MFP COMMITTEE #2
April 5, 2010

Worksession

MEMORANDUM

April 2, 2010

TO: Management and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: Overview - Agencies' FY11 Information Technology programs and budgets

ITPCC CIO Subcommittee membership

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

Staff Recommendations

1. The Committee should receive the individual agency budgets, and comment on the importance of collaboration and cost reduction.
2. The Committee should consider the desirability of a mechanism to conduct this review and provide coordination and approval before the relevant Committees take up the IT budgets. This would mean a consolidated review of IT budgets in the Fall / Winter timeframe rather than Spring of the year succeeding such a review. Lacking such a shift in timing, the current practice of budget reviews after they have been individually approved provides almost no incentive for inter-agency action or cost saving explorations.
3. Consider the $136m "Red System" replacement total over the CIP planning horizon and discuss an approach that will ensure that these needs are not neglected.

Background

Each of the agency members of the Interagency Technology Policy and Coordination Committee (ITPCC) has provided a uniform budget overview from their FY11 budget submissions. These detailed slides offer the only true enterprise-wide IT investment snapshot for the County as a whole, and are on ©1-77. In addition, ITPCC staff has provided a summary overview of agency IT accomplishments on ©78-106. A fiscal summary of he Health of major IT Systems is on ©107.

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 FY11 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. FY10 Montgomery County Investment in Technology (in $m)

	Operating Budget	Capital Budget	Total FY11
MCG [1]	35.3	23.1[2]	58.4
MCPS	27.9	19.8	47.7
MC	34.7	11.1	45.8
M-NCPPC	5.9	0	5.9
WSSC	19.3	0	19.3
HOC	2.2	0.7	2.9
Totals	125.3	54.7	180

Notes:
[1] The totals do not include the investment made by MCG in departments other than DTS. In FY09, that was estimated to be at least $18.1 million. No estimate was available for FY10.
[2] Includes IJIS, FiberNet, TechMod and Public Safety System Modernization

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

Table 2. Position Summaries by Agency

	Positions
MCG	135
MCPS	171.6
MC	279
M-NCPPC	37.4
WSSC	72
HOC	12
Totals	707

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 the technology practices through budget management principles, a **coordinated summary budget review** could be **timed earlier** in the year so that there would be time for the **creation of agency-wide strategies**.

2. Strategies for interagency sharing of resources have been a strong discussion topic in ITPCC meetings. Beyond the ongoing ITF projects (COOP, GIS), many other collaborative opportunities are being pursued. Sharing of data center resources, disaster recovery operations in a common framework, and planning process improvements across agencies are some of the new ideas under discussion. The existence and availability of the Interagency Technology Fund (ITF) is vital to the piloting and ultimate broad deployment of some of these ideas. This fund has been inactivated as a Designated Reserve in FY10 given the tough economic conditions. It should be re-activated as soon as practical in order to provide funding for additional and much needed inter-agency projects.

3. Impediments and barriers to collaborative operations of technology organizations may exist and delay or stop the launch of projects conceptualized by the ITPCC members. Such barriers have not been well documented and understood. As the next few years are going 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. The Committee may want to address this issue through the commissioning of a detailed study, or through contributions from the ITPCC members themselves. Examples of such collaborative actions could include previously mentioned efforts in IT infrastructure management, and also items

such as a coordinated PC replacement policy, unified GIS maintenance and operations across agencies, and continued exploration of FiberNet expansion and use.

4. The ITPCC has made great progress at the detailed technology level, and the presentations from each agency bear witness to this steady establishment of a collaborative foundation. The Committee should encourage the continued use of cross-agency documents such as the *Risk + Consequences* document, so that technology investments in the future can be evaluated in a comprehensive, enterprise-wide manner.

5. The "Red risk" systems seen over the 6 year CIP horizon should give reason for pause to the Committee. On ©107 (the last page of the packet) there is a summary table that suggests that an approximation of the 6 year Red-System cost projections are **$136m**, with an additional **$106m** falling in the yellow category. These numbers may be **undercounts** of the true cost, and are certainly not reflected in the formal budgeting process within the CIP program. As the traffic light system difficulties earlier this years pointed out, the "fix upon failure" option is not an effective, nor a desirable solution, and therefore processes should be undertaken to recognize the true magnitude of the systems needing replacement, and funding be organized for their implementation. The County and its agencies have no option but to use IT in order to provide the services expected, and providing for the orderly replacement of systems, infrastructure and other essential elements of IT is not a luxury but a necessity today.

FY11 IT Budget Overview

Presentation to the MFP Committee

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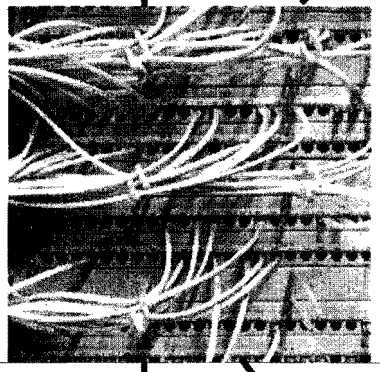

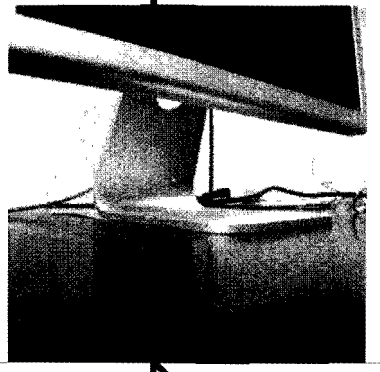

April 5, 2010

MONTGOMERY COUNTY GOVERNMENT

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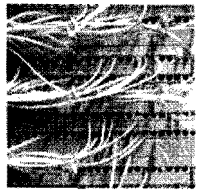

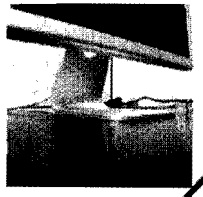

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  - DTS Organization
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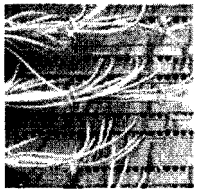

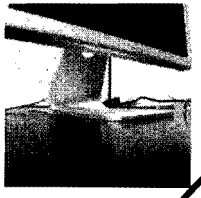

Strategic Perspective

FY11 Strategic Agenda

- **Sustain Enterprise Governance Model**
  - **Share Enterprise view for technology solutions, which support business needs that improve Government and Citizen interaction.**
  - **Consistent and stable integration of technology with comprehensive understanding of the impacts from change.**
  - **Continue collaborative mindset where IT can be agile and responsive, but still cognizant of the complex relationships between systems, Departments and Government.**
  - **Actively participate and corroborate business direction, technology oversight and decision making for the most effective governance in support of efficient and cost effective enterprise solutions.**

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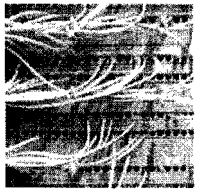

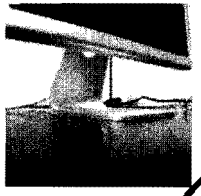

Strategic Perspective

FY11 Strategic Agenda

- **Balance the Enterprise Portfolio**
  - **Implement a framework to support the alignment of technology investments with documented business strategies, that require a structured approach of continuous, repeatable, and easily sustainable processes for mapping technology decisions to business requirements.**
  - **Utilize IT portfolio management and/or IT investment management approaches to establish consistent methodologies for aligning and balancing IT investments across Government.**

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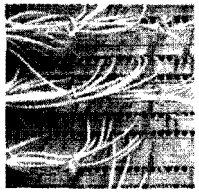

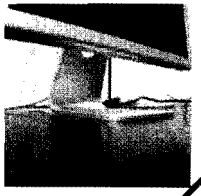

Strategic Perspective

FY11 Strategic Agenda

- **Build Enterprise Accountability**
  - **Demonstrate fiscal responsibility through the IT strategy that supports strategic investment in technology during times of budget constraints.**
  - **Prove the worth of Enterprise IT – *Produce & Measure***
    - **Demonstrate investment alternatives and options directly or indirectly in support of the business strategy.**
    - **Identify infrastructure efficiencies through hardware and software investment.**
    - **Re-engineer or respond to alternative business processes, taking advantage of best practices and technology opportunities.**

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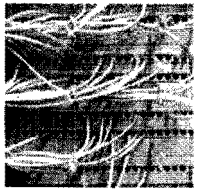

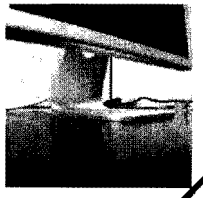

Strategic Perspective

2009 Accomplishments

- Enterprise Project Support for IJIS, ERP, MC311 and MCtime.
- Developed 35 new interfaces to the Enterprise Service Bus (120+ total supported).
- Implemented Open Source software solutions (load testing and version control) to achieve significant cost savings.
- Implemented SharePoint for project and inter-departmental team collaboration.
- Crystal Enterprise Reports support surpassed 1,900.
- Completed nearly 1,000 computer replacements under the County's Enterprise Desktop Computer Modernization PC / laptop replacement program.
- Deployed hundreds of thousands of critical computer security patches under the automated enterprise computer vulnerability management program.
- Ensured on-going stable IT operations through the effective administration of enterprise seat management, help desk, hardware maintenance and professional services contracts.
- Partnered effectively with County departments to deliver innovative web solutions driving improved workforce productivity and government transparency, including H1N1 appointment scheduling (HHS), contract search (DGS) and vehicle accident report purchase (MCPD).
- Enhanced public safety through on-time delivery of accurate enterprise geographic information system (GIS) data required by the County's public safety data system.
- Implemented green paper reduction initiative to default all network printers to duplex.
- Resolved over 1,300 cable & broadband complaints resulting in $89,000 in refunds & credits, reduced maximum regulated rates for cable service by more than 10% and equipment & installation charges by more than 4%.
- Processed over 200 transmission facilities applications, inspected over 6,000 miles of cable facilities and issued over 15,000 safety and construction violations.
- Provided over 8,700 hours of local produced programming and live traffic camera coverage and used FiberNet to provide live coverage of public meetings at remote locations throughout the County.

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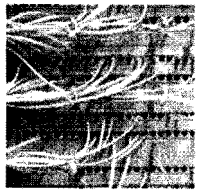

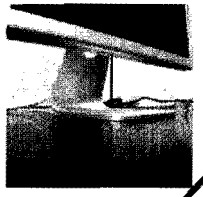

Strategic Perspective

2009 Awards

- **Center for Digital Government**
  - **Digital Counties Survey –** *2nd Place Winner* for exemplary digital service to citizens
- **NACo**
  - **My Montgomery**
  - **How SOA Simplified Complex Projects**
  - **Estimated Tax Calculator**
- **Public Technology Institute (PTI)**
  - **Recognized as an Innovation Lab for implementation of configuration management practices in Geographic Information Systems (GIS).**
  - **GIS Data as Demonstrative Evidence** - for innovative use of technology to provide maps and aerial photography to assist the State's Attorney's Office during both trial and grand jury investigations.
  - **Estimated Tax Calculator** – provides potential homebuyers an estimate of what the actual property tax bill will be in the first year after purchase.
- **CCM Television Production Awards**
  - **Telly Awards** (2) – "Inside Annapolis" & "Performance Moves" (Bronze Stars)
  - **Hermes Creative Award** – "Paths to the Present"
  - **National Association of Telecommunications Officers & Advisors** – "The Parks Show – Park Star Campaign" (Honorable Mention)
  - **City-County Communicator & Marketing Association Savvy Award** – "Did You Know?"
  - **Audio Visual Award** – "How to Get Involved In Montgomery County Planning" (Gold Award)

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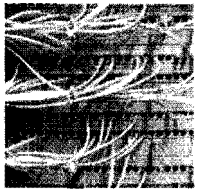

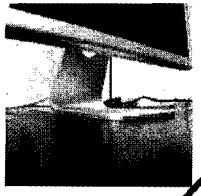

FY11 County Executive Recommended Operating Budget

DTS Positions: 118

Cable Positions: 17

O&F Perspective

DTS Organization

Chief Information Officer (3)

Cable Office (17)

- CCM – Engineering & Production
- Franchise Administration – Cable & Telecom

Management (6)

Security (4)

Chief Technology Officer (3)

- Core Systems
- Data Center Operations
- Operations Management Support
- Public Safety Data Systems (PSDS)
- Server Support

(41)

- Applications Development & Integration
- Client Computers (DCM)
- Enterprise System Services
- GIS
- Help Desk Services

(35)

- Business Services
- Network Solutions & Services
- PBX Telephone Services
- Radio Communications Services

(17)

- Planning Office
- Project Management Office (PMO)
- Project Requirements & Management

(9)

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O&F Perspective

Major Enterprise IT Systems Report

FY11--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	$27,805,000	$80,209,000	FYs
--	(MCG) FAMIS	Red	10	15	1995	--	--	Planned replacement in ERP Phase 1A
--	(MCG) ADPICS	Red	10	15	1995	--	--	Planned replacement in ERP Phase 1A
--	(OHR) Human Resources	Red	7	23	1999	--	--	Planned replacement in ERP Phase 1B
--	(OHR) Position Control	Red	7	23	1986	--	--	Planned replacement in ERP Phase 1B
--	(MCG) BPREP	Red	10	15	1995	--	--	Potential for replacement by ERP system
--	(DOT) Highway Inventory	Red	10	12	2000	--	--	Potential for replacement by ERP system
--	(OMB) CIP Budget Devel.	Red	8	17	2007	--	--	Potential for replacement by ERP system
--	(DLC) Trace	Red	4	8	2002	--	--	system
2	Public Safety Modernization	--	--	--	2010	$50,618,000	$53,661,000	FYs
--	(MCG) CAD	Red	7	5	2005	--	--	Project
--	(MCG) PS Radio System	Red	12	8	2002	--	--	Project
3	IJIS Program	--	--	--	2010	$2,800,000	$15,667,000	FYs
--	(MCG) CJIS	Red	8	15	1995	--	--	Need all IJIS systems to replace CJIS
4	(DOT) Traffic Signal Mod	Red	TBD	31	n/a	$26,272,000	$43,000,000	FYs
5	(MCG) Voicemail	Red	10	18	1992	$0	$894,447	2010
6	(FIN) Tax Assessment	Red	8	39	1993	$1,250,000	$1,250,000	
7	(DLC) Legacy POS System	Red	7	11	1999	$0	$2,000,000	2010
Estimate Only. Not a formal budget plan.								

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O&F Perspective

Major Enterprise IT Systems Report

FY11--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	--	--	
--	(DEP) Solid Waste Billing	Yellow		10	2000	--	--	Planned replacement in ERP Phase 1A
--	(MCG) Fixed Assets	Yellow	8	8	2002	--	--	Planned replacement in ERP Phase 1A
--	(OHR) Human Capital	Yellow	4	10	2003	--	--	Planned replacement in ERP Phase 1B
--	(OHR) Benefits	Yellow	7	11	1998	--	--	Planned replacement in ERP Phase 1B
--	(OHR) IVR	Yellow	3	7	2003	--	--	Potential for replacement by ERP system
--	(OMB) Budget Publication	Yellow	7	17	2004	--	--	Potential for replacement by ERP system
--	(DGS) Archibus CAFM	Yellow	TBD	11	2002	--	--	Potential for replacement by ERP system
--	(DLC) APPX	Yellow	18	15	2008	--	--	Potential for replacement by ERP system
--	(DEP) OSCAR	Yellow	10	10	2008	--	--	Potential for replacement by MC311 system
2	(FIN) MUNIS	Yellow	8	7	2008	$940,100	$940,100	
3a	(MCG) PS Mobiles replacement	Yellow	4	5	2008	$9,600,000	$9,600,000	Reflects 25% replacement annually.
3b	(MCG) Network Infrastructure	Yellow	10	8	2008	$3,000,000	$3,000,000	Reflects 5% - 10% replacement annually.
3c	(MCG) Fibernet Infrastructure	Yellow	10	8	2008	$3,420,000	$3,420,000	Reflects 5% - 10% replacement annually.
3d	(MCG) Servers/Storage	Yellow	5	6	2008	$6,000,000	$7,600,000	Reflects 15% - 20% replacement annually.
3e	(MCG) MS Office/Outlook	Yellow	5	8	2002	$0	$3,000,000	Recommend upgrade every 3 years.
3f	(MCG) MS Windows	Yellow	5	7	2003	$300,000	$550,000	25% annual repl. plus upgrade every 4 years
3g	(MCG) MS Exchange	Yellow	5	7	2003	$0	$500,000	Recommend upgrade every 3 years.
3h	(MCG) SMS	Yellow	5	7	2003	$0	$350,000	Recommend upgrade every 3 years.
4a	(MCG) eGov Web Portal	Yellow	5	8	2002	$0	$3,000,000	Replacement timing is TBD.
4b	(MCG) Content Mgt Sys	Yellow	5	7	2003	$0	$1,000,000	Replacement timing is TBD.
4c	(MCG) ePayment Systems	Yellow	5	8	2009	$0	$1,000,000	Replacement timing is TBD.
4d	(MCG) Legally Mandated Apps	Yellow	5	5	2009	$0	$750,000	Replacement timing is TBD.
5	(CFW) Intake System	Yellow	7	10	2000	$150,000	$150,000	
6a	(MCPD) Field Reporting	Yellow	7	4	2006	$0	$5,000,000	Replacement timing is TBD.
6b	(MCG) Juv. Justice - JJIS	Yellow	8	7	2009	$0	$700,000	Replacement timing is TBD.
7	(OHR) Occ. Health Mgt.	Yellow	3	8	2002	$0	$100,000	Replacement timing is TBD.
8	(DGS) FASTER System	Yellow	TBD	7	2008	$0	$65,000	Replacement timing is TBD.
9a	(DOT) Snow Removal System	Yellow	5	3	2009	$0	$250,000	Replacement timing is TBD.
9b	(FRS) Core Business Systems	Yellow	5	5	2010	$0	$1,500,000	Replacement timing is TBD.
9c	(PIO) Public Information Center	Yellow	3	4	2008	$0	$500,000	Replacement timing is TBD.
Estimate Only. Not a formal budget plan.								

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O&F Perspective

Major Enterprise IT Systems Report

FY11--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	15	2003	--	--	Potential replacement by ERP system
--	(CUPF/REC) Fac Schedule	Green	TBD	12	n/a	--	--	Potential replacement by ERP system
--	(DHHS) AVATAR	Green	TBD	5	2008	--	--	Potential replacement by ERP system
--	(MCG) Enterprise GIS	Green	5	4	2006	$0	$1,000,000	
--	(MCG) Mainframe	Green	8	7	2003	$0	$1,000,000	
--	(MCG) PBX System	Green	20	11	2006	$0	$7,000,000	
--	(DOT) Transit CAD AVL	Green	9	2	2008	$0	$7,600,000	
--	(DOT) Bus Scheduling	Green	10	1	2009	$0	$250,000	Legacy replacement completed in 2009
--	(DOT) ATMS	Green	9	6	2004	$9,000,000	$49,174,000	CIP Project
--	(DPS) Permit System	Green	21	11	2011	$0	$2,500,000	Major system upgrade in progress (FY11)
--	(LIB) Integrated Lib System	Green	12	11	2007	$0	$4,000,000	
--	(LIB) Internet Session Mgt	Green	8	6	2007	$0	$175,000	
--	(DHHS) Homeless Mgt	Green	15	4	2010	$0	n/a	(Service Point system)
--	(DHHS) Client Record System	Green	10	7	2008	$0	$405,000	
--	(MCPD) In-Car Video	Green	5	1	2009	$0	$2,400,000	
--	(MCPD) E-Citation	Green	5	1	2009	$0	$800,000	
--	(MCPD) Telestaff	Green	10	1	2009	$0	$300,000	
--	(MCPD) RAFIS	Green	7	3	2006	$0	$1,200,000	
--	(MCPD) Records Management	Green	7	3	2008	$0	$6,500,000	
--	(DHCA) House Loan Admin	Green	TBD	12	n/a	$0	$500,000	
--	(DHCA) Rental Lic. & Reg.	Green	TBD	12	n/a	$0	$150,000	
--	(DHCA) MPDU	Green	TBD	12	n/a	$0	$150,000	
Estimate Only. Not a formal budget plan.								

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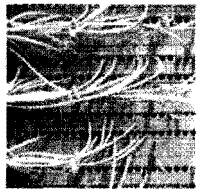
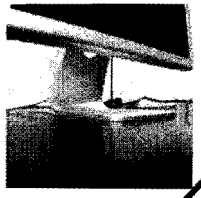




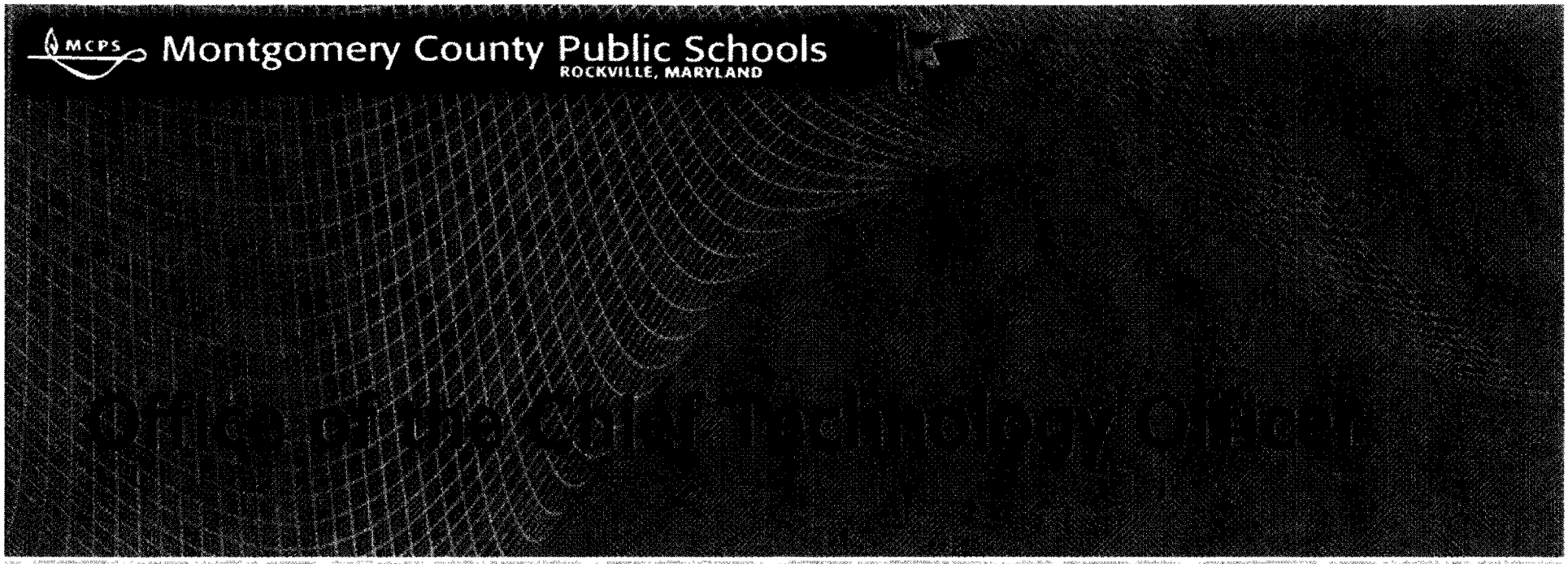
Budget Perspective

Summary

- **FY10 IT Base**
  - ***FY10 Operating (PSP)*:*** ***$44.3M***
  - ***FY10-15 Capital (CIP):*** ***$11.9M***
- **FY11 CE Recommended PSP**
  - ***FY11 Operating (PSP)*:*** ***$35.3M***
  - ***New Funds for IT:*** ***$0***
- **CIP Programmed Expenditures**
  - ***FY11 Amended:*** ***$6.1M***
  - ***FY11-16 Total Programmed:*** ***$67.3M*****

**Includes DTS and DCM operating budget, and selected CABLE program costs*

***Includes CE Recommended CIP FiberNet funding for FY13-16, which is under Council review*



FY 2011 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

Federal and State Requirements

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

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

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

Measuring Performance

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

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

FY 2010 Information Technology Accomplishments

- ***MCPS Careers***: Implemented e-recruitment application, streamlining the hiring processes and providing visibility and equitable access to job vacancies for external applicants and current employees
- ***myMCPS***: Deployed Web-based, one-stop portal providing easy access to student performance monitoring reports, digital curriculum and instructional resources, and all MCPS applications
- ***Multi-Modal Universally Designed Classrooms***: Integrated technology to foster inclusive classroom communities that provide students multiple entry points to access to rigorous instruction, digital content and curriculum, and learning resources and various means of demonstrating their knowledge
- ***Technology Modernization***: Updated the technology infrastructure in 47 schools to support engaging teaching and learning—including refurbishing and replacing 7889 computers

Montgomery County Public Schools
ROCKVILLE, MARYLAND

Strategic Perspective: IT Assessments – Internal and External Environments

Opportunities

- ❑ Integrated systems to support data-driven decisions and knowledge sharing
- ❑ Expanded online curriculum and staff development resources
- ❑ Expanded online collaboration and information sharing
- ❑ Developed the technological pedagogical content knowledge of staff
- ❑ Created multi-modal interactive classrooms that engage all students
- ❑ Increased collaboration with schools and central services to strengthen internal partnerships

Challenges

- ❑ Satisfying increasing demand for IT services and solutions within shrinking budget
- ❑ Continuing the 4-year refreshment of educational technology investment in schools
- ❑ Staying current with rapid changes in technology
- ❑ Modernizing enterprise systems, network infrastructure, and central information management facilities
- ❑ Ensuring an IT security environment that addresses evolving internal and external threats

Montgomery County Public Schools
ROCKVILLE, MARYLAND

Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY11	FY12	FY13	FY14	FY15	FY16	Total 6-Yr.	>6-Yr.	Full Repl-Cost
1	Data Center Infrastructure	Red	4-6	27	2005		2,535,146					**2,535,146**		5,070,291
2	Telephony	Red	4-6	10	2005		3,100,000	3,100,000	3,100,000			**9,300,000**		15,500,000
3	Web Information System	Red	3-5	13	2005	550,000	275,000	550,000				**1,375,000**		3,300,000
4	Facilities Management Information System	Red	7-10	23	1999	15,000	15,000	15,000	15,000	15,000	15,000	**90,000**		148,000
5	Transportation Information Mgmt Sys	Red	7-10	10	2002	50,000	50,000	50,000	50,000	50,000	50,000	**300,000**		2,000,000
6	Scheduling System	Red	4-6	7	2007	500,000	200,000	200,000	200,000	200,000	200,000	**1,500,000**		1,000,000
7	CATV/ITV	Red	4-6	19	2003	1,250,000	1,250,000	1,246,000				**3,746,000**		4,996,000
8	Budget Management System	Red	7-10	3	2007	275,000						**275,000**		275,000
9	Spectrum	Red	4-6	0	0	637,900	102,900	102,900	102,900	102,900	102,900	**1,152,400**		637,900
10												-		

Montgomery County Public Schools
ROCKVILLE, MARYLAND

Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY11	FY12	FY13	FY14	FY15	FY16	Total 6-Yr.	>6-Yr.	Full Repl-Cost
1	WAN/LAN/ISP	Yellow	3-5	7	2005	7,400,000	7,400,000	7,400,000				**22,200,000**		37,000,000
2	Network Operating System	Yellow	4-6	6	2005	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	**10,200,000**		10,200,000
3	IT Perimeter Security	Yellow	3-5	8	2005		255,000				255,000	**510,000**		255,000
4	Food Service Management System	Yellow	7-10	12	2003	600,000						**600,000**		1,100,000
5	Human Resources Information System	Yellow	7-10	8	2005	190,000	12,780,000	191,376	204,772	219,106	234,443	**13,819,697**		12,780,000
6	Unicenter Service Desk	Yellow	3-5	6	2008	150,000						**150,000**		400,000
7	Handheld (Used for Reading 3D)	Yellow	2	4	2007	400,000				400,000		**800,000**		400,000
8	Business Continuity	Yellow	3-5	7	2005	249,333	251,826	254,344	256,888	259,457	277,619	**1,549,467**		1,488,788
9	Serious Incident	Yellow	4	4	2006	64,000			250,000			**314,000**		
10												-		

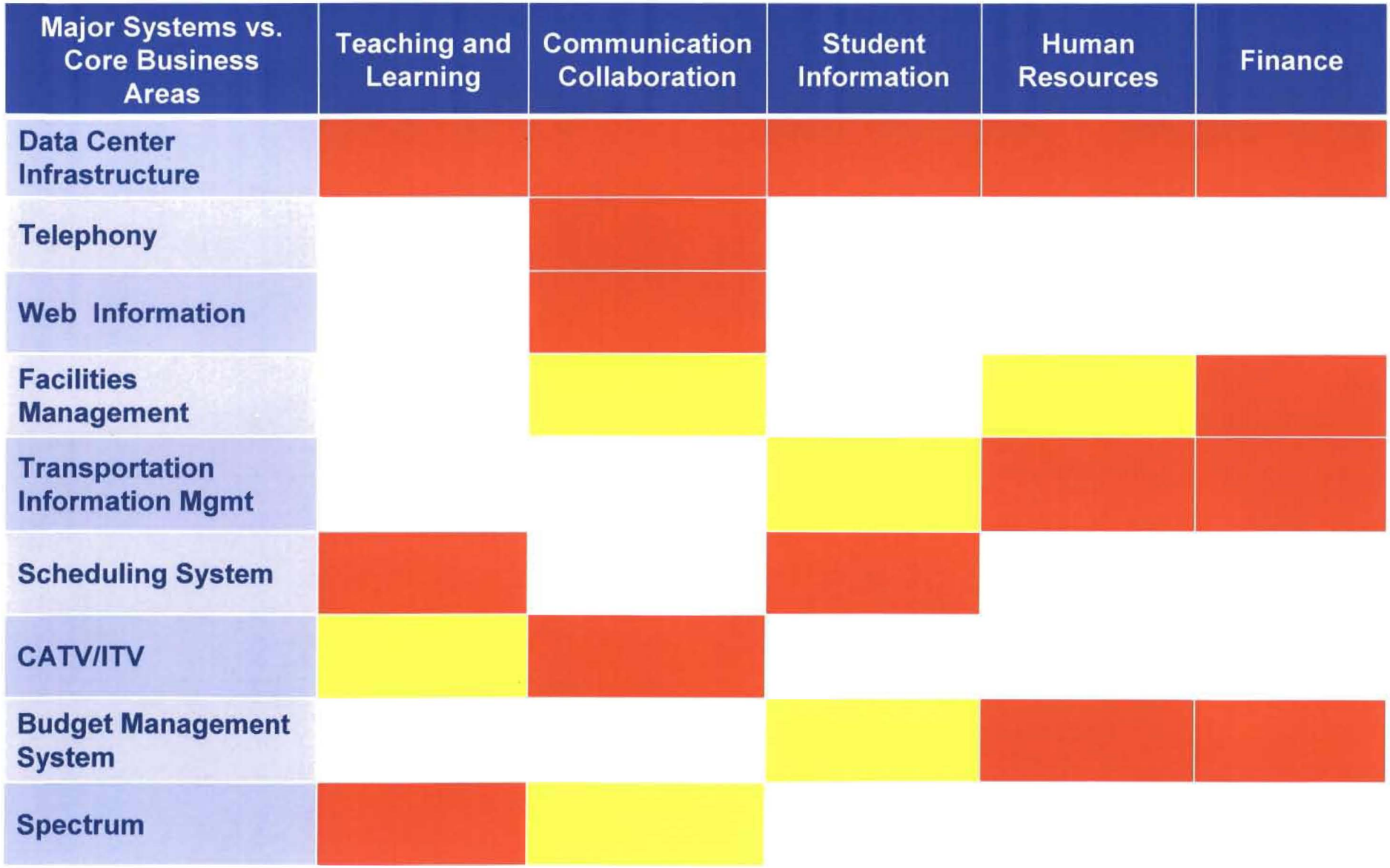
Montgomery County Public Schools
ROCKVILLE, MARYLAND

Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY11	FY12	FY13	FY14	FY15	FY16	Total 6-Yr.	>6-Yr.	Full Repl-Cost
1	E-Mail (Microsoft)	Green	4-6	8	2009							-		
2	OnDemand Training Development Tool	Green	3-5	5	2004		530,000					**530,000**		530,000
3	Professional Development Online System	Green	4-6	4	2006		500,000					**500,000**		500,000
4	Parent-Teacher Outreach System (IQMS)	Green	3-5	4	2007		300,000					**300,000**		300,000
5	Special Education Mgmt System (IQMS)	Green	3-5	4	2006	100,000						**100,000**		2,000,000
6	Pinnacle Electronic Gradebook (IQMS)	Green	3-5	4	2007	104,000	104,000	104,000	104,000	104,000	104,000	**624,000**		
7	Financial Management System	Green	7-10	3	2007		3,000,000							15,000,000
8	Student Information System	Green	7-10	3	2007	150,000	180,000	216,000	259,200	311,040	373,248			
9	MyMCPS	Green	2	1.5	2008	80,000		80,000		80,000			80,000	3,000,000
10	Identity Manager	Green	4-6	1	2009	56,000	56,000	56,000	206,000	56,000	56,000			500,000
11	Data Warehouse	Green	4-6	2	2008	130,000	130,000	130,000	130,000	130,000	130,000			1,000,000
12	Evaluation & Selection Database	Green	4-6	28	2009	-	-			125,000				
13	ATS-Applicant Tracking System	Green	4-6	1	2009		250,000					**250,000**		
14	HRO	Green	4-6	1	2010	125,000	50,000	50,000	50,000	50,000	500,000	**825,000**		

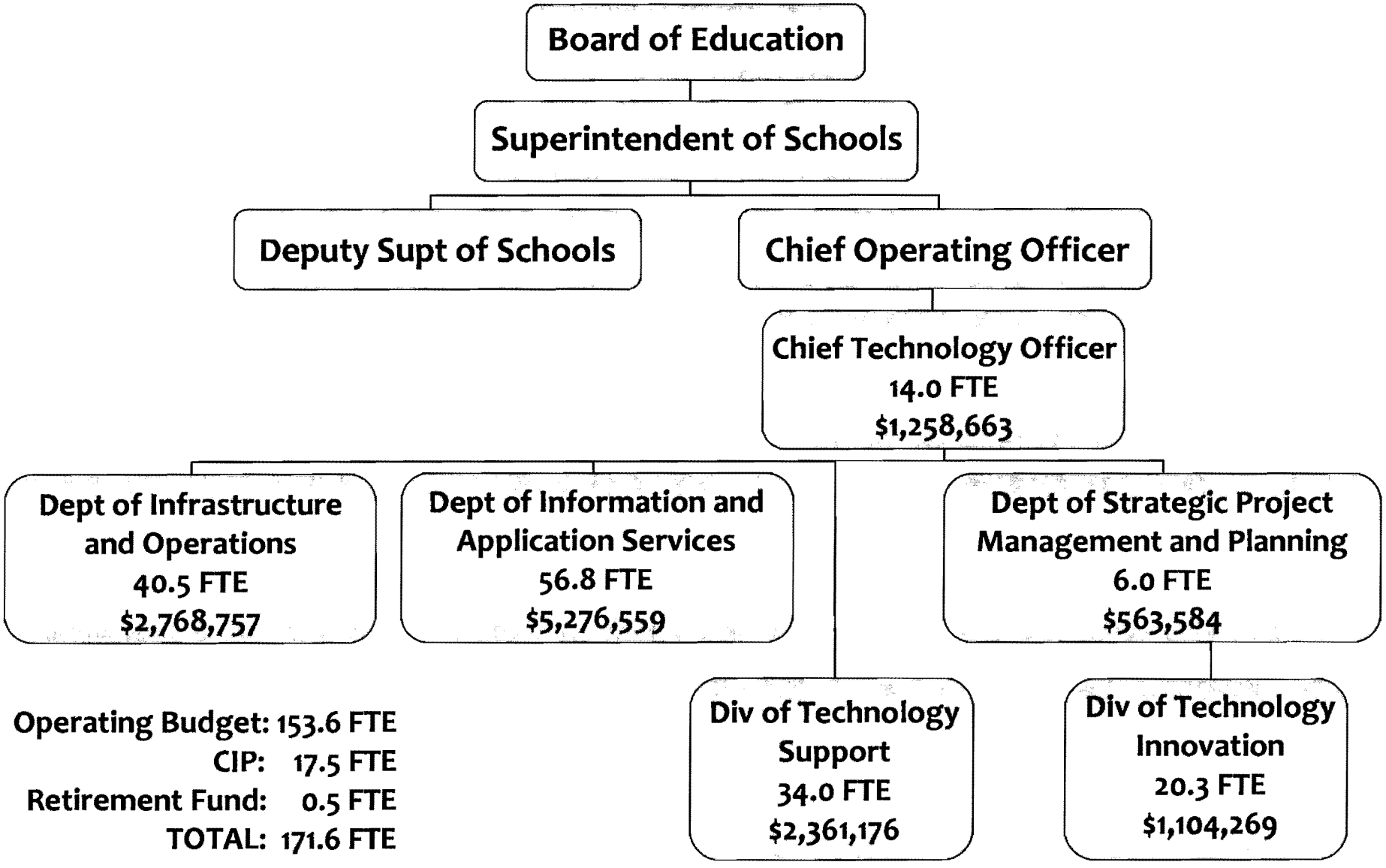
Montgomery County Public Schools
ROCKVILLE, MARYLAND

Operational and Functional Perspective: Scorecard Summary for Priority Systems



Montgomery County Public Schools
ROCKVILLE, MARYLAND

OPERATIONAL AND FUNCTIONAL PERSPECTIVE



Operating Budget: 153.6 FTE
CIP: 17.5 FTE
Retirement Fund: 0.5 FTE
TOTAL: 171.6 FTE

BUDGET REQUEST PERSPECTIVE

FY 2011 IT Budget Summary

- The FY 2011 Operating Budget request for IT is $27,931,127 – 1.2% of the total MCPS budget request.
- The FY 2011 Capital Budget for Technology Modernization is $19,889,000.
- Including both operating and capital budgets, the total FY 2011 budget request for IT is $47,820,127.
- MCPS estimates it will receive $1 million in competitive grant funds to support implementing student technology literacy in all 24 school districts.

BUDGET REQUEST PERSPECTIVE

FY 2011 Information Technology Budget Overview

$ 27,931,127	Operating Budget Request
19,889,000	Capital Budget Request
$47,820,127	Total

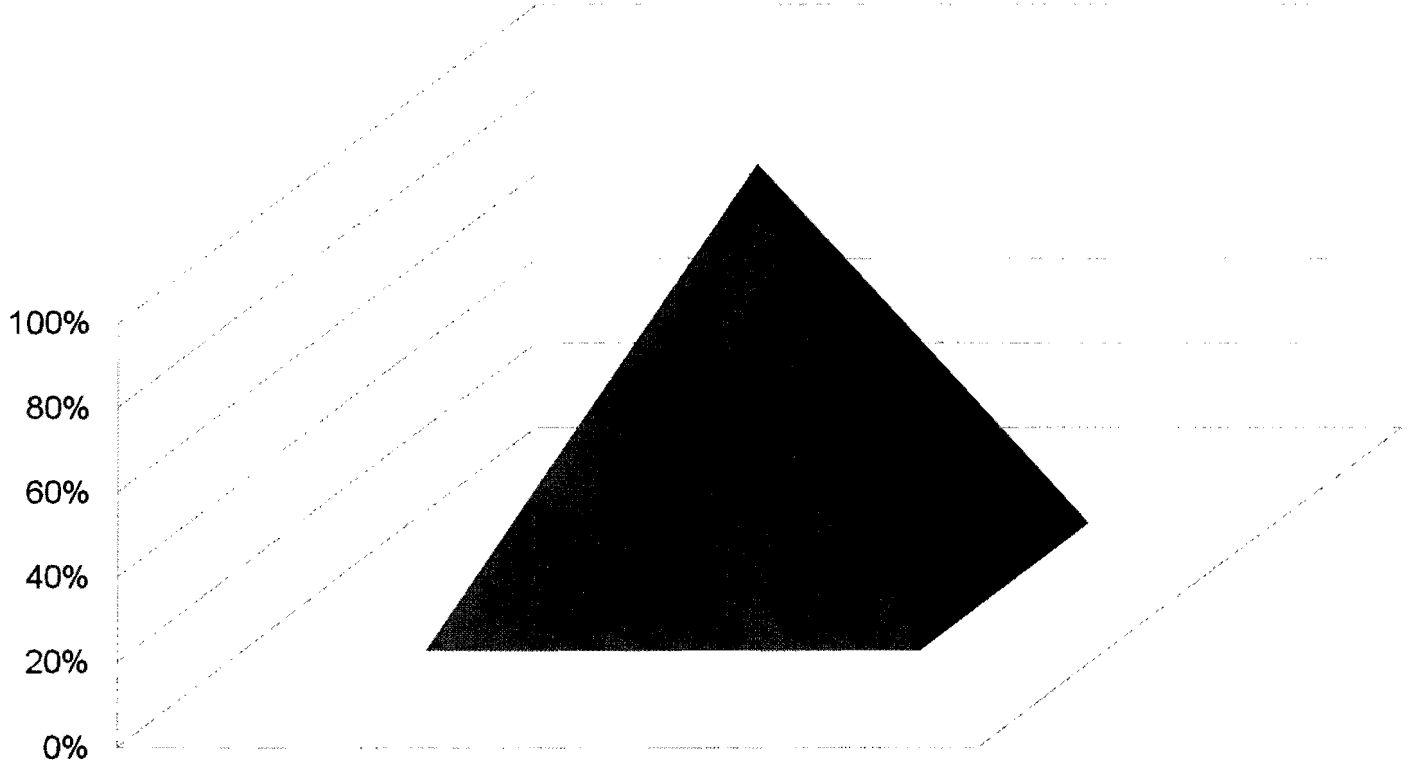
FY 2011 IT Budget Summary

	CIP	*Operating*	*Total*
Critical/Strategic*			
Adjustment to Baseline	-1,281,000	143,148	-1,137,857
Baseline	21,170,000	27,787,979	48,957,979
Total	**$19,889,000**	**$27,931,127**	**$47,820,127**

*** No new initiatives**

FY 2011 IT Baseline/Initiatives Chart

(No New Initiatives)



- Adjustment to FY10 Baseline: <$1,137,852>
- FY11 Reduced Baseline: $47,820,127

MONTGOMERY COLLEGE

MC Information Technology
FY11 Budget
MFP Review Summary

April 5, 2010

(29)

Montgomery College
Mission Statement

Changing Lives

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

Enriching Our Community

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

Holding Ourselves Accountable

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

Montgomery College
Strategic Perspective - IT Vision & Strategy

IT Vision

Information technology will be an integral part of the student learning experience at Montgomery College. By providing the highest quality and a wide variety of information and technology resources and services, the College will address the needs of its diverse student and faculty populations. This will be accomplished in the most cost effective manner, in order to facilitate the teaching, learning and management processes effectively and creatively in support of student success. The College will prepare students to meet the challenges of a rapidly changing workplace with current course offerings in technology. E-learning, open labs and workstations will provide access to learning for the community at any time.

IT Strategy

Montgomery College will use information technology to:

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

(3-1)

Montgomery College
FY10 IT Accomplishments

- Completed the migration of the data center on the Rockville Campus to Information Technology Operations Center (ITOC) at the Takoma Park/Silver Spring Campus as per the Facility Master Plan -- without disruption of service
- Completed the implementation of the IT Governance model including a decision matrix
- Implemented an enterprise platform for document imaging
- Implemented a database to enhance inventory and tracking of IT assets including hardware, software and contracts
- Enhanced systems security through centralized network and infrastructure monitoring
- Initiated a proof of concept for IT metrics in support of data-driven decision-making

(24)

Montgomery College
FY10 IT Accomplishments

Student Support Outcomes

- Expanded the presence of smart classroom technology in 30 classrooms across the College campuses
- Updated technology in 2 math computer labs at Rockville
- Migrated to a tapeless operation in the Instructional Television (ITV) Media Control Center
- Increased use of the web for services and business processes e.g. 84% of course registrations completed via the web

Montgomery College
FY10 IT Accomplishments

Faculty and Staff Support Outcomes

- Replaced technology in accordance to an extended replacement cycle
- Implemented desktop management tools to improve remote control of technology assets and to enhance work efficiency
- Provided access to College email for personally-owned smart phones

Community Support Outcomes

- Redesigned and rearchitected the College website providing better and easier access for students, public and College employees
- Continued recycling program to provide a safe, cost effective and environmentally friendly workplace
- Continued paper recycling efforts saving the equivalent of 46 trees (7,590 lbs.)

Montgomery College
Strategic IT Assessments

Internal Environment

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

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

Montgomery College
Strategic IT Assessments

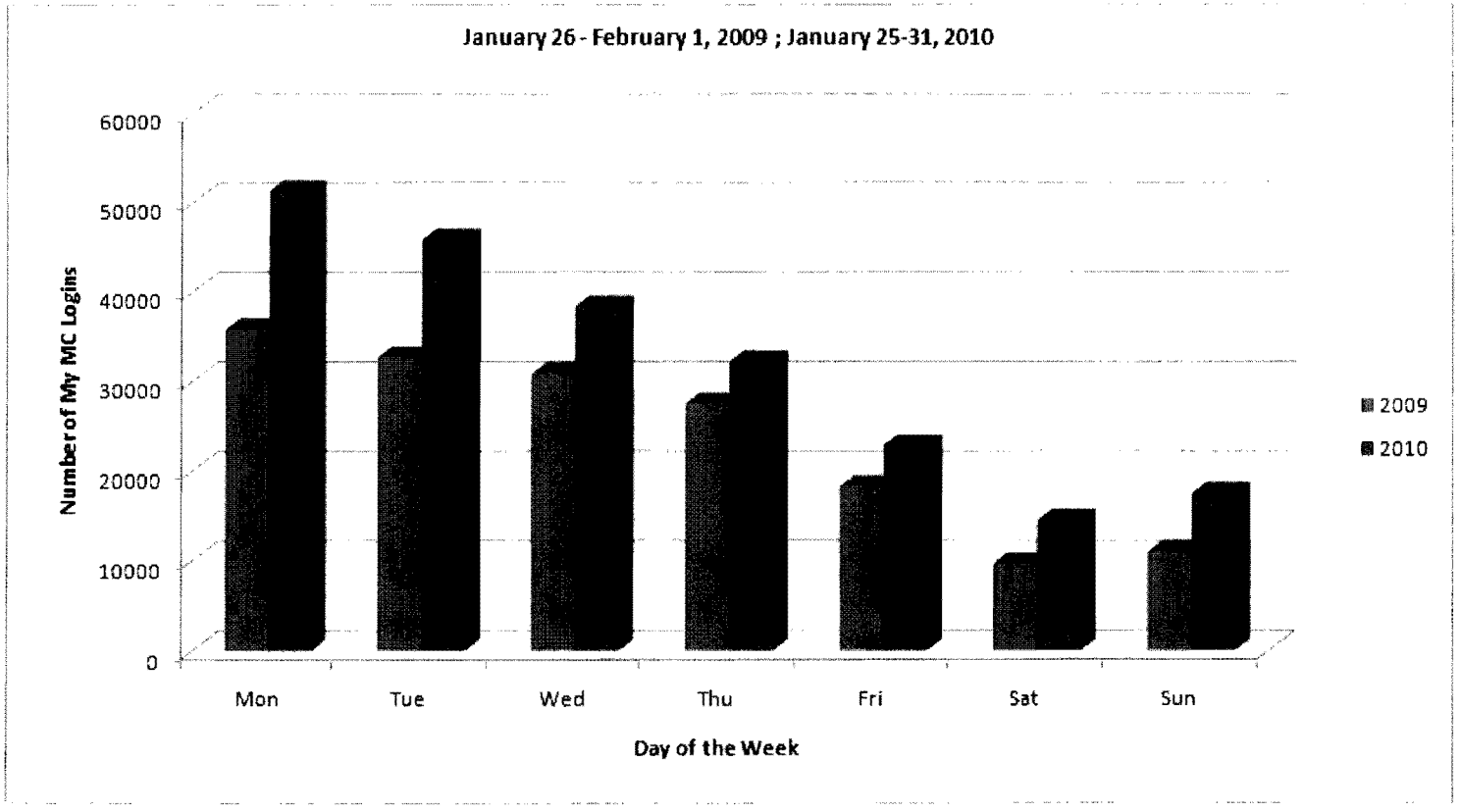
External Environment

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

- Threats
  - Replacing technology to be state-of-the-market for increasingly technology-oriented students
  - Staying current with rapid changes in technology
  - Meeting increased demand for services as fiscal resources are becoming more scarce
  - Ensuring a secure computing environment that addresses evolving threats

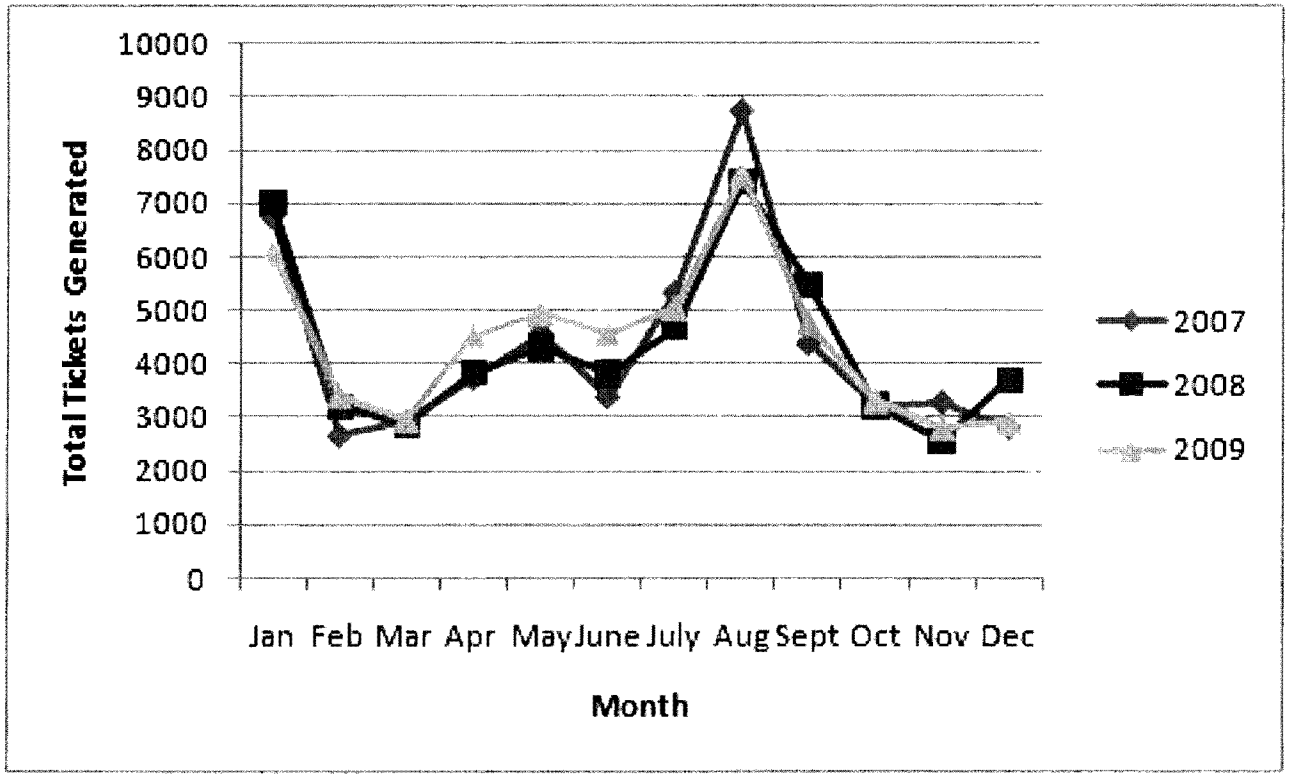
Montgomery College
FY10 IT Accomplishments

Student Portal Logins: First Week of Spring Classes



Montgomery College
FY10 IT Accomplishments

OIT Help Desk Work Order Requests



Montgomery College
Operational & Functional Perspective

FY11--Operational Health and Replacement Priority of Existing Major IT Systems
Agency Name: Montgomery College

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

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

Note 2: Complete replacement is not planned for these systems as upgrades, normal replacement and enhancements appear adequate for future planning. Amounts are estimated in addition to current operating and CIP budgets for these enhancements, the addition of small new applications and maintenance. The College conducts a major upgrade each year, otherwise this *system* would be red. Annual maintenance included. Some systems may move to red if the amount received through CIP is not continued at original CIP PDF planned levels. The planned levels were below requested amounts and had to be supplemented with operational funds. If either funding is reduced, a re-evaluation will need to be completed to determine when the systems reach critical status. Since there has been reductions in both funds some systems have moved from green to yellow prior to knowing final figures.

SUMMARY Multi-year Cost Projections by Risk Categories

	FY11	FY12	FY13	FY14	FY15	FY16	Yr.	>6-Yr.	Repl-Cost
RED	500	500	500	500	500	500	3000	0	0
YELLOW	4600	4600	4600	4600	4600	4600	27600	0	0
GREEN	3850	3850	4850	4850	4850	4850	27100	0	0
TOTAL	8950	8950	9950	9950	9950	9950	57700	0	0

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

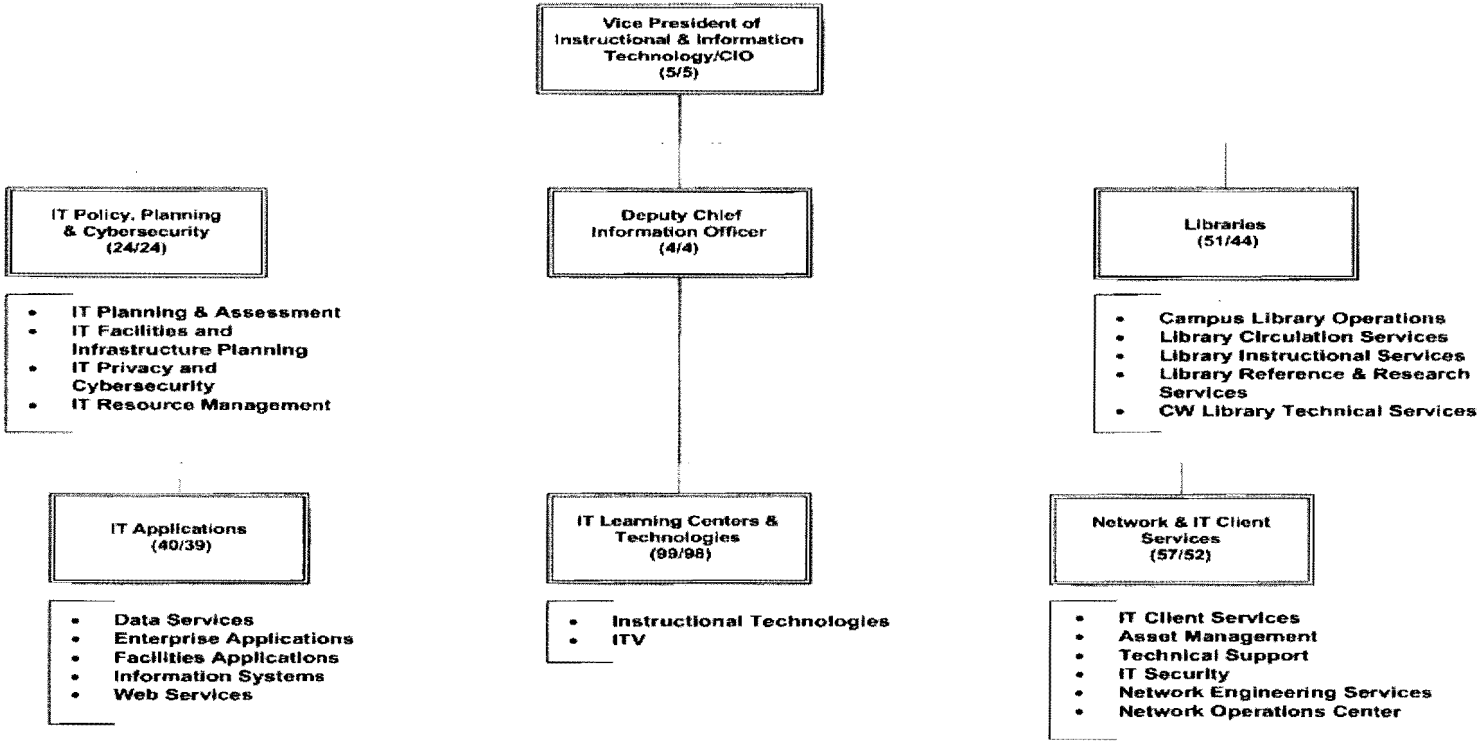
Montgomery College
Operational & Functional Perspective

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							
Network Infrastructure							
Academic Student Applications							
Network Operating System							
Repl./Upgrade Instructional Systems							
Desktop Computer Repl/Upgrades							
NOC (Network Operating Center)							
ERP: HR, SIS, Finance, Alumni - Maintenance							
Email Systems							
Library System							
Bookstore System							

10

Montgomery College
Operational & Functional Perspective



Note: This organizational chart includes the College's FTE's for OIT which includes staffing for three libraries, all instructional labs, cable and instructional television; includes staff for new building labs and classrooms.

Total Number of Positions: 279 Total FTE: 265

Montgomery College
Budget Request Perspective

IT Budget Summary – FY11 Estimate

Adjustment to Baseline	$0
Other Operating Expenses	$16,450,133 (includes $1.2m FY10 restriction)
Salaries	$18,320,343

IT Budget Includes All Technology:

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

Note: These are the original estimates prior to the reduction in FY10. It is expected that there will be reductions in FY11.

A2

FY 2011 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, energy efficiency, environmental conservation and enhancement, connectivity, diversity, livability, and flexibility.*

Department of Parks

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

Mission of Information Technology:

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

Strategic Assessments

External Environment

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

Internal Environment

- Opportunities
  - Strategic investments in IT technologies over the years have resulted in a streamlined and reliable IT environment.
  - Our network infrastructure is designed and maintained to the standards of industry "best practices," providing uninterrupted connectivity for all staff.
  - Centralized IT support and services that includes both departments in Montgomery County.
- Challenges
  - Maintaining productivity with older/obsolete technology due to severe budget constraints.
  - Growing demand for IT services outpaces IT staff resources, losing 25% of our IT positions due to position freeze.
  - Updating skill set of IT workforce without adequate training funding.

Technology Enhancements

- Implemented SAN (storage attached network) technology for both departments to efficiently store, secure, and ensure disaster recovery of critical Commission databases.
- Continued replacement of obsolete phone systems with Voice Over IP throughout Parks (slowed by savings plans).
- Enhanced Park Police in-car camera system and upgraded other law enforcement related systems for continued improvement to public safety in Parks.
- Enhanced E-Commerce for online access of public registration (Park programs and facility rentals).
- Installed automated fuel management system for fleet.
- Implementing Interactive Maps on our web site to access spatially-enabled electronic data.

Training and Customer Support

- Conducted end-user IT training throughout the year, taught by in-house staff experts, in topics such as GIS (Arcview and Pictometry), Hansen 8, IDEAL, and SmartParks.
- Reduced number of end-user classes taught by training consultants.

Strategic Directions for FY 2011

Themes

- **Exceptional Service Delivery While Gaining Efficiencies:**
  - Streamlining Park services to Park patrons by using information technology.
  - Provide high-level reliability and security of all network systems.
  - Expand use of conference bridging and video conferencing to increase productivity (reduce travel).
- **Outreach:**
  - Use technology to increase resident participation in planning e.g. video, blogs, and other social networking tools.
  - Continue progress to increase transparency of development processes and access to services and information.

Maximize technology to meet budget challenges.

Strategic Directions for FY 2011

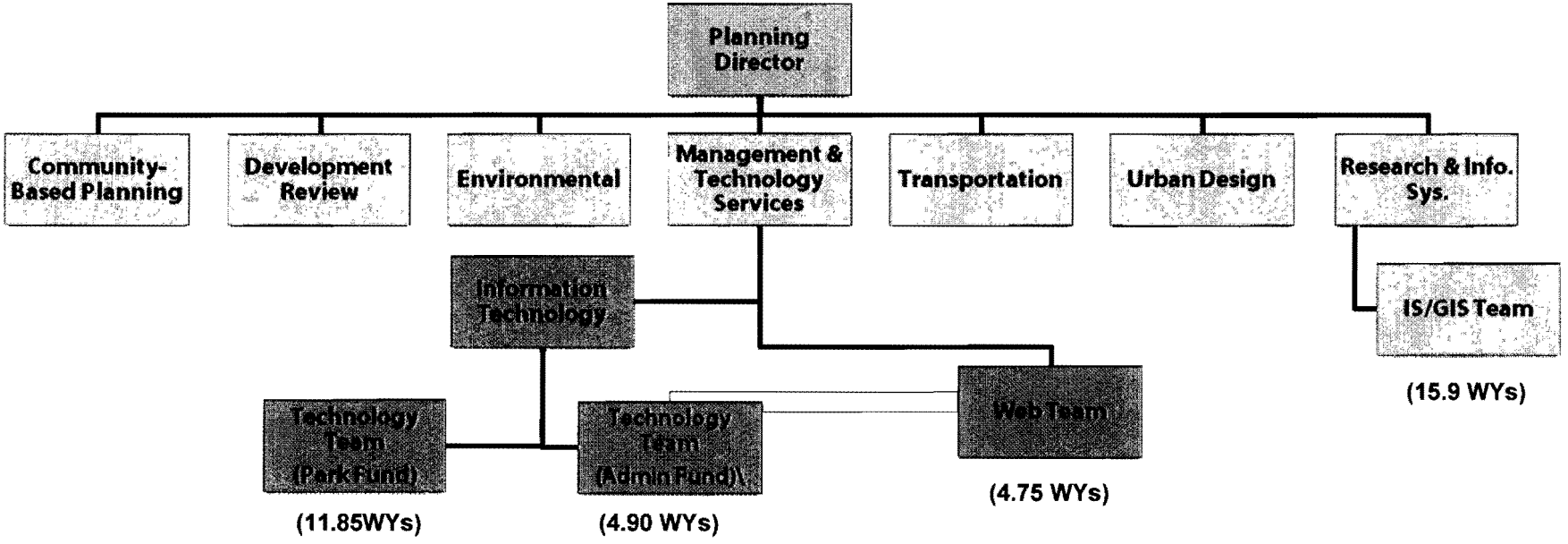
Maximizing Our Technology

- Continue work program product improvements with current technology.
- Improve communications and outreach.
- Within budgetary limitations continue only critical improvements in servers, new/upgraded technology and movement toward virtual servers.
- Phase II of GIS Strategic Plan will begin to implement the recommendations of Phase I.
- Implement ProjectDox, an on-line development application tool including:
  - electronic submission of development plans
  - on-line collaboration by reviewers
  - electronic tracking and version control
  - Transparency

Gain efficiency through Cloud computing opportunities – hosted email.

Improve efficiencies through server virtualization.

Montgomery County Planning Department
ORGANIZATIONAL OVERVIEW*



Planning and Parks Departments share technology services and support.

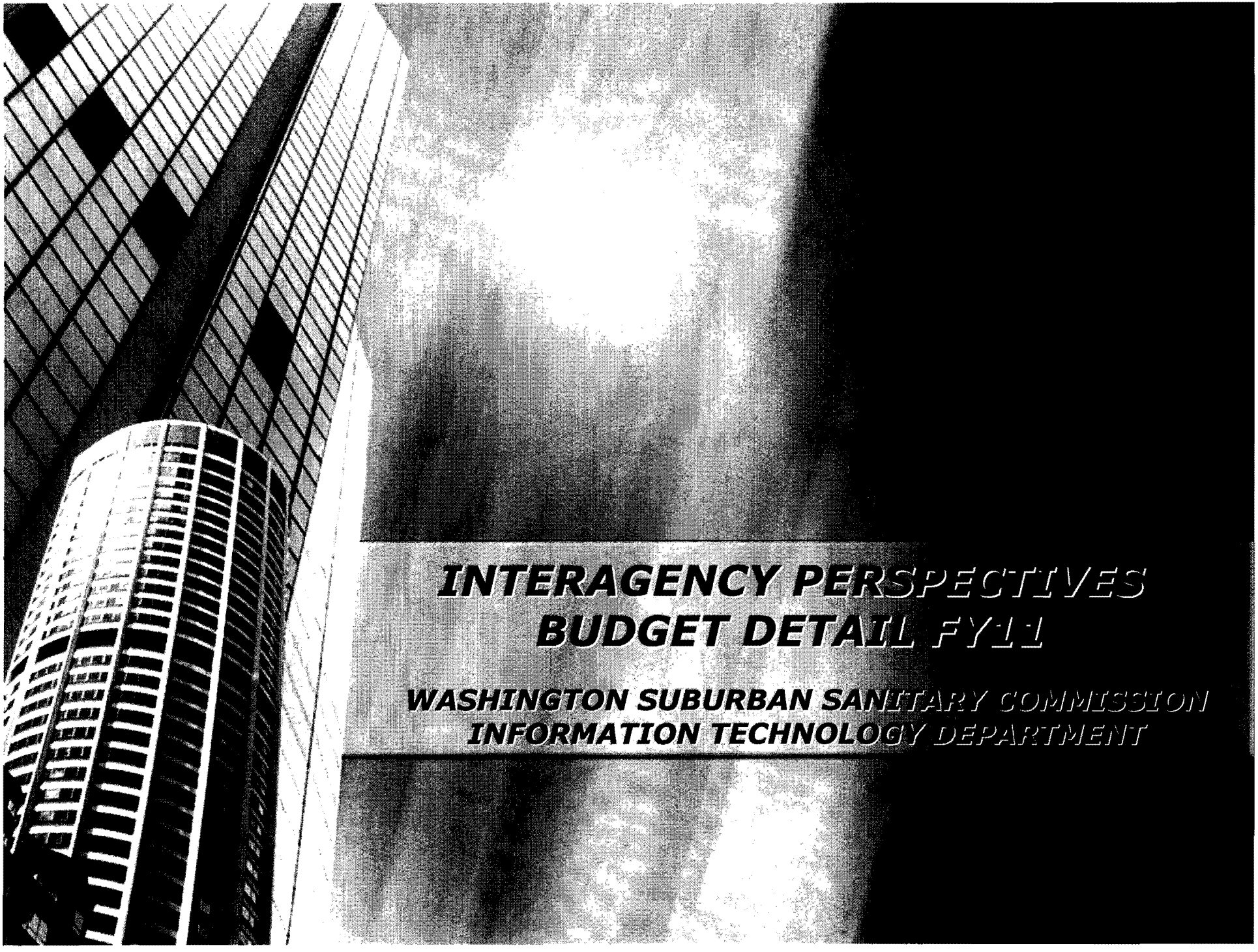
Budget request perspective

Proposed FY 2011 – Budget as Submitted by Commission

Technology	Planning (Admin)	Parks
Personnel Services	$3,056,000	1,043,000
Supplies & Materials	318,000	297,000
Other Svcs & Charges	802,100	565,400
Capital Outlay	0	105,000
Chargebacks	-202,000	-50,000
Total Expenditures	$3,974,100	$1,960,400
Workyears*	34.7	11.9

* Workyear totals are before Chargebacks

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


INTERAGENCY PERSPECTIVES
BUDGET DETAIL FY11
WASHINGTON SUBURBAN SANITARY COMMISSION
INFORMATION TECHNOLOGY DEPARTMENT

WSSC
FY11 IT BUDGET OVERVIEW

STRATEGIC PERSPECTIVE
- Agency Mission
- IT Mission & Strategy
- IT Accomplishments
- Strategic IT Assessments

OPERATIONAL AND FUNCTIONAL PERSPECTIVE
- Health of Existing Major IT Systems
- IT Organization and Personnel
- IT Customer Service
- IT Systems Support and Operations
- IT Network Support
- IT Enterprise Technology Solutions

BUDGET PERSPECTIVE
- IT Budget Overview
- IT Baseline Summary
- IT Budget Details
- IT Budget Request Summary

WSSC 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.

WSSC STRATEGIC PERSPECTIVE
IT MISSION AND STRATEGY

Information Technology Team Mission

To use Information Technology to enhance the service the Commission provides to its Customers

Fulfilling the Mission

RESPONSIVE, SERVICE-ORIENTED, FOCUSED

The IT Team strives to be Responsive, Service-Oriented and Focused on Quality in all that we deliver

Information Technology Team Strategy

Effectively employ information technology in support of the Commission's Strategic Plan

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WSSC
FY10 IT ACCOMPLISHMENTS

- Interactive Voice Response System (IVRS)
- Data Center Mainframe Upgrade Phase 2
- Storage Upgrade Phase 2
- Data Backup Operations
- Microwave Upgrade Phase 3
- Multimedia Enhancements Phase 1
- 2-way radio (LMR) Upgrade Phase 1
- Facilities Information Tool (FIT) Implementation Phase 2
- Internet Upgrade
- Filenet Upgrade
- GIS Improvements
- PC Replacement (Desktop/Laptop)
- Systems & Service Monitoring Implementation Phase 1

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WSSC STRATEGIC PERSPECTIVE
STRATEGIC IT ASSESSMENTS – Internal Environment

■ Strengths	■ Weaknesses
o Clear vision o IT alignment with business operations o Process-based organizational structure o Dedicated and experienced staff o Many robust systems o IT methodologies o Documented policies and procedures	o Some core systems are inflexible and legacy-based o Some stand-alone applications with very weak interfaces o Mainframe is component-based and was not designed with the Internet in mind o Loose charge back process o Departmental applications that don't talk to each other o Business requirements gathering o Resistance to change o Staff turnover o Some standard development or test environments

WSSC STRATEGIC PERSPECTIVE
STRATEGIC IT ASSESSMENTS – External Environment

■ Opportunities

- o Establish enterprise wide framework for applications and systems
- o Reduce costs, improve services, productivity and efficiency
- o Green initiatives
- o Alignment with corporate vision and core strategies
- o Project prioritization, decisions, and communication
- o Become leader in developing effective communications/ relationships

■ Challenges

- o Budget cuts
- o Interim and acting management staff in several key positions
- o Procurement process
- o Implementation of best practices
- o Establish a closer alignment throughout the organization
- o Reduction in staff
- o Increase internal and external communications
- o Lack of knowledge transfer from retirees
- o Establish service level agreements

WSSC OPERATIONAL & FUNCTIONAL PERSPECTIVE
HEALTH OF EXISTING MAJOR IT SYSTEMS

Replaced by ERP Phase 1 (FY09-10)

Phase 2 (FY10-12)

Priority	Name of System/Application	Estimated Lifecycle	Age of System	Most Recent Upgrade	Est. Replacement Cost	System Status
1	COMPASS (Work Mgmt Sys)	15 yrs	15 yrs	2008	$5,000,000	Red
2	Fleet Management System	10 yrs	20 yrs	1998	n/a	Red
3	Employee Payroll TAMSO	10 yrs	10 yrs	1998	$ 400,000	Red
4	MOST	15 yrs	15yrs	n/a	$3,500,000	Red
5	General Ledger	15 yrs	9 yrs	2007	$3,000,000	Yellow
6	Human Resources	15 yrs	9 yrs	2007	$ 500,000	Yellow
7	Sewer Model	15 yrs	20 yrs	1999	$1,000,000	Yellow
8	Retirement Payroll	15 yrs	20 yrs	2008	n/a	Yellow
9	MMIS	15 yrs	18 yrs	2008	$3,000,000	Green
10	MAPS (Procurement/Inventory/AP)	15 yrs	23 yrs	2008	$4,000,000	Green
11	CSIS (Customer Svcs Info Sys)	15 yrs	18 yrs	1999	$7,000,000	Green
12	Permits System	15 yrs	19 yrs	2007	$1,000,000	Green
13	Employee Payroll	7 yrs	15 yrs	2007	n/a	Green

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.

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WSSC OPERATIONAL & FUNCTIONAL PERSPECTIVE
HEALTH OF EXISTING MAJOR IT SYSTEMS
SCORESHEET SUMMARY

Business Process vs. Major Systems Matrix	Customer Care	Engrg & Constr.	Finance	Logistics	Production	IT
General Ledger	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Human Resources	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
COMPASS (Work Management Sys)		Red	Red	Red	Red	Red
MMIS	Red	Red				
Sewer Model	Red	Red				
Procurement/Inventory/AP	Red	Red	Red	Red	Red	Red
MAPS (Materials, Acct, Purchasing System)	Red	Red	Red	Red	Red	Red
CSIS (Customer Svcs Info Sys)	Red	Red				
Permits System	Yellow	Yellow				

** Finance works with the Permits system as it relates to assessments.*

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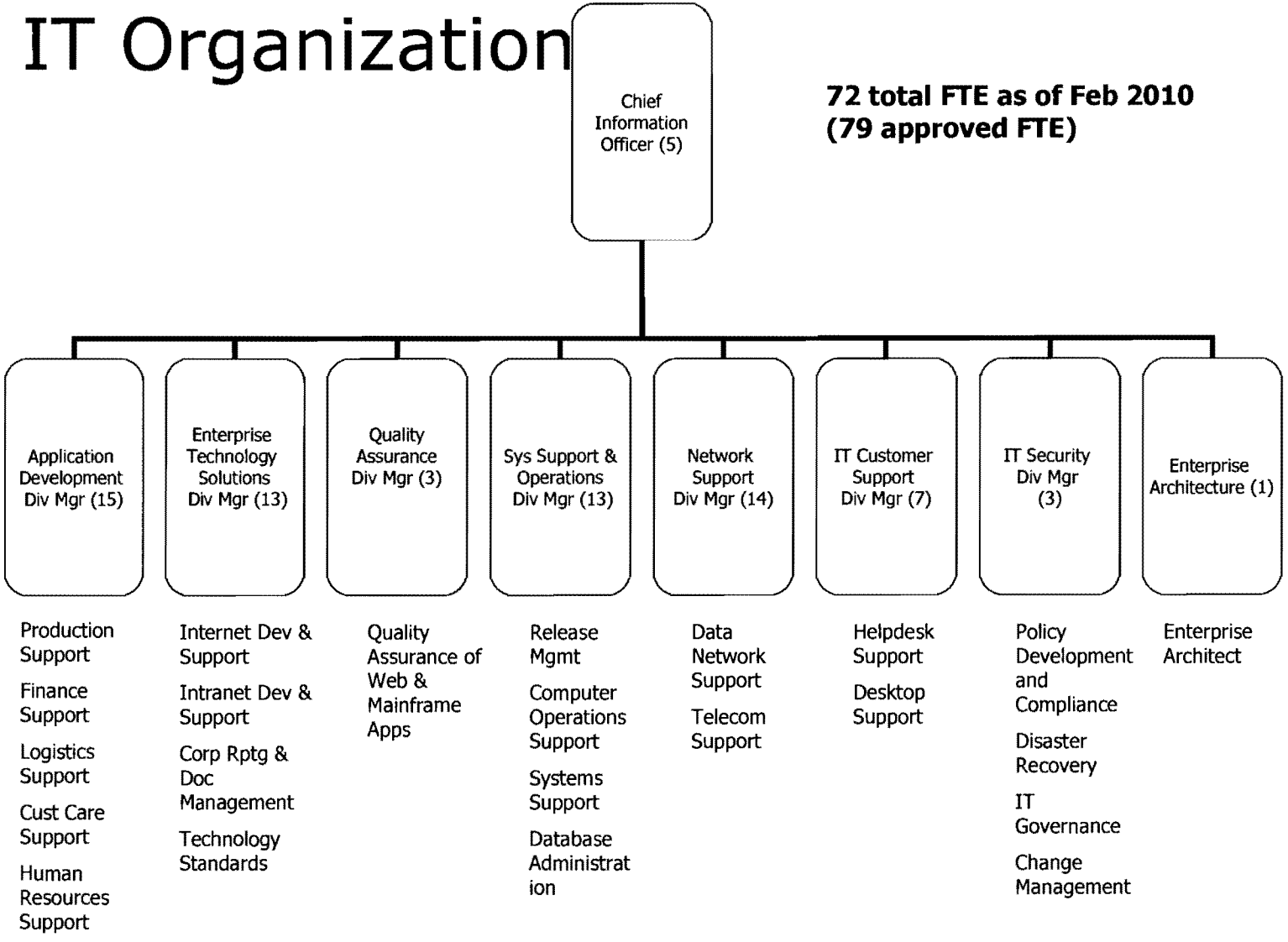
WSSC OPERATIONAL & FUNCTIONAL PERSPECTIVE
IT ORGANIZATION AND PERSONNEL

IT Organization



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WSSC BUDGET PERSPECTIVE
IT BUDGET OVERVIEW

- In FY11, the IT budget is 2.0% of the total WSSC operating budget.

- The FY11 requested budget for the Information Technology Team is $19.36 million which is a decrease of 0.7% ($.13 million) than the FY10 budget ($19.50 million).

- The FY11 budget is allocated as follows:

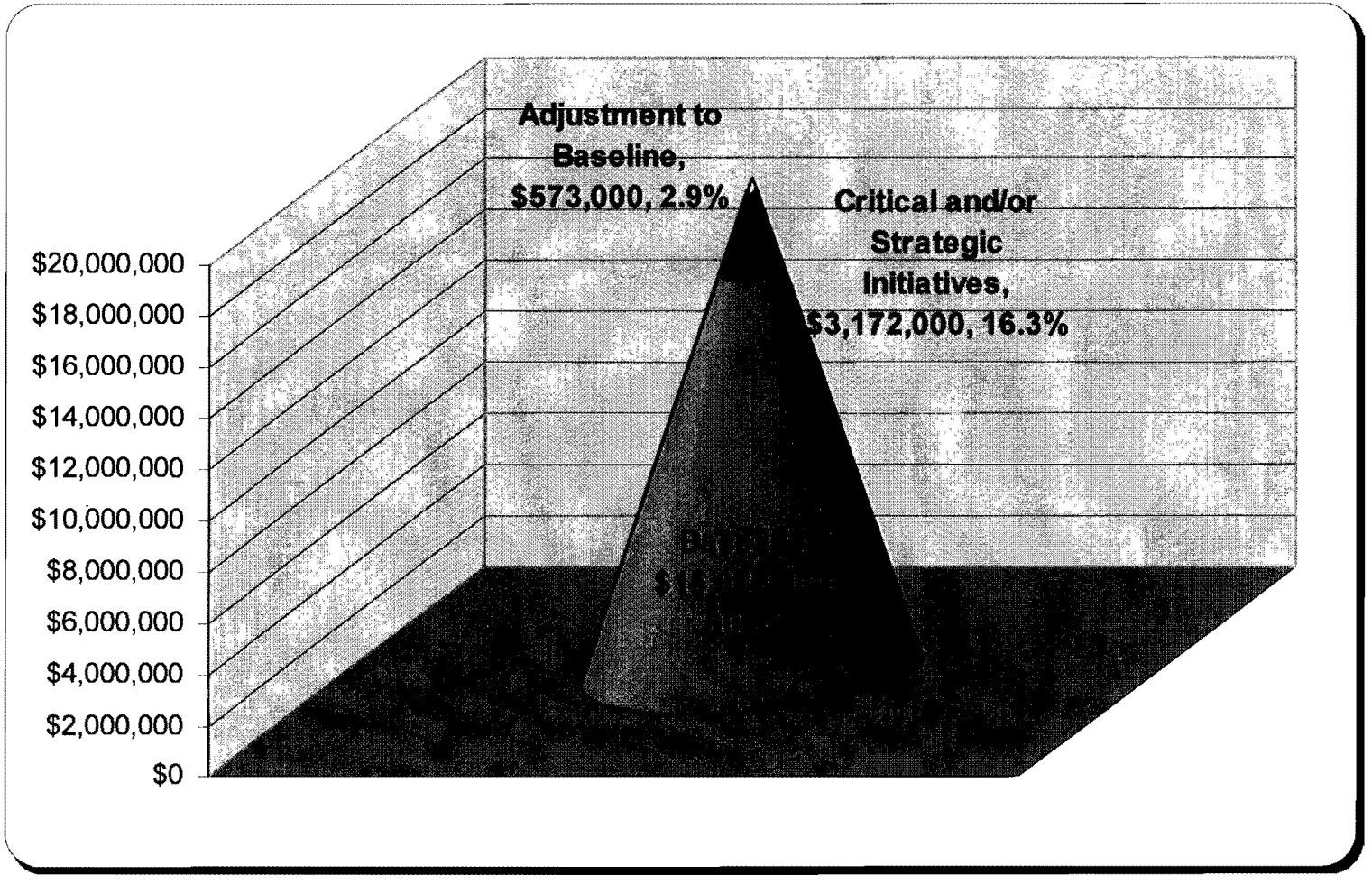
  - **Critical and/or Strategic Initiatives . . . $ 3,172,000 (16.3%)**
  - **Adjustment to Baseline . . . . . $573,000 (2.9%)**
  - **Baseline . . . . . $ 15,622,900 (80.8%)**

* ***Baseline*** *refers to all costs associated with on-going, operational, maintenance and end-user support.*

* ***Adjustment to Baseline*** *is defined as costs related to increased level of existing staff resources, augmentation & added maintenance to existing systems.*

* ***Critical/Strategic Initiatives*** *refers to all costs associated with business projects and WSSC Annual Action Item priorities*

WSSC BUDGET PERSPECTIVE
IT FY11 BASELINE SUMMARY



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WSSC BUDGET PERSPECTIVE
IT BUDGET DETAILS

	FY09 Actual ($)	FY10 Budget ($)	FY11 Requested ($)
Salaries & Wages	$7,442,250	$8,200,900	$8,159,700
Services By Others	4,616,422	4,643,300	5,103,800
Professional Services	2,603,801	4,505,700	3,763,000
Telephone & Comm Expenses*	1,783,296	1,400,000	1,653,500
Computer Equipment	334,472	455,500	428,000
Materials	343,035	213,100	184,100
Office Supplies	37,267	41,800	41,800
Other	60,203	42,300	34,000
TOTAL	**$17,220,746**	**$19,502,600**	**$19,367,900**

**** Commission-wide telephone and related communication expenses.***

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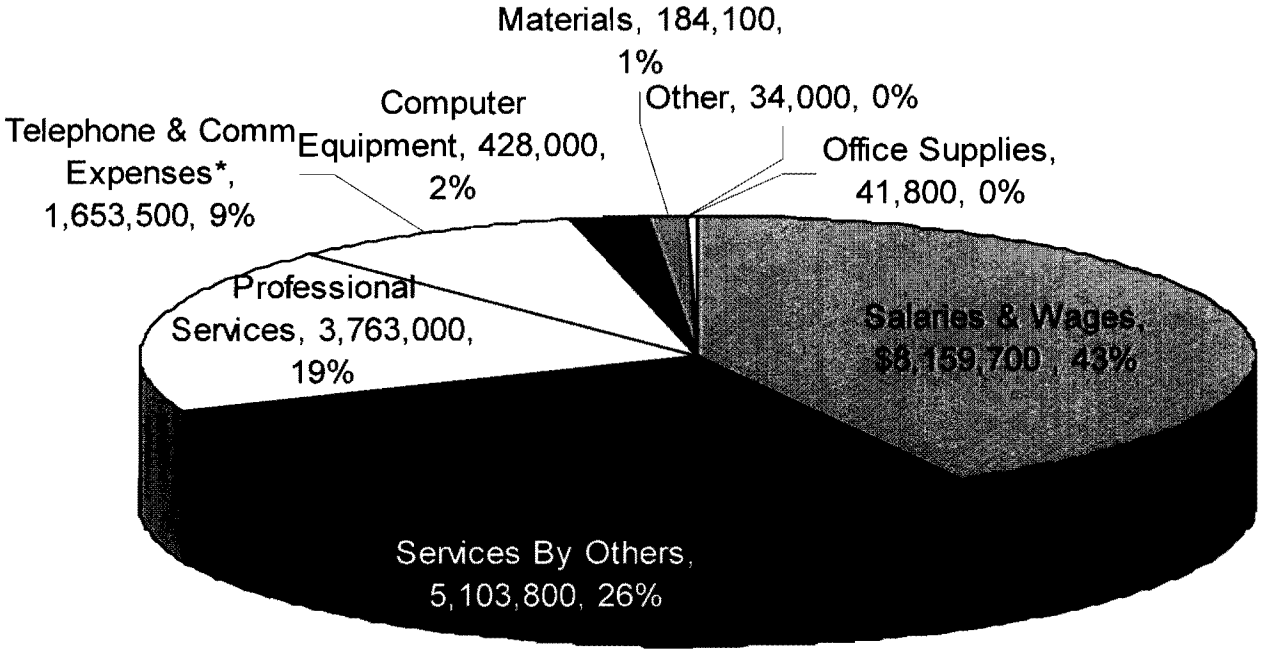
WSSC IT BUDGET PERSPECTIVE
FY11 BUDGET REQUEST SUMMARY



FY11 Budget Request Breakdown by Account

FY 2011 Budget Review

Scott Ewart
Chief Information Officer
Housing Opportunities Commission

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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, activities, and time frame.**
- **Provide the organizational structure and functions to ensure an orderly and economically sound development of the uses of information technology.**
- **Provide a system of on-going training of staff in the capabilities of the information technology infrastructure, and in the many uses of information technology to enhance services.**

Housing Opportunities Commission
Information Technology
FY10 Accomplishments

- Completed significant upgrade to the Housing and Financial core business system
- Implemented Fixed Assets module within the Housing and Financial core business system
- Implemented Single Family Mortgage Tracking System (replacing a program over 20 years old)
- Continued expansion of the server virtualization project improving disaster recovery and high availability of critical servers
- Upgraded desktop applications throughout agency providing better interactions with outside customers
- Completed upgrade to the Customer Relationship Management (CRM) client tracking system
- Updated and improved backup systems for recovery of files

Strategic IT Assessment
Internal Environment

Strengths

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

Weaknesses

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

Strategic IT Assessment
External Environment

Opportunities

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

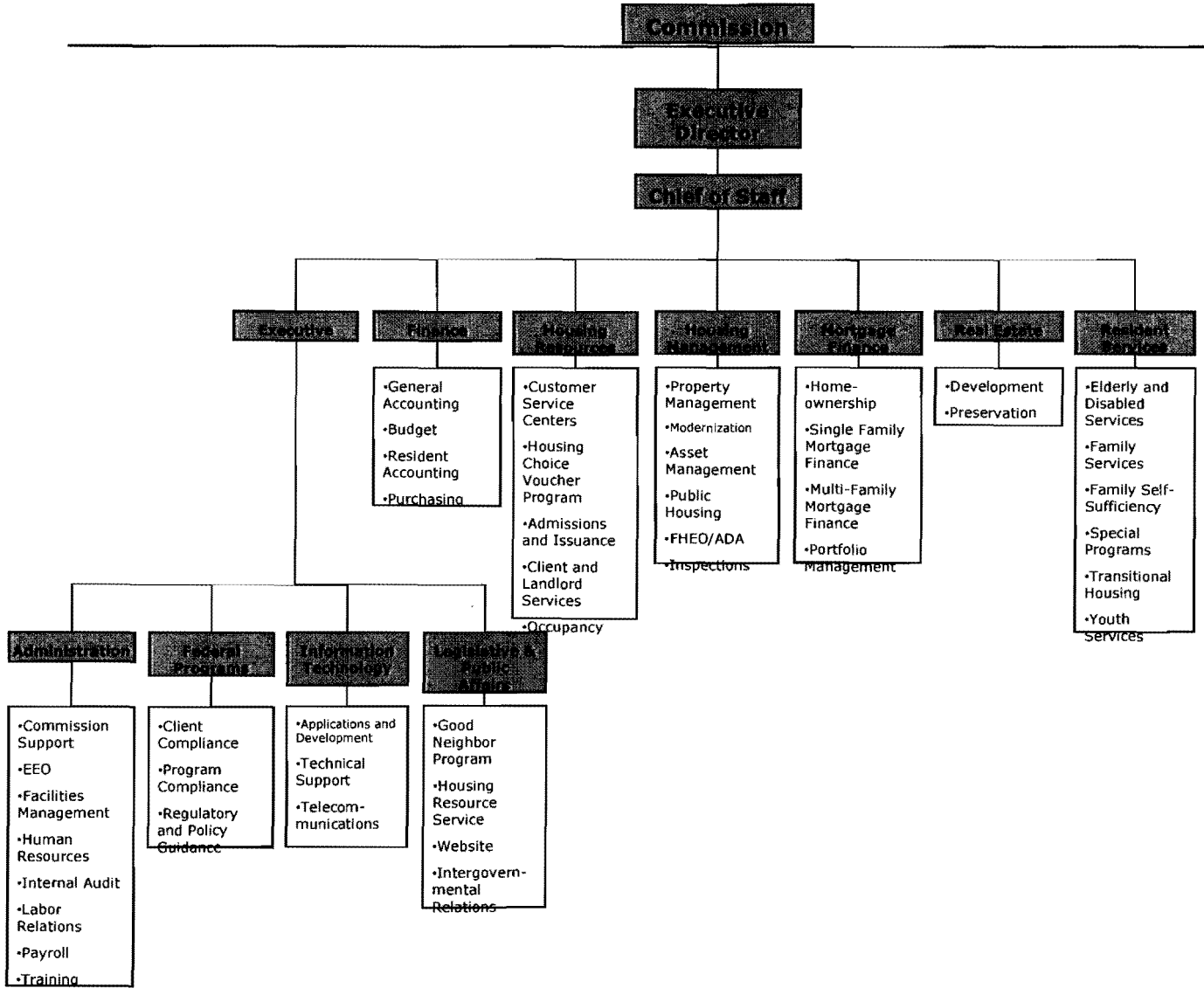
Challenges

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

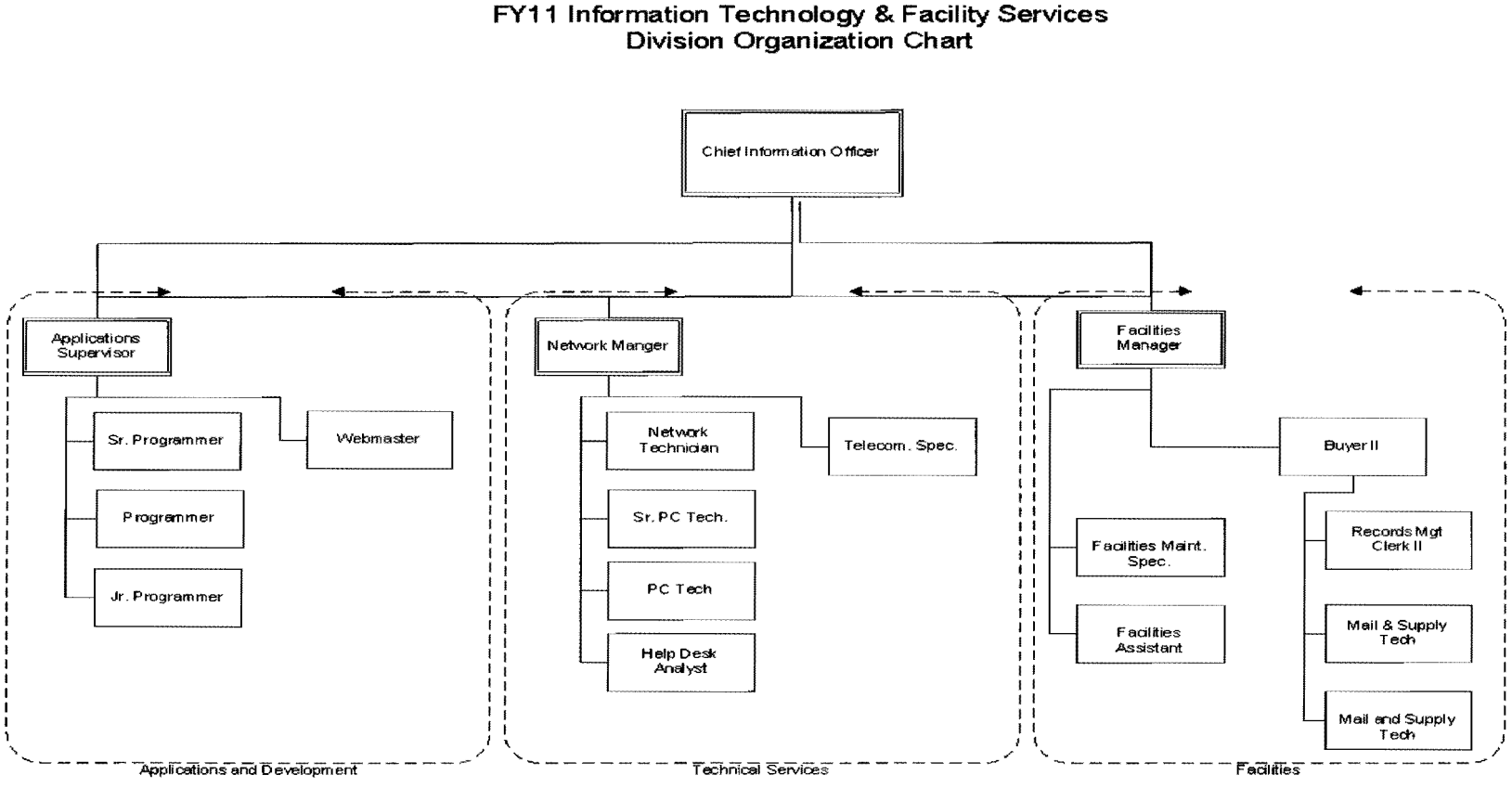
Operational Health and Replacement Priority of Existing Major IT Systems

Priority	System Name	Status	Life	Age	Upgraded	Full Repl-Cost
1	HR / Payroll	Yellow	8	7	2009	$75,000
2	E-Mail System	Yellow	10	8	2008	$200,000
3	Document Imaging	Yellow	8	4	2008	$100,000
4	CRM	Yellow	10	3	2008	$150,000
5	Online Application System	Yellow	5	3	2008	$35,000
--	RS Tracking	Green	8	4	2008	$50,000
--	Server Virtualization	Green	8	2	2010	$100,000
--	Housing/Financial	Green	15	7	2010	$1,000,000
--	Work Order	Green	10	2	2010	$250,000
--	LAN/WAN	Green	8	2	2009	$1,000,000
--	Citrix	Green	8	3	2009	$1,000,000
--	Mortgage Finance System	Green	10	0	2010	$125,000

HOC
Organization Chart



HOC
Information Technology
Organization Chart – FY11



HOC IT Staff = 12 Work Years

HOC
Information Technology
FY11 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
FY11 Budget Overview

- **The FY11 requested budget for the Information Technology Division is 2.900 million dollars.**

- **The budget is allocated as follows:**
  - **Operating Costs: 2.221 million**
  - **Capital Costs: 0.679 million**

  - **Total FY11 budget 2.900 million**

Interagency Technology Policy and Coordination Committee

FY11 Information Technology Program Overview

MFP Committee—April 5, 2010

ITPCC FY11 IT Program Overview
Presentation to MFP Committee

- Overview--Interagency IT Challenges
- ITPCC Work Program Priorities
- Agency Overviews:
  - Highlights of FY10 Agency Accomplishments
  - FY11 Agency Information Technology Themes
  - FY11 Agency Budget Perspectives
  - Risks and Consequences Overviews
- Questions, Comments, and Discussion

Information Technology Challenges Interagency Perspectives

IT Asset Management

- Infrastructure upgrades and maintenance—managing risks
- Meeting Business Requirements in the Enterprise with reduced resources – Staff and Funding
- Developing Long Term Strategies—seeking efficiency, savings, cost avoidance, service enhancements
- Interagency Project Collaboration—Funding ITF—R&D

IT Security

- Responding Dynamic Threat Environment
- Disaster Recovery and Continuity of Operations
- Security Awareness and Prevention
- Compliance

Communications Infrastructure

- Build out of FiberNet-Information Where and When Needed
- Broadband Technologies-plan for next generation
- Wireless and Mobile Computing Services

Information Technology Challenges Interagency Perspectives

Web Based Services

- New technology trends and pressures—WEB 2.0
- Meeting Ever Increasing Customer Demands
- Enhanced Access to Services and Resources

Legal and Regulatory Issues

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

ITPCC Work Program Priorities

- **Interagency Technology Fund (ITF)**
  - Complete interagency COOP Automation plans, test, revise
  - Implement new GIS Strategic Plan findings
  - Develop New ITF projects--interagency IT collaboration
- **FiberNet II**
  - FiberNet Charter—Interagency Governance
  - FiberNet ITAG —technical coordination
  - Restore FiberNet reserve fund balance—core electronic upgrades and replacements
  - Interagency Coordination—CIP project implementation
  - Highest/Best Uses—efficiency, effectiveness, best solutions
- **IT Asset Management**
  - Recession impact—upgrade and replacement slippage
  - What? How much? When? Risks? Consequences?
- **SIGs--IT Security and eGovernment**

B2

Montgomery College
FY10 Highlighted Accomplishments

- Implemented an extended technology replacement cycle
- Increased use of the web for services & business processes e.g. 84% of course registrations completed via the web
- Completed technology implementations for new construction & renovations per the College's Facility Master Plan
- Continued recycling program to provide a safe, cost effective & environmentally friendly workplace

Montgomery College
FY11 Themes

- Focus on providing mission essential processes & services in a period of diminishing resources
- Analyze & leverage existing technologies to meet the mission essential programs & processes
- Enhance external partnerships & alliances to enhance MC's responsiveness to a changing environment
- Enable cost reductions & cost containments through data driven management
- Initiate a review of OIT organizational structures & practices to fully leverage existing resources, knowledgebase & technology assets to support teaching and learning
- Create a culture of continuous improvement within OIT through assessment & benchmarking

Montgomery College
FY11 Budget Perspective

- Re-evaluate and reduce contracts where appropriate
- Further increase life cycle of technology assets
- Examine cost effective approaches to technology provisioning including open source & shareware
- Develop internal capabilities to assure the full leveraging of technology assets and processes
- Evaluate the impact of current & anticipated budget reductions on IT services

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Montgomery College
Risk and Consequences for Major IT Systems

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

Montgomery County Public Schools
FY 2010 Highlighted Accomplishments

- ***MCPS Careers***: Implemented e-recruitment application, streamlining the hiring processes and providing visibility and equitable access to job vacancies for external applicants and current employees

- ***myMCPS***: Deployed Web-based, one-stop portal providing easy access to student performance monitoring reports, digital curriculum and instructional resources, and all MCPS applications

- ***Multi-Modal Universally Designed Classrooms***: Integrated technology to foster inclusive classroom communities that provide students multiple entry points to access to rigorous instruction, digital content and curriculum, and learning resources and various means of demonstrating their knowledge

- ***Technology Modernization***: Updated the technology infrastructure in 47 schools to support engaging teaching and learning—including refurbishing and replacing 7889 computers

Montgomery County Public Schools
FY 2011 Themes

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

Montgomery County Public Schools
FY 2011 Budget Perspective

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

Montgomery County Public Schools
FY 2011 Risks and Consequences: Major IT Systems

Major IT Systems	Replacement Cost	Impact
Data Center Infrastructure	$5,070,291	Whole system - staff would have no access to any MCPS data or data systems
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
Budget Management System	$275,000	All staff involved in budget development and management
Spectrum	$637,900	School-based Special Education staff; building administrators and students receiving special education services

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Montgomery County Government
FY10 Highlighted Accomplishments

- Enterprise Project Support for IJIS, ERP, MC311 and MCtime.
- Developed 35 new interfaces to the Enterprise Service Bus (120+ total supported).
- Implemented Open Source software solutions (load testing and version control) to achieve significant cost savings.
- Implemented SharePoint for project and inter-departmental team collaboration.
- Completed nearly 1,000 computer replacements under the County's Enterprise Desktop Computer Modernization PC / laptop replacement program.
- Deployed hundreds of thousands of critical computer security patches under the automated enterprise computer vulnerability management program.
- Ensured on-going stable IT operations through the effective administration of enterprise seat management, help desk, hardware maintenance and professional services contracts.
- Partnered effectively with County departments to deliver innovative web solutions driving improved workforce productivity and government transparency, including H1N1 appointment scheduling (HHS), contract search (DGS) and vehicle accident report purchase (MCPD).
- Enhanced public safety through on-time delivery of accurate enterprise geographic information system (GIS) data required by the County's public safety data system.
- Implemented green paper reduction initiative to default all network printers to duplex.
- Resolved over 1,300 cable & broadband complaints resulting in $89,000 in refunds & credits, reduced maximum regulated rates for cable service by more than 10% and equipment & installation charges by more than 4%.
- Processed over 200 transmission facilities applications, inspected over 6,000 miles of cable facilities and issued over 15,000 safety and construction violations.
- Provided over 8,700 hours of local produced programming and live traffic camera coverage and used FiberNet to provide live coverage of public meetings at remote locations throughout the County.

Montgomery County Government
FY11 Themes

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

Montgomery County Government
FY11 Budget Perspective

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

Montgomery County Government
Risk and Consequences for Major IT Systems

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

MNCPPC IT Accomplishments FY 2010

Highlights

- Implementation of the SAN system to achieve Disaster Recovery goal for the departments is 67% completed.
- Expanded utilization of Citrix, software used for secure, remote access to M-NCPPC systems by staff in both departments.
- Continued implementation of Voice Over IP (VOIP) telephone systems throughout Parks delayed due to savings plan.
- Continued emphasis on security and network reliability throughout the departments.
- Continued collaboration with Montgomery County's implementation of COOP and PCI compliance requirements.
- Nearing completion of Phase II of the GIS Strategic Plan.
- Hansen 8 migration completed (web-based replacement for Hansen 7).
- Introduced videoconferencing in both departments.

MNCPPC Strategic Directions for FY 2011

Themes

- **Exceptional Service Delivery While Gaining Efficiencies:**
  - Streamlining Park services to Park patrons by using information technology.
  - Provide high-level reliability and security of all network systems.
  - Expand use of conference bridging and video conferencing to increase productivity (reduce travel).
- **Outreach:**
  - Use technology to increase resident participation in planning e.g. video, blogs, and other social networking tools.
  - Continue progress to increase transparency of development processes and access to services and information.

Maximize technology to meet budget challenges.

MNCPPC Strategic Directions for FY 11

Maximizing Our Technology

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

MNCPPC FY 2010 Recession Impact and Issues

- Froze staff vacancies.
- Eliminated overtime and technical training.
- PC replacement continues to be further delayed.
- Cancelled/reduced support and outsourcing of IT contracts.

WSSC FY10 ACCOMPLISHMENTS

- Interactive Voice Response System (IVRS)
- Data Center Mainframe Upgrade Phase 2
- Storage Upgrade Phase 2
- Data Backup Operations
- Microwave Upgrade Phase 3
- Multimedia Enhancements Phase 1
- 2-way radio (LMR) Upgrade Phase 1
- Facilities Information Tool (FIT) Implementation Phase 2
- Internet Upgrade
- Filenet Upgrade
- GIS Improvements
- PC Replacement (Desktop/Laptop)
- Systems & Service Monitoring Implementation Phase 1

WSSC FY11 THEMES

- Developing People
- Business Alignment
- Caring for Customers
- Acquisition & SLMBE
- Enterprise Resource Planning
- Communication & Community Relationships
- Technology Improvements
- Environmental Stewardship
- Corporate Asset Management System
- Infrastructure Asset Management
- Continuous Improvement of Daily Operations
- Organizational Ethics Plan
- Enterprise Risk Management

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WSSC FY 11 Budget Perspective

- Interactive Voice Response System (IVRS)
- PBX Replacement Phase 1
- Microwave Upgrade Phase 4
- Records Retention
- SSO Consent Decree Continual Improvements Phase 3
- Internet & Intranet Upgrades & Enhancements
- GIS Continual Improvements
- Information Lifecycle Management (ILM) Phase 2
- Disaster Recovery Continual Improvements
- Data Center Reengineering
- Information Asset Management
- Facilities Information Tool Phase 3
- Systems & Service Monitoring
- Websphere Improvements
- Enterprise Content Management
- Green Initiatives

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WSSC FY11 IT RISKS AND CONSEQUENCES

Risks

- Decrease in number of new projects, initiatives or enhancements
- Reduction in funding for travel/training/conferences/projects
- Total budget not to exceed previous year's budget
- Total salary amount is less than last year's budget throughout WSSC
- 3% budget cuts across the board Commission wide
- Some projects not funded
- Some projects lack prioritization

Consequences

- Resource issues due to employee turnover and budget cuts which impact work load
- Unable to keep up with current technology advances due to reduction in training funds
- Inability to remain competitive due to difficulty in implementing new projects or initiatives due to budget cuts

HOC Information Technology
FY10 Accomplishments

- Completed significant upgrade to the Housing and Financial core business system
- Implemented Fixed Assets module within the Housing and Financial core business system
- Implemented Single Family Mortgage Tracking System (replacing a program over 20 years old)
- Continued expansion of the server virtualization project improving disaster recovery and high availability of critical servers
- Upgraded desktop applications throughout agency providing better interactions with outside customers
- Completed upgrade to the Customer Relationship Management (CRM) client tracking system
- Updated and improved backup systems for recovery of files

HOC Themes for FY2011

- Continued improvement towards high availability and enhanced disaster recovery systems.
- Increased use of Web-based services to enhance customer support initiatives as well as improve productivity and efficiency.
- Continued replacement of older systems for more advanced systems that provide improved productivity for staff.
- Improve security tools and knowledge to provide a more secure environment.
- Expand telework opportunities
- Improve internal agency training utilizing in-house technology tools.

HOC Budget Perspectives for FY2011

- **Expansion of HOC high availability and disaster recovery environment (using server virtualization)**
- **Enhanced web presence by adding interactive components.**
- **Replacement of outdated systems and implementation of new system to improve agency operations.**

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Interagency Technology Policy and Coordination Committee

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

FY11--Operational Health and Replacement Priority of Existing Major IT Systems
Agency Name: Fiscal Summary- Health of Major IT Systems- March 2010

Agency	*	Status	FY11	FY12	FY13	FY14	FY15	FY16	Total 6-Yr.	Full Repl-Cost	NOTES
MC		Red	500,000	500,000	500,000	500,000	500,000	500,000	**3,000,000**	$0	
MCPS		Red	3,277,900	7,528,046	5,263,900	3,467,900	367,900	367,900	**20,273,546**	$32,927,191	
MCG		Red	29,275,000	40,200,000	24,728,000	10,542,000	2,000,000	2,000,000	**108,745,000**	$196,681,447	
MNCPPC		Red	150,000	150,000	0	0	0	0	**300,000**	$450,000	Budgeted
WSSC		Red	550,000	550,000	550,000	550,000	550,000	550,000	**3,300,000**	$6,200,000	
HOC		Red	0	0	0	0	0	0	**0**	$0	No RED Systems
MC		Yellow	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	**27,600,000**	$12,596,000	
MCPS		Yellow	10,753,333	22,386,826	9,545,720	2,411,660	2,578,563	2,467,062	**50,143,164**	$63,623,788	
MCG		Yellow	3,841,845	4,004,029	3,867,431	3,882,174	3,898,391	3,916,230	**23,410,100**	$42,975,100	
MNCPPC		Yellow	0	0	0	0	0	0	**0**	$0	No Yellow Systems
WSSC		Yellow	750,000	750,000	750,000	750,000	750,000	750,000	**4,500,000**	$4,500,000	
HOC		Yellow	75,000	130,000	60,000	10,000	95,000	10,000	**380,000**	$560,000	
MC		Green	3,850,000	3,850,000	4,850,000	4,850,000	4,850,000	4,850,000	**27,100,000**	$9,867,000	
MCPS		Green	745,000	5,100,000	636,000	749,200	856,040	1,163,248	**9,249,488**	$22,830,000	
MCG		Green	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	**9,000,000**	$85,104,000	
MNCPPC		Green	424,000	479,000	413,000	495,000	503,000	511,000	**2,825,000**	$10,455,000	
WSSC		Green	900,000	900,000	900,000	900,000	900,000	900,000	**5,400,000**	$17,000,000	
HOC		Green	165,000	135,000	185,000	170,000	285,000	105,000	**$1,045,000**	$3,525,000	

SUMMARY Multi-year Cost Projections by Risk Categories

	FY11	FY12	FY13	FY14	FY15	FY16	Total 6-Yr.	Repl-Cost
RED	33,752,900	48,928,046	31,041,900	15,059,900	3,417,900	3,417,900	135,618,546	236,258,638
YELLOW	20,020,178	31,870,855	18,823,151	11,653,834	11,921,954	11,743,292	106,033,264	124,254,888
GREEN	7,584,000	11,964,000	8,484,000	8,664,200	8,894,040	9,029,248	54,619,488	148,781,000
TOTAL	**61,357,078**	**92,762,901**	**58,349,051**	**35,377,934**	**24,233,894**	**24,190,440**	**296,271,298**	**509,294,526**

NOTE: All figures are estimates only--Not a formal budget plan, or budget request.

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