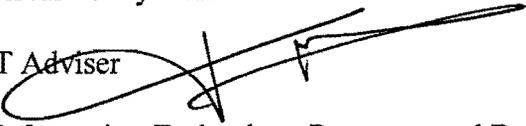


Worksession

MEMORANDUM

March 31, 2015

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: Overview – Agencies' FY16 Information Technology Programs and Budgets

ITPCC CIO Subcommittee Membership:

Mujib Lodhi, Washington Suburban Sanitary Commission (WSSC) (Chair)
Carl Whitman, Montgomery College (MC)
Sonny Segal, Montgomery County Government (MCG)
Henry Mobayeni, Maryland-National Capital Park and Planning Commission (M-NCPPC)
Scott Ewart, Housing Opportunities Commission (HOC)
Sherwin Collette, Montgomery County Public Schools (MCPS)

Gary Thomas, ITPCC Staff

Summary of Staff Recommendations:

1. The Committee should review the individual agency presentations and comment on the importance of **collaboration** and **support for common Open Data and Cyber Security initiatives** across all agencies as priorities for FY16.
2. Hold a **summer** study session for the Committee to explore benefits and barriers to developing an **Enterprise IT Strategic Plan** and subsequent action steps.
3. Request a **road map for FiberNet III** and the investments necessary to take the current FiberNet implementation to the next generation of capacity and speed, relating it to Ultra Montgomery and the role that each ITPCC agency is expected to play.

Background

Each of the agency members of the Interagency Technology Policy and Coordination Committee (ITPCC) has provided a uniform program and budget overview from their FY16 budget submissions. These detailed slides offer an Enterprise-wide IT investment snapshot for the County as a whole, and are on ©1-80. Individual agency submissions can be found using the following index:

AGENCY	©
MCG	1
MCPS	17
MC	29
M-NCPPC	38
WSSC	48
HOC	69

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 and provide comparisons across agencies and along a multi-year continuum. Table 1 provides a summary of FY16 dollar investments excerpted from the individual submissions of each agency, and an Enterprise total of these investments. Both Operating and Capital (for FY16) budget allocations are shown, thus providing an important, integrated view of total County investments. In some instances, comparability among data points may be hindered by the use of different definitions, but the aggregate picture should still provide a sense of the Enterprise-wide IT investment.

Table 1. FY16 Montgomery County Proposed Investment in Technology (in \$m)

	Operating Budget	Capital Budget	Total FY16
MCG¹	51.4	12.6 ²	64.0
MCPS	26.7	23.5	50.2
MC	28.9	13.8	42.7
M-NCPPC	5.0		5.0
WSSC	37.9		37.9
HOC	3.3	1.1	4.4
Totals	153.2	51.0	204.2

Notes:

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

² The TechMod ERP element totaling some \$10.2m is recommended to be shifted from the CIP and added to the DTS budget for FY16 by the Executive and is shown accordingly. The Public Safety System Modernization (PSSM) program is also shown.

To review the time trend of IT investments across the agencies, Table 2, below, summarizes total resources requested in each of the last four years and compares these numbers to the FY16 requests (Operating Budget combined with CIP allocations for FY16).

Table 2. FY12-15 total requests and FY16 Submissions for OB and CIP (where available) in agency IT operations (in \$m)

	FY16 Requested	FY15	FY14	FY13	FY12
MCG^{1,2}	64.0	74.8	92.7	79.7	52.8
MCPS	50.2	48.6	48.1	49.1	48.0
MC	42.7	40.6	38.2	35.9	43.4
M-NCPPC	5.0	5.3	3.4	3.3	4.9
WSSC	37.9	40.2	30.0	20.7	19.3
HOC	4.4	4.2	4.3	3.1	2.6
Totals	204.2	213.7	216.7	191.8	171.0

Notes:

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

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

Table 3 provides a summary of the personnel complement requested by agencies to operate the technology Enterprise for all County agencies. In cases where position information was not available, full-time equivalent figures were used.

Table 3. Position Summaries by Agency

Positions (except where noted)	2016 Requested	2015	2014	2013	2012
MCG	168	135	135	130	126
MCPS	184	177	182	179	184 FTE
MC	212	196	192	197	202
M-NCPPC	24	24	32	32.6	32.2 WY
WSSC	111	111	124	94	73
HOC	16	16	12	12	12
Totals	715	659	677	644.6	626.2

Note: FY16 numbers include contractor positions when made available

Staff Observations

1. The Executive's FY16 Operating Budget submission for the Cable Plan suggests a distribution of costs for the FiberNet Network Operating Center between the two largest users – MCG and MCPS. The recommendation has not been reviewed or endorsed by the CIO Subcommittee or by the ITPCC principals who provide the policy framework for FiberNet investments. This CE action has caused considerable discussion among the ITPCC stakeholders and made clarity of

outcomes difficult. While each agency depends on the FiberNet services to execute their IT work program (increasingly so as seen on ©15-16), it is vital that the collaborative spirit of FiberNet governance not be lost. The Committee should support the existing governance structures and actions that provide mutually supportive cross-agency policies.

2. The timing of the agency IT budget displays comes after several of the individual IT budgets have been vetted and incorporated in the agency-wide budgets for the ITPCC agencies. If the Committee wishes to impact technology practices through budget management principles, a **coordinated IT Enterprise budget review** should be **timed earlier in the year** (before agency budgets are reviewed by their cognizant policy bodies) so that there would be time for the **creation of cross-agency strategies**. To consider the feasibility of such a move, an **Enterprise-wide strategic plan** should be undertaken in 2016, with one of the goals being the exploration of such a potential.

The Committee may want to focus on this issue of harmonizing strategic IT plans and budgets across agencies to provide further collaboration platforms in a subsequent summer study session. Several agencies are in the midst of revising their plans, making such an activity timely.

3. Each agency has identified which systems are “Red” – in other words, prime for replacement. It would be a good use of the ITPCC platform if these “Red” systems would be discussed across the agency budget stovepipes and creative ways explored of responding to needs that are felt by more than a single agency. Such cost sharing of agency systems development is not easy to do, as the authorizing and appropriating routes differ significantly, but small steps to explore synergies have already been taken in specific areas with useful results.



Montgomery County Government

FY16 IT Budget Overview

Presentation to the GO Committee

April 2, 2015, 9:30 a.m., 3CCR

- Enterprise Technology Model
- Approach and Priorities
- Key Initiatives and new Technologies
- Accomplishments
- Awards
- DTS Organization
- Budget Summary
- Major Enterprise IT Systems Report
- FiberNet – Existing & Future Benefits

- Enterprise Technology Strategic Plan (ETSP)
 - Enterprise Technology Strategic Plan to guide technology direction with business requirements

- Cyber Security Strategic Plan (CSSP)
 - Cyber Security Strategic Plan to help manage risk for enterprise and business operations

- Enterprise Architecture (EA)
 - Enterprise Architecture to detail common information technology infrastructure design and architecture

- Metrics
 - Metrics to monitor Enterprise IT service delivery effectiveness

- Support the County's business functions through automation
- Support ongoing enterprise projects (including capital projects)
- Support new enterprise initiatives (e.g., spendingMontgomery, Office365, ultraMontgomery)
- Leverage innovative approaches and technologies to improve information security, workforce productivity and service delivery
- Maintain an Enterprise Architecture for core enterprise IT systems as well as Technology Modernization Initiatives

Key Initiatives and New Technologies

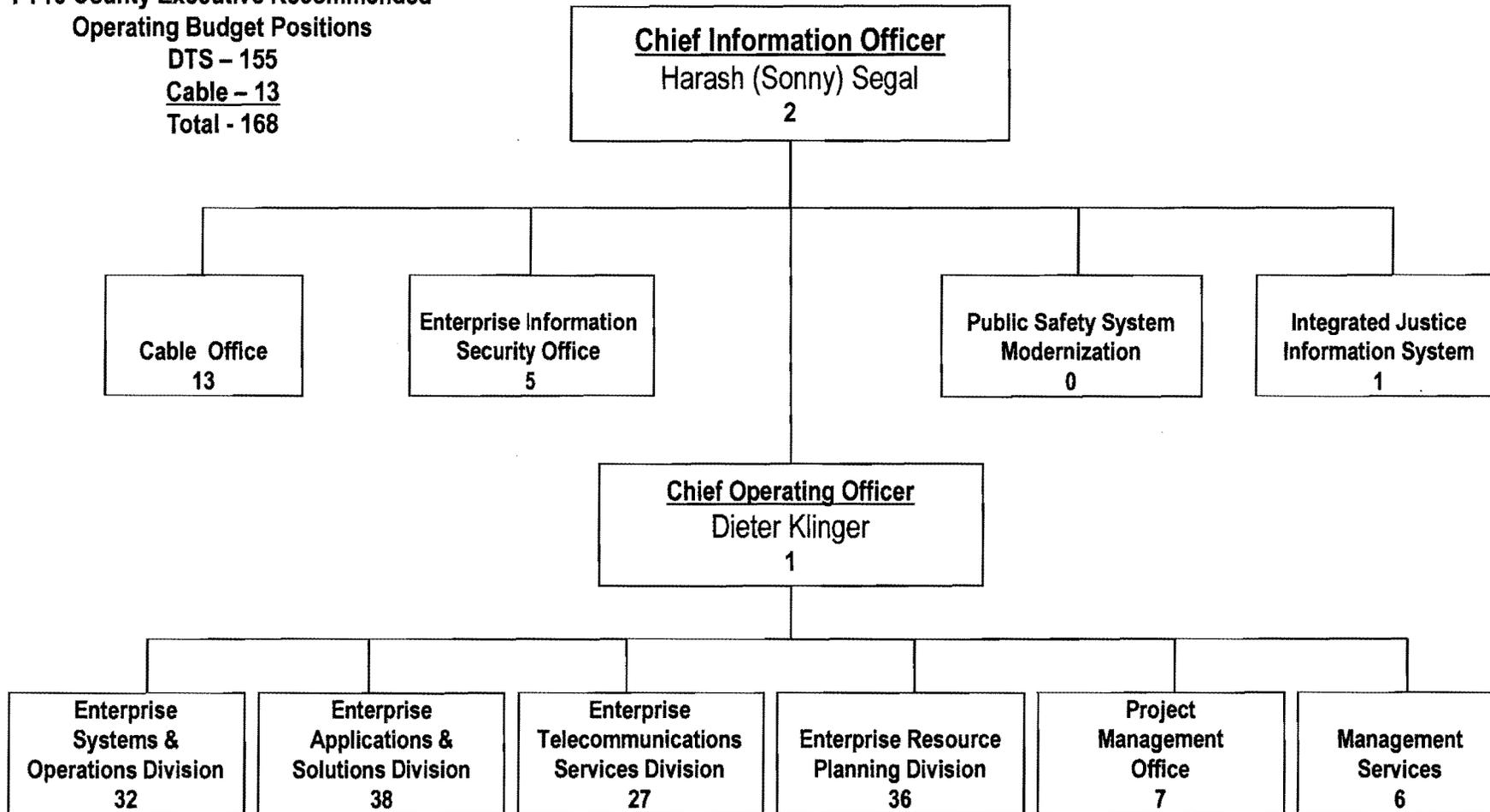
- Cyber security
- Office365
 - Phase 1: Cloud e-mail (completed)
 - Phase 2: MS-Office (Word, Excel etc.) on-line (in progress)
 - Phase 3: SharePoint on-line collaboration (in progress)
- Ultra Montgomery / FiberNet & WiFi expansion
- Public Safety System Modernization (PSSM)
- Integrated Justice Information System (IJIS)
- ERP (DLC Go-Live) & MC311
- openMontgomery
 - spendingMontgomery, budgetMontgomery, contractsMontgomery (coming soon)
- Cable franchises renewal
- “ConnectMontgomery” PEG Application

- A new Enterprise Resource Planning Division (ERPD) will be launched in FH16. The ERPD will function as a long-term and permanent sustaining organization to maintain and operate the County's Core Business Systems (financial, human resources, procurement and budgeting.)
- A new Network Operations Center (NOC) for the County's FiberNet network will be launched in FY16. The NOC will monitor FiberNet operations on a 24x7 basis, respond to faults in the network in order to restore services in a timely manner, provide enhanced services to various County Agencies (including MCPS) and develop utilization reports and capacity planning studies. The NOC will as serve as a platform for leveraging the County's current FiberNet for the UltraMontgomery Initiative to bring ultra-high-speed broadband services to the County.
- Continued Cyber-security efforts across several areas, including on updated Employee IT Security Policy training program and completed an in-depth assessment of the County's IT environment by Gartner, an industry-leading consulting group.
- Developed, deployed, and improved Enterprise Resource Planning (ERP) Business Intelligence (BI) tools. Implemented ERP Purchasing Order service level agreement process and Compensation Work Bench module.
- Continued to developed deliverables in the Open Data Implementation Plan as required by Bill 23-12. Developed world-class applications using the dataMontgomery as the basis. These include budgetMontgomery and spendingMontgomery. dataMontgomery contains the inventory of datasets in the County and a high-level publication schedule for publication of each documented dataset. In developing the publication schedule, each dataset was evaluated and rated by the dataMontgomery Workgroup on factors relating to their publication value and alignment with the mission of the department.

- Provided technology infrastructure and led the transition of technology services for numerous new County facilities. Major technology infrastructure projects completed include the David F. Bone Equipment Maintenance and Transit Operations Center (EMTOC), the Judicial Center Annex, the Department of Liquor Control (DLC) Warehouse, Police Station #3, and the Montgomery County Animal Shelter.
- Implemented enhanced cyber-security measures for users of the County's Virtual Private Network (VPN) system.
- Provided project management, development, application engineering, systems engineering and quality assurance support for the Public Safety System Modernization (PSSM) program.
- Retired the County's mainframe computer in FY15.
- Completed the retirement of the Windows XP operating system from the County's desktop environment.
- Rolled out Microsoft Office 365 across County departments to replace older applications and productivity suites.
- Restarted the Security Awareness Training Program for County employees in fiscal2014 and continued roll-out into FY 2016.
- Continued upgrade and expansion of wireless access points in County facilities, expanding access to mobile devices and business productivity both for employees and visitors.

- National Association of Counties – 2014 Achievement Awards
 - Unique Building Address Processor Program
- The Center for Digital Government
 - Montgomery County ranks 2nd overall best Digital Counties Survey in the United States
- Public Technology Institute
 - Montgomery County is designated as a Tech Savvy County in 2014. Montgomery County is the only one of four local governments in the nation – and the only County in Maryland – to be designated as a Tech Savvy jurisdiction during 2014.
 - 2013-2014 Technology Solutions Award for the County’s “Bikeshare Station Site Identification and Property Verification” program
- ”Telly” Award
 - Montgomery County’s weekly “County Report This Week” cable television show was awarded a prestigious national “Telly” award in FY14.

FY16 County Executive Recommended
Operating Budget Positions
DTS – 155
Cable – 13
Total - 168



9

Budget Summary

- **Operating Budget***
 - FY15 Operating (PSP) : \$40.9M
 - FY16 CE Recommended Operating (PSP): \$51.4M

- **Capital Improvement Program Budget****
 - FY16 CE Recommended (CIP): \$6.2M
 - FY16-21 Total Programmed (CIP): \$176.1M

- **Work Years*****
 - FY15 Approved – Full-Time: 133
 - Part-Time: 2
 - FY16 CE Recommended – Full-Time: 153
 - Part-Time: 2
 - FY15 Contractual FTEs: 23
 - FY16 Contractual FTEs: <=23

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

*FY16 Operating Budget also included funding for the Enterprise Resource Planning (ERP) program that was originally developed and implemented under the Technology Modernization-MCG CIP (P150701)

**CIP Budget includes the following projects: FiberNet and Public Safety System Modernization (PSSM) Programs.

***Contractual FTE's exclude ERP, IJIS, and DCM

Major Enterprise IT Systems Report

FY16 Operational Health and Replacement Priority of Existing Major IT Systems										
Priority	System Name	Status	Life	Age	Upgraded	Total 3-Yr.	1-Yr.	Full Repl Cost	OP PDF#	NOTES
1	Public Safety Modernization	--	--	--	2010	\$28,557,000		\$109,708,000	P340901	Full Repl-Cost includes prior FYs
--	(MCG) CAD	Red	10	14	2001	--	--	--		Part of PSSM
--	(MCG) PS Radio System	Red	12	13	2002	--	--	--		Part of PSSM
--	(FRS) Station Alerting System	Red	10	33	1982	--	--	--		Part of PSSM
2	(MCG) PBX System	Red	20	16	2006	\$4,675,000	\$7,000,000	\$5,000,000		Telephone System
3	(OHR) Occ. Health Mgt.	Red	3	13	2002	\$275,000		\$275,000		
4	(CCT) Case Management	Red	15	31	2002	\$6,200,000		\$6,200,000		Part of IJIS, awaiting State system
5	(MCPD) IDMS Digital Imaging	Red	5	10	2005	\$240,000		\$240,000		
6	(DOT) Crew Day Card	Red	10	17	2000	\$150,000		\$150,000		Replacement timing is TBD.
7	(DOT) Highway Inventory	Red	10	17	2000	\$150,000		\$150,000		Replacement timing is TBD.
8	(DOT) Tree Manager	Red	8	14	2001	\$365,000	\$3,000,000	\$365,000		Replacement timing is TBD.
9	(DLC) Trace	Red	4	13	2002	\$472,831	\$84,759	\$250,000		Replacement Underway

Estimate Only. Not a formal budget plan.

FY16 Operational Health and Replacement Priority of Existing Major IT Systems										
Priority	System Name	Status	Life	Age	Upgraded	Total 3-Yr.	1-Yr.	Full Repl Cost	OP PDF#	NOTES
1	Public Safety Modernization	--	--	--	2011	--	--	--		
--	(MCPD) Field Reporting	Yellow	7	9	2006	--	--	--		Potential replacement in PSSM
--	(MCPD/SHF) Records Mgt	Yellow	7	8	2008	--	--	--		Potential replacement in PSSM
2	(MCG) Fibernet	Yellow	20	8	2007	\$16,182,000		\$61,332,000	P509651	Full Repl-Cost includes prior FYs
3	(REC/CUPF) Permit/Registration	Yellow	--	--	2014	\$3,776,240		\$4,000,000		Full replacement cost is estimated
--	(CUPF) CLASS - Fac Schedule	Yellow	12	17	2012	--	--	--		Moving to cloud July 2015
--	(REC) Registration, POS, Sched	Yellow	12	22	2012	--	--	--		Moving to cloud July 2015
4	(FIN) MUNIS	Yellow	8	16	2008	\$917,138		\$1,034,108		Target SaaS conversion in 2014
5a	(MCG) PS Mobile replacement	Yellow	4	10	2008	\$9,600,000		\$9,600,000		Reflects 25% replacement annually.
5b	(MCG) Network Infrastructure	Yellow	10	13	2008	\$3,000,000		\$3,000,000		Reflects 5% - 10% replacement annually.
5c	(MCG) Servers/Storage	Yellow	5	11	2008	\$6,000,000		\$7,600,000		Reflects 15% - 20% replacement annually.
5d	(MCG) MS Windows	Yellow	5	12	2003	\$300,000	\$1,000,000	\$550,000		25% annual replacement
6a	(MCG) ePayment Systems	Yellow	5	13	2009	\$1,000,000		\$1,000,000		Replacement timing is TBD.
6b	(MCG) Legally Mandated Apps	Yellow	5	10	2009	\$760,000		\$750,000		Replacement timing is TBD.
6c	(MCG) Intranet / SharePoint	Yellow	5	10	2009	\$450,000				Start move to Office 365 in FY15
7	(FRS) Firehouse Software	Yellow	8	11	2008	n/a		n/a		Replacement timing is TBD.
8	(MCPD) Webboard	Yellow	8	14	2000	\$60,000		\$60,000		
9	(OCA) Case Management System	Yellow	8	8	2014	\$225,000		\$165,000		Replacement estimated in 2015.
10a	(ECM) Financial Disclosure	Yellow	10	11	2004	\$200,000		\$200,000		Replacement timing is TBD.
10b	(FRS) Core Business Systems	Yellow	5	10	2010	\$1,500,000		\$1,500,000		Replacement timing is TBD.
10c	(PIO) Public Information Center	Yellow	3	9	2008	\$500,000		\$500,000		Replacement timing is TBD.
11	(OHR) IVR	Yellow	3	12	2003	\$0		n/a		

Estimate Only. Not a formal budget plan.

Major Enterprise IT Systems Report

FY15 - Operational Health and Replacement Priority of Existing Major IT Systems										
Priority	System Name	Status	Life	Age	Upgraded	Total 6 Yr.	>6 Yr.	Full Repl. Cost	CIP/PDF #	NOTES
--	JIS Program	--	--	--	2013	\$0	--	\$15,567,000	340200	Full Repl-Cost includes funds from prior FYs
--	(DOCR) CRIMS / CJCMS	Green	12	4	2013	--	--	--		
--	(MCG) Juvenile Justice - JJIS	Green	8	12	2009	--	--	--		
--	(SAO) Case Management	Green	10	4	2013	--	--	--		
--	(MCG) Office 365	Green	--	--	2014	\$6,000,000	--	--		
--	(MCG) MS Office/Outlook	Green	5	1	2014	--	--	--		
--	(MCG) MS Exchange	Green	5	1	2014	--	--	--		
--	(MCG) SCCM	Green	5	1	2014	--	--	--		
--	(MCG) ERP	Green	20	4	2010					Enterprise Financial System
--	(MCG) CRM / Siebel	Green	20	4	2010					Enterprise CRM System for MC311
--	(MCG) Mctime	Green	20	8	2012					Enterprise Time & Attendance System
--	(MCG) Enterprise GIS	Green	5	9	2006		\$640,000	\$1,000,000		
--	(MCG) Modular Messaging	Green	15	4	2011		\$7,000,000	\$850,000		Voice mail system moved to Avaya in 2011.
--	(MCG) eGov Web Portal	Green	5	3	2012		\$3,000,000	\$3,000,000		
--	(MCG) Content Mgt Sys	Green	5	12	2003		\$1,000,000	\$1,000,000		
--	(MCG) RemedyForce	Green	10	2	2013	\$720,000		\$750,000		
--	(OMB) BASIS	Green	10	20	2003					New .NET version in development
--	(OMB) eBudget	Green	10	1	2014			\$50,000		Content Management System (WordPress)
--	(FIN) Tax Assessment	Green	10	1	2014			\$1,000,000		
--	(DHHS) AVATAR	Green	15	11	2008					Potential replacement by ERP system
--	(DOT) Transit CAD AVL	Green	9	7	2008	\$400,000	\$7,600,000	\$7,600,000		
--	(DOT) Bus Scheduling	Green	10	6	2009	\$320,000		\$250,000		Legacy replacement completed in 2009
--	(DOT) ATMS	Green	9	11	2004	\$12,048,000		\$59,233,000	P509399	Full Repl-Cost includes prior FYs
--	(DOT) Traffic Signal System Mod	Green	12	3	2012	\$8,952,000		\$40,849,000	P500704	Full Repl-Cost includes prior FYs
--	(DOT) Storm Operations Map	Green	10	10	2011			\$50,000		
--	(DPS) Permit System	Green	21	3	2012			\$1,000,000		Major system upgrade completed in 2012.
--	(DPS) ePlans System	Green	5	1	2014			\$1,000,000		Electronic plan review system
--	(DPS) ePermits System	Green	5	2	2013			\$750,000		Apply online (apply, pay, issue permits)
--	(LIB) Integrated Lib System	Green	12	16	2007		\$4,000,000	\$50,000		

Major Enterprise IT Systems Report

FY16 Operational Health and Replacement Priority of Existing Major IT Systems										
Priority	System Name	Status	Life	Age	Upgraded	Total 6-Yr.	2016 Yr.	Full Repl. Cost	CIP/PDR #	NOTES
--	(LIB) Internet Session Mgt	Green	8	11	2007		\$175,000	\$50,000		
--	(ECM) Lobbying Registration	Green	10	2	2013			\$50,000		
--	(DGS) FASTER System	Green	20	12	2011			\$500,000		
--	(DHHS) Homeless Mgt	Green	15	9	2010	\$414,000		\$50,000		(Service Point system)
--	(DHHS) Client Record System	Green	15	12	2010			\$50,000		
--	(MCPD) In-Car Video	Green	5	6	2014			\$50,000		Hardware upgrade in 2014.
--	(MCPD) E-Tix	Green	5	6	2011			\$50,000		Hardware upgrade in 2011.
--	(MCPD) RAFIS	Green	7	8	2012		\$1,200,000	\$50,000		Update in 2015 via grant funding.
--	(MCPD) Evidence System	Green	5	9	2013			\$50,000		Upgrade to web based
--	(MCPD) LPR System	Green	5	5	2011			\$50,000		Upgrade due, grant funded
--	(MCPD) Executive Dashboard	Green	7	5	2014			\$50,000		BI Web Focused Dedicated Server & Dev
--	(MCPD) Cry Wolfe	Green	10	2	2015			\$220,000		False Alarm Reporting 2015
--	(MCPD) BODE-DNA	Green	10	3	2013			\$25,000		DNA Case Management
--	(MCPD) CODIS	Green	10	2	2014			\$60,000		Combined DNA Index System
--	(MCPD) IAPRO-Blueteam	Green	10	3	2014			\$60,000		Internal Affairs Tracking System
--	(MCPD) SafeSpeed	Green	10	4	2012			\$1,000,000		Red light and Speed Reduction
--	(MCPD/FRS) Telestaff	Green	10	6	2014					Enterprise Scheduling System
--	(MCPD) Chameleon	Green	10	11	2014	\$135,000		\$60,000		Animal Services Management System
--	(MCPD) Crime INTEL	Green	10	11	2014	\$23,000		\$25,000		Gang Information
--	(FRS) FireApp	Green	TBD	3	2014			\$50,000		
--	(FRS) ePCR	Green	TBD	5	2013			\$50,000		
--	(DLC) POS System	Green	12	4	2010	\$360,000		\$50,000		
--	(DHCA) Code Enforcement	Green	TBD	19	2012			\$50,000		Upgrade to .NET technology underway.
--	(DHCA) House Loan Admin	Green	TBD	17	n/a			\$50,000		
--	(DHCA) Rental Lic. & Reg.	Green	TBD	6	2009			\$50,000		
--	(DHCA) MPDU	Green	5	0	2015			\$50,000		Access DB replaced by .NET app

Estimate Only. Not a formal budget plan.

FiberNet – Existing Benefits

- Higher Capacity enabling high band applications (i.e., security cameras, WiFi)
- Increased network redundancy and more reliable connections (less outages)
- Reduction of leased line costs
- Increased COOP capabilities
- Improved Disaster Recovery capabilities
- Telephone services for the County, including MC311
- Backhaul for public safety radio communications
- Extensive video services for the court (internal communications, communications with the State and video arraignment)
- DOT traffic management, signal monitoring and traffic camera feeds
- Video transmission between local cable stations and live television transmission capability from all FiberNet locations
- HHS access to State DMHS databases
- Access to State systems
- NCRNet applications
- Eliminate of low voltage wiring in new construction by utilizing Passive Optical Network (PON) technology (e.g., Multi Agency Service Park)

FiberNet - ITPCC Uses

County-Provided Technology Infrastructure & Services for ITPCC Members	Wide Area Network Connectivity	Internet Access	Disaster Recovery Service	Video Connectivity	Telephony & Wi-Fi	Public Safety Communications	Local Loop Cost Elimination
Housing & Opportunities Commission	✓	✓					✓
Montgomery College	✓	✓		✓			✓
Montgomery County Government	✓	✓	✓		✓	✓	✓
Montgomery County Public Schools	✓	✓	✓	✓	✓		✓
Maryland-National Capital Park & Planning Commission	✓	✓	✓		✓	✓	✓
Washington Suburban Sanitation Commission	✓		✓				

FiberNet – Future Benefits

- Enable economic development by expanding high speed, highly reliable, lower cost Internet access to business parks.
- Ubiquitous WiFi for BYOD, inventory control and specific line-of-business applications.
- Elimination of copper and coaxial wiring costs in future buildings by utilizing fiber and wireless connectivity for provision of computer and telephone services.
- Wi-Fi in economic development areas
- Inter-county video distribution (e.g., statewide town hall meetings and live television coverage of the General Assembly)
- Virtual Computing
- Expanded broadband-based training in libraries and job training center (reducing senior isolation, on-line job application and resumes)
- Bio-tech connectivity between Great Seneca science corridor and medical institutions and universities (e.g., Johns Hopkins in Baltimore)
- Cable television distribution to County, school and Montgomery College offices and classrooms.
- MCGov/FiberNet Network Operations Center

Office of the Chief Technology Officer

FY 2016 IT Budget Overview
ITPCC Presentation to MFP Committee



Strategic Perspective

MCPS Mission

Every student will have the academic, creative problem solving, and social emotional skills to be successful in college and career.

Core Competencies:

- Academic Excellence
 - Demonstrate readiness for post-secondary study and/or the workforce so that all students are prepared for success upon high school graduation
- Creative Problem Solving
 - Clearly articulate thoughts, ideas, and information using oral, written, and nonverbal communication
 - Use a variety of instructional resources and technology to enhance learning
- Social Emotional Learning
 - Value and respect diversity and differences
 - Enhance their social awareness, including collaboration, empathy, and relationship-building skills



Strategic Perspective

Office of the Chief Technology Officer Mission

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

Priorities

- Developing the virtual community center for accessing and sharing digital curriculum, lessons, student performance data, and instructional and professional development resources.
- Integrating interactive and innovative classroom technologies to transform teaching and learning, and creating teacher learning communities for cultivating their knowledge and proficiencies.
- Developing and enhancing student progress monitoring and performance—real-time.
- Modernizing critical human capital and operations management systems in alignment with updated business processes and priorities.
- Fostering anywhere, anytime collaborative communities.



Strategic Perspective

FY 2014 Information Technology Accomplishments

- ❑ **Engaging Classroom Technology:** Configured and integrated 40,000 Chromebook laptops in schools across the district. Targeted grade levels included grades 3, 5, 6 and high school social studies classes.
- ❑ **Real-time Reporting & Analytics :** Developed a systemwide early warning monitoring tool to support all students and ensure their academic success by identifying factors that may impede their academic progress.
- ❑ **Data Center:** Upgraded the networking core of the MCPS data center, which included the core switches, the firewalls and the Internet connection, to provide for faster throughput and response time for staff and students.
- ❑ **Technology Modernization:** Improved the wireless capacity in schools by relocating or adding access points based on site evaluations, aligning with the MCPS Strategic Technology Plan. In addition, OCTO replaced the wireless networking equipment in 53 schools which were using older wireless systems to provide the capacity needed for the new technology in the classrooms.
- ❑ **FiberNet:** Currently all secondary schools are connected to the FiberNet system providing faster and more reliable WAN and Internet connectivity. By the end of June 2014, 113 of 133 MCPS elementary schools will be connected to the system.



IT Assessments – Internal and External Environments

Opportunities

- Developing appropriate infrastructure to support greater connectivity to digital resources
- Modernizing critical human capital and financial management systems
- Providing comprehensive knowledge management and analytical support solutions
- Ensuring a safe and secure computing enterprise
- Connecting parents and students in the myMCPS virtual learning community
- Enable a powerful and flexible infrastructure that supports anytime and anywhere access
- Facilitate access to timely and relevant resources to tailor instructional choices for students

Challenges

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



Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY15	FY16	FY17	FY18	FY19	FY20	Total 6-Yr.
1	CATV/ITV	Red	4-6	22	2003	50,000	50,000	50,000	50,000	50,000	50,000	300,000
2	Telephony	Red	7-10	14	2005	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	19,500,000
3	Budget Management System 7-10	Red	7-10	12	2001	-	700,000	140,000	140,000	140,000	140,000	1,260,000
4	Transportation Information Mgmt Sys	Red	7-10	10	2002	50,000	150,000	15,000	15,000	15,000	15,000	260,000
5	Financial Management System	Red	7-10	6	2013	-	1,744,000	1,544,000	344,000	344,000	344,000	4,320,000
6	Mass Communiations (Connect Ed)	Red	4-6	9	2005	337,000	307,000	307,000	307,000	307,000	307,000	1,872,000



Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY15	FY16	FY17	FY18	FY19	FY20	Total 6-Yr.
1	Human Resources Information System	Yellow	7-10	11	2015	327,348	8,434,800	4,345,200	1,300,000	467,000	467,000	15,341,348
2	Unicenter Service Desk	Yellow	3-5	9	2011	75,438	75,438	75,438	75,438	79,210	83,170	464,132
3	WAN / LAN/ISP	Yellow	4-7	7	2007	2,376,162	2,296,984	2,420,083	2,362,524	2,433,400	2,433,400	14,322,552
4	Network Operating System	Yellow	4-6	7	2007	1,561,800	1,752,000	1,366,200	1,426,400	1,469,192	1,513,268	9,088,860
5	Food Services Management System	Yellow	7-10	5	2009	126,788	133,127	139,783	146,772	151,176	155,711	853,356
6	Textbook Manager (Destiny/Follett)	Yellow	7-10	1	2013	-	520,000	111,447	111,447	111,447	111,447	965,788



Operational and Functional Perspective: Health of Existing IT Systems

Priority	System Name	Status	Life	Age	Upgraded	FY15	FY16	FY17	FY18	FY19	FY20	Total 6-Yr.
1	Evaluation & Selection Database	Green	4-6	5	2009	10,000	10,000	200,000	10,000	10,000	10,000	250,000
2	Library Circulation System	Green	7-10	2	2012	96,628	96,628	96,628	96,628	96,628	96,628	579,768
3	Professional Development Online System	Green	7-10	8	2006	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
4	Pinnacle Electronic Gradebook	Green	4-6	3	2011	108,000	108,000	108,000	108,000	108,000	108,000	648,000
5	Data Warehouse	Green	4-6	0	2014	130,000	130,000	130,000	130,000	130,000	130,000	780,000
6	ATS-Applicant Tracking System	Green	4-6	2	2012	203,000	203,000	223,300	223,300	223,300	223,300	1,299,200
7	Enterprise Backup System Identity Manager	Yellow	7	5	2014	260,399	260,399	260,399	268,211	268,211	268,211	1,585,830
8	Data Center Infrastructure	Green	4-6	6	2013	124,500	77,175	81,033	85,085	87,638	90,267	545,697
9	IT Perimeter Security	Green	10	2	2012	768,973	1,443,773	501,973	891,973	891,973	891,973	5,390,638
10	Scheduling System	Green	3-5	11	2012	433,945	-	-	477,340	-	-	911,285
11	Retirement System	Green	4-6	1	2013	247,000	247,000	247,000	247,000	247,000	247,000	1,482,000
12		Green	3-5	1	2013	354,000	354,000	354,000	354,000	354,000	354,000	2,124,000



BUDGET REQUEST PERSPECTIVE

FY 2016 IT Budget Summary

- The FY 2016 Operating Budget request for IT is \$26,702,909 or 1.05% of the total MCPS budget request.
- The FY 2016 Requested Capital Improvement Program budget for Technology Modernization is \$23,538,000.



BUDGET REQUEST PERSPECTIVE

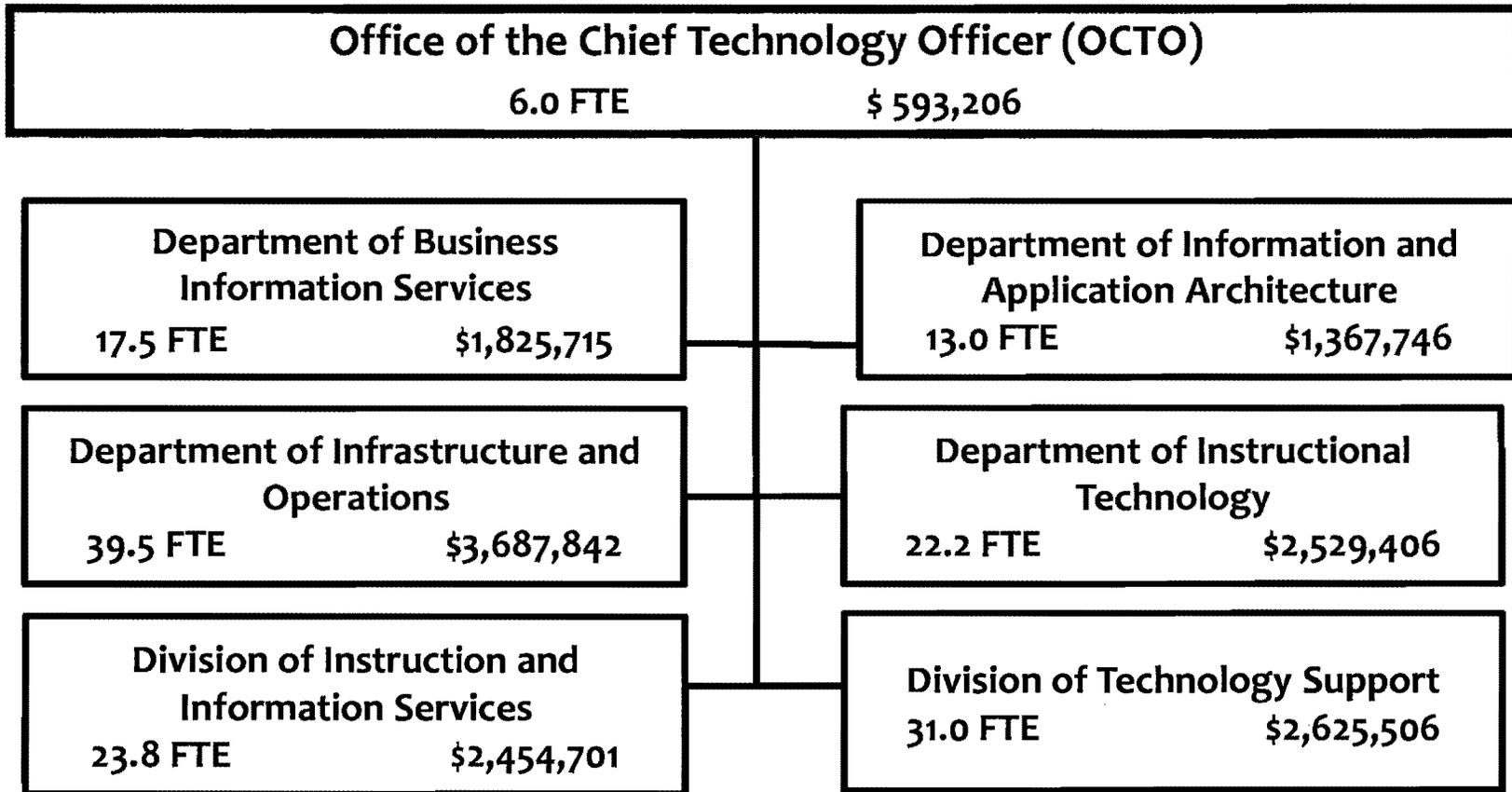
FY 2016 Information Technology Budget Overview

AGENCY IT BUDGET OVERVIEW Details FY 2016

Montgomery County Public Schools	FY16	FY15
\$ Operating Budget	26,702,909	26,845,030
\$ CIP	23,538,000	24,758,000
\$ TOTAL	50,240,909	51,603,030
WYs-FULL TIME	174	177
WYs-Part-time	50	58
FTEs-Contractual	10	20
WYs TOTAL	234	255



OPERATIONAL AND FUNCTIONAL PERSPECTIVE



BUDGET REQUEST PERSPECTIVE

FY 2010 – FY 2015 REDUCTIONS

FISCAL YEAR	REDUCTION
2010	\$1,603,323
2011	\$1,119,967
2012	\$1,941,749
2013	\$1,434,727
2014	\$592,870
2015	\$457,828
2016	\$503,926
TOTAL REDUCTION	\$7,654,390

MONTGOMERY COLLEGE

ITPCC Program & Budget Overview

**Presentation to the
Government Operations and Fiscal Policy Committee
March 13, 2015**

Montgomery College

Mission, Vision, Values

Our Mission

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

Our Vision

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

Our Values

Excellence * Integrity * Innovation * Diversity * Stewardship * Sustainability

Montgomery College

IT Vision and Goals

IT Vision

The Office of Information Technology will advance the College's mission by enabling innovative uses of technology for instructional, administrative, community outreach, and social purposes in harmony with the overall mission and shared values of the College. It will act as a careful and thoughtful steward of significant institutional resources, and provide access to knowledge that individuals can use to transform society as well as themselves.

IT Goals

Montgomery College will use information technology resources to:

- support teaching and learning to facilitate student success
- effectively and efficiently operate the College
- support development, growth and community initiatives

Montgomery College

FY15 Initiatives & Accomplishments

- Opened the technology-intensive **Bio-Science Building and Conference Center** on the Germantown Campus
- Opened Germantown **Cyber Security Lab**
- Implemented **software collaboration tools** to create virtual classrooms, meeting spaces, and to enable online degree programs
- Implemented an **online course catalog** integrated with the student information system
- Initiated a two phase project to deploy cloud-based **Microsoft Office 365** e-mail and collaboration productivity software

Montgomery College

FY15 Initiatives & Accomplishments

- Implemented **redundancy for key applications** across primary and secondary data centers
- Initiated a multiphase redesign of the **College website** to improve its usability and visual design, and to ensure accessibility for people with disabilities
- Initiated a “**cloud first**” strategic direction to guide future application and infrastructure investments
- Initiated a **virtual personal computer environment** to increase student access to academic software resources and improve operational efficiency
- Collaborated with the ITPCC team on the **FiberNet** Network Operations Center program

Montgomery College

Strengths and Challenges

Strengths

- College leadership committed to use technology in support of teaching, learning and administrative effectiveness
- Forward looking strategic vision which leverages thoughtful technology investments to move IT from “making things work” to “making a difference”
- Dedicated and knowledgeable IT staff
- Highly centralized and integrated IT services and support
- Partnerships with county, state and other higher educational institutions

Challenges

- Attracting and retaining a knowledgeable and skilled workforce
- Maintaining an effective collegewide IT security program
- Prioritizing new initiatives
- Optimizing technology solutions to support the unique needs of a multi-generational and widely diverse College community
- Meeting the demands created by increased consumerization and adoption of technology (Apple Watch and other BYOD products)

Montgomery College Operational and Functional Perspective

FYs16-21--Operational Health and Replacement Priority of Existing Major IT Systems
Agency Name: MONTGOMERY COLLEGE

Priority	System Name	Status	Life	Age	Upgraded	FY16	FY17	FY18	FY19	FY20	FY21	Total 6-Yr.	Est. Repl-Cost	CIP PDF #	NOTES
		Red										0			
1	Disaster Recovery	Yellow				1,000	1,000	1,000	1,000	1,000	1,000	6,000		076618	Major issues being taken for redundancy
2	Academic Student Appis.	Yellow	5	Varies	Ongoing	1,200	1,200	1,200	1,200	1,200	1,200	7,200	3,000,000	076617	
3	Network Infrastructure	Yellow	Varies	Varies	Ongoing	1,200	1,200	1,200	1,200	1,200	1,200	7,200	20,000,000	076619	
4	Network Operating Syst.	Yellow	4	Varies	Ongoing	600	600	600	600	600	600	3,600	1,500,000	076619	
5	Email System	Yellow	8	11	2008	100	100	100	100	100	100	600	1,000,000	856509	Being migrated to Cloud
6	ERP, HR, SIS, Finance, Atum (Mnt)	Yellow	8	11	2004	4,270	5,400	5,400	5,400	5,400	5,400	31,270	12,000,000	856509	
--	Library System	Green	8	7	2007	150	150	150	150	150	150	900	500,000	076617	
--	Bookstore System	Green	5	7	2007	50	50	50	50	50	50	300	250,000	076617	Bookstore System replacement in FY16
--	Network Operating Center (NOC)	Green	3-7	Varies	2009-2013	1,000	1,000	1,000	1,000	1,000	1,000	6,000	20,000,000	076618	
--	Desktop Computer Repl/Upgrades	Green	5	Varies	2013-2015	1,000	1,000	1,000	1,000	1,000	1,000	6,000	12,000,000	856509	
--	Instructional System Repl/Upgrades	Green	5	Varies	2008	2,000	2,000	2,000	2,000	2,000	2,000	12,000	8,000,000	856509	

Notes:

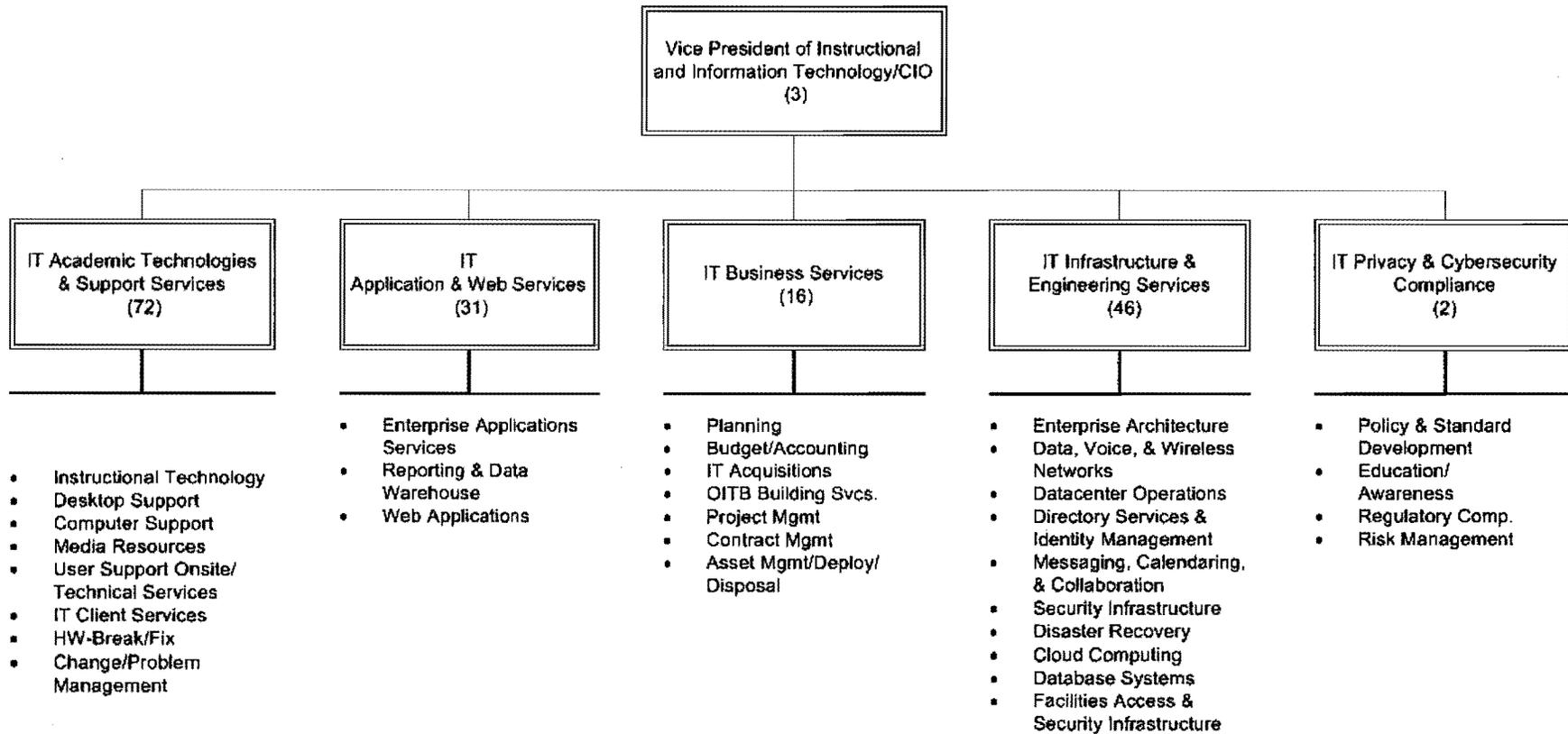
SUMMARY Multi-year Cost Projections by Risk Categories

	FY16	FY17	FY18	FY19	FY20	FY21	Total 6-Yr.	Est. Repl-Cost
RED	0	0	0	0	0	0	0	0
YELLOW	8370	9500	9500	9500	9500	9500	55870	37,500,000
GREEN	4200	4200	4200	4200	4200	4200	25200	40,750,000
TOTAL	12570	13700	13700	13700	13700	13700	81070	78,250,000

Risk Key

- Red= Obsolete or vulnerable critical systems/applications in immediate risk of failure
- Yellow= Aging or vulnerable critical systems likely to need major upgrade or replacement in the next 2-6 years
- Green= Stable systems expected to require only routine maintenance or minor upgrade over the next 3-6 year

Montgomery College Operational and Functional Perspective



Total Number of Positions: 170 (F/T=166; P/T=4)

Number of Contractors: 42

Montgomery College Budget Request

IT Budget Summary

	FY15 Approved	FY16 Requested
Total Operating Salaries & Expenses	\$28,894,293	\$27,081,548
<i>Operating Salaries*</i>	\$13,832,730	\$13,999,988
Total Capital Salaries & Expenses	\$13,206,000	\$12,570,000
<i>Capital Salaries*</i>	\$ 2,011,270	\$2,011,270
Total	\$42,100,293	\$39,651,548

IT budget includes: Network Infrastructure, Hardware and Software, ERP and Applications, Classrooms and Labs, Web and Portals, IT Planning and PMO, Computer Support, Telecommunications, Operations, Media Resources, Cyber security

*Note: Salary figures include benefits package

FY 2016 IT BUDGET OVERVIEW

Maryland-National Capital Park & Planning Commission

Montgomery County Planning and Parks Departments

Mission Statement

Planning Department

The Department endeavors to balance economic development opportunities with community needs and stewardship of natural, cultural, and historic resources consistent with the General Plan and in concert with planned public facilities and infrastructure.

Department of Parks

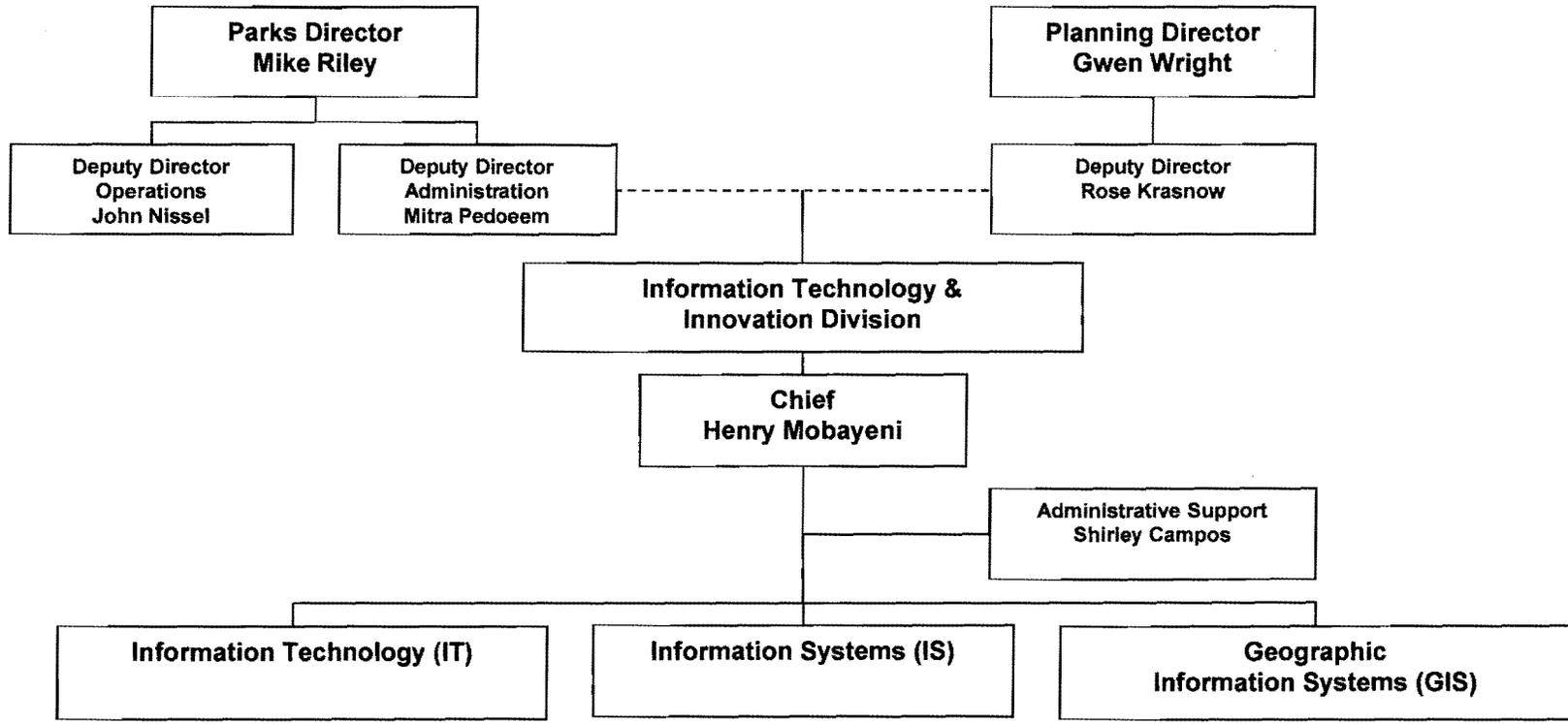
Protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible places for leisure-time activities.

ITI Mission:

The mission of the Information Technology & Innovation Division (ITI) is to provide high quality infrastructure, applications, communications, support, and innovation by delivering IT products and services that enable the Planning Department and the Department of Parks to achieve their missions.

The Maryland-National Capital Park and Planning Commission

Montgomery County Planning Department and Department of Parks ORGANIZATIONAL OVERVIEW



Strategic Assessments

External Environment

- Opportunities
 - Inter-agency collaboration improves IT planning and budgeting.
 - FiberNet: high-speed connectivity among facilities and County agencies improves productivity and is cost effective.
 - Launching a marketing campaign in Parks to increase customer hits to our web site.
 - Zoning Explorer launched. Provides on-line access to date-stamped zoning map PDFs directly from the authoritative zoning GIS layer maintained at the Planning Department; exported maps include information on any additional regulatory districts as well as zoning information.
- Challenges
 - Level of urgency and complexity for network security, virus protection, and disaster avoidance/recovery issues are accelerating.
 - Effectively communicate to the public the latest suite of web tools being deployed for improved transparency.

Strategic Assessments

Internal Environment

- Opportunities

- Refreshing the *IT Strategic Plan* will position the Departments to meet new demand through innovative technology.
- Enhanced wireless infrastructure to improve employee mobility and access to network resources in both Departments.
- Leveraging IT resources across both Departments to achieve cost savings and efficiencies.

- Challenges

- Budget constraints require balancing the following:
 - Supporting aging installed base.
 - Replacing obsolete technology.
 - Planning for innovative technology.

IT Accomplishments FY 2015

Technology Enhancements

- ProjectDox upgraded to the latest version, eliminating the former browser limitations. In addition, record plat reviews were added to ProjectDox, in addition to preliminary plans and site plans.
- Zoning Explorer launched. Provides on-line access to date-stamped zoning map PDFs directly from the authoritative zoning GIS layer maintained at the Planning Department; exported maps include information on any additional regulatory districts as well as zoning information.
- ITPCC GIS Visualization complete. The web portal was built, populated with data, and licensed to all ITPCC agencies and Council staff. Classroom training was designed and offered to enable staff to leverage the resources to produce their own web mapping sites.
- SmartParks/EAM successfully launched in Fall 2014. In use by the operating divisions, there is a planned rollout to the rest of the Parks department over the next calendar year. Work has begun to integrate with several other major Information systems, including; ERP (financial, HR, procurement), Kronos (time and attendance), EnergyCap (energy usage), FASTER (Fleet management), ParkPass (facility scheduling) and CRM (Customer Relations). Integration planned Q4 of 2015.
- Virtualization. Continue to implement all new servers in the virtualized environment resulting in improved performance, efficiency, and cost savings.
- Information Technology & Innovation Division (ITI). The ITI Division, in its second year, continues to effectively provide the full range of applications support, infrastructure, and telecommunications in both departments.

The Maryland-National Capital Park and Planning Commission

IT Accomplishments FY 2015

Training and Customer Support

- Continued ePlans training refresher sessions in both Departments, including training for developers/consultants who submit plans to our Agency.
- Provided GIS computer-based-training for staff in both Parks and Planning in specialized topics.
- Provided ArcGIS online web training for the ITPCC GIS portal project, for all ITPCC agencies and Commission staff.
- Technical training for IT and IS/GIS staff continued.
- Continued successful outsourcing for our IT Help Desk, riding Montgomery County's contract for desktop support services.

Strategic Directions for FY 2016

Themes

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

- GIS: publishing the GIS layers online using ESRI's latest Cloud technology, ArcGIS Online in support of the County and State Open Data initiatives.
- Virtualization. Migrating legacy systems to a virtualized environment will achieve better service with lower costs.
- Mobility. Utilizing latest technology allows users to easily access IT resources regardless of location or time of day.

– ***Enhanced Outreach:***

- Enhance customer outreach with Social Media platform such as Facebook, Twitter, and YouTube integrated with our website.
- Ability to launch web apps to address public demand for hot topics in Parks and in Planning.
- Cross-Departmental website redesign underway to enhance user ability to access information quickly and easily, incorporating increased opportunities for user engagement such as commenting and rating and integration with GIS mapping, multimedia and other technology.
- Streamlining how outreach is done (through multiple avenues including the web) and improving outreach to diverse and non-English speaking audiences, continuing to engage in social media, and will develop a Champion Trees mobile application in the near future.

Strategic Directions for FY 2016

Maximizing Our Technology

- Empowering the Departments to utilize the latest on-line GIS web tools to create web sites to communicate subject matter expertise on projects and initiatives.
- Gain efficiency through CLOUD computing and server virtualization effecting agility in system testing, development, and deployment.
- Migrate legacy servers to virtualized environment to achieve efficiency and reduce costs.
- Leveraged ProjectDox and our state-of-the-art SAN to replace an obsolete document management system that stored scanned copies of all original plans; this project required no additional software or hardware costs.

The Maryland-National Capital Park and Planning Commission

Proposed FY 2016 – Budget as Submitted by Commission

Technology	Planning	Parks
Personnel Services	\$2,123,759	\$996,094
Supplies & Materials	\$247,300	\$220,000
Other Svcs & Charges	\$639,600	\$833,280
Capital Outlay	0	0
Chargebacks	0	-56,200
Total Expenditures	\$3,010,659	\$1,987,023
Workyears*	16	8.1

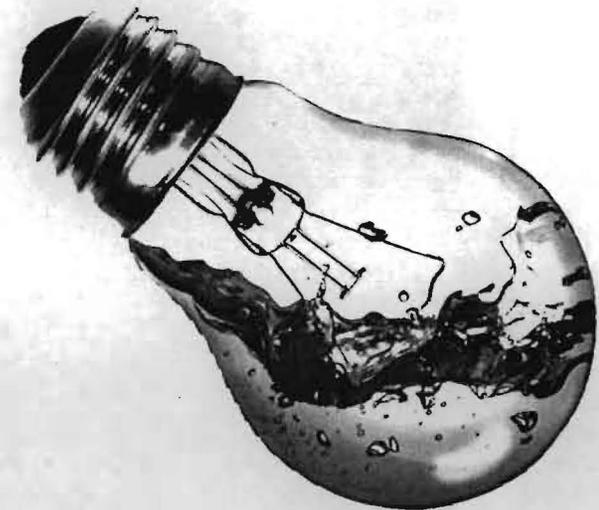
* Workyear totals are before Chargebacks



**Washington Suburban
Sanitary Commission**

Interagency Perspectives: FY16 Program & Budget Overview

March 2015



Presented by:
Mujib U. Lodhi
WSSC Chief Information Officer

Strategic Perspective

WSSC 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.

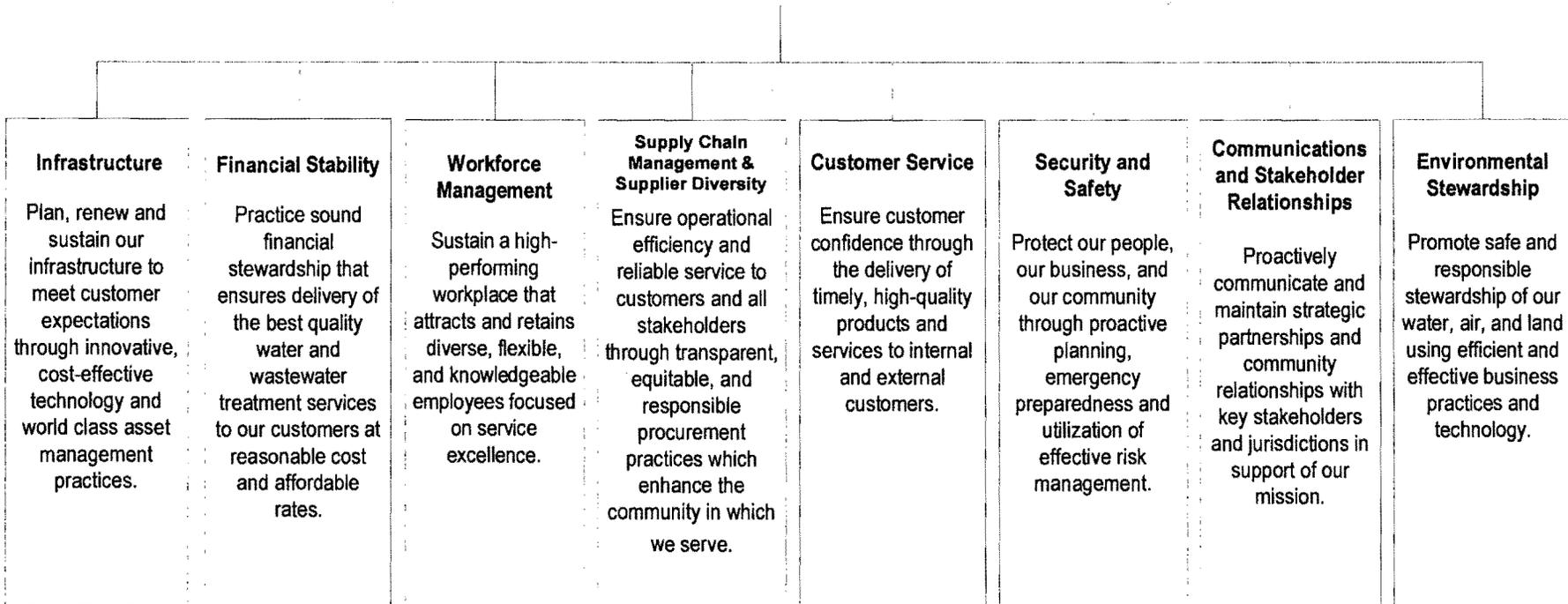


WSSC Vision:

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

Strategic Perspective

Commission Strategic Priorities



NOTE:

The Technology Priority was combined into the Infrastructure Priority.

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

IT Vision

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

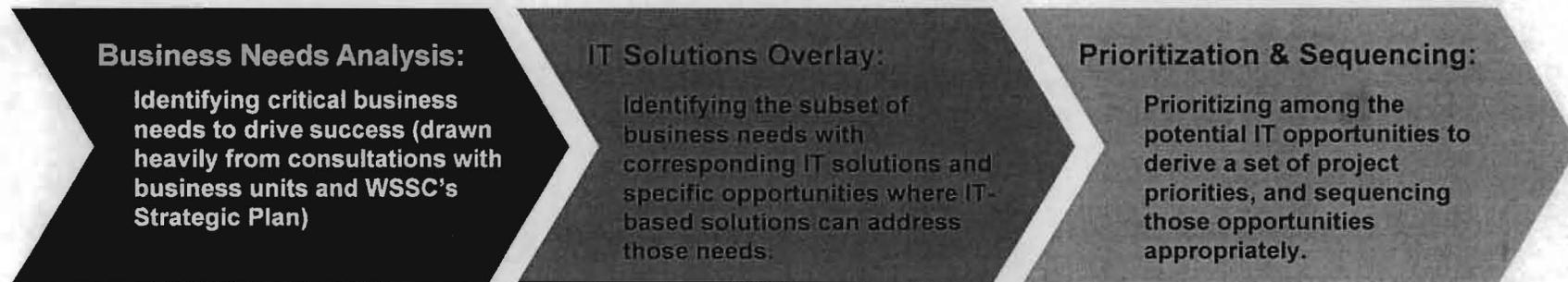
- Rise to a position of absolute leadership among public utilities in the creative use and application of IT, and leverage this investment to dramatically improve the customer service and organizational performance.
- Serve as a Change Agent to support redefinition of business processes so as to more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



IT Strategic Plan: Planning Methodology

In FY13, lead by the General Manager and CIO, with the approval of the Commissioners, WSSC developed a 5-Year Strategic Plan.

- A business-driven plan, this Strategy hones in on specific opportunities where IT-based solutions can unlock the greatest business value.
- The planning approach can be summarized as follows:



Our IT Strategy

Strategic Themes Underlying Our IT Strategic Approach:

- **Invest in IT as Mission-Critical Infrastructure**
 - Upgrade “orphaned” & mainframe-based “legacy” systems
 - Mitigate system performance risks
 - Streamline business processes prior to automation
 - Leverage mobile & online techs to increase efficiency & connectivity
 - Leverage online technologies to better serve & engage stakeholders
 - Improve info accuracy & transparency for customers

Our IT Strategy

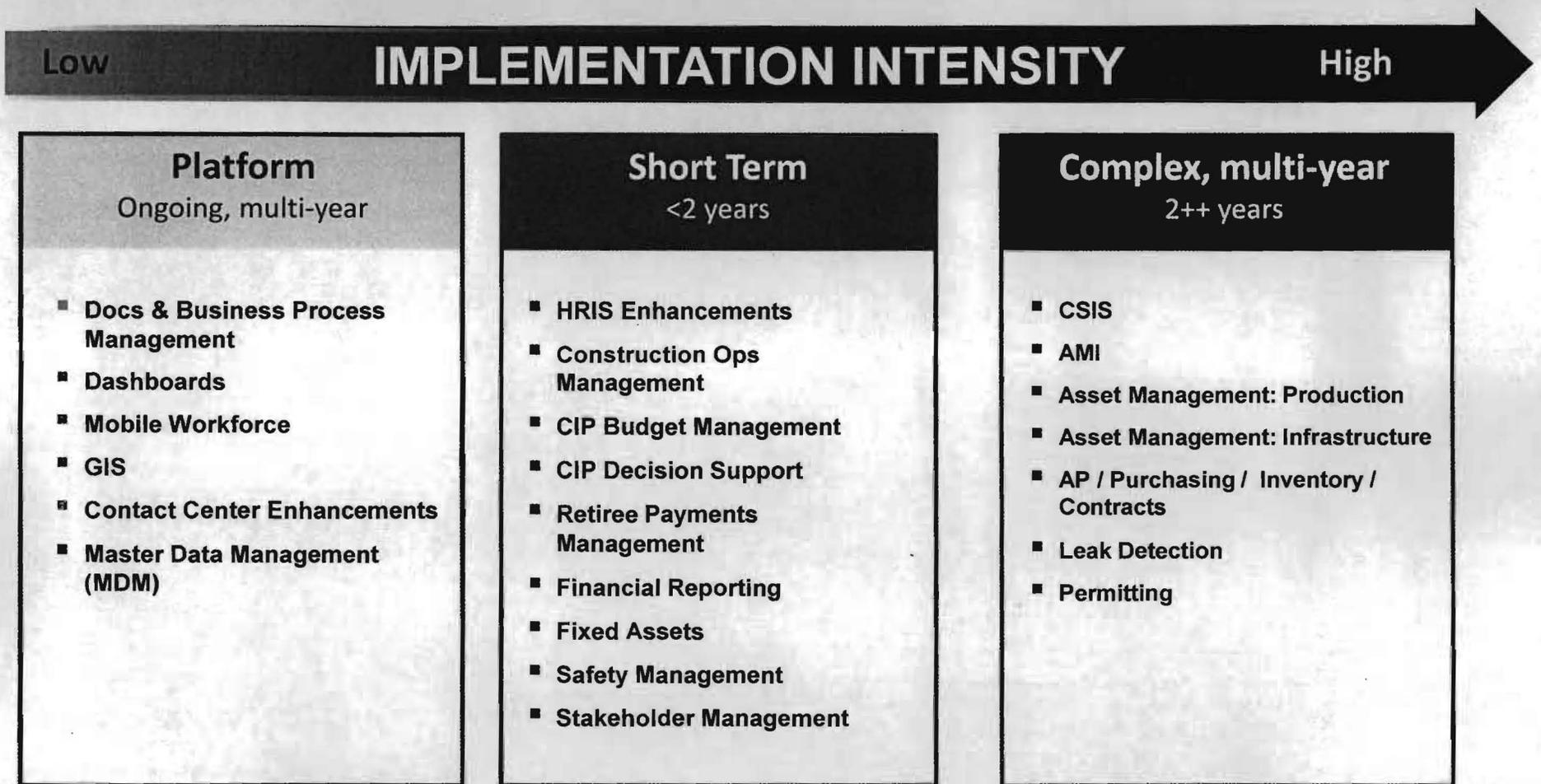
■ Work Smarter

- Develop integrated tech solutions that cut across functional units
- Enhance 2-way info flows w/real-time technologies
- Harness the power of info w/business intelligence & predictive analytics
- Leverage IT for better tracking of business performance

■ Effectively Steward IT Resources

- Leverage “off the shelf” technologies, where appropriate
- Optimize existing systems, end-to-end
- Employ bridge solutions to alleviate “pain-points”, where appropriate

IT Project Portfolio & Sequencing



IT Strategy– Project Sequencing

		2012		2013				2014				2015				2016				2017		
		Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	
		FY 2013				FY 2014				FY 2015				FY 2016				FY 2017				Beyond...
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Multi-Year	AM: Production	3	P	P	R	R																
	Permitting	2.75	P	P	R	R																
	AM: Infrastructure	3			P	P	R	R	R													
	CSIS	3						P	P	P	R	R	R									
	AP/PO/Inventory/CM	2.25								P	R	R										
	AMI	5 to 6													P	P	P					thru 2022
	Leak Detection	3																	P	R		
		<p>P = Planning & Acquisition R = Detailed Requirements</p> <p>Note: Project timeline starts at contract execution</p>																				
Short-Term	Construction Ops Mgmt	2																				
	CIP Decision Support	2																				
	Financial Reports	1.25																				
	Fixed Asset	0.5																				
	CIP Budget Mgmt	1.25																				
	HRIS Enhancements	1																				
	Stakeholder Mgmt	0.75																				
	Retirement Payments	1																				
	Safety Mgmt	1																				
Platform	Doc/Records/KM	ongoing																				
	Dashboard	ongoing																				
	Mobile Workfce	ongoing																				
	Contact Ctr BPR/ENH	ongoing																				
	MDM	ongoing																				
	GIS	ongoing																				

Implementation Approach

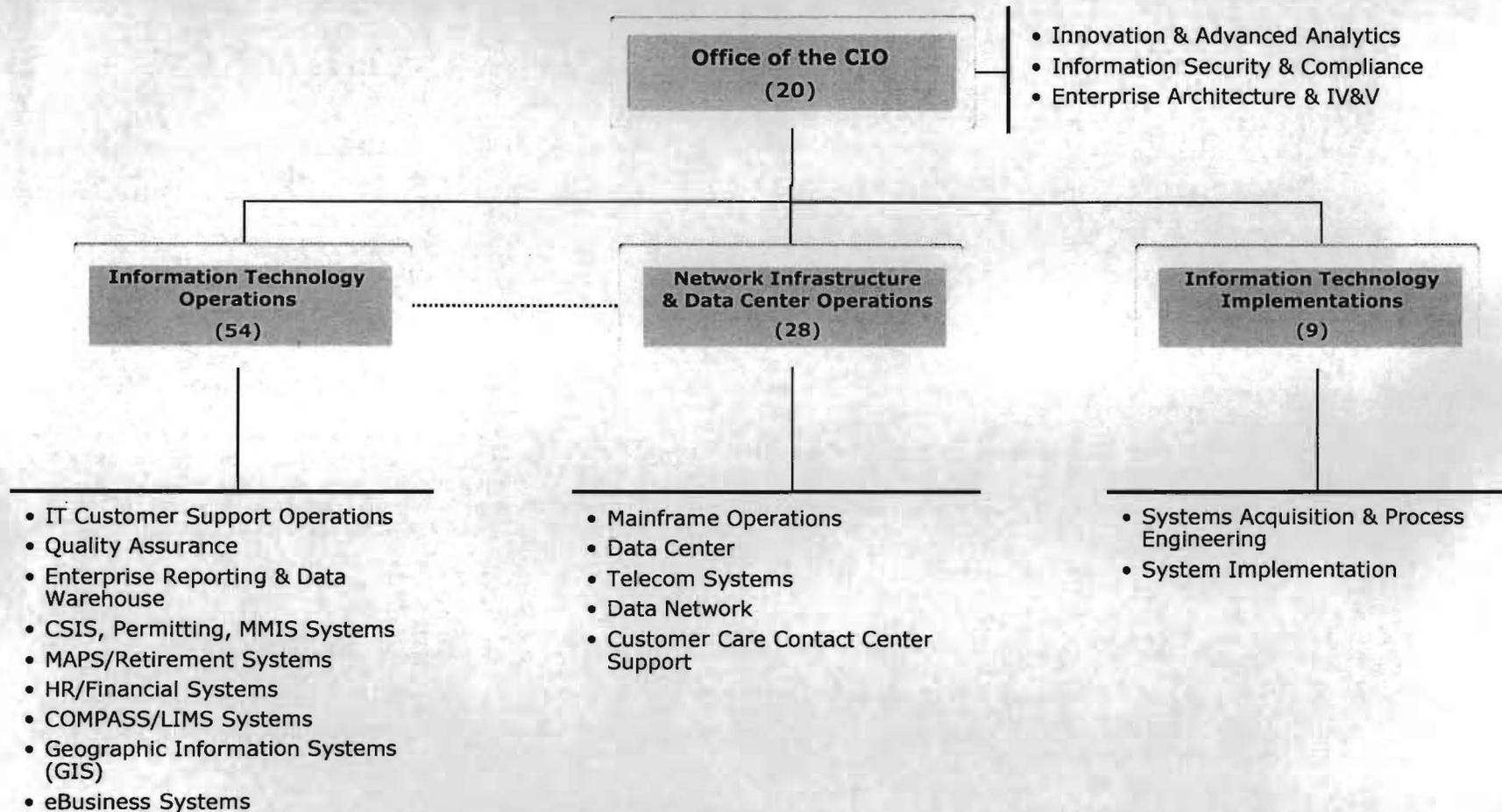
- Refine the system implementation approach to align with best practices
- Implement structures, processes and controls to ensure delivery readiness
- Retool an enterprise-wide, integrated IT Team to deliver on these objectives.
- Invest in our people resources through recruitment, skills development and performance management

Implementation Approach (continued)

- Institute a formalized governance structure to provide ongoing IT portfolio and project-level guidance
- Upgrade out IT infrastructure to keep pace with new technologies
- Accelerate technical and policy collaboration with County technology leaders

Implementation Approach: Integrated IT

- Innovation & Advanced Analytics
- Information Security & Compliance
- Enterprise Architecture & IV&V



Total Number of Positions: **111**
Number of Contractors: **45**

FY14/15 Achievements:

- **Asset Management: Production (Phase1) for COMPASS replacement was completed and is now in production; implementation activities on Asset Management: Infrastructure is underway and is on target for completion in Q1, FY 2017.**
- **Permits Management System: implementation 90% complete. Currently preparing for User Acceptance Testing (UAT). Scheduled go-live date of Q1, FY2016 is on target per ITSP.**
- **CIP Decision Support System (RUMA): Implementation completed on schedule (FY 2014), system in production. CIP AMP/DSS targeted for release in July, 2015.**
- **Financial Reporting System: Implementation in progress. The first analytics module (Procure and Spend) went live. Phase 1 of HR analytics implementation completed and is now in production. Phase I of Customer Service (call center) analytics has also been completed and in production (this system is being extensively leveraged by WSSC's newly launched Customer Service Improvement Project). Budget/GL analytics Phase I have been delivered to the business organization (note: system will require further iterations as Contracts Management, A/P, and CIS implementations are rolled out.)**
- **Customer Information System (CIS): Phase I Requirements Development completed. Proof of Concept (POC) project initiated and progressing according to plan. Software acquisition process has begun and scheduled to complete by Q3, 2015. System implementation on schedule per ITSP.**
- **Contracts Management (CM) system implementation has been initiated. PO/AP/GL implementation integration in planning phase. On track for final delivery in Q3, FY2016.**
- **Inventory System implementation progressing according to plan. Go-live expected in Q1, FY 2016**



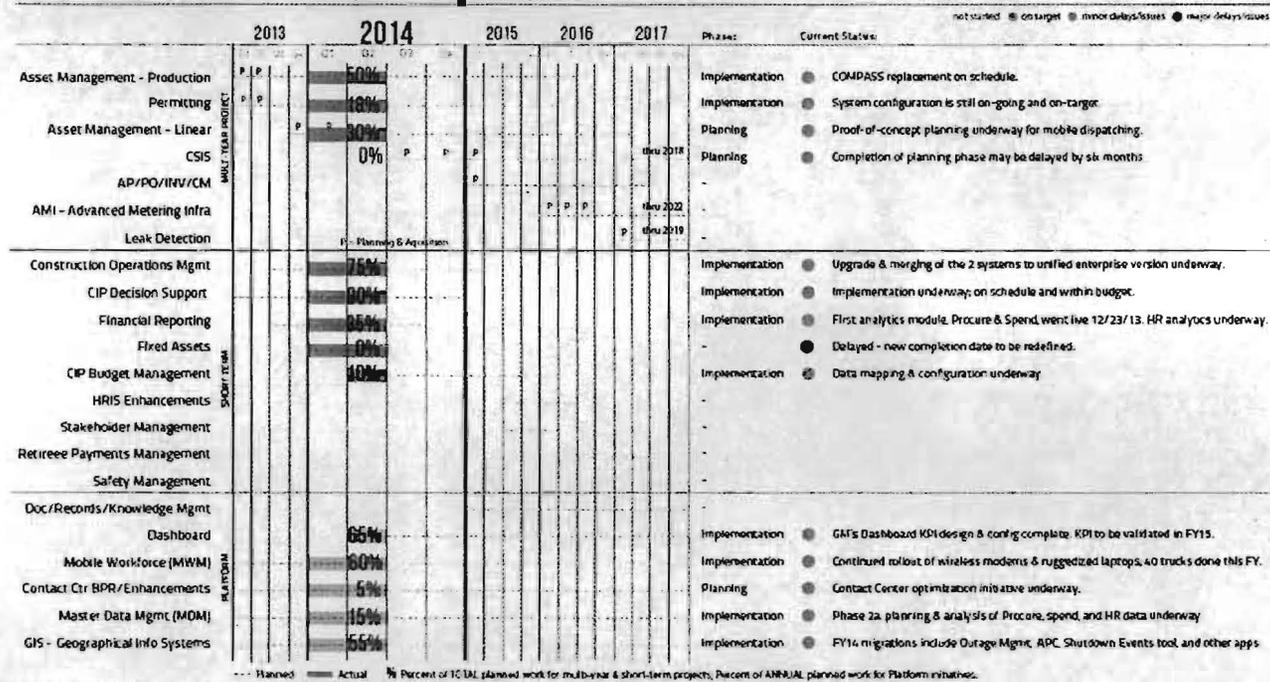
FY14/15 Achievements:

- Requirements development for the Accounts Payables (A/P) system completed in Q3, FY 2015. Implementation plans are being developed.
- Master Data Management: Phase 1 completed, with vertical asset data stored into MDM hub. Further rollout deferred until other key business systems are rolled out (AP and CIS).
- Contact Center BPR/ Enhancements: Contact Center Optimization Phase I completed. Phase II tasks (Start/Stop/Pause, Callback, IVR Refinements) will be delivered FY 2016.
- Dashboard: Currently in the implementation stage and on schedule. Customer Care departmental dashboard delivered and in production. Finance, Engineering, Communications Team dashboards planned for roll-out by Q2, FY 2016.
- GIS: Continued implementation of upgrades and enhancements is ongoing and on-schedule.
- Construction Management System: Phase I completed. Phase II development 85% complete.
- Mobile Workforce Management: Full-scale roll-out of wireless modems to WSSC fleet completed. Integration refinements with WAM and future CIS will be a continuing effort.
- Modular Data Center: Acquisition completed and contract signed. Data Centers pods now under construction at vendor facility.
- HRIS/Finance Position Control System implementation completed. System went live in Q3, FY 2014.
- Financial Disclosure/COI Solution implemented in Q3, FY 2014.
- Electronic Security System project initiated in FY 2015. Project 10% complete.
- Enterprise Learning Management System (LMS) upgrade also completed in FY 2014.



FY14 Mid-Year Update: Multi-Year Projects

WSSC 5-Year IT Strategic Plan: FY14 Mid-Year Update (as of December 30, 2013)



POTENTIAL RISKS & ISSUES:

- CSIS: Completion of the planning and acquisition phase may be delayed by six months due to priority given to the Call Center project, but we are optimistic that we will catch up on the overall project timeframe.
- Fixed Assets: The original implementation date has passed, and as of the mid-year point, planning had not yet begun. New completion date to be redefined by the Finance Team and IT.



FY13 Achievements: Mobile Initiatives

■ Fire Hydrant Inspection System

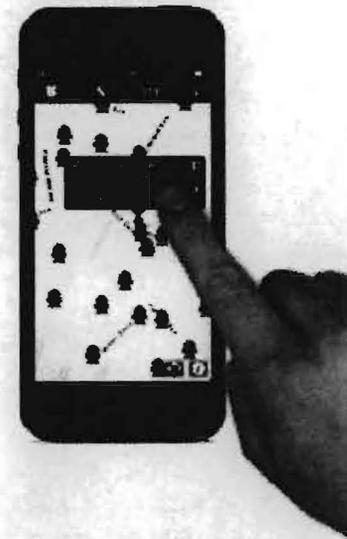
- Increased process efficiency by 25-40% to overall process.
- Real time status of the inspection process.
- Elimination of the need for paper copies of the Firebook.
- Visual representation of the fire hydrant inspection process.
- Support for data integrity by allowing supervisors to verify location at time of inspection.

■ HyLo – Hydrant Locator

- Supports public safety through quicker decision-making for County firefighters

■ Mobile App Enhancements

- Reduced call volume and call-handling times within call center.
- Potentially faster repairs, dollars saved, & better service for the community.
- Reduced carbon footprint – less printing and travel costs
- Improved customer service, by providing more services through mobile devices.



FY14/15 Achievements: Small IT Projects

- IT Security Plan
- Disaster Response Plan (DRP)
- Paperless eBilling Option
- Automated Attendant Solution
- Electronic Security System
- Performance Management System



FY16 IT Proposed Portfolio

Multi-Year

Asset Management – Linear / Production Assets
Permitting Management System
CSIS – Customer Billing
AP/PO/Inv/CM

Short-term

HRIS/Payroll Enhancements
Stakeholder Management
LIMS Upgrade

Platform

Enterprise Reporting Platform
Contact Center Enhancements
Master Data Management
Mobile Workforce Management
Modular Data Center
Records Inventory, Retention Schedule & Policy
IT Security & Compliance Infrastructure & Disaster Response Plan
Network Infrastructure
Microwave Radio Upgrade (*infrastructure*)

Operational & Functional Perspective: Health of Major Existing IT Systems

Priority	System Name	Status	Age of System	Most Recent Upgrade	FY13-18 Total Cost
2	MMIS (Linear Assets)	Critical	19	2008	1,100,000
3	MAPS (AP / PO / Inventory / CM)	Critical	15	2008	2,100,000
4	Financial Reports	Critical	4	2010	1,000,000
5	CSIS (Customer Billing)	Critical	18	1999	30,000,000
6	Permitting Management System	Critical	19	2007	-
Separator					
1	CIP Decision Support	Vulnerable	1	2013	-
2	Fixed Assets	Vulnerable	3	2011	400,000
Separator					
1	Fleet Management System	Stable	3	2011	-
3	Employee Payroll	Stable	16	2007	-
4	Retirement Payroll	Stable	21	2008	500,000
5	OTL (Time / Labor)	Stable	16	2012	-
6	General Ledger	Stable	16	2012	-
7	HRIS (Human Resources)	Stable	9	2012	900,000
8	GIS (Geographic Info System)	Stable	4	2012	1,700,000
9	Compass	Stable	21	2008	200,000

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.

Budget Perspective

- FY'16 Budget Overview
 - In FY'16, the IT budget is 5.3% of the total WSSC operating budget of 715.08 million.
 - The FY'16 Proposed IT Budget is \$2,506,800, or approximately 6%, less than the FY'15 Approved Budget.
 - The FY'16 requested budget for the Information Technology Team is \$37.9M which is a decrease of 9% (\$2.2M) under the FY14 budget of \$40.1M. This decrease is primarily due to ramping down of initiatives outlined in the Five-Year IT Strategic Plan, as well as a reduction in services required for the Modular Data Center.
 - The FY'16 budget is allocated as follows:
 - **Critical and/or Strategic Initiatives** \$ 14,963,000 (39.5%)
 - **Operational Baseline** \$ 22,960,500 (60.5%)
- * **Baseline** refers to all costs associated with on-going, operational, maintenance, staff augmentation, and end-user support.
- * **Critical/Strategic Initiatives** refers to all costs associated with business projects and WSSC Annual Action Item priorities

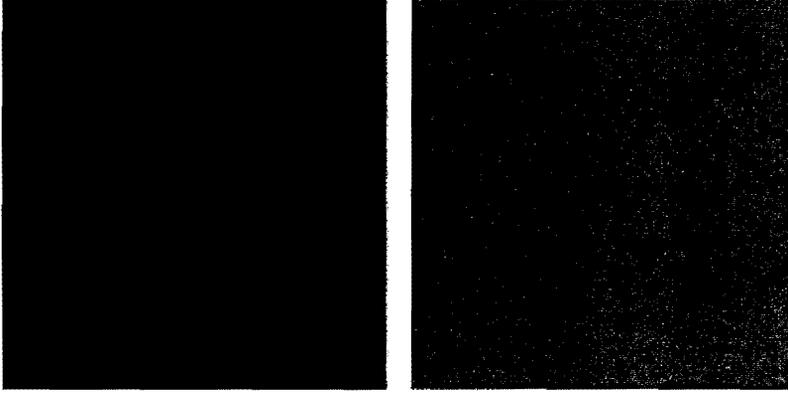
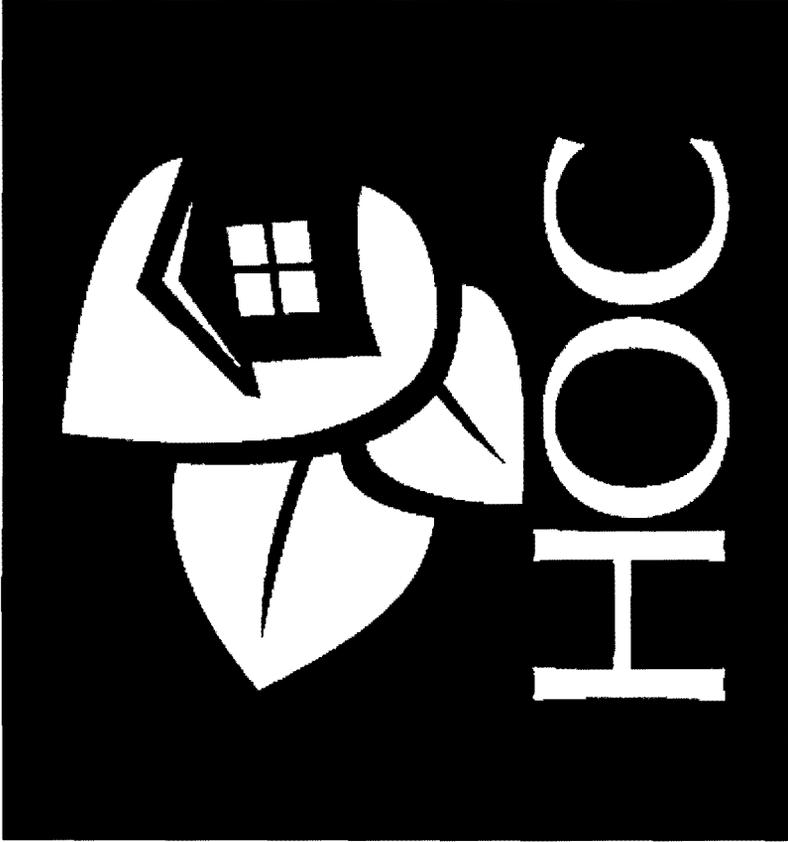
Budget Perspective

FY'14 – FY'16 Budget Breakdown

	<u>FY14 Actual</u>	<u>FY15 Budget</u>	<u>FY16 Requested</u>
Salaries & Wages	\$8,584,657	\$11,012,100	\$11,464,800
Services By Others	\$14,309,933	\$12,598,800	\$12,080,500
Professional Services	\$8,498,286	\$13,259,200	\$11,079,800
Telephone & Comm. Expenses(*)	\$2,514,353	\$2,081,900	\$2,085,700
Computer Equipment & Materials	\$388,252	\$557,700	\$560,900
Training	\$190,564	\$300,000	\$300,000
<u>Other (Travel, Supplies, etc.)</u>	<u>\$315,113</u>	<u>\$344,700</u>	<u>\$351,800</u>
TOTAL	\$34,801,158	\$40,154,400	\$37,923,500

- Covers organization-wide telephone, wireless, internet and related communication expenses.

Note: Budget figures reflect ERP/Enterprise Technology Initiatives funding.



FY16 Budget Review



Housing Opportunities Commission

Mission Statement

The mission of the Housing Opportunities Commission is to provide affordable housing and supportive housing services that enhance the lives of low and moderate income families and individuals throughout Montgomery County, Maryland, so that:

- No one in Montgomery County is living in substandard housing;
- We strengthen families and communities as good neighbors;
- We establish an efficient and productive environment that fosters trust, open communication and mutual respect.
- We work with advocates, providers and community members to maintain support for all the work of the Commission

Housing Opportunities Commission IT Mission Statement

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

Housing Opportunities Commission

IT Accomplishments in FY15

- Implemented HOC@ccess (free Wi-Fi access for residents and visitors in common areas) at over fifteen HOC locations.
- Built new housing waiting list software product that will be launched in early FY16.
- Provided initial dataset for publication on dataMontgomery.
- Approved over 100 new technology products for employees through HOC's Technology Employee Purchase Program.
- Completed infrastructure enhancements improving network capabilities.
- Implemented new network security systems providing a more secure technology environment.
- Transitioned HOC properties to FiberNet providing improved connectivity for more than fifteen HOC resident computer centers throughout Montgomery County

March 23, 2015



Housing Opportunities Commission

HOC@CCESS



Arcola 1135 University Boulevard Silver Spring, MD 20902

Bauer Park 14635 Bauer Drive Rockville, MD 20853

East Deer Park 231 East Deer Park Dr., Gaithersburg, MD 20877

Elizabeth House 1400 Fenwick Avenue Silver Spring, MD 20910

Forest Oak Tower 101 Odendhal Avenue Gaithersburg, MD 20877

Gaithersburg Customer Service Center 101 Lakeforest Blvd., Gaithersburg, MD 20877

Georgian Court 3600 Bel Pre Road Silver Spring, MD 20906

Hoc Main Office 10400 Detrick Avenue, Kensington MD 20895

Holly Hall 10110 New Hampshire Avenue Silver Spring, MD 20903

Paddington Square 8800 Lanier Drive Silver Spring, MD 20910

Silver Spring Customer Service Center 8241 Georgia Avenue, Silver Spring, MD 20910

Stewartown Homes 9311 Merust Ln, Gaithersburg, MD 20879

Town Center Rockville 90 Monroe Street Rockville, MD 20850

Waverly House 4521 E. West Highway Bethesda, MD 20814

March 23, 2015



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Housing Opportunities Commission Information Technology Awards

- National Association of Housing and Redevelopment Officials (NAHRO)
 - 2014 National Award of Merit: Community Cloud Based Computer Centers
 - 2014 National Award of Merit: Technology Employee Purchase Program

Housing Opportunities Commission Strategic Directions for FY16

- Open the HOC housing waiting list on the new software platform developed in FY15. This waiting list will remain open to applicants 24/7/365.
- Implement telecommunications enhancements to the HOC unified communications environment
- Utilize FiberNet as a backup service to reduce current telecommunications costs.
- Expand cloud telecommunication systems to all HOC properties.
- Continued expansion of HOC@ccess providing free Wi-Fi services to HOC clients in property common areas.

Housing Opportunities Commission

Strategic Directions for FY16

- Expansion of HOC Connects to provide more opportunities to get technology resources in the hands of HOC clients.
- Development of a new mobile work order system that integrates with our core housing software platform.
- Redesign and improve technology around disaster recovery systems
- Upgrade necessary core business systems.
- Continued improvements to network security systems in order to best protect HOC's technology investments.

Housing Opportunities Commission IT Assessments – Internal and External Environments

Opportunities

- Opportunity to use HOC as a resource to narrow the Digital Divide;
- Utilization of “Cloud” services to shift ongoing Capital costs to Operating funds and improve budgeting analysis by business unit;
- Enable flexible and secure infrastructure that supports remote access for HOC employees ;

Challenges

- HUD’s electronic reporting requirements place ongoing burdens on the agency to modify software, hardware and business processes;
- Staff turnover and ever changing technology creates ongoing training requirements;
- Reductions in federal, State or local funding threaten Information Technology initiatives;



Housing Opportunities Commission Operational and Functional Perspective

FYs15-20--Operational Health and Replacement Priority of Existing Major IT Systems
Housing Opportunities Commission

Priorit	System Name	Status	Lif	Age	Upgrade	FY16	FY17	FY18	FY19	FY20	FY20	Total 6-Yr.	Est. Repl-Cost	CIP PDF #	NOTES
1		Red										0			
2		Red										0			
3		Red										0			
4		Red										0			
5		Red										0			
6		Red										0			
7		Red										0			
8		Red										0			
9		Red										0			
10		Red										0			
Summary Row 1															
1	E-Mail	Yellow	5	2	2014	80,000	50,000	50,000	50,000	50,000	50,000	330,000	120,000		migrating to
2		Yellow										0			
3		Yellow										0			
4		Yellow										0			
5		Yellow										0			
6		Yellow										0			
7		Yellow										0			
8		Yellow										0			
9		Yellow										0			
10		Yellow										0			
Summary Row 2															
--	Housing / Financial	Green	15	11	2014	335,000	335,000	335,000	335,000	335,000	335,000	2,010,000	750,000		by our vendor
--	Mortgage Finance	Green	10	5	2013	5,000	5,000	5,000	5,000	5,000	5,000	30,000	200,000		
--	Document Imaging	Green	8	4	2013	27,000	27,000	27,000	27,000	27,000	27,000	162,000	250,000		
--	Virtualization System	Green	10	0	2014	60,000	60,000	60,000	60,000	60,000	60,000	360,000	200,000		
--	Telecommunications	Green	1	0	2014	180,000	180,000	180,000	180,000	180,000	180,000	1,080,000	400,000		service is provided
--	Fleet Management	Green	8	1	2014	16,200	16,200	16,200	16,200	16,200	16,200	97,200	50,000		new hardware for
--	Website	Green	5	3	2014	12,000	12,000	12,000	12,000	12,000	12,000	72,000	50,000		
--	Physical Servers	Green	3	0	2019	0	60,000	0	60,000	0	60,000	180,000	250,000		

Notes:

	FY15	FY16	FY17	FY18	FY19	FY20	Total 6-Yr.	Est. Repl-Cost
RED	0	0	0	0	0	0	0	0
YELLOW	80,000	50,000	50,000	50,000	50,000	50,000	330,000	120,000
GREEN	635,200	695,200	635,200	695,200	635,200	695,200	3,991,200	2,150,000
TOTAL	715,200	745,200	685,200	745,200	685,200	745,200	4,321,200	2,270,000

Risk Key

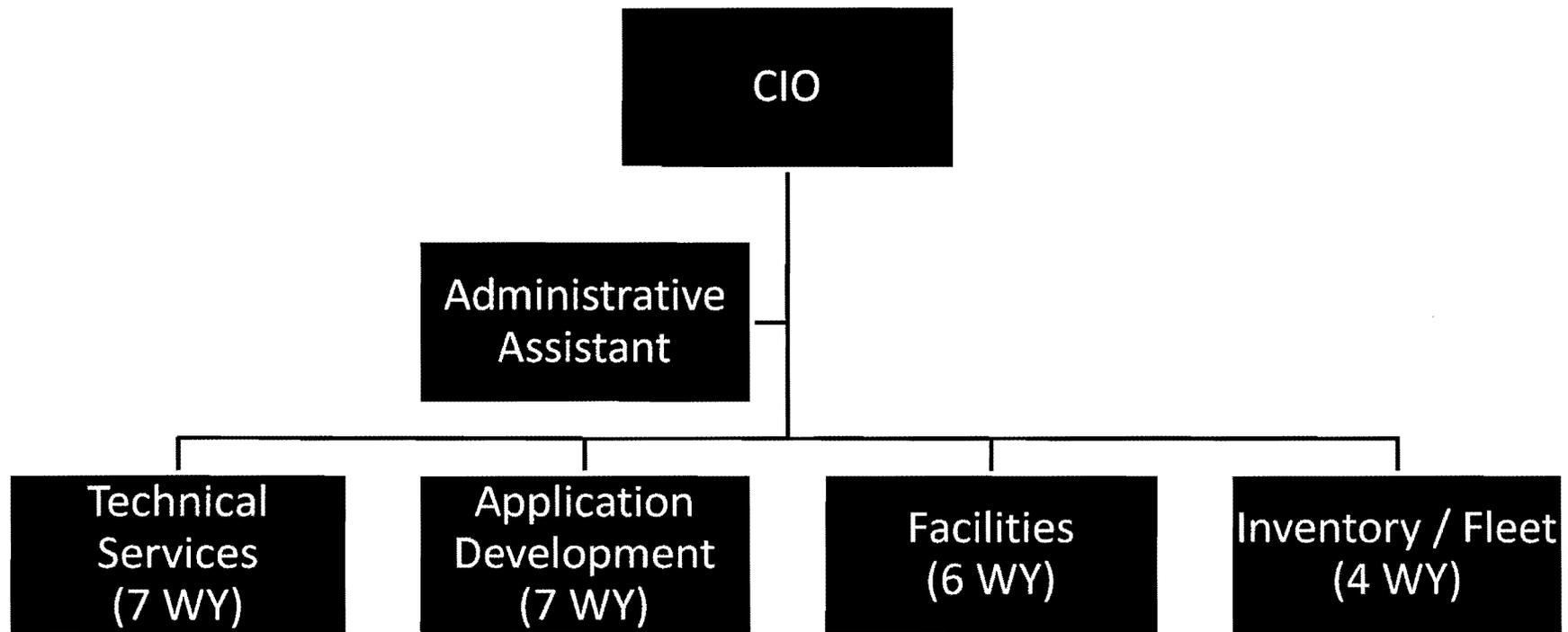
- Red= Obsolete or vulnerable critical systems/applications in immediate risk of failure
- Yellow= Aging or vulnerable critical systems likely to need major upgrade or replacement in the next 2-6 years
- Green= Stable systems expected to require only routine maintenance or minor upgrade over the next 3-6 years

March 23, 2015



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Housing Opportunities Commission Information Technology & Facilities Services Division Organization Chart



Information Technology: 15.5 WY

Housing Opportunities Commission Budget Request Perspective

- The FY16 requested budget for the Information Technology Departments is \$4.47 million dollars. This request has not been approved by the HOC Board of Commissioners on the date of this presentation.

	FY13	FY14	FY15	FY16
	2.50m	2.68m	2.92m	3.34m
	0.60m	1.58m	1.31m	1.13m
	3.10m	4.26m	4.23m	4.47m