,000	Replacement timing is TBD,
8	(OHR) Occ. Health Mgt.	Yellow	3	10	2002	\$0	\$100,000	Replacement timing is TBD,
9	(MCPD) Webboard	Yellow	8	11	2000	\$0	\$60,000	Replacement timing is TBD,
10a	(ECM) Financial Disclosure	Yellow	10	8	2004	\$0	\$200,000	Replacement timing is TBD,
10b	(FRS) Core Business Systems	Yellow	5	7	2010	\$0	\$1,500,000	Replacement timing is TBD,
10c	(PIO) Public Information Center	Yellow	3	6	2008	\$0	\$500,000	Replacement timing is TBD,

Estimate Only. Not a formal budget plan.

59

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	17	2003	--	--	Potential replacement by ERP system
--	(DHHS) AVATAR	Green	15	8	2008	--	--	Potential replacement by ERP system
--	(MCG) MC Time	Green	20	5	2010	--	--	Timecard Processing System (Kronos)
--	(MCG) ERP / Oracle Financials	Green	20	1	2010	--	--	New Enterprise Financial System
--	(MCG) CRM / Siebel	Green	20	1	2010	--	--	New Enterprise CRM System for MC311
--	(MCG) Enterprise GIS	Green	5	6	2006	\$0	\$1,000,000	
--	(MCG) Mainframe	Green	8	9	2003	\$0	\$1,000,000	
--	(MCG) PBX System	Green	20	13	2006	\$0	\$894,447	Voicemail system moved to Avaya in 2011.
--	(MCG) Modular Messaging	Green	15	1	2011	\$0	\$7,000,000	
--	(DOT) Transit CAD AVL	Green	9	4	2008	\$0	\$7,600,000	
--	(DOT) Bus Scheduling	Green	10	3	2009	\$0	\$250,000	Legacy replacement completed in 2009
--	(DOT) ATMS	Green	9	8	2004	\$12,048,000	\$55,697,000	CIP Project
--	(DOT) Storm Operations Map	Green	10	5	2011	\$0	\$250,000	
--	(DPS) Permit System	Green	21	13	2011	\$0	\$2,500,000	Major system upgrade in progress (FY11)
--	(LIB) Integrated Lib System	Green	12	13	2007	\$0	\$4,000,000	
--	(LIB) Internet Session Mgt	Green	8	8	2007	\$0	\$175,000	
--	(DGS) FASTER System	Green	20	9	2011	\$0	\$96,000	
--	(DHHS) Homeless Mgt	Green	15	6	2010	\$414,000	n/a	(Service Point system)
--	(DHHS) Client Record System	Green	15	9	2010	\$0	\$4,000,000	
--	(MCPD) In-Car Video	Green	5	3	2009	\$0	\$2,400,000	
--	(MCPD) E-Tix	Green	5	3	2009	\$0	\$800,000	Hardware upgrade in progress for 2011.
--	(MCPD) Telestaff	Green	10	3	2009	\$0	\$300,000	
--	(MCPD) RAFIS	Green	7	5	2006	\$0	\$1,200,000	Planned update in 2012 via grant funding.
--	(MCPD) Evidence System	Green	5	6	2010	\$0	\$80,000	
--	(MCPD) LPR System	Green	5	2	2011	\$0	\$55,000	
--	(MCPD) Executive Dashboard	Green	7	2	2011	\$0	\$45,000	
--	(DLC) POS System	Green	12	1	2010	\$410,000	\$2,000,000	
--	(CUPF/REC) Fac Schedule	Green	TBD	14	2012	\$0	n/a	
--	(DHCA) Code Enforcement	Green	TBD	16	2012	\$0	\$500,000	Upgrade to ASP.NET technology underway.
--	(DHCA) House Loan Admin	Green	TBD	14	n/a	\$0	\$500,000	
--	(DHCA) Rental Lic. & Reg.	Green	TBD	14	2009	\$0	\$150,000	
--	(DHCA) MPDU	Green	TBD	14	n/a	\$0	\$150,000	

Estimate Only. Not a formal budget plan.

- **Operating Budget**
 - *FY12 Operating (PSP):* *\$35.2M*
 - *FY13 CE Recommended Operating (PSP):* *\$37.0M*

- **Capital Improvement Program Budget**
 - *FY13 CE Recommended (CIP):* *\$32.0M*
 - *FY13-18 Total Programmed (CIP):* *\$99.7M*

Operating Budget includes DTS and DCM NDA budgets, and selected CABLE program costs

CIP Budget includes the following projects: FiberNet, Integrated Justice Information System, and Public Safety System Modernization.

FY 2013 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

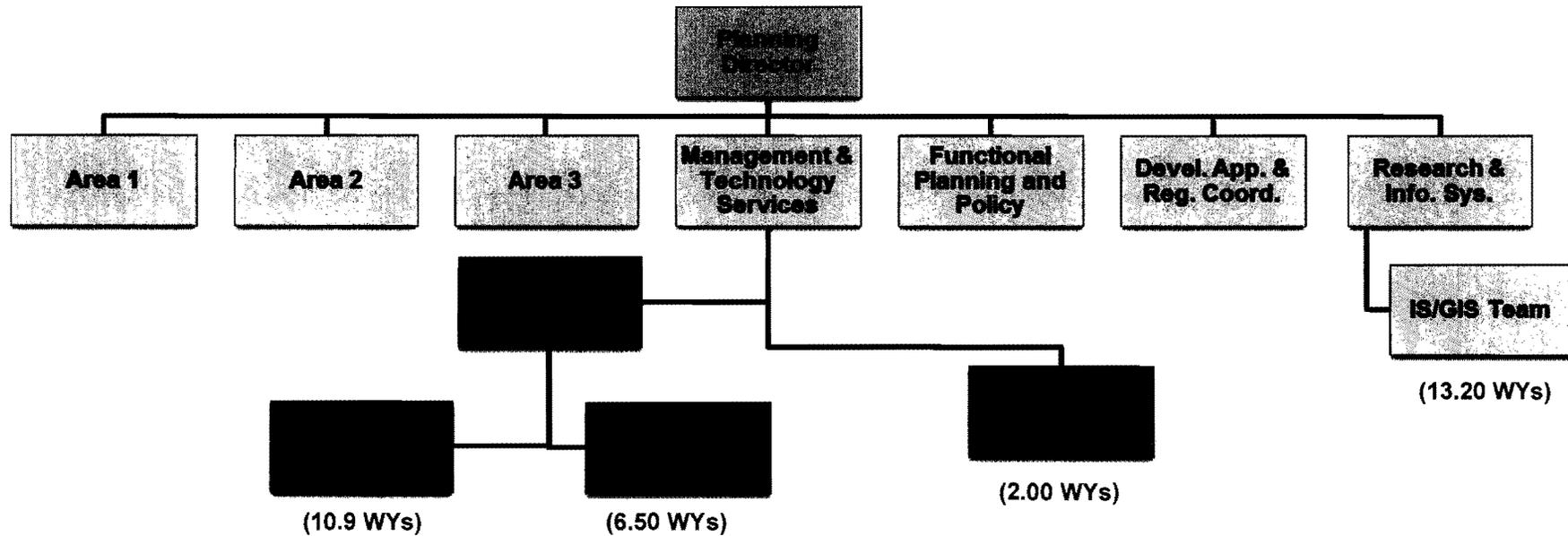
Protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible leisure-time activities.

Mission of Information Technology:

The mission of the Information Technology Team is to provide high quality infrastructure, support, and innovation, through coordinated delivery of IT products and services, to enable the Planning and Parks Departments to achieve their missions.

The Maryland-National Capital Park and Planning Commission

Montgomery County Planning Department **ORGANIZATIONAL OVERVIEW***



Planning and Parks Departments share technology services and support.

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.
 - Improve public access to Parks services through Connect With Parks website and on-line customer service portal to report problems in Parks.
 - 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 and complexity for network security, virus protection, and disaster avoidance/recovery issues is accelerating.
 - Staying current with rapid changes in technology with current budget constraints.



Internal Environment

- **Opportunities**

- Through strategic planning and collaboration with other agencies over the years, we built a streamlined and reliable IT environment.
- We institute industry best practices in order to provide a reliable and secure network in the Departments.
- Coordinated IT support and services across both Departments has resulted in cost savings and efficiencies.

- **Challenges**

- Maintaining older and obsolete equipment, due to budget constraints, is difficult.
- Keeping pace with rapidly advancing technology while maintaining support of our installed base.
- Growing demand for IT services outpaces IT staff resources.
- Updating skill set of IT workforce without adequate training funding.

IT Accomplishments FY 2012

Technology Enhancements

- ProjectDox. Work flow development has been completed. On schedule to go live in June 2012 for three application types.
- GIS Strategic Plan. GIS policy committee has been formed and continues to implement its work plan.
- SAN. Implemented SAN technology as the foundation of virtualization in the departments.
- Virtualization. Introduced virtualization to both departments to bring efficiency while reducing hardware, release estate costs, and energy costs.
- Cloud Computing. Migrated our legacy in-house email to Microsoft's online services in both departments.
- Help Desk. In collaboration with the Montgomery County government, we outsourced IT Help Desk to L3 for effective IT services to both departments.
- Videoconferencing in both departments is available in main conference rooms. Also, Skype and Go-to-Meeting are in use.
- Consolidated IT Services. Continue providing coordinated IT services in both departments to achieve efficiency and cost effectiveness.

IT Accomplishments FY 2013

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.
- Videoconferencing has been implemented and is in use in both departments.
- Continued successful outsourcing for our IT Help Desk, riding Montgomery County's contract for desktop support services.

Themes

– ***Embracing the latest technologies for improved service:***

- Virtualization. Migrating legacy systems to a virtualized environment will achieve better service with lower costs.
- Desktop deployment. Utilizing latest technology will increase productivity of IT staff and reduce downtime for end users.
- Cloud computing. Expanding use of cloud computing will maximize technology investment.

– **Outreach:**

- In the Planning Department, provide public access to view on-line submission of development plan applications.
- Use technology to improve interaction with Parks customers through the Connect With Parks website and an on-line customer service portal to report problems in the parks.
- Removing outdated barriers, continually improve public access to services and information.



Strategic Directions for FY 2013

Maximizing Our Technology

- Develop web-based land-use model for monitoring and analyzing development patterns.
- Gain efficiency through CLOUD computing and server virtualization.
- Migrate legacy servers to virtualized environment to achieve efficiency and reduce costs.
- Upgraded to Microsoft Office 2010, without cost, through software assurance contract.
- ProjectDox. Work flow development has been completed. On schedule to go live in June 2012 for three application types.
- Expand wireless access to additional Enterprise facilities for the convenience Park patrons.
- Improve and maintain adequate intranet bandwidth to support internal work programs for both departments.

The Maryland-National Capital Park and Planning Commission

Budget request perspective Proposed FY 2013 – Budget as Submitted by Commission

Technology	Planning (Admin)	Parks
Personnel Services	\$737,731	1,076,000
Supplies & Materials	\$302,000	220,000
Other Svcs & Charges	\$472,400	597,400
Capital Outlay	0	0
Chargebacks	0	-50,000
Total Expenditures	\$1,512,1310	\$1,843,400
Workyears*	5.65	10.8

* Workyear totals are before Chargebacks

Includes proposed budgets of the Technology team.





MONTGOMERY COLLEGE

Information Technology ITPCC Budget Review

**Presentation to the
Government Operations and Fiscal Policy Committee
March 26, 2012**



Montgomery College

Mission, Vision, Values

OUR MISSION

We empower our students to change their lives, and we enrich the life of our community. We are accountable for our results.

OUR VISION

With a sense of urgency for the future, Montgomery College will be a national model of educational excellence, opportunity, and student success. Our organization will be characterized by agility and relevance as it meets the dynamic challenges facing our students and community.

OUR VALUES

Excellence * Integrity * Innovation * Diversity * Stewardship * Sustainability



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 FY12 IT Accomplishments

- Completed deployment of a Virtual Computer Lab (VCL) facility
- Implemented services for Federal ATB (Aid To Benefit) testing to meet federal financial aid requirements
- Implemented a Security Incident Reporting System to increase student and employee safety and to meet Federal and State reporting requirements (CLERY Act) for security incidents
- Surpassed the 1.5 million mark in total video views and downloads on the College's YouTube channel and instructional podcast server significantly increasing the reach beyond County cable viewers
- Modernized wired and wireless network infrastructure
- Deployed Phase I of the Windows 7 rollout (approximately 2,500 machines) – all systems are under 5 years of age
- Implemented collegewide online voting and survey capability – Student Common Experience, Colors & Mascot, Governance Council voting
- Deployed capability for web-based Policy and Procedures search



Montgomery College FY12 Student Support Outcomes

- Opened new Science Center on the Rockville Campus deploying approximately 400 desktops, 28 science wet labs with technology; 10 general purpose classrooms with technology and 46 Smart Instructor Workstations (SIWS) and Voice Over Internet Protocol (VoIP) system
- Implemented cost-to-educate model to facilitate academic programmatic decision-making
- Assisted the Office of Distance Education and Learning Technologies to deploy improved learning management system capabilities through Blackboard 9.1 Learning Management System migration. This migration involved moving WebCT users and course content to the Blackboard Management System application.
- Upgraded High Definition Mobile Production Vehicle providing students with real life, hands on technical training and job readiness, in addition to superior video quality
- Developed scores of Learning Objects for credit and Workforce Development and Continuing Education teaching, skills training and job readiness for students in areas such as Developmental Math program, Nursing Program, returning Veterans, ESOL and Distracted Driving education
- Deployed the first phase of .edu mobile web, a mobile technology to allow students and other College constituents to access portal services via mobile devices
- Deployed technology to comply with Payment Card Industry Data Security Standard (PCI-DSS) obligations and enhance payment process services for students



Montgomery College FY12 IT Accomplishments

Faculty and Staff Support Outcomes

- Implemented business analytics software, upgraded data warehouse and associated reporting tools to enhance College assessment efforts
- Finalized implementation plan for the automated room and event scheduling application
- Deployed mobile devices for faculty to support clinical instruction in the Nursing program
- Achieved Service Desk first time call resolution rate of 75%
- Expanded implementation of document imaging to include the Office of Institutional Advancement and the Center for Professional and Organizational Development

Community Support Outcomes

- Leading efforts to deploy VCL technology to the Maryland community colleges community
- Deployed Hi-Def Digital IP Camera monitoring system to provide enhanced security monitoring and improve safety for our students and community members visiting the Takoma Park/Silver Spring Campus.
- Disposed of over 60,000 lbs. of technology equipment in CY2011 in accordance with EPA guidelines
- Continued paper recycling efforts saving the equivalent of 52 trees (11,100 lbs.)

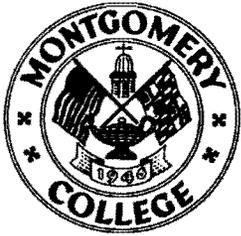


Montgomery College Strategic IT Assessments

Internal Environment

- Strengths
 - Dedicated and knowledgeable IT staff committed to fulfilling the mission of the College
 - Enhanced IT project management processes and procedures
 - Integrated ERP system
 - Centralized and consolidated IT services and support
 - IT planning including the Information Technology Master Plan (ITMP) and 2-year tactical plan

- 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

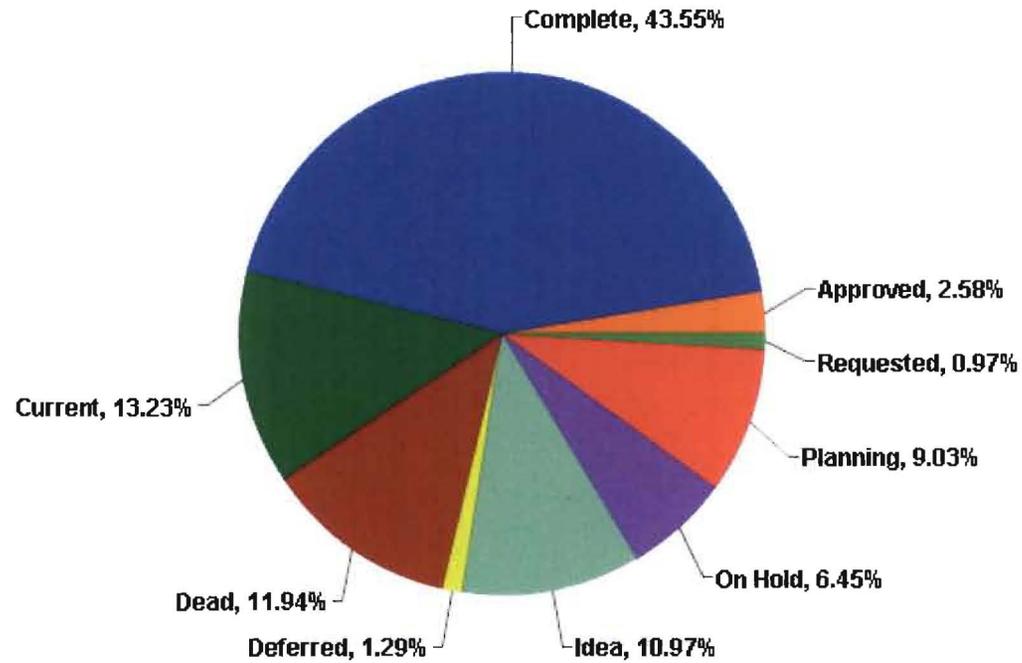
- Opportunities
- Enhancing alignment with collegewide units and defining measureable outcomes associated with College goals
- Leveraging existing technologies to enhance business processes and services
- Partnering with the College community in strategic thinking and planning for future technology needs
- Increasing partnerships and relations with 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 consumerization and adoption of technology requires a more sophisticated level of IT support



Montgomery College FY12 IT Accomplishments

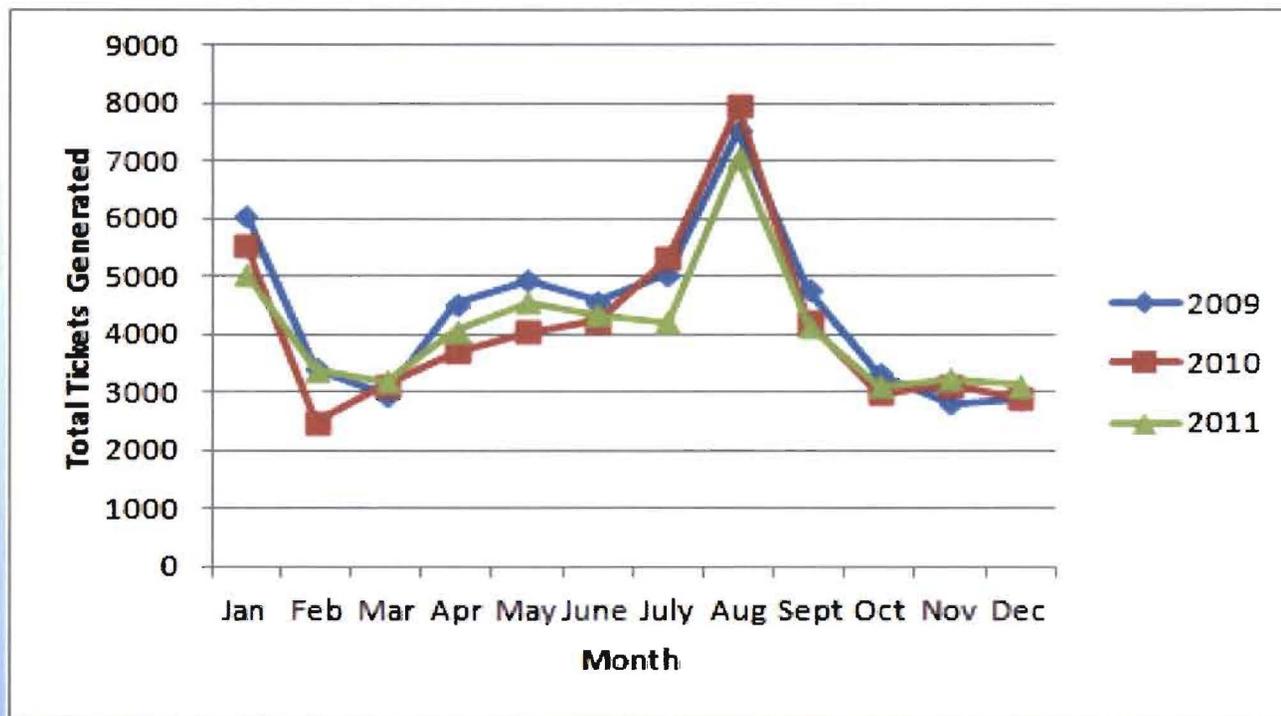
All FY12 Projects by Status





Montgomery College FY12 IT Accomplishments

OIT Help Desk Work Order Requests



Note: Staffing of Service Desk reduced by one FTE; peak periods are covered by temporary staff



Montgomery College Operational & Functional Perspective

FY13--Operational Health and Replacement Priority of Existing Major IT Systems
Agency Name: Montgomery College

Priority	System Name	Status	Life	Age	Upgraded	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	>6-Yr.	Full Repl-Cost	NOTES
1	Disaster Recovery	Red				1000	1000	1000	1000	1000	1000	6000			Note 1
1	Academic Student Applications	Yellow	5 years	Varies	2000-2011	1600	1600	1600	1600	1600	1600	9600		2,495,222	Note 2
--	Desktop Computer Repl/Upgrades	Green	5 years	Varies	2008	500	500	500	500	500	500	3000		12,000,000	
--	Repl/Upgrade Instructional Systems	Green	5 years	Varies	2008	1000	1000	1000	1000	1000	1000	6000		8,000,000	
--	Network Infrastructure	Green	Varies	Varies	2011	1000	1000	1000	1000	1000	1000	6000		15,000,000	
--	Network Operating System	Green	4 years	Varies	2008	500	500	500	500	500	500	3000		1,500,000	
--	NOC (Network Operating Center)	Green	3-7 years	Varies	2000-2009	1000	1000	2000	2000	2000	2000	10000		20,000,000	
--	ERP, HR, SIS, Finance, Alumni-Maint.	Green	8 years	8+ years	2004	2500	2500	2500	2500	2500	2500	15000		7,292,000	
--	Email System	Green	8 years	5 years	2004	100	100	100	100	100	100	600		1,948,000	
--	Library System	Green	8 years	5 years	2007	200	200	200	200	200	200	1200		428,000	
--	Bookstore System	Green	5 years	4 years	2007	50	50	50	50	50	50	300		199,000	

Note 1: The College has developed a comprehensive Disaster Recovery/Business Continuity strategy, and is currently working toward implementation of the specific details.

Note 2: Academic Student Applications (financial aid, registration and classroom instruction) are located in the yellow (vulnerable) category because they are on a continuous upgrade schedule. Any reduction in the College's Operating or CIP funding will negatively impact the College's ability to maintain the current versions of these necessary software applications.

SUMMARY Multi-year Cost Projections by Risk Categories

	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	>6-Yr.	Est. Full Repl-Cost
RED	1000	1000	1000	1000	1000	1000	6000	0	0
YELLOW	1600	1600	1600	1600	1600	1600	9600	0	2,495,222
GREEN	6850	6850	7850	7850	7850	7850	45100	0	66,367,000
TOTAL	9450	9450	10450	10450	10450	10450	60700	0	68,862,222

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

28



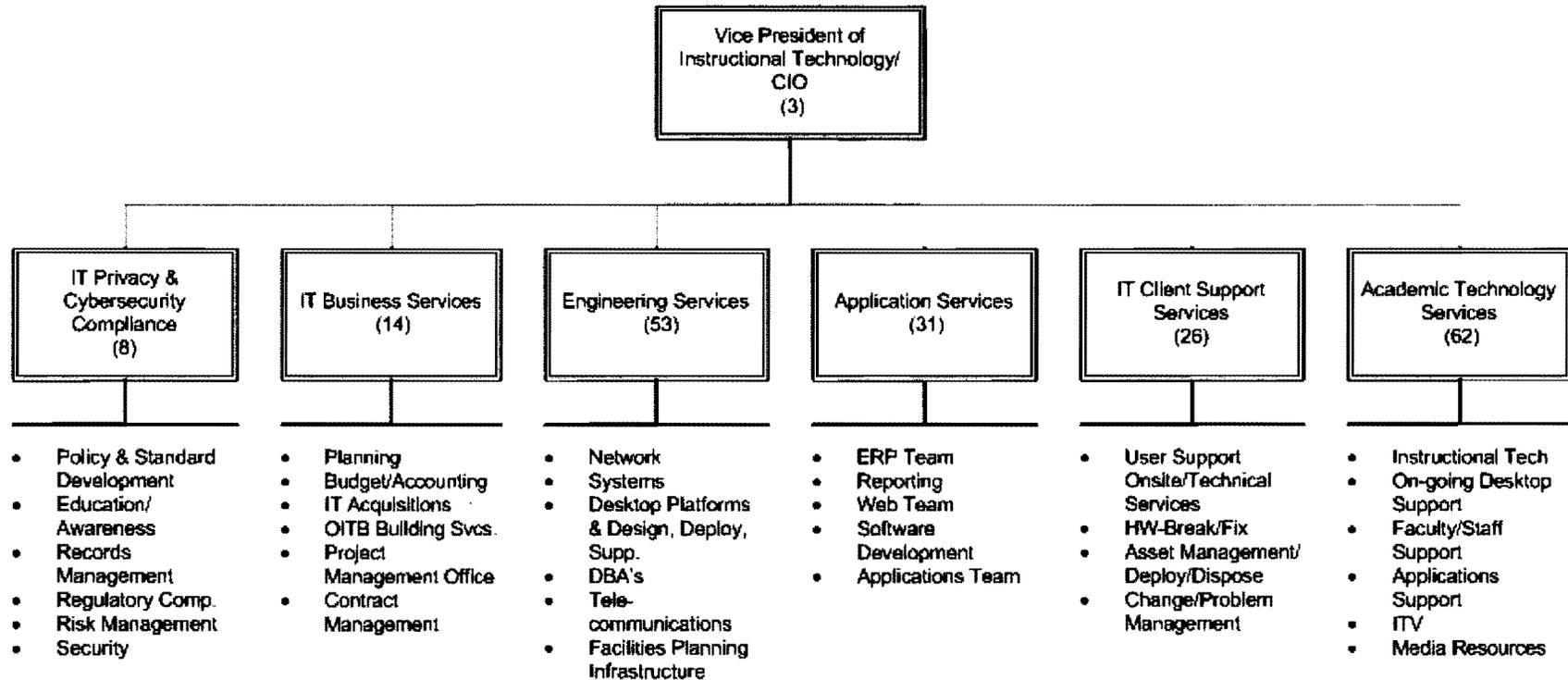
Montgomery College Operational & Functional Perspective

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						
Academic Student Applications							
Desktop Computer Repl/Upgrades							
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							



Montgomery College Operational & Functional Perspective



Total Number of Positions: 197 (F/T=191; P/T=6; Total FTE=194)

34



Montgomery College Budget Request Perspective

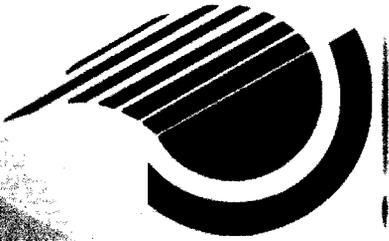
IT Budget Summary – FY13 Estimate

Adjustment to Baseline	\$0
Other Operating Expenses	\$15,988,000
Salaries	\$14,104,456

IT Budget Includes All Technology:

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

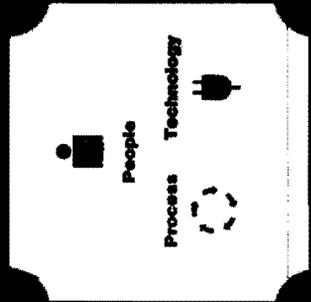
Note: At this time the FY13 restrictions are unknown



**Washington Suburban
Sanitary Commission**

Interagency Perspectives: FY13 Budget Detail

March 2012



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.



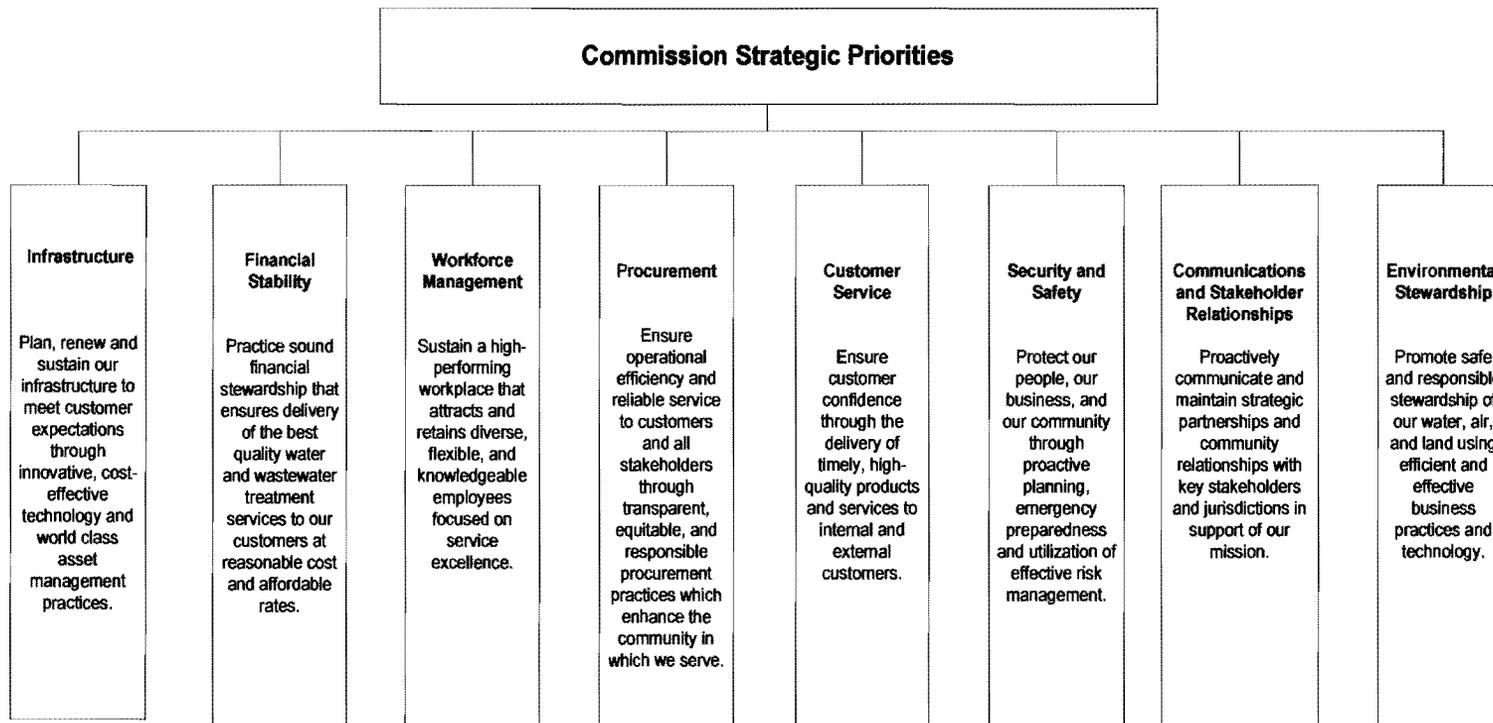
Strategic Perspective

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



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.



68

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



91

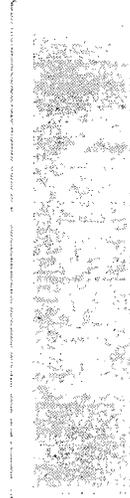
Our IT Strategy

Outside-In vs. Inside-Out IT Strategy

92



Our IT Strategy



sustained by achieving

BUSINESS OBJECTIVES

fulfilled via

OPERATION FUNCTIONS

that are supported by

IT SOLUTIONS

governed by

IT STRATEGY

Financial Integrity
Environmental Stewardship
Customer Confidence and Communication
Operating Excellence
High Performance Workforce

Human Health, Safety & the Environment
Revenue Generation/Collection
Customer Confidence, Public Image & Reputation
Legal and Regulatory Compliance

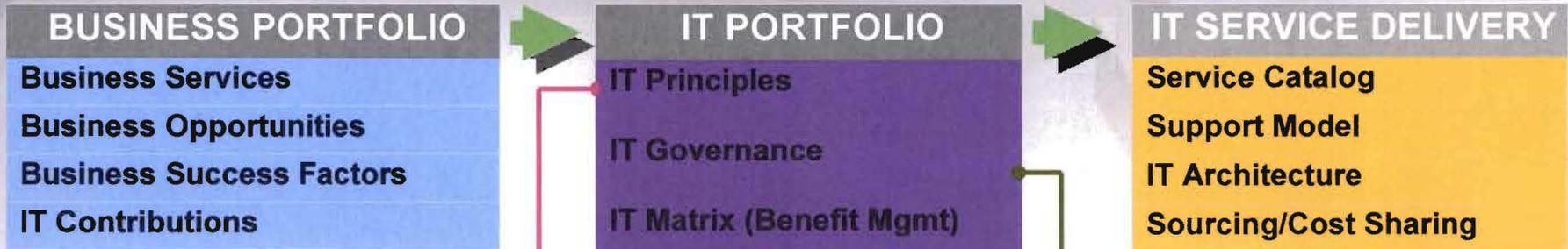
People
Processes
Technology

Data
Services
Systems

Business Services
Opportunities
IT Solution Portfolio



Our IT Strategy



Project Steering Committee

"We will not implement technology for the sake of it, we will dramatically CHANGE the way we do our business in meeting our MISSION of better Serving our Customers and Protecting the Environment."

hb

Business Portfolio

Opportunities:

- Continuously improve quality of customer service experience
- Customer service matched to expectations
- Fewer customer surprises (match expectations to product cost, quality & service levels)
- Clearly communicated product quality Standards

- Infrastructure investment protection
- Efficiency of operations
- Effectiveness and efficiency of maintenance practices
- CIP management
- More effective planning

- Consistency of performance
- Visible and timely performance monitoring
- Accountability
- Quality assurance and regulatory compliance



95

IT Portfolio

FY 12 Accomplishments

- Self Service:
 - ePlan Review System
 - WSSC Mobile

 - Employee Self Service
 - IT Service Center

 - Cross Connection Management System- Phase I & II
 - Domestic Partner Benefits
 - Revenue Remittance System
 - Time and Attendance System (OTL)
-
- Fleet Management System Replacement
 - Total Enterprise Asset Management System (TEAMS)-System-Phase 0- System Specification Development (Functional Requirement)

 - Permit Management System-Phase 0- System Specification Development (Functional Requirement)
-
- Record Retention Policy/Schedule/Guidelines

 - GM Performance Dashboard
 - Commissioner eBoardroom
-
- Next Generation Phone Upgrade
 - Customer Contact Center
 - GIS Architecture Refresh
 - Mainframe Upgrade
 - Microwave Upgrade
 - Oracle Database Upgrade
 - HR/Payroll System Upgrade

96

Strategic IT Assessments - Internal

Strengths

Supportive Commissioners and GM/CEO

Very experienced staff, strong institutional knowledge

Deep expertise in many technical areas

Strong working knowledge of operational systems and business unit functions.

Expertise in development and maintenance of in-house system.

Team has established a solid, stable infrastructure

Alignment with WSSC business priorities

Weaknesses

Some core systems are inflexible, legacy-based, & need replacement

Several unsupported applications

Program management and project oversight processes need further development

Staff resistance to change

Culture of technical focus instead of business solutions

Systematic prioritization process for new initiatives need further alignment



Strategic IT Assessments - External

Opportunities

Green Initiatives

Joint initiatives with county agencies to share costs

Public and Private sector Partnerships

Continuously improve quality of customer service experience

Infrastructure investment protection

Efficiency of operations

Effectiveness & efficiency of maintenance practices

More effective planning

New Leadership provides a window of opportunity for thinking outside the box

Challenges

Competing Priorities

Responding to environmentally sensitive population

Attracting and retaining Talent

Regulatory Requirements

Change Management

Political Landscape

.NET Generation



Operational & Functional Perspective: Health of Major Existing IT Systems

Priority	Name of System/Application	Estimated Lifecycle	Age of System	Most Recent Upgrade	Estimated Replacement Cost	System Status
1	COMPASS (Work Mgmt Sys)	15 yrs	16 yrs	2008	See Status Key	Critical
2	Fleet Management System	10 yrs	< 1year	2011	See Status Key	Stable
3	Payroll/OTL	10 yrs	1year	2011	See Status Key	Stable
4	Sewer Model	15 yrs	20 yrs	1999	See Status Key	Vulnerable
5	Retirement Payroll	15 yrs	21 yrs	2008	TBD	Vulnerable
6	MMIS	15 yrs	19 yrs	2008	See Status Key	Critical
7	MAPS (Procurement/Inventory/AP)	15 yrs	15 yrs	2008	See Status Key	Vulnerable
8	CSIS (Customer Svcs Info Sys)	15 yrs	19 yrs	1999	See Status Key	Vulnerable
9	General Ledger	15 yrs	< 1year	2011		Stable
10	Human Resources	15 yrs	< 1year	2011		Stable
11	Permits System	15 yrs	20 yrs	2007	2,200,000	Critical

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.

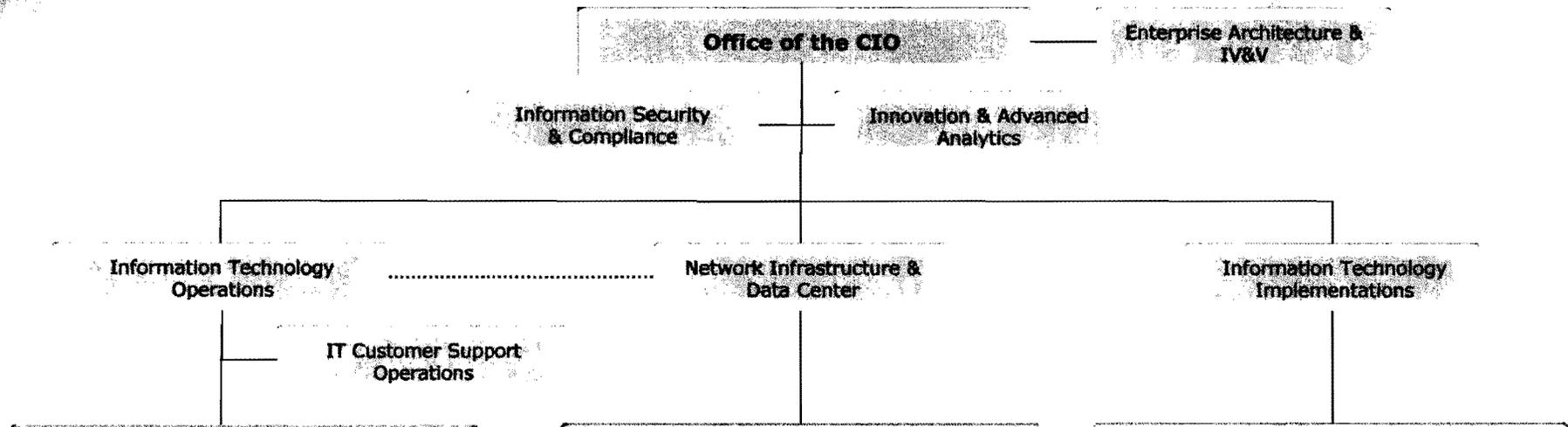
Definitions:

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 as part of our Enterprise technology modernization initiative (ERP/AMS). Estimated cost is \$34,929,754 over the life of the project.

IT Organization:



- Quality Assurance
- Enterprise Reporting & Data Warehouse
- CSIS, Permitting, MMIS Systems
- MAPS/Retirement Systems
- HR/Financial Systems
- COMPASS/LIMS Systems
- Geographic Information Systems (GIS)
- eBusiness Systems

- Mainframe Operations
- Data Center
- Telecom Systems
- Data Network
- Customer Care Contact Center Support

- Systems Acquisition & Process Engineering
- System Implementation

100

Budget Perspective: IT Budget Overview

- In FY13, the IT budget is 3.1% of the total WSSC operating budget.
 - The FY13 requested budget for the Information Technology Team is \$20.70 million which is an decrease of 2.4% (\$507,000) than the FY12 budget of \$21.21 million.
 - The FY13 budget is allocated as follows:
 - **Critical and/or Strategic Initiatives . . . \$ 2,570,000 (12.4%)**
 - **Adjustment to Baseline 848,400 (4.1%)**
 - **Baseline 17,275,900 (83.5%)**
- * **Baseline** refers to all costs associated with on-going, operational, maintenance, staff augmentation, 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

101

Budget Perspective: IT Budget Breakdown

FY11 – FY13 Budget

Category	FY11 Actual	FY12 Budget	FY13 Requested
Salaries & Wages	\$7,291,068	\$8,070,600	\$8,251,100
Services By Others	5,599,868	7,055,000	5,956,400
Professional Services	2,559,673	3,647,600	3,947,500
Telephone & Comm Expenses*	2,017,941	1,930,000	2,017,100
Computer Equipment	259,763	228,000	252,000
Materials	273,407	168,500	168,500
Other (Travel, Office Supplies, etc.)	84,183	111,800	111,800
TOTAL	\$18,085,903	\$21,211,500	\$20,704,400

* Organization-wide telephone, wireless, internet and related communication expenses.

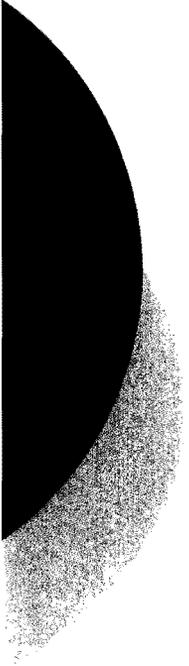
Note: Budget figures do not reflect funding for ERP projects.





FY 2013 Budget Review

Scott Ewart
Chief Information Officer
Housing Opportunities Commission



Housing Opportunities Commission Mission Statement

MISSION:

To provide affordable housing and supportive services

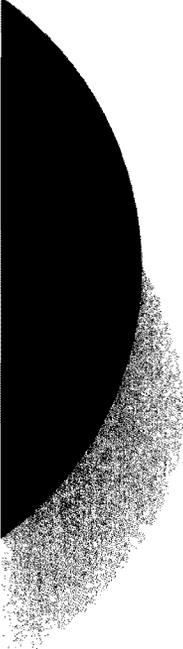
VISION:

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.

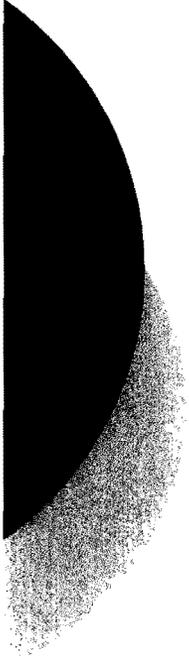
Action Plan

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.



Housing Opportunities Commission Information Technology FY12 Accomplishments

- Completed document management conversion (over 725,000 documents converted)
- Launched iPad app and iPad's for Housing Choice Voucher (HCV) and Resident Services inspectors.
- Transitioned Work Order, Inventory and Public Housing inspections back to the agency Housing Enterprise System (4th quarter)
- Redesigning HOCMC.ORG website (4th quarter)
- Upgrade HOC E-mail system to latest software version
- Upgrade entire thin client environment (CITRIX) to latest software version
- Began initial "Cloud" computer pilot program for property computer labs
- Launched property based websites to enhance leasing opportunities

Strategic IT Assessment

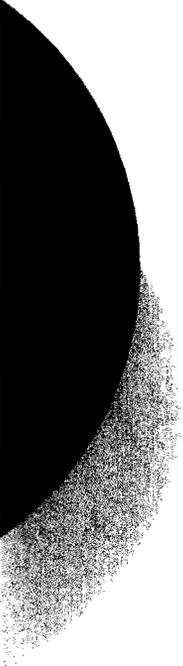
Internal Environment

Strengths

- **Dedicated staff that care about the mission and work of the agency;**
- **Up-to-date network and desktop computer systems;**
- **Intranet Technology providing 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;**
- **Expanding demand upon Information Technology resources with minimal growth within the division.**



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;**
- **Inter-operability 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**

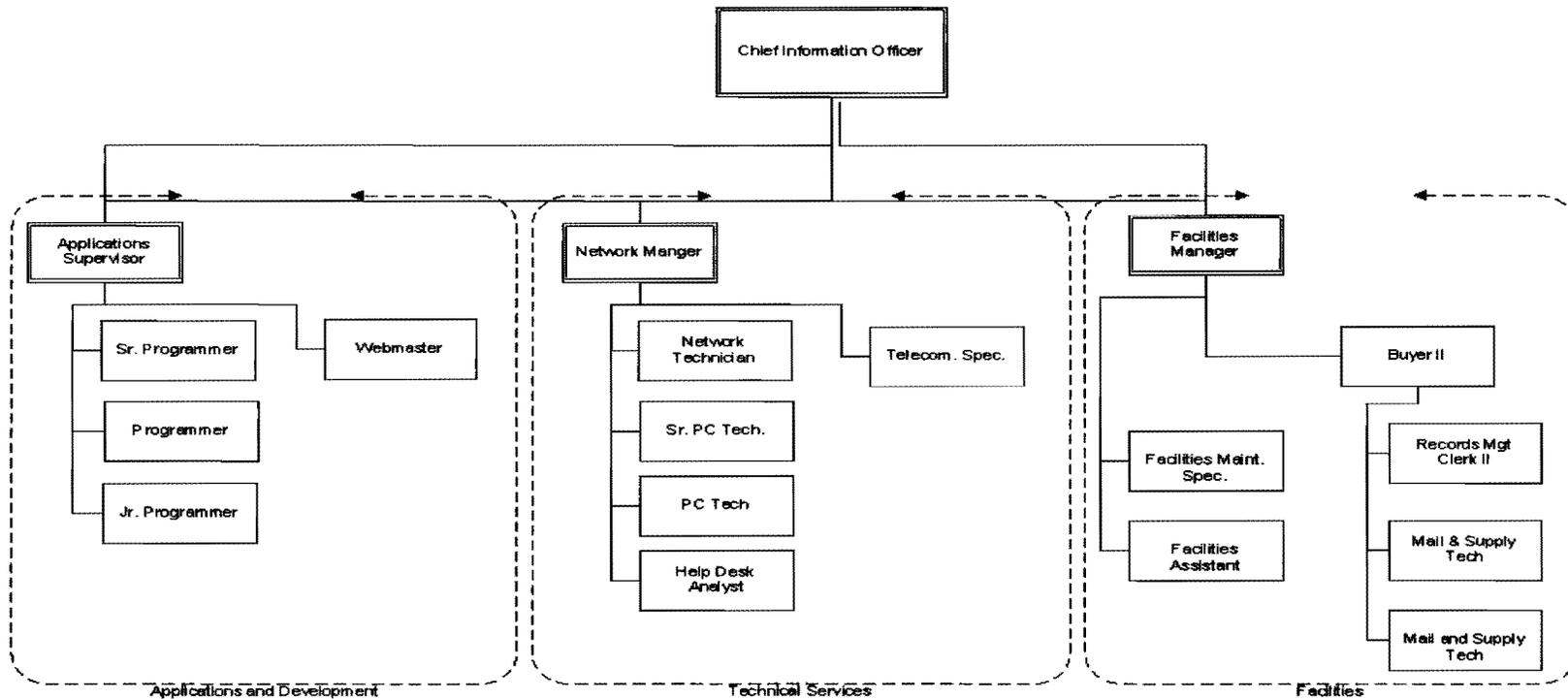
Operational Health and Replacement Priority of Existing Major IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY12	FY13	FY14	FY15	FY16	Total 6-Yr.	>6-Yr.	NOTES
1		Red									0		
2	E-Mail System	Yellow	10	8	2008	\$30,000	\$15,000	0	\$15,000	0	\$60,000		
3	Document Imaging	Yellow	8	5	2011	\$40,000	\$20,000	\$20,000	0	\$20,000	\$100,000		
--	RS Tracking	Green	8	5	2008	0	\$8,000	\$10,000	0	\$10,000	\$28,000		
--	Server Virtualization	Green	8	3	2010	\$50,000	\$60,000	0	\$45,000	\$45,000	\$200,000		
--	Housing/Financial	Green	15	8	2010	20000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000		
--	Work Order	Green	10	3	2011	\$25,000	0	\$25,000	\$75,000	0	\$125,000		
--	LAN/WAN	Green	8	3	2009	20000	100000	20000	20000	20000	180000		
--	Citrix	Green	8	4	2011	10000	0	75000	0	10000	95000		
--	Mortgage Finance	Green	10	1	2010	35,000	0	25,000	0	35,000	95000		

(18)

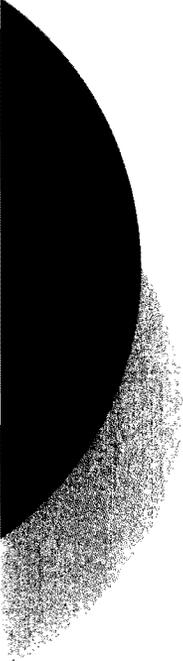
HOC Information Technology Organization Chart – FY12

FY11 Information Technology & Facility Services
Division Organization Chart



HOC IT Staff = 12 Work Years





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 FY13 requested budget for the Information Technology Division is \$3.10 million dollars.**

- **The budget is allocated as follows:**

Operating Costs: \$2.50 million

Capital Costs: \$0.60 million

Total FY12 budget \$3.10 million