

Agenda # 7
May 11, 2010

MEMORANDUM

May 6, 2010

TO: County Council

FROM: ^{CHS} Charles H. Sherer, Legislative Analyst

SUBJECT: Recommendations from the Education Committee regarding the Executive's April 22, 2010 proposed budget adjustments for the FY11 Capital Budget for Montgomery College

Committee recommendations The Committee met on May 5, 2010 to discuss the Executive's April 22 budget adjustments for the College's FY11 capital budget. The Committee recommends **not** approving the Executive's recommended reduction of \$5.5 million for the College's four information technology projects, which will permit the projects to compete with all other uses of current revenue during reconciliation.

The Committee **does recommends reducing** the project titled "Information Technology: College" by \$4.5 million in FY11 associated with short term financing because the College cannot afford to add \$1.0 million to its operating budget in each of the next five years for debt service.

The background for the Committee's recommendation follows.

For four capital projects involving information technology, the Executive recommended, and the Council approved on March 9, \$2.7 million of reductions in FY10-11. On April 22, the Executive recommended **additional** reductions to these four capital projects totaling \$5.5 million to FY11 spending, and he also recognized a \$4.5 million additional reduction in FY11 to the project titled "Information Technology: College" (see below), for a total additional FY11 reduction of \$10.0 million. The Executive's total reduction in FY10-11 for the two rounds of reductions would be \$12.7 million.

The College sent to the Council a memorandum explaining the impact of the reductions (©9). In the first paragraph they state that “The impact of this proposed change in the County Code puts the College at great risk for a number of reasons. This proposed legislative change has the effect of eliminating all technology refresh including hardware, software, and maintenance. Our request is that this proposed change to the County Code be deferred until after the budget session so the proposed recommendation can receive adequate and thoughtful consideration.”

The first three of the Executive’s April 22 reductions would reduce spending by \$5.0 million and would redirect that amount in recordation tax revenue to the General Fund. This action requires a change to the County Code, which now requires this revenue to be used for MCPS capital budget projects and the College’s IT projects. (Council action on Bill 14-10 to make this change is scheduled for May 19. If the Council approves the Bill, the Council could still decide to allocate some or all of the revenue to some or all of these four projects.)

40-12 Information Technology: College (©1 and 5) For FY11, the Executive recommended on January 15, 2010 and the Council agreed on March 9 to substitute \$4.5 million of “Short-Term Financing: College” for current revenue, because of the shortage of current revenue generally, and the shortage of current revenue from the recordation tax specifically. However, the College decided not to borrow this or any lesser amount, because the College cannot afford to pay the debt service, which would be roughly \$1 million per year for a five year loan. **Therefore, the Committee recommends approval of the \$4.5 million decrease in FY11 spending for this project.**

The Executive’s April 22 budget adjustment would reduce FY11 spending by an additional \$3.0 million for the recordation tax revenue as explained above. **The Committee recommends not approving the Executive’s recommended reduction of \$3.0 million for this information technology project, which will permit the project to compete with all other uses of current revenue during reconciliation.**

40-16 Network Infrastructure and Support Systems (©1 and 6) On January 15, 2010, the Executive recommended and the Council agreed on March 9 to reduce FY10 spending \$533,000 as part of round 2 of the FY10 budget savings plan. There was no reduction in FY11 then.

However, on April 22, the Executive recommended reducing FY11 spending by \$1,000,000 for the recordation tax revenue as explained above. **The Committee recommends not approving the Executive’s recommended reduction of \$1.0 million for this information technology project, which will permit the project to compete with all other uses of current revenue during reconciliation.**

40-18 Network Operating Center (©2 and 7) On January 15, 2010, the Executive recommended and the Council agreed on March 9 to reduce FY10 spending \$146,000 as part of round 2 of the FY10 budget savings plan. There was no reduction in FY11 then.

However, on April 22, the Executive recommended reducing FY11 spending by \$1,000,000 for the recordation tax revenue as explained above. **The Committee recommends not approving the Executive's recommended reduction of \$1.0 million for this information technology project, which will permit the project to compete with all other uses of current revenue during reconciliation.**

40-38 Student Learning Support Systems (©2 and 8) On January 15, 2010, the Executive recommended and the Council agreed on March 9 to reduce FY10 spending \$1,000,000 as part of round 2 of the FY10 budget savings plan; and to reduce FY11 spending \$1,000,000 to help reduce the budget gap.

On April 22, the Executive recommended reducing FY11 spending by an additional \$500,000 from general current revenues, from \$600,000 after the March 9 reduction to \$100,000. The College's request for this project includes roughly \$400,000 for four positions. After reviewing the Executive's recommended reductions, the College asked and OMB agreed to reduce this project by \$200,000 instead of by \$500,000, leaving \$400,000 to fund the four positions; and to reduce the IT project by an additional \$300,000, so as to keep the total reduction the same.

The Committee recommends not approving the Executive's recommended reduction of \$0.5 million for this information technology project, which will permit the project to compete with all other uses of current revenue during reconciliation.

See ©1-3 for detail on the four projects.

	A	B	C	D	E	F	G	H	I
1	40-12 Information Technology: College								
2	Item	FY10	6 year	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
3	I. College's request	10,986	53,600	11,100	8,500	8,500	8,500	8,500	8,500
4									
5	II. CE, January 15	10,986	53,600	11,100	8,500	8,500	8,500	8,500	8,500
6									
7	III. CE, April 22	10,986	46,086	3,586	8,500	8,500	8,500	8,500	8,500
8									
9	II - I (CE January 15 change to request)	0	0	0	0	0	0	0	0
10									
11	III - II (CE additional change on April 22)	0	(7,514)	(7,514)	0	0	0	0	0
12									
13	III - I (Total CE April 22 change to request)	0	(7,514)	(7,514)	0	0	0	0	0
14									
15	April 22:								
16	Change from not using short term financing		(4,514)	(4,514)					
17	Change from not using recordation tax revenue		(3,000)	(3,000)					
18	Total change		(7,514)	(7,514)					
19									
20									
21	40-16 Network Infrastructure and Support Systems								
22	Item	FY10	6 year	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
23	I. College's request	1,433	12,000	2,000	2,000	2,000	2,000	2,000	2,000
24									
25	II. CE, January 15	900	12,000	2,000	2,000	2,000	2,000	2,000	2,000
26									
27	III. CE, April 22	900	11,000	1,000	2,000	2,000	2,000	2,000	2,000
28									
29	II - I (CE January 15 change to request)	(533)	0	0	0	0	0	0	0
30									
31	III - II (CE additional change on April 22)	0	(1,000)	(1,000)	0	0	0	0	0
32									
33	III - I (Total CE April 22 change to request)	(533)	(1,000)	(1,000)	0	0	0	0	0
34	Total change, FY10 & 11			(1,533)					

	A	B	C	D	E	F	G	H	I
35	40-19 Network Operating Center								
36	Item	FY10	6 year	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
37	I. College's request	1,046	12,000	2,000	2,000	2,000	2,000	2,000	2,000
38									
39	II. CE, January 15	900	12,000	2,000	2,000	2,000	2,000	2,000	2,000
40									
41	III. CE, April 22	900	11,000	1,000	2,000	2,000	2,000	2,000	2,000
42									
43	II - I (CE January 15 change to request)	(146)	0	0	0	0	0	0	0
44									
45	III - II (CE additional change on April 22)	0	(1,000)	(1,000)	0	0	0	0	0
46									
47	III - I (Total CE April 22 change to request)	(146)	(1,000)	(1,000)	0	0	0	0	0
48	Total change, FY10 & 11			(1,146)					
49									
50									
51	Student Learning Support Systems								
52	Item	FY10	6 year	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
53	I. College's request	1,736	9,600	1,600	1,600	1,600	1,600	1,600	1,600
54									
55	II. CE, January 15	736	8,600	600	1,600	1,600	1,600	1,600	1,600
56									
57	III. CE, April 22	736	8,100	100	1,600	1,600	1,600	1,600	1,600
58									
59	II - I (CE January 15 change to request)	(1,000)	(1,000)	(1,000)	0	0	0	0	0
60									
61	III - II (CE additional change on April 22)	0	(500)	(500)	0	0	0	0	0
62									
63	III - I (Total CE April 22 change to request)	(1,000)	(1,500)	(1,500)	0	0	0	0	0
64	Total change, FY10 & 11			(2,500)					

	A	B	C	D	E	F	G	H	I
67	Sum of all four projects:								
68	Total spending	FY10		FY11	FY10+11				
69	I. College's request	15,201		16,700	31,901				
70	II. CE, January 15	13,522		15,700	29,222				
71	III. CE, April 22	13,522		5,686	19,208				
72									
73									
74									
75	Total changes	FY10		FY11	FY10+11				
76	II - I (CE January 15 change to request)	(1,679)		(1,000)	(2,679)				
77									
78	III - II (CE additional change on April 22)	0		(10,014)	(10,014)				
79									
80	III - I (Total CE April 22 change to request)	(1,679)		(11,014)	(12,693)				
81	% change	-11.0%		-66.0%	-39.8%				
82									
83	SUMMARY OF IMPACT ON THE COLLEGE'S REQUEST FOR THE 4 PROJECTS: Executive								
84	Item						FY10	FY11	Sum
85	Changes the Executive recommended on January 15 and the Council approved						(1,679)	(1,000)	(2,679)
86	on March 9								
87									
88	Change the Executive recommended on April 22 to eliminate short term financing							(4,514)	(4,514)
89	Changes the Executive recommended on April 22, other							(5,500)	(5,500)
90	Subtotal, Executive's April 22 changes							(10,014)	(10,014)
91									
92	Total change						(1,679)	(11,014)	(12,693)
93									(12,693)
94									
95									
96	SUMMARY OF IMPACT ON THE COLLEGE'S REQUEST FOR THE 4 PROJECTS: Education Committee								
97	Item						FY10	FY11	Sum
98	Changes the Executive recommended on January 15 and the Council approved						(1,679)	(1,000)	(2,679)
99	on March 9								
100									
101	Change the Executive recommended on April 22 to eliminate short term financing							(4,514)	(4,514)
102	Changes the Executive recommended on April 22, other							0	0
103	Subtotal, Executive's April 22 changes							(4,514)	(4,514)
104									
105	Total change						(1,679)	(5,514)	(7,193)
106									(7,193)

**FY11-16 RECOMMENDED CIP
BUDGET ADJUSTMENTS ('\$000)
APRIL 22, 2010**

DEPT	PROJECT NAME	EXPLANATION OF ADJUSTMENT (Note 1)	TOTAL REDUCTION (\$000)	FUNDING SOURCES
FY11 ADJUSTMENTS/REDUCTIONS				
DTS	Fibernet	Defer and revise implementation plan	(1,497)	Cable TV
COLL	Student Learning Support System	Reduce project scope	(500)	Current Revenue - General
COLL	Network Operating Center	Reduce project scope	(1,000)	Recordation Tax
COLL	Network Infrastructure and Support	Reduce project scope	(1,000)	Recordation Tax
COLL	Information Technology: College	Reduce project scope	(3,000)	Recordation Tax
REC	Public Arts Trust	Reduce project scope	(100)	Current Revenue - General
M-NCPPC	Planned Lifecycle Replacement (PLAR) Non-Local Parks	Reduce project scope	(250)	Current Revenue - General
FY10 AMENDMENTS/REDUCTIONS				
DOT	Ride On Bus Fleet	Substitute bond premium revenue for Mass Transit revenue (\$958K)	-	Bond Premium, Mass Transit
DOT	Bus Stop Improvements	Shift to FY12 to reflect current implementation plan	(380)	Mass Transit
DTS	Voice Mail Replacement System (Pending Closeout)	Reduce to reflect current implementation plan	(44)	Current Revenue - General
M-NCPPC	Facility Planning Local Parks	Reduce project scope	(100)	Current Revenue - P&P
HHS	School Based Health & Linkages to Learning	Northwood High School planning complete - funds not required	(100)	Current Revenue - General
DPL	Rockville Library (Pending Closeout)	Project complete - funds not required	(325)	Current Revenue - General
REC	Public Arts Trust	Reduce project scope	(40)	Current Revenue - General
FRS	Rockville Fire Station	Defer to FY13 to reflect current implementation plan	(500)	Fire Consolidated
DGS	Judicial Center Annex	Substitute GO bonds for current revenue (\$25K)	-	GO Bonds, Current Revenue - General
DOT	Resurfacing: Residential/Rural Roads	Substitute GO bonds for current revenue (\$24K)	-	GO Bonds, Current Revenue - General
DGS	Planned Lifecycle Replacement (PLAR) (MCG)	Substitute GO bonds for current revenue (15K)	-	GO Bonds, Current Revenue - General

Note (1) See details in attached PDFs

Total Tax-Supported Resources

FY10

2,509

FY11

7,347

Information Technology: College -- No. 856509

Category
Subcategory
Administering Agency
Planning Area

Montgomery College
Higher Education
Montgomery College
Countywide

Date Last Modified
Required Adequate Public Facility
Relocation Impact
Status

April 21, 2010
No
None.
On-going

EXPENDITURE SCHEDULE (\$000)

Cost Element	Total	Thru FY09	Est. FY10	Total 6 Years	FY11	FY12	FY13	FY14	FY15	FY16	Beyond 6 Years
Planning, Design, and Supervision	1,301	1,239	62	0	0	0	0	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	22,438	18,675	763	3,000	500	500	500	500	500	500	0
Other	99,915	46,668	10,161	43,086	3,086	8,000	8,000	8,000	8,000	8,000	0
Total	123,654	66,582	10,986	46,086	3,586	8,500	8,500	8,500	8,500	8,500	*

FUNDING SCHEDULE (\$000)

Current Revenue: General	52,914	23,824	0	29,090	0	3,262	5,290	7,448	6,843	6,247	0
Current Revenue: Recordation Tax	84,098	36,114	10,986	16,996	3,586	5,238	3,210	1,052	1,657	2,253	0
G.O. Bonds	4,603	4,603	0	0	0	0	0	0	0	0	0
PAYGO	2,041	2,041	0	0	0	0	0	0	0	0	0
Total	123,654	66,582	10,986	46,086	3,586	8,500	8,500	8,500	8,500	8,500	0
WorkYears					4.0	4.0	4.0	4.0	4.0	4.0	

DESCRIPTION

This project provides for both the design and installation of College information technology systems using data, video, cybersecurity, software services, and voice applications; and the replacement/upgrade of information technology equipment that no longer meets application requirements, installation and furnishing of technology classrooms, labs, and offices. The systems support the College's instructional programs, student services, and administrative computing requirements and are implemented in accordance with the College's Information Technology Strategic Plan (ITSP). Analysts determine the type of hardware and software to be purchased based on project need and are in charge of equipment purchases; review and recommendation of purchasing, monitoring of system results, and assistance during implementation and on-going reviews and analysis. Four (4) staff positions are funded in this project.

JUSTIFICATION

In order to meet current and projected technical standards for data, video, and voice communications the College anticipates installing complete information technology, telecommunications and learning center systems at each campus, the central administration building and all instructional sites. The new systems allow the College to replace aging systems for data and video applications; provide for updated networking capabilities; provide necessary security and monitoring capabilities; establish learning centers for classrooms and labs, and for distributed instruction; and allow expanded opportunities for linking with external information technology services. In addition, the ITSP helps meet student requirements for information technology tools and instruction in preparation for career opportunities and transfer programs to four-year institutions. Use of state-of-the-market hardware and technology capabilities are required for the College to attract and serve students, as well as serving the business community by upgrading work force technology skills and providing a base for continued economic development in the county.

Information Technology Strategic Plan (ITSP) - The ITSP is a comprehensive plan covering information technology activities funded from all budget sources for an integrated and complete plan for the College. Updated annually, the ITSP serves as the supporting document for both current and future funding requests. The three ITSP goals are the use of information technology to (1) facilitate students' success; (2) effectively and efficiently operate the College; and (3) support the College's growth, development, and community initiatives. The ITSP is an overall strategic plan that provides a cost effective and efficient vision for instructional, academic and administrative systems; and serves as a basis for preparing unit plans and budget requests for project implementation.

OTHER

The following fund transfers have occurred with this project: \$1,300,000 to the Takoma Park Campus Expansion project (#996662) (BOT Resol. #07-01-005, 1/16/2007); \$111,000 transferred from the Planning, Design and Construction project (#906805) and \$25,000 from the Facilities Planning: College project (#886886) to this project (BOT Resol. #91-56, 5/20/1991); the project appropriation was reduced by \$559,000 in FY92; finally, \$2.6 million in revenues and expenditures was shifted from FY10 to FY11 for fiscal capacity. Per Spring 2010 Amendment, reduce FY11 expenditures and funding an additional -\$3,000,000 for fiscal reasons.

FY2011 Appropriation: \$3,586,000 (Current Revenue: Recordation Tax).

FY2012 Appropriation: \$5,238,000 (Current Revenue: Recordation Tax); \$3,262,000 (Current Revenue: General).

OTHER DISCLOSURES

- * Expenditures will continue indefinitely.

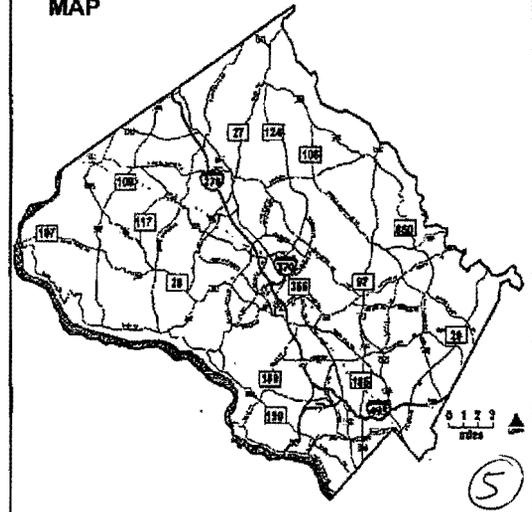
APPROPRIATION AND EXPENDITURE DATA

Date First Appropriation	FY85	(\$000)
First Cost Estimate	FY11	123,654
Current Scope		
Last FY's Cost Estimate		114,168
Appropriation Request	FY11	3,586
Appropriation Request Est.	FY12	8,500
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		77,568
Expenditures / Encumbrances		87,218
Unencumbered Balance		10,350
Partial Closeout Thru	FY08	0
New Partial Closeout	FY09	0
Total Partial Closeout		0

COORDINATION

Information Technology Strategic Plan
New Building Construction projects
Campus Building Renovation projects

MAP



Information Technology: College -- No. 856509

Category
Subcategory
Administering Agency
Planning Area

Montgomery College
Higher Education
Montgomery College
Countywide

Date Last Modified
Required Adequate Public Facility
Relocation Impact
Status

April 29, 2010
No
None.
On-going

EXPENDITURE SCHEDULE (\$000)

Cost Element	Total	Thru FY09	Est. FY10	Total 6 Years	FY11	FY12	FY13	FY14	FY15	FY16	Beyond 6 Years
Planning, Design, and Supervision	1,301	1,239	62	0	0	0	0	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	22,438	18,675	763	3,000	500	500	500	500	500	500	0
Other	99,615	46,668	10,161	42,786	2,786	8,000	8,000	8,000	8,000	8,000	0
Total	123,354	66,582	10,986	45,786	3,286	8,500	8,500	8,500	8,500	8,500	*

FUNDING SCHEDULE (\$000)

Current Revenue: General	52,914	23,824	0	29,090	0	3,262	5,290	7,448	6,843	6,247	0
Current Revenue: Recordation Tax	63,796	36,114	10,986	16,696	3,286	5,238	3,210	1,052	1,657	2,253	0
G.O. Bonds	4,603	4,603	0	0	0	0	0	0	0	0	0
PAYGO	2,041	2,041	0	0	0	0	0	0	0	0	0
Total	123,354	66,582	10,986	45,786	3,286	8,500	8,500	8,500	8,500	8,500	0
WorkYears					4.0	4.0	4.0	4.0	4.0	4.0	

DESCRIPTION

This project provides for both the design and installation of College information technology systems using data, video, cybersecurity, software services, and voice applications; and the replacement/upgrade of information technology equipment that no longer meets application requirements, installation and furnishing of technology classrooms, labs, and offices. The systems support the College's instructional programs, student services, and administrative computing requirements and are implemented in accordance with the College's Information Technology Strategic Plan (ITSP). Analysts determine the type of hardware and software to be purchased based on project need and are in charge of equipment purchases; review and recommendation of purchasing, monitoring of system results, and assistance during implementation and on-going reviews and analysis. Four (4) staff positions are funded in this project.

JUSTIFICATION

In order to meet current and projected technical standards for data, video, and voice communications the College anticipates installing complete information technology, telecommunications and learning center systems at each campus, the central administration building and all instructional sites. The new systems allow the College to replace aging systems for data and video applications; provide for updated networking capabilities; provide necessary security and monitoring capabilities; establish learning centers for classrooms and labs, and for distributed instruction; and allow expanded opportunities for linking with external information technology services. In addition, the ITSP helps meet student requirements for information technology tools and instruction in preparation for career opportunities and transfer programs to four-year institutions. Use of state-of-the-market hardware and technology capabilities are required for the College to attract and serve students, as well as serving the business community by upgrading work force technology skills and providing a base for continued economic development in the county.

Information Technology Strategic Plan (ITSP) - The ITSP is a comprehensive plan covering information technology activities funded from all budget sources for an integrated and complete plan for the College. Updated annually, the ITSP serves as the supporting document for both current and future funding requests. The three ITSP goals are the use of information technology to (1) facilitate students' success; (2) effectively and efficiently operate the College; and (3) support the College's growth, development, and community initiatives. The ITSP is an overall strategic plan that provides a cost effective and efficient vision for instructional, academic and administrative systems; and serves as a basis for preparing unit plans and budget requests for project implementation.

OTHER

The following fund transfers have occurred with this project: \$1,300,000 to the Takoma Park Campus Expansion project (#996662) (BOT Resol. #07-01-005, 1/16/2007); \$111,000 transferred from the Planning, Design and Construction project (#906605) and \$25,000 from the Facilities Planning: College project (#886886) to this project (BOT Resol. #91-56, 5/20/1991); the project appropriation was reduced by \$559,000 in FY92; finally, \$2.6 million in revenues and expenditures was shifted from FY10 to FY11 for fiscal capacity. Per Spring 2010 Amendment, reduce FY11 expenditures and funding an additional -\$3,000,000 for fiscal reasons. Also for FY11, shift \$300,000 of expenditures and (Current Revenue: Recordation Tax) revenues to the Student Learning Support Systems (No. 076617) project.

FY2011 Appropriation: \$3,286,000 (Current Revenue: Recordation Tax).

FY2012 Appropriation: \$5,238,000 (Current Revenue: Recordation Tax); \$3,262,000 (Current Revenue: General).

OTHER DISCLOSURES

- * Expenditures will continue indefinitely.

APPROPRIATION AND EXPENDITURE DATA	COORDINATION	MAP												
<table border="1"> <tr> <td>Date First Appropriation</td> <td>FY85</td> <td>(\$000)</td> </tr> <tr> <td>First Cost Estimate</td> <td></td> <td></td> </tr> <tr> <td>Current Scope</td> <td>FY11</td> <td>126,640</td> </tr> <tr> <td>Last FY's Cost Estimate</td> <td></td> <td>114,168</td> </tr> </table>	Date First Appropriation	FY85	(\$000)	First Cost Estimate			Current Scope	FY11	126,640	Last FY's Cost Estimate		114,168	<p>Information Technology Strategic Plan New Building Construction projects Campus Building Renovation projects</p>	
Date First Appropriation	FY85	(\$000)												
First Cost Estimate														
Current Scope	FY11	126,640												
Last FY's Cost Estimate		114,168												
<table border="1"> <tr> <td>Appropriation Request</td> <td>FY11</td> <td>3,286</td> </tr> <tr> <td>Appropriation Request Est.</td> <td>FY12</td> <td>8,500</td> </tr> <tr> <td>Supplemental Appropriation Request</td> <td></td> <td>0</td> </tr> <tr> <td>Transfer</td> <td></td> <td>0</td> </tr> </table>	Appropriation Request	FY11	3,286	Appropriation Request Est.	FY12	8,500	Supplemental Appropriation Request		0	Transfer		0		
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<table border="1"> <tr> <td>Cumulative Appropriation</td> <td></td> <td>77,568</td> </tr> <tr> <td>Expenditures / Encumbrances</td> <td></td> <td>67,218</td> </tr> <tr> <td>Unencumbered Balance</td> <td></td> <td>10,350</td> </tr> </table>	Cumulative Appropriation		77,568	Expenditures / Encumbrances		67,218	Unencumbered Balance		10,350					
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Partial Closeout Thru	FY08	0												
New Partial Closeout	FY09	0												
Total Partial Closeout		0												

Network Infrastructure and Support Systems -- No. 076619

Category
Subcategory
Administering Agency
Planning Area

Montgomery College
Higher Education
Montgomery College
Countywide

Date Last Modified
Required Adequate Public Facility
Relocation Impact
Status

April 22, 2010
No
None.
On-going

EXPENDITURE SCHEDULE (\$000)

Cost Element	Total	Thru FY09	Est. FY10	Total 6 Years	FY11	FY12	FY13	FY14	FY15	FY16	Beyond 6 Years
Planning, Design, and Supervision	1,234	1,076	158	0	0	0	0	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	733	703	30	0	0	0	0	0	0	0	0
Other	13,400	1,688	712	11,000	1,000	2,000	2,000	2,000	2,000	2,000	0
Total	15,367	3,467	900	11,000	1,000	2,000	2,000	2,000	2,000	2,000	*

FUNDING SCHEDULE (\$000)

Current Revenue: General	14,367	3,467	900	10,000	0	2,000	2,000	2,000	2,000	2,000	0
Current Revenue: Recordation Tax	1,000	0	0	1,000	1,000	0	0	0	0	0	0
Total	15,367	3,467	900	11,000	1,000	2,000	2,000	2,000	2,000	2,000	0
WorkYears					4.0	4.0	4.0	4.0	4.0	4.0	

DESCRIPTION

The purpose of this project is to provide planned lifecycle asset replacement and upgrades, and to establish network infrastructure and support systems in existing and new locations based on academic and instructional needs and requirements. The network infrastructure and support systems represent systems outside the Network Operating Center (NOC) structure including campus centers for labs, classrooms, offices, and learning centers, as well as, operation centers for telephony, communication, security, and notification systems. These systems include servers, high speed connection systems, hubs, ports, firewalls, instructor workstations, hands on computing and technology tools, audio visual equipment, software support and remote access among other developing technologies. This project also funds three new project managers to oversee the design of new buildings and renovations (one for each campus) and staffing for collegewide communication and notification systems.

COST CHANGE

By Council Resolution No. 16-1261, reduce expenditures by \$533,000 in FY10 for fiscal capacity, and as part of the FY10 savings plan; align (Current Revenue: General) appropriation to match expenditures. Per Spring 2010 Amendment, reduce FY11 expenditures and funding an additional -\$1,000,000 for fiscal reasons.

JUSTIFICATION

The NOC and network infrastructure must be compatible and work in concert with each other so no location is without central and on-site technology capabilities and support. This requires planned replacement and upgrades as new technology evolves. As faculty continue to develop more learning programs and methods to meet the increased expectations of students, the technology needs are increasing and changing for existing and new capabilities. Without meeting these requirements developed in the ITSP, College unit plans, overall strategic plans and telecommunications plans, the College will fall behind on expectations and the ability to deliver the right technology at the appropriate time.

Information Technology Strategic Plan: FY11-13 - The three goals of the ITSP are the use of information technology to (1) facilitate student success; (2) effectively and efficiently operate the College; and (3) support the College's growth, development and community initiatives. The ITSP is an overall strategic plan that provides a cost effective and efficient vision for instructional, academic and administrative systems; and serves as a basis for preparing unit plans and budget requests for the plan's implementation.

OTHER

FY11 Appropriation: \$1,000,000 (Current Revenue: Recordation Tax).

FY12 Appropriation: \$2,000,000 (Current Revenue: General)

The College's annually updated ITSP for FY11-FY13 supports the current, and serves as documentation, for future funding requests. The ITSP is a comprehensive plan covering information technology activities funded from all budget sources for an integrated and complete plan for the College.

OTHER DISCLOSURES

- * Expenditures will continue indefinitely.

APPROPRIATION AND EXPENDITURE DATA	COORDINATION	MAP												
<table border="1"> <tr> <td>Date First Appropriation</td> <td>FY07</td> <td>(\$000)</td> </tr> <tr> <td>First Cost Estimate</td> <td>FY11</td> <td>15,367</td> </tr> <tr> <td>Current Scope</td> <td></td> <td></td> </tr> <tr> <td>Last FY's Cost Estimate</td> <td></td> <td>12,900</td> </tr> </table>	Date First Appropriation	FY07	(\$000)	First Cost Estimate	FY11	15,367	Current Scope			Last FY's Cost Estimate		12,900	<p>Montgomery College Information Technology Strategic Plan: FY11-13</p>	
Date First Appropriation	FY07	(\$000)												
First Cost Estimate	FY11	15,367												
Current Scope														
Last FY's Cost Estimate		12,900												
<table border="1"> <tr> <td>Appropriation Request</td> <td>FY11</td> <td>1,000</td> </tr> <tr> <td>Appropriation Request Est.</td> <td>FY12</td> <td>2,000</td> </tr> <tr> <td>Supplemental Appropriation Request</td> <td></td> <td>0</td> </tr> <tr> <td>Transfer</td> <td></td> <td>0</td> </tr> </table>	Appropriation Request	FY11	1,000	Appropriation Request Est.	FY12	2,000	Supplemental Appropriation Request		0	Transfer		0		
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<table border="1"> <tr> <td>Cumulative Appropriation</td> <td></td> <td>4,367</td> </tr> <tr> <td>Expenditures / Encumbrances</td> <td></td> <td>3,467</td> </tr> <tr> <td>Unencumbered Balance</td> <td></td> <td>900</td> </tr> </table>	Cumulative Appropriation		4,367	Expenditures / Encumbrances		3,467	Unencumbered Balance		900					
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Partial Closeout Thru	FY08	0												
New Partial Closeout	FY09	0												
Total Partial Closeout		0												

Network Operating Center -- No. 076618

Category
Subcategory
Administering Agency
Planning Area

Montgomery College
Higher Education
Montgomery College
Silver Spring

Date Last Modified
Required Adequate Public Facility
Relocation Impact
Status

April 22, 2010
No
None.
On-going

EXPENDITURE SCHEDULE (\$000)

Cost Element	Total	Thru FY09	Est. FY10	Total 6 Years	FY11	FY12	FY13	FY14	FY15	FY16	Beyond 6 Years
Planning, Design, and Supervision	2,032	910	42	1,080	180	180	180	180	180	180	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	3,498	2,843	55	600	100	100	100	100	100	100	0
Other	12,724	2,601	803	9,320	720	1,720	1,720	1,720	1,720	1,720	0
Total	18,254	6,354	900	11,000	1,000	2,000	2,000	2,000	2,000	2,000	*

FUNDING SCHEDULE (\$000)

	Total	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	Beyond 6 Years
Current Revenue: General	7,286	6,354	900	32	0	0	0	0	0	0
Current Revenue: Recordation Tax	10,968	0	0	10,968	968	2,000	2,000	2,000	2,000	2,000
Total	18,254	6,354	900	11,000	1,000	2,000	2,000	2,000	2,000	2,000
WorkYears					2.0	2.0	2.0	2.0	2.0	2.0

DESCRIPTION

The purpose of this project is to establish and equip a Network Operating Center (NOC) on the Takoma Park/Silver Spring Campus and related central sites and provide for planned lifecycle asset replacement. The Network Operating Center is the center for all of the College's instructional, academic and administrative computing systems. The Network Operating Center was formerly located in the Computer Science Building on the Rockville Campus. The NOC has relocated to the Cafritz Arts Center on the Takoma Park/Silver Spring Campus at 7600 Takoma Avenue; the vacated space on the Rockville Campus will be reallocated for instructional programs. This project also funds staff for monitoring of security, cybersecurity, disaster recovery and redundant systems to help insure the integrity of the NOC. Two (2) staff positions are included in the FY2011-16 project.

COST CHANGE

By County Council Resolution No. 18-1261, reduce expenditures by \$146,000 in FY10 for fiscal capacity, and as part of the FY10 savings plan; align (Current Revenue: General) appropriation to match expenditures. Per Spring 2010 Amendment, reduce FY11 expenditures and funding an additional -\$1,000,000 for fiscal reasons.

JUSTIFICATION

The College has a need for more instructional space on the Rockville Campus and Information Technology has outgrown the space in the Computer Science Building. This space has housed the Network Operating Center (formerly known as the computer room) for nearly 25 years and was originally constructed to accommodate two mainframes, peripherals and extremely limited "terminals." This same space now houses 179 servers and the telecommunications necessary to connect over 8,000 microcomputers and technology related components. The new NOC will also allow the College to improve availability with upgraded disaster recovery components, security firewalls and security systems. The planned lifecycle asset replacement and upgrades are a critical component of maintaining a state of the marketplace hardware and operating software.

Information Technology Strategic Plan: FY2011-2013 - The three goals of the ITSP are the use of information technology to (1) facilitate student success; (2) effectively and efficiently operate the College; and (3) support the College's growth, development and community initiatives. The ITSP is an overall strategic plan that provides a cost effective and efficient vision for instructional, academic and administrative systems; and serves as a basis for preparing unit plans and budget requests for the plan's implementation.

OTHER

FY11 Appropriation: \$1,000,000; \$968,000 (Current Revenue: Recordation Tax), and \$32,000 (Current Revenue: General).

FY12 Appropriation: \$2,000,000 (Current Revenue: Recordation Tax).

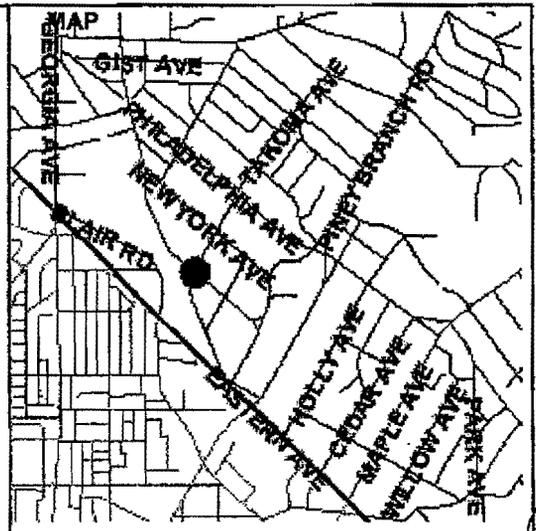
The College's annually updated ITSP for FY11-FY13 supports the current, and serves as documentation, for future funding requests. The ITSP is a comprehensive plan covering information technology activities funded from all budget sources for an integrated and complete plan for the College.

OTHER DISCLOSURES

- * Expenditures will continue indefinitely.

APPROPRIATION AND EXPENDITURE DATA		
Date First Appropriation	FY07	(\$000)
First Cost Estimate	FY11	18,254
Current Scope		
Last FY's Cost Estimate		15,400
Appropriation Request	FY11	1,000
Appropriation Request Est.	FY12	2,000
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		7,254
Expenditures / Encumbrances		6,403
Unencumbered Balance		851
Partial Closeout Thru	FY08	0
New Partial Closeout	FY09	0
Total Partial Closeout		0

COORDINATION
Cafritz Foundation Arts Center (CIP# 056604)
Computer Science Alterations (CIP# 046602)



Student Learning Support Systems -- No. 076617

Category
Subcategory
Administering Agency
Planning Area

Montgomery College
Higher Education
Montgomery College
Countywide

Date Last Modified
Required Adequate Public Facility
Relocation Impact
Status

April 22, 2010
No
None.
On-going

EXPENDITURE SCHEDULE (\$000)

Cost Element	Total	Thru FY09	Est. FY10	Total 6 Years	FY11	FY12	FY13	FY14	FY15	FY16	Beyond 6 Years
Planning, Design, and Supervision	177	177	0	0	0	0	0	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	0
Other	10,243	1,407	736	8,100	100	1,600	1,600	1,600	1,600	1,600	0
Total	10,420	1,584	736	8,100	100	1,600	1,600	1,600	1,600	1,600	*

FUNDING SCHEDULE (\$000)

Current Revenue: General	10,358	1,584	736	8,038	100	1,538	1,600	1,600	1,600	1,600	0
Current Revenue: Recordation Tax	62	0	0	62	0	62	0	0	0	0	0
Total	10,420	1,584	736	8,100	100	1,600	1,600	1,600	1,600	1,600	0
WorkYears					1.0	4.0	4.0	4.0	4.0	4.0	

DESCRIPTION

This project includes the installation, upgrading and replacement of student tracking, disability support services, student e-mail, e-portfolio, resume software, podcasting, communication tools and systems, identification security, and cybersecurity tools for these systems, and other applications used by and for students and faculty. This request includes both hardware and software. The request includes funding for technical project and planning analyst positions to manage applications systems, and be in charge of the design, setup and maintenance of technical specifications and on-going review and update of the systems to stay current. Four (4) staff positions are currently funded in this project.

COST CHANGE

By County Council Resolution No. 16-1261, reduce expenditures a total of \$2,000,000 (\$1 million in each year) FY10-11 for fiscal capacity, and as part of the FY10 savings plan; align (Current Revenue: General) appropriation to match expenditures. Per Spring 2010 Amendment, reduce FY11 expenditures and funding an additional -\$500,000 for fiscal reasons.

JUSTIFICATION

These systems help assure student success through technological support of academic and instructional programs and initiatives as well as allowing tracking of progress to assist in measuring outcomes and assessments. The College has growing needs to track students as part of the measurement of student success at the College. This is fundamental in measuring/documenting student success. The disability support services request is to address the special needs of students using adaptive technologies. Student e-mail will allow the students to communicate better with the faculty and the other offices at the College and vice versa. Both e-portfolio and resume software will aid our students in finding employment.

Information Technology Strategic Plan: FY2011-2013 - The three goals of the ITSP are the use of information technology to (1) facilitate student success; (2) effectively and efficiently operate the College; and (3) support the College's growth, development and community initiatives. The ITSP is an overall strategic plan that provides a cost effective and efficient vision for instructional, academic and administrative systems; and serves as a basis for preparing unit plans and budget requests for the plan's implementation.

OTHER

FY2011 Appropriation: \$100,000 (Current Revenue: General).

FY2012 Appropriation: \$1,600,000; \$1,538,000 (Current Revenue: General), and \$62,000 (Current Revenue: Recordation Tax).

The College's annually updated ITSP for FY11-13 supports the current, and serves as documentation, for future funding requests. The ITSP is a comprehensive plan covering information technology activities funded from all budget sources for an integrated and complete plan for the College.

OTHER DISCLOSURES

- * Expenditures will continue indefinitely.

APPROPRIATION AND EXPENDITURE DATA	COORDINATION	MAP												
<table border="1"> <tr> <td>Date First Appropriation</td> <td>FY07</td> <td>(\$000)</td> </tr> <tr> <td>First Cost Estimate</td> <td>FY11</td> <td>10,420</td> </tr> <tr> <td>Current Scope</td> <td></td> <td></td> </tr> <tr> <td>Last FY's Cost Estimate</td> <td></td> <td>9,720</td> </tr> </table>	Date First Appropriation	FY07	(\$000)	First Cost Estimate	FY11	10,420	Current Scope			Last FY's Cost Estimate		9,720	<p>Montgomery College Information Technology Strategic Plan: FY11-13</p>	
Date First Appropriation	FY07	(\$000)												
First Cost Estimate	FY11	10,420												
Current Scope														
Last FY's Cost Estimate		9,720												
<table border="1"> <tr> <td>Appropriation Request</td> <td>FY11</td> <td>100</td> </tr> <tr> <td>Appropriation Request Est.</td> <td>FY12</td> <td>1,600</td> </tr> <tr> <td>Supplemental Appropriation Request</td> <td></td> <td>0</td> </tr> <tr> <td>Transfer</td> <td></td> <td>0</td> </tr> </table>	Appropriation Request	FY11	100	Appropriation Request Est.	FY12	1,600	Supplemental Appropriation Request		0	Transfer		0		
Appropriation Request	FY11	100												
Appropriation Request Est.	FY12	1,600												
Supplemental Appropriation Request		0												
Transfer		0												
<table border="1"> <tr> <td>Cumulative Appropriation</td> <td></td> <td>2,320</td> </tr> <tr> <td>Expenditures / Encumbrances</td> <td></td> <td>1,584</td> </tr> <tr> <td>Unencumbered Balance</td> <td></td> <td>736</td> </tr> </table>	Cumulative Appropriation		2,320	Expenditures / Encumbrances		1,584	Unencumbered Balance		736					
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Partial Closeout Thru	FY08	0												
New Partial Closeout	FY09	0												
Total Partial Closeout		0												

Student Learning Support Systems -- No. 076617

Category
Subcategory
Administering Agency
Planning Area

Montgomery College
Higher Education
Montgomery College
Countywide

Date Last Modified
Required Adequate Public Facility
Relocation Impact
Status

April 29, 2010
No
None.
On-going

EXPENDITURE SCHEDULE (\$000)

Cost Element	Total	Thru FY09	Est. FY10	Total 6 Years	FY11	FY12	FY13	FY14	FY15	FY16	Beyond 6 Years
Planning, Design, and Supervision	177	177	0	0	0	0	0	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	0
Other	10,543	1,407	736	8,400	400	1,600	1,600	1,600	1,600	1,600	0
Total	10,720	1,584	736	8,400	400	1,600	1,600	1,600	1,600	1,600	*

FUNDING SCHEDULE (\$000)

Current Revenue: General	10,358	1,584	736	8,038	100	1,538	1,600	1,600	1,600	1,600	0
Current Revenue: Recordation Tax	362	0	0	362	300	62	0	0	0	0	0
Total	10,720	1,584	736	8,400	400	1,600	1,600	1,600	1,600	1,600	0
WorkYears					4.0	4.0	4.0	4.0	4.0	4.0	4.0

DESCRIPTION

This project includes the installation, upgrading and replacement of student tracking, disability support services, student e-mail, e-portfolio, resume software, podcasting, communication tools and systems, identification security, and cybersecurity tools for these systems, and other applications used by and for students and faculty. This request includes both hardware and software. The request includes funding for technical project and planning analyst positions to manage applications systems, and be in charge of the design, setup and maintenance of technical specifications and on-going review and update of the systems to stay current. Four (4) staff positions are currently funded in this project.

COST CHANGE

By County Council Resolution No. 16-1261, reduce expenditures a total of \$2,000,000 (\$1 million in each year) FY10-11 for fiscal capacity, and as part of the FY10 savings plan; align (Current Revenue: General) appropriation to match expenditures. Per Spring 2010 Amendment, reduce FY11 expenditures and funding an additional -\$200,000 for fiscal reasons. For FY11, shift \$300,000 of expenditures and (Current Revenue: Recordation Tax) revenues from the Information Technology: College (No. 856509) project to maintain above expenditure schedule.

JUSTIFICATION

These systems help assure student success through technological support of academic and instructional programs and initiatives as well as allowing tracking of progress to assist in measuring outcomes and assessments. The College has growing needs to track students as part of the measurement of student success at the College. This is fundamental in measuring/documenting student success. The disability support services request is to address the special needs of students using adaptive technologies. Student e-mail will allow the students to communicate better with the faculty and the other offices at the College and vice versa. Both e-portfolio and resume software will aid our students in finding employment.

Information Technology Strategic Plan: FY2011-2013 - The three goals of the ITSP are the use of information technology to (1) facilitate student success; (2) effectively and efficiently operate the College; and (3) support the College's growth, development and community initiatives. The ITSP is an overall strategic plan that provides a cost effective and efficient vision for instructional, academic and administrative systems; and serves as a basis for preparing unit plans and budget requests for the plan's implementation.

OTHER

FY2011 Appropriation: \$400,000; \$100,000 (Current Revenue: General), and \$300,000 (Current Revenue: Recordation Tax).

FY2012 Appropriation: \$1,600,000; \$1,538,000 (Current Revenue: General), and \$62,000 (Current Revenue: Recordation Tax).

The College's annually updated ITSP for FY11-13 supports the current, and serves as documentation, for future funding requests. The ITSP is a comprehensive plan covering information technology activities funded from all budget sources for an integrated and complete plan for the College.

OTHER DISCLOSURES

- * Expenditures will continue indefinitely.

APPROPRIATION AND EXPENDITURE DATA	COORDINATION	MAP												
<table border="1"> <tr> <td>Date First Appropriation</td> <td>FY07</td> <td>(\$000)</td> </tr> <tr> <td>First Cost Estimate</td> <td></td> <td></td> </tr> <tr> <td>Current Scope</td> <td>FY11</td> <td>10,720</td> </tr> <tr> <td>Last FY's Cost Estimate</td> <td></td> <td>9,720</td> </tr> </table>	Date First Appropriation	FY07	(\$000)	First Cost Estimate			Current Scope	FY11	10,720	Last FY's Cost Estimate		9,720	<p>Montgomery College Information Technology Strategic Plan: FY11-13</p>	
Date First Appropriation	FY07	(\$000)												
First Cost Estimate														
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Partial Closeout Thru	FY08	0												
New Partial Closeout	FY09	0												
Total Partial Closeout		0												

April 30, 2010

Montgomery College Impact Statement for additional FY11 CIP Budget Reductions

The College understands that the County Executive has recommended a change to the allocation of the recordation tax revenue for FY2011. The impact of this proposed change in the County Code puts the College at great risk for a number of reasons. This proposed legislative change has the effect of eliminating all technology refresh including hardware, software, and maintenance. Our request is that this proposed change to the County Code be deferred until after the budget session so the proposed recommendation can receive adequate and thoughtful consideration.

The following executive summary highlights the implications of the proposed budget cuts. MC is currently engaged in the implementation of several critical projects that are likely to suffer major timeline setbacks or risk being abandoned all together given the proposed **72% reduction in funding** (\$12,693,000). These projects include:

1. CIP – Student Learning Systems

- Replacement of Learning Management System for Distance Learning (all online courses and materials are impacted – the current system is end-of-life) – replacement of this system is not optional and has wide-ranging implications for the delivery of every online and hybrid course offered at the college. In addition, face to face courses also use this system to communicate with students—this was evident when the College had to be closed this past winter for one week due to weather conditions.
- Implementation of the Developmental Math Labs – this is for a state-of-the-art math intensive immersion program that relies heavily on computers and high-end networking for proper operation. The program is designed per a national model that has shown to increase student learning, retention and satisfaction. Data demonstrated that failure in mathematics is the number one barrier to successful student retention and graduation from Montgomery College. Implementation of this new model of mathematics instruction and support is viewed as critical if the College is to succeed in increasing its graduation rate.

2. CIP – Information Technology

- The college has suspended the replacement of all desktop computers, printers, and other assorted peripherals. This proposed reduction is nothing less than deferred maintenance, but to keep the college working properly will require greater expenditures to be made at a later date. The longer replacements are delayed, the longer it will take, and the more expensive it will be, to get back on schedule. Dollars will only be expended to replace broken equipment.
- Replacement of the Human Resource system (old system is end-of-life) – this system must be replaced but the loss of funding will impact the time frame for completing this project. This package does more than the straightforward recruiting module and touches every employee on the campus as it impacts everything from professional development to benefits calculations. This system also is critical in the College's recruitment of qualified part-time faculty, upon which the institution will increasingly rely due to operating budgetary constraints.
- Implementation of Room Scheduling and Reporting System (Impacts room utilization reporting to the state) – The state has been very focused on this effort and ties future building projects and formula funding to the College's ability to report high utilization rates. MC currently does not have this function in place and therefore has more difficulty making successful arguments for additional

space. Further, the current manual system of room scheduling is time intensive and staff intensive. In addition, it does not necessarily afford the best use of limited space resources. An automated system would improve the College's ability to schedule in such a way as to maximize the use of classrooms and lab spaces.

- Student Tracking – Student Tracking has a direct impact on our institution's ability to win educational grants, as most granting agencies require an assessment of student activity. Portions of this effort are already in place but the project requires the tying together of many heterogeneous environments to make the data come together. This project is really the combination of a lot of smaller projects that feed data into a single repository. The repository has yet to be assembled, making the benefits of the project impossible to realize.

3. CIP – Network Infrastructure

- Replacement of computing components was planned to support efforts around building a cloud computing effort. The effort involves the deployment of VCL (Virtual Computer Labs) and is designed to save budget dollars by supplying more cost effective computer images to the PC desktop in student labs and classrooms – both on and off-campus. This effort allows the college to more tightly control software costs as well as overcome some of the educational barriers caused by the lack of PC replacements in the classrooms and labs. Without this project student achievement will decline as students are forced to rely on outdated equipment.

4. CIP– NOC (Network Operations Center)

- The move is almost complete but there is still work to be done in FY2011. The most visible impact of this proposed reduction is that the old work space on the Rockville Campus is in need of consolidation and clean up, so it can be repurposed into useable academic space. The result is space that could be made available for classrooms and academic offices will sit mostly vacant waiting for IT dollars to relocate cabling, networking equipment, HVAC, and other equipment that must be moved in order to turn the space back over to the campus.

*Note: Table supplied by County Council Legislative Analyst:

SUMMARY OF IMPACT ON THE COLLEGE'S REQUEST FOR THE 4 PROJECTS

Item (\$000)	FY10	FY11	Sum
1. Changes the Executive recommended on January 15 and the Council approved on March 9	(1,679)	(1,000)	(2,679)
2. Changes the Executive recommended on April 22 to eliminate short term financing		(4,514)	(4,514)
3. Changes the Executive recommended on April 22, other		(5,500)	(5,500)
4. Subtotal, Executive's April 22 changes		(10,014)	(10,014)
5. Total change	(1,679)	(11,014)	(12,693)