GO COMMITTEE #1
April 4, 2013

Worksession

MEMORANDUM

April 2, 2013

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: Overview – Agencies' FY14 Information Technology Programs and Budgets

ITPCC CIO Subcommittee Membership

Sherwin Collette, Montgomery County Public Schools (Chair)
Donna Schena, Montgomery College
Sonny Segal, Montgomery County Government
Henry Mobayeni, M-NCPPC
Mujib Lodhi, WSSC
Scott Ewart, HOC

Gary Thomas, ITPCC staff

Summary of Staff Recommendations

1. The Committee should review the individual agency presentations and provide comment on the importance of collaboration and support for Open Data and OpenMontgomery initiatives in all agencies as priorities for FY14.
2. Request that the ITPCC develop a practical budget mechanism that recognizes the "Red" and "Yellow" priority systems now in existence, totaling over a quarter of a billion dollars, and incorporate needed actions in an approach which ensures the management of the commensurate risk associated with not fulfilling them. This mechanism should be provided to the Committee in time for the FY15 budget discussions.
3. Discuss how the concept of OpenMontgomery may apply to all agencies, and what practical mechanisms that may not yet be in place could make this a reality in FY14.
4. This suggestion was made during the FY12 and FY13 budget review with no action taken: ***The Committee should initiate a discussion towards the development of a new mechanism to conduct IT budget reviews across agencies, and provide coordination and direction before the relevant Committees take up overall agency budgets. Such an action would allow for the exploration and agreement on shared facilities, programs, and staffing across agencies, which could then be reflected in individual agency budgets. This would mean a consolidated review of IT budgets in the Fall/Winter timeframe rather than in the Spring, as is currently done. Lacking such a shift in timing, the current practice of reviewing budgets after they have been individually approved provides little leverage for interagency action or cost-sharing explorations.***

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 FY14 budget submissions. These detailed slides offer an enterprise-wide IT investment snapshot for the County as a whole, and are on © 1-81. Individual agency submissions can be found using the following index:

	©
MCG	1
MCPS	14
MC	29
M-NCPPC	41
WSSC	51
HOC	70

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 FY14 dollar investments excerpted from the individual submissions of each agency, and an enterprise total of these investments. Both Operating and Capital (for FY14) budget allocations are shown, thus providing an important, integrated view of total County investments.

Table 1. FY14 Montgomery County Proposed Investment in Technology (in $m)

	Operating Budget	Capital Budget	Total FY14
MCG[1]	38.4	54.3[2]	92.7
MCPS	26.0	22.1	48.1
MC	29.0	9.2	38.2
M-NCPPC	3.4		3.4
WSSC	30.0		30.0
HOC	2.7	1.6	4.3
Totals	129.5	87.2	216.7

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 IJIS, FiberNet, and Public Safety System Modernization. TechMod has been added at $11.1m for FY14 and modifies the CIP figure provided by DTS, even though it is programmed outside of DTS - this gives a more accurate picture of enterprise spending on IT for MCG.

To review the time trend of IT investments across the agencies, Table 2 is offered, which summarizes total (Operating Budget combined with CIP allocations in FY14) resources requested in each of the last four years.

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

	FY14	FY13	FY12	FY11
MCG[1,2]	92.7	79.7	52.8	58.4
MCPS	48.1	49.1	48.0	47.7
MC	38.2	35.9	43.4	45.8
M-NCPPC	3.4	3.3	4.9	5.9
WSSC	30.0	20.7	19.3	19.3
HOC	4.3	3.1	2.6	2.9
Totals	216.7	191.8	171.0	180.0

Notes:
[1] The totals do not include the investment in IT made by MCG in departments other than DTS. In FY09, that was estimated to be at least $18.1 million. No estimate was available for other years.
[2] Includes IJIS, FiberNet, and Public Safety System Modernization. TechMod has been added at $11.1m for FY14 and modifies the CIP figure provided by DTS, even though it is programmed outside of DTS - this gives a more accurate picture of enterprise spending on IT for MCG.

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)	2014	2013	2012	2011
MCG	135	130	126	135
MCPS	182	179	184 FTE	171.6
MC	192	197	202	279
M-NCPPC	32	32.6	32.2 WY	37.4
WSSC	124	94	73	72
HOC	12	12	12	12
Totals	677	644.6	626.2	707

Note: FY14 numbers include contractor positions when made available

Table 4 provides a summary of dollar amounts (in $m) needed over the next 6 years for "Red" and "Yellow" systems currently at risk, according to each agency:

	"Red" Systems	"Yellow" Systems	Total at-risk for FY14
MCG	137.9	31.9	169.8
MCPS	24.5	44.6	69.1
MC	6	7.6	13.6
M-NCPPC	No data	No data	N/A
WSSC	45.5	1.4	46.9
HOC	0	.7	.7
Totals	213.9	86.2	300.1

Staff Observations

1. From the agency summaries, it is clear that both financial and human resource investments for IT are on the rise. Although the numbers may not be exactly comparable, roughly **a 13% combined funding increase is requested** for FY14, and a **+5% increase in personnel**. The Committee may want to question the CIOs in order to understand whether these increases reflect an expected commensurate increase in service levels, or investments in modern technologies and training that will help agencies keep pace with the demands of their constituents.

2. The timing of these budget submissions comes after several of the individual IT budgets have been vetted and incorporated in the agency-wide budgets for the ITPCC agencies. If the Committee wishes to impact technology practices through budget management principles, a **coordinated 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**.

3. Barriers to collaborative operations of technology organizations may exist and delay or stop the launch of joint projects conceptualized by the ITPCC members. Such barriers have not been well documented or understood. As the next few years will continue to be financially challenging, the **value** of collaborative action in the technology dimension is likely to grow, and it is important to identify, early on, barriers to collaborative or consolidated operations. These barriers may include legal restrictions, differences in retirement benefits that make human resource sharing difficult, differences in the end customer base for each organization, and performance evaluation barriers to shared resources. Examples of existing collaborative actions include efforts in IT infrastructure management (FiberNet) and also a coordinated PC replacement policy, GIS strategic plan deployment, and continued exploration of FiberNet expansion and use by other parties. The interest of the Committee in Open Data strategies and a single, citizen-oriented strategy for service deployment adds yet one more reason to press for coordinated action.

   The ITPCC CIO Subcommittee has accepted this challenge and has been meeting to develop a true enterprise strategy. A forthcoming report is expected to summarize the FY13 findings and indicate directions for FY14. Funding for the implementation of this strategy should be requested once the directions and outcomes are debated and approved. The currently dormant Interagency Technology Fund (ITF) could be a source of such support.

The Committee may want to focus on this issue of barriers to further collaboration (real or perceived) in a subsequent summer study session.

4. The Open Data Bill 23-12 enacted by the Montgomery County Council on December 4, 2012 and effective March 18, 2013 applies to MCG programs and data sets. Other agencies may already have similar mandates or directives, but it is not clear whether they do or whether they address the issue of Open Data in a similar or compatible manner. The Committee may want to ask the CIOs present on April 4, 2013 to give an early indication of how each of their agencies approaches the topic of Open Data and what are differences caused by laws or other barriers that may make a truly County-wide deployment difficult.

5. The "Red risk" systems seen over the 6-year CIP horizon should give reason for pause to the Committee. An approximation of the 6-year Red system cost projections are **$213.9m**, with an additional **$86.2m** falling in the Yellow category – more than a quarter of a billion dollars. These numbers may be **undercounts** of the true cost and are certainly not documented or reflected in the formal budgeting process within the CIP program.

   Lacking explicit inclusion into a system which eventually develops responses in a timeframe meaningful to the challenge, one is led to believe that "fix upon failure" is the norm. However, the "fix upon failure" option is neither an effective nor a desirable solution. The government will invariably be asked to pay more, and the solution may not be a lasting or an effective one when deployed under duress. Therefore, processes should be developed to recognize the true magnitude of the systems needing replacement early on, and funding should be organized for their implementation. The currently dormant ITF (Interagency Technology Fund) could be one such vehicle, and would emphasize and favor collaborative solutions across agencies as Red and Yellow systems come up for replacement.

FY14 IT Budget Overview

Presentation to the GO Committee

April 4, 2013

Contents

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

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Enterprise Technology Planning Model

- Perform Cross Departmental IT Strategic Planning (CDSP)
  - Planning focused on communication of new business and technical initiatives as well as application and data portfolio updates

- Enterprise Technology Strategic Plan (ETSP)
  - Using CDSP input the Enterprise Technology Strategic Plan is updated

- Cyber Security Strategic Plan (CDSP)
  - Using CDSP input the Cyber Security Strategic Plan is created

- Enterprise Architecture (EA)
  - Using the ETSP as a guide the Enterprise Architecture is updated

- Metrics
  - Enterprise Service delivery is monitored and improved through IT Metrics

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Approach and Priorities

- Support the County Business Objectives as communicated in the CDSP and IT Review Process
- Maintain an Enterprise Architecture with a core focus on a strong portfolio of Enterprise IT Services
- Support ongoing Enterprise Projects
- Support new Enterprise Initiatives like openMontgomery
- Leverage Innovative Approaches and Technologies to offset and balance continuing resource limitations

Key Initiatives and New Technologies

- Public Safety System Modernization (PSSM) - project management, development, application engineering and quality assurance
- Tax Assessment System (TAS)
- ERP
- MC311
- openMontgomery
  - dataMontgomery, engageMontgomery, mobileMontgomery, accessMontgomery
- Cloud computing
- Mobile computing support (devices, WiFi, HelpDesk etc.)
- PC replacements & Windows 7 Operating System upgrade
- FiberNet
- Cable franchise renewal
- Social Media and CCM Video Enhanced Search

Key Initiatives and New Technologies

- Enterprise Identity Management to support employees, retirees, volunteers, partners, and citizens
- mobileMontgomery, including County Portal and MC311 mobile web sites and related mobile apps
- engageMontgomery, the County's new community engagement social media platform
- Enterprise Technology Strategic Plan
- Enterprise Cyber Security Strategic Plan
- Enterprise Mobile Apps framework
- DLC ERP Warehouse and Transportation Management system implementation
- Corrections & Rehabilitation Information Management Systems (CRIMS) (Phase 2)

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Accomplishments

- Initiated roll-out of a re-designed County web portal to address several improvement opportunities identified by CountyStat
- Launched dataMontgomery, the County's new Cloud-based Open Data web site: (http://data.montgomerycountymd.gov) providing access to County data sets in consumable formats
- Developed and deployed ERP Business Intelligence (BI) tools; providing technical support for ERP Hyperion budgeting, Oracle Learning Management, and Oracle Performance Management modules
- Deployed new County Bag Tax web application
- Implemented the Data Network, Cable plant and PBX telephone system at the new Public Safety Headquarters
- Successfully operated the County's information systems and telecommunications infrastructure
- Provided IT governance, program and project management, administered IT contracts

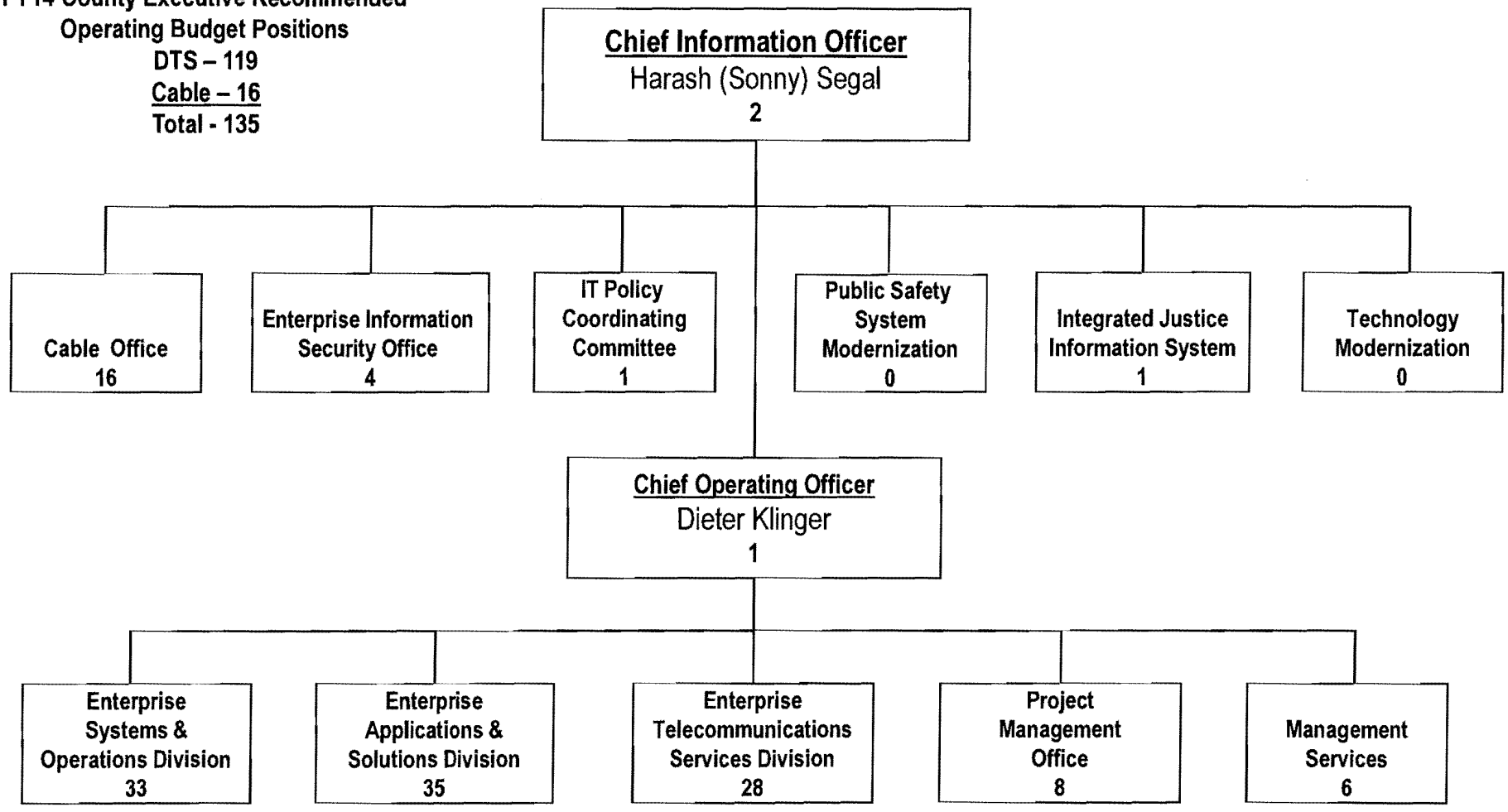
Awards

- Tech Exec Networks
  - The Enterprise Cloud Security Service and Architecture Project was named a Finalist in the 2012 Information Security Executive (ISE) North America Leadership Summit and Awards 2012 event.
  - Only state or local government entity to make the final round in the Government Project category
- National Association of Counties – 2012 Achievement Awards
  - Making Bicycling Easier in a Digital Way
  - Election Management System
- The Center for Digital Government
  - 6th place in America's Top Digital County Competition for best electronic practices nationwide
  - Only jurisdiction in the nation to be ranked in the top 10 during the first ten years of this survey competition
- Public Technology Institute
  - Web 2.0 technologies and civic/social media tools - Montgomery County was one of only ten jurisdictions in the U.S. – including one of only two County governments – to be honored with this distinction.
  - On-Line Bikeways Map Viewer – A GIS Platform for Emergency Management & Response: Common Operational Pictures (COP)
  - Vehicle Accident Report Purchase System - enables users to quickly find and purchase non-fatal vehicle accident and personal injury reports

Source: http://www.montgomerycountymd.gov/dts/awards.html

Department of Technology Services

FY14 County Executive Recommended
Operating Budget Positions
DTS – 119
Cable – 16
Total - 135



Major Enterprise IT Systems Report

FY14--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	**$33,909,000**	$113,565,000	Full Repl-Cost includes funds from prior FYs
--	(DOT) Highway Inventory	Red	10	15	2000	--	--	Potential for replacement by ERP system
--	(OMB) CIP Budget Devel.	Red	8	20	2007	--	--	Potential for replacement by ERP system
2	Public Safety Modernization	--	--	--	2010	**$82,984,000**	$108,083,000	Full Repl-Cost includes funds from prior FYs
--	(MCG) CAD	Red	10	12	2001	--	--	Part of Public Safety Modernization Project
--	(MCG) PS Radio System	Red	12	11	2002	--	--	Part of Public Safety Modernization Project
--	(FRS) Station Alerting System	Red	10	31	1982	--	--	Part of Public Safety Modernization Project
3	IJIS Program	--	--	--	2010	**$345,000**	$15,667,000	Full Repl-Cost includes funds from prior FYs
--	(MCG) CJIS	Red	8	18	1995	--	--	Replacement scheduled in 2013.
4	(FIN) Tax Assessment	Red	8	42	1993	**$500,000**	$500,000	Replacement scheduled by June 2013
5	(MCG) Fibernet	Red	20	6	2007	**$16,326,000**	$55,473,000	Full Repl-Cost includes funds from prior FYs
6	(MCPD) IDMS Digital Imaging	Red	5	8	2005	**$240,000**	$240,000	
7	(MCG) MS Office/Outlook	Red	5	11	2002	**$3,000,000**	$3,000,000	Office XP end of life in June 2011
8	(MCG) MS Exchange	Red	5	10	2003	**$500,000**	$500,000	Recommend upgrade every 3 years
9	(DOT) Tree Manager	Red	8	12	2001	**$40,000**	$155,000	Replacement timing is TBD.
10	(DLC) Trace	Red	4	11	2002	**$250,000**	$250,000	Replacement timing is TBD.
Estimate Only. Not a formal budget plan.								

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Major Enterprise IT Systems Report

FY14--Operational Health and Replacement Priority of Existing Major IT Systems								
Priority	System Name	Status	Life	Age	Upgraded	Total 6-Yr.	Full Repl-Cost	NOTES
1	Technology Modernization	--	--	--	2010	--	--	
--	(OHR) IVR	Yellow	3	10	2003	--	--	Potential for replacement by ERP system
--	(OMB) Budget Publication	Yellow	7	20	2004	--	--	Potential for replacement by ERP system
--	(DLC) APPX	Yellow	18	18	2008	--	--	Scheduled for replacement in 2014
2	Public Safety Modernization	--	--	--	2011	--	--	
--	(MCPD) Field Reporting	Yellow	7	7	2006	--	--	Potential replacement in PSSM
--	(MCPD/SHF) Records Mgt	Yellow	7	6	2008	--	--	Potential replacement in PSSM
3	(FIN) MUNIS	Yellow	8	14	2008	$1,312,796	$1,034,108	Target application SaaS conversion in 2014
4	(MCG) PBX System	Yellow	20	14	2006	$6,500,000	$5,000,000	Telephone System
5a	(MCG) PS Mobile replacement	Yellow	4	8	2008	$9,600,000	$9,600,000	Reflects 25% replacement annually.
5b	(MCG) Network Infrastructure	Yellow	10	11	2008	$3,000,000	$3,000,000	Reflects 5% - 10% replacement annually.
5c	(MCG) Servers/Storage	Yellow	5	9	2008	$6,000,000	$7,600,000	Reflects 15% - 20% replacement annually.
5d	(MCG) MS Windows	Yellow	5	10	2003	$300,000	$550,000	25% annual repl, plus upgrade every 4 years
5e	(MCG) SMS	Yellow	5	10	2003	$350,000	$350,000	Recommend upgrade every 3 years.
6a	(MCG) ePayment Systems	Yellow	5	11	2009	$1,000,000	$1,000,000	Replacement timing is TBD,
6b	(MCG) Legally Mandated Apps	Yellow	5	8	2009	$750,000	$750,000	Replacement timing is TBD,
7	(MCG) Juv. Justice - JJIS	Yellow	8	10	2009	$700,000	$700,000	Replacement timing is TBD,
8	(OHR) Occ. Health Mgt.	Yellow	3	11	2002	$100,000	$100,000	Replacement timing is TBD,
9	(FRS) Firehouse Software	Yellow	TBD	9	2008	n/a	n/a	Replacement timing is TBD,
10	(MCPD) Webboard	Yellow	8	12	2000	$60,000	$60,000	Replacement timing is TBD,
11a	(ECM) Finanical Disclosure	Yellow	10	9	2004	$200,000	$200,000	Replacement timing is TBD,
11b	(FRS) Core Business Systems	Yellow	5	8	2010	$1,500,000	$1,500,000	Replacement timing is TBD,
11c	(PIO) Public Information Center	Yellow	3	7	2008	$500,000	$500,000	Replacement timing is TBD,
Estimate Only. Not a formal budget plan.								

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Major Enterprise IT Systems Report

FY14–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	18	2003	--	--	Potential replacement by ERP system
--	(DHHS) AVATAR	Green	15	9	2008	--	--	Potential replacement by ERP system
--	(MCG) MC Time	Green	20	6	2012	--	--	Enterprise Time & Attendance System
--	(MCPD) Telestaff	Green	10	4	2009	--	--	Enterprise Scheduling System
--	(MCG) ERP / Oracle Financials	Green	20	2	2010	--	--	New Enterprise Financial System
--	(MCG) CRM / Siebel	Green	20	2	2010	--	--	New Enterprise CRM System for MC311
--	(MCG) Enterprise GIS	Green	5	7	2006		$1,000,000	
--	(MCG) Mainframe	Green	8	10	2003		$1,000,000	
--	(MCG) Modular Messaging	Green	15	2	2011		$850,000	Voicemail system moved to Avaya in 2011.
--	(MCG) eGov Web Portal	Green	5	1	2012		$3,000,000	
--	(MCG) Content Mgt Sys	Green	5	10	2003		$1,000,000	
--	(DOT) Transit CAD AVL	Green	9	5	2008		$7,600,000	
--	(DOT) Bus Scheduling	Green	10	4	2009		$250,000	Legacy replacement completed in 2009
--	(DOT) ATMS	Green	9	9	2004	**$12,048,000**	$55,697,000	CIP Project
--	(DOT) Traffic Signal System Mod	Green	12	1	2012	**$10,772,000**	$35,897,000	Full Repl-Cost includes funds from prior FYs
--	(DOT) Storm Operations Map	Green	10	6	2011		$250,000	
--	(DPS) Permit System	Green	21	1	2012		$2,500,000	Major system upgrade completed in 2012.
--	(LIB) Integrated Lib System	Green	12	14	2007		$4,000,000	
--	(LIB) Internet Session Mgt	Green	8	9	2007		$175,000	
--	(DGS) FASTER System	Green	20	10	2011		$96,000	
--	(DHHS) Homeless Mgt	Green	15	7	2010	**$414,000**	n/a	(Service Point system)
--	(DHHS) Client Record System	Green	15	10	2010		$4,000,000	
--	(MCPD) In-Car Video	Green	5	4	2009		$2,400,000	
--	(MCPD) E-Tix	Green	5	4	2009		$800,000	Hardware upgrade in progress for 2011.
--	(MCPD) RAFIS	Green	7	6	2006		$1,200,000	Planned update in 2012 via grant funding.
--	(MCPD) Evidence System	Green	5	7	2010		$80,000	
--	(MCPD) LPR System	Green	5	3	2011		$55,000	
--	(MCPD) Executive Dashboard	Green	7	3	2011		$45,000	
--	(FRS) FireApp	Green	TBD	1	2012		n/a	
--	(FRS) ePCR	Green	TBD	3	2013		n/a	
--	(DLC) POS System	Green	12	2	2010	**$410,000**	$2,000,000	
--	(CUPF) CLASS - Fac Schedule	Green	TBD	15	2012		n/a	
--	(REC) Registration, POS, Sched	Green	TBD	20	2012		n/a	
--	(DHCA) Code Enforcement	Green	TBD	17	2012		$500,000	Upgrade to ASP.NET technology underway.
--	(DHCA) House Loan Admin	Green	TBD	15	n/a		$500,000	
--	(DHCA) Rental Lic. & Reg.	Green	TBD	4	2009		$200,000	
--	(DHCA) MPDU	Green	TBD	15	n/a		$500,000	
Estimate Only. Not a formal budget plan.								

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Budget Summary

- **Operating Budget**
  - ***FY13 Operating (PSP):*** ***$35.4M***
  - ***FY14 CE Recommended Operating (PSP):*** ***$38.4M***

- **Capital Improvement Program Budget**
  - ***FY14 CE Recommended (CIP):*** ***$ 43.2M***
  - ***Accumulative Appropriation (CIP):*** ***$182.7M***

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

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

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Montgomery County Public Schools
ROCKVILLE, MARYLAND

Office of the Chief Technology Officer

FY 2014 IT Budget Overview

ITPCC Presentation to MFP Committee

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Strategic Perspective

MCPS Mission

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

Goals

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

Strategic Perspective

Federal and State Requirements

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

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

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

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.

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.

Montgomery County Public Schools
ROCKVILLE, MARYLAND

Strategic Perspective

FY 2013 Information Technology Accomplishments

- ***myMCPS Portal:*** Development and refinement of our K-12 parent and student portal within the *myMCPS* learning community to enable students and parents to view key information about courses, assignments, announcements, their grades, attendance, and test scores.

- **Destiny Library Catalog:** Deployment of a resource management tool to foster stronger connectivity between students and media center resources, while expanding the ability to access the resources both from schools and home via the internet.

- **Wireless Network Infrastructure:** Development and implementation of a wireless infrastructure for all MCPS schools in support of creating an environment that will encourage teaching and learning for the 21st century.

- **School Funds Online:** Implementation of a web-based solution to help record school activity funds and provide secure transactions between schools and parents.

- ***Technology Modernization***: Updated the technology infrastructure in 62 schools, three alternative sites, and one special education school to support engaging teaching and learning—including refurbishing and replacing 10,022 workstations.

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Montgomery County Public Schools
ROCKVILLE, MARYLAND

Strategic Perspective: 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.

Montgomery County Public Schools
ROCKVILLE, MARYLAND

Operational and Functional Perspective: Health of Existing IT Systems

System Name	Status	Life	Age	Upgraded	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	Full Repl-Cost
Facilities Management Information System	Red	7-10	25	1999	15,000	500,000	60,000	60,000	60,000	60,000	**755,000**	320,000
CATV/ITV	Red	4-6	21	2003	50,000	50,000	50,000	50,000	50,000	50,000	**300,000**	1,000,000
Telephony	Red	7-10	13	2005	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	**19,500,000**	10,000,000
Budget Management System 7-10	Red	7-10	12	2001	-	50,000	50,000	700,000	140,000	140,000	**1,080,000**	700,000
Transportation Information Mgmt Sys	Red	7-10	10	2002	-	200,000	50,000	50,000	50,000	50,000	**400,000**	650,000
Handheld (Used for Reading 3d)	Red	2	6	2007	-	1,250,000			-	1,375,000	**2,625,000**	1,250,000

Montgomery County Public Schools
ROCKVILLE, MARYLAND

Operational and Functional Perspective: Health of Existing IT Systems

System Name	Status	Life	Age	Upgraded	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	Full Repl-Cost
Human Resources Information System	Yellow	7-10	10	2012	167,155	167,155	167,155	12,780,000	167,155	167,155	**13,615,775**	12,780,000
Unicenter Service Desk	Yellow	3-5	8	2011	71,775	71,775	71,775	71,775	71,775	71,775	**430,650**	100,000
WAN / LAN/ISP	Yellow	4-7	6	2007	5,600,000	2,638,571	2,376,162	2,296,984	2,420,083	2,362,524	**17,694,324**	23,298,186
Network Operating System	Yellow	4-6	6	2007	1,343,200	1,343,200	1,561,800	1,752,000	1,366,200	1,426,400	**8,792,800**	13,889,610
Food Services Management System	Yellow	7-10	4	2009	120,750	120,750	126,788	133,127	139,783	146,772	**787,970**	400,000
E-Mail (Microsoft)	Yellow	4-6	11	2013	15,000	15,000	15,000	15,750	16,538	17,364	**94,652**	1,100,000
Parent-Teacher Outreach System	Green	3-5	6	2007	243,000	120,000	120,000	120,000	120,000	120,000	**843,000**	243,000
Parent/Community Outreach	Green	4-6	6	2006	186,000	340,000	250,000	250,000	250,000	250,000	**1,526,000**	340,000
Student Information System	Green	7-10	6	2007	150,000	150,000	150,000	150,000	150,000	150,000	**900,000**	1,200,000
Web Information System	Red	4-6	15	2005	-	60,000	-	-	60,000		**120,000**	360,000

Montgomery County Public Schools
ROCKVILLE, MARYLAND

Operational and Functional Perspective: Health of Existing IT Systems

System Name	Status	Life	Age	Upgraded	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	Full Repl-Cost
Evaluation & Selection Database	Green	4-6	4	2009	10,000	10,000	10,000	10,000	200,000	10,000	**250,000**	200,000
Library Cirrculation System	Green	7-10	1	2012	96,628	96,628	96,628	96,628	96,628	96,628	**579,768**	799,750
Professional Development Online System	Green	7-10	7	2006	300,000	300,000	300,000	300,000	300,000	300,000	**1,800,000**	525,000
Pinnacle Electronic Gradebook	Green	4-6	2	2011	108,000	108,000	108,000	108,000	108,000	108,000	**648,000**	1,200,000
Financial Management System	Green	7-10	5	2013	225,000	225,000	3,000,000	225,000	225,000	225,000	**4,125,000**	15,000,000
Data Warehouse	Green	4-6	5	2008	130,000	130,000	130,000	130,000	130,000	130,000	**780,000**	600,000
Sharepoint	Green	4-6	1	2013	50,000	50,000	50,000	50,000	250,000	50,000	**500,000**	250,000
ATS-Applicant Tracking System	Green	4-6	1	2012	194,000	203,000	203,000	203,000	223,300	223,300	**1,249,600**	919,590
Human Resource Online (HRO)	Green	4-6	3	2010	175,000	175,000	175,000	175,000	175,000	175,000	**1,050,000**	840,000
Identity Manager	Green	4-6	5	2013	85,000	313,000	124,500	77,175	81,033	85,085	**765,793**	600,000
Data Center Infrastructure	Green	10	1	2012	509,973	509,973	768,973	1,443,773	501,973	891,973	**4,626,638**	12,716,000
IT Perimeter Security	Green	3-5	10	2012	-	-	616,711	-	-	622,878	**1,239,589**	700,000
Business Continuity	Green	3-5	9	2005	351,820	351,820	387,002	387,002	387,002	387,002	**2,251,648**	2,000,000
Scheduling System	Green	4-6	0	2013	360,000	247,000	247,000	247,000	247,000	247,000	**1,595,000**	360,000
Retirement System	Green	3-5	0	2013	294,670	354,000	354,000	354,000	354,000	354,000	**2,064,670**	3,000,000

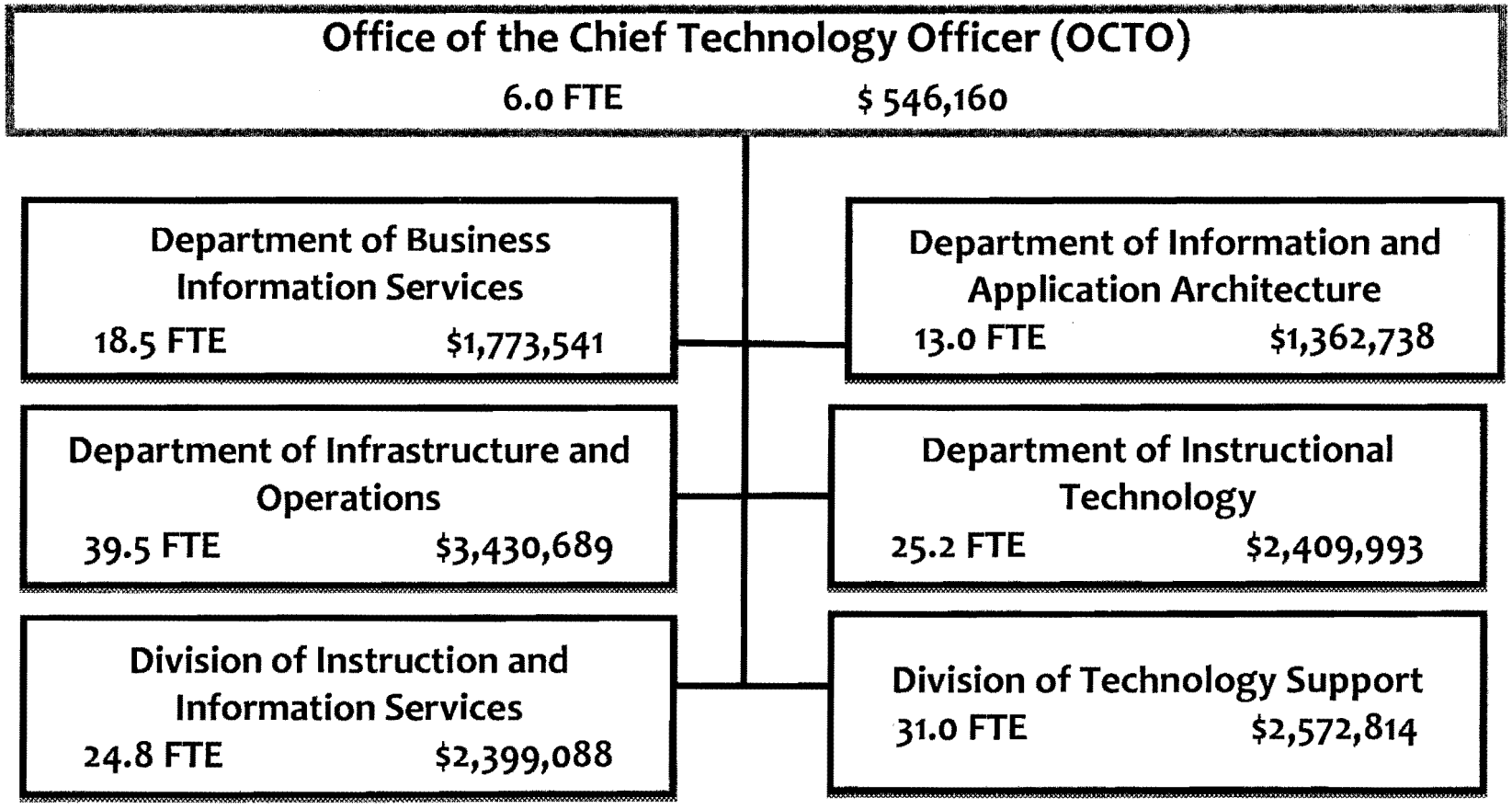
Montgomery County Public Schools
ROCKVILLE, MARYLAND

Operational and Functional Perspective: Scorecard Summary for Priority Systems

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

Montgomery County Public Schools
ROCKVILLE, MARYLAND

OPERATIONAL AND FUNCTIONAL PERSPECTIVE



Operating Budget: 158.0 FTE
CIP: 20.5 FTE
Retirement Fund: 0.5 FTE
TOTAL: 179.0 FTE
Contractual/Termed: 3.5 FTE
Part Time Staff: 100

Montgomery County Public Schools
ROCKVILLE, MARYLAND

BUDGET REQUEST PERSPECTIVE

FY 2014 IT Budget Summary

- The FY 2014 Operating Budget request for IT is $26,002,393 or 1.17% of the total MCPS budget request.

- The FY 2014 Requested Capital Improvement Program budget for Technology Modernization is $22,088,000.

Montgomery County Public Schools
ROCKVILLE, MARYLAND

BUDGET REQUEST PERSPECTIVE

FY 2014 Information Technology Budget Overview

$ 26,002,393	Operating Budget Request
22,088,000	Capital Budget Request
$48,090,393	Total

Montgomery County Public Schools
ROCKVILLE, MARYLAND

BUDGET REQUEST PERSPECTIVE

FY 2009 – FY 2014 REDUCTIONS

FISCAL YEAR	REDUCTION
2009	$1,054,645
2010	$1,603,323
2011	$1,059,573
2012	$1,941,749
2013	$1,434,727
2014	$685,795
TOTAL REDUCTION	**$7,797,812**

MONTGOMERY COLLEGE

ITPCC Program & Budget Overview

Presentation to the
Government Operations and Fiscal Policy Committee
April 1, 2013

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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 & Strategy

IT Vision

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

IT Strategy

Montgomery College will use information technology resources to:

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

Montgomery College
FY13 IT Accomplishments

Collegewide Support Outcomes

- Improved IT support services through the implementation of a Web chat functionality within the IT Service Desk
- Finalized FiberNet MOU and began Phase I implementation
- Continued expansion of document imaging to include the Office of Human Resources, Development and Engagement (OHRDE)
- Continued implementation of the automated room and event scheduling application
- Completed encrypted laptop pilot resulting in encrypted laptop standards
- Deployed hosted technology to comply with Payment Card Industry Data Security Standard (PCI-DSS) obligations and to enhance payment process services

Montgomery College
FY13 IT Accomplishments

Student Support Outcomes

- Initiated a pilot with faculty using mobile technologies (iPads) in Science, Engineering and Math
- Upgraded standard projectors to high-definition resolution projectors in the Communication, Arts & Technology program at the Rockville campus
- Implemented 'classroom on wheels' carts, including:
  - ❖ 6 PC carts at Takoma Park/Silver Spring and 2 at Germantown
  - ❖ 1 MacBook cart at Takoma Park/Silver Spring
  - ❖ 1 iPad cart at Rockville
- Implemented course evaluation software to gather student input
- Completed implementation of Web site and support for 2012 Dream Act Requirements
- Implemented Starfish Retention Solutions, an online appointment scheduling and assessment tool

Montgomery College
FY13 IT Accomplishments

Faculty and Staff Support Outcomes

- Implemented a new talent management system with performance goals and performance management capabilities for all staff (partnered with OHRDE)
- Developed a Web-based solution for faculty to evaluate student learning outcomes
- Implemented business analytics software, upgraded data warehouse and associated reporting tools to enhance College assessment efforts
- Over 2,100 faculty and staff successfully completed mandatory Family Educational Rights and Privacy Act (FERPA) awareness training online

Community Support Outcomes

- Initiated a pilot to reduce duplicative or archived personally identifiable information
- Deployed wireless access points in 100% of College buildings
- Initiated the implementation of an Emergency Notification System (ENS) starting with the Germantown campus

Montgomery College
Strategic IT Assessments

Internal Environment

Strengths

- Dedicated and knowledgeable IT staff committed to fulfilling the mission of the College
- Integrated ERP system
- Centralized and consolidated IT services and support
- Enhanced IT planning and project management processes including a 2-year tactical plan

Challenges

- Maintaining knowledgeable and skilled workforce amidst dynamic and transformative technologies
- Assuring a cyber-aware user community
- Responding to increasing security threats to IT operations
- Prioritizing new initiatives

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Montgomery College
Strategic IT Assessments

External Environment

Opportunities

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

Challenges

- Maintaining technology that is state-of-the-market to serve an increasingly technology-oriented College community
- Ensuring a secure computing environment that addresses evolving cyber threats
- Ensuring compliance with regulatory requirements
- Increased consumerization and adoption of technology requires a more sophisticated level of IT support

Montgomery College
Operational & Functional Perspective

FY14--Operational Health and Replacement Priority of Existing Major IT Systems
Agency Name: Montgomery College

Priority	System Name	Status	Life	Age	Upgraded	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	>6-Yr.	Full Repl-Cost	NOTES
1	Disaster Recovery	Red				1000	1000	1000	1000	1000	1000	6000			CIP 076618
1	Academic Student Applications	Yellow	5 years	Varies	2000-2011	1600	1200	1200	1200	1200	1200	7600		2,495,222	CIP 076617
--	Desktop Computer Repl/Upgrades	Green	5 years	Varies	2008	500	1000	1000	1000	1000	1000	5500		12,000,000	CIP 856509
--	Repl/Upgrade Instructional Systems	Green	5 years	Varies	2008	1000	2000	2000	2000	2000	2000	11000		8,000,000	CIP 856509
--	Network Infrastructure	Green	Varies	Varies	2011	1000	1200	1200	1200	1200	1200	7000		15,000,000	CIP 076619
--	Network Operating System	Green	4 years	Varies	2008	500	600	600	600	600	600	3500		1,500,000	CIP 076619
--	NOC (Network Operating Center)	Green	3-7 years	Varies	2000-2009	1000	1000	1000	1000	1000	1000	6000		20,000,000	CIP 076618
--	ERP, HR, SIS, Finance, Alumni-Maint.	Green	8 years	8+ years	2004	2500	4500	4500	4500	4500	4500	25000		7,292,000	CIP 856509
	Email System	Green	8 years	5 years	2004	100	1000	1000	1000	1000	1000	5100		1,948,000	CIP 856509
--	Library System	Green	8 years	5 years	2007	200	150	150	150	150	150	950		428,000	CIP 076617
--	Bookstore System	Green	5 years	4 years	2007	50	50	50	50	50	50	300		199,000	CIP 076617

Notes:

SUMMARY Multi-year Cost Projections by Risk Categories

	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	>6-Yr.	Est. Full Repl-Cost
RED	1000	1000	1000	1000	1000	1000	6000	0	0
YELLOW	1600	1200	1200	1200	1200	1200	7600	0	2495222
GREEN	6850	11500	11500	11500	11500	11500	64350	0	66367000
TOTAL	9450	13700	13700	13700	13700	13700	77950	0	68862222

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

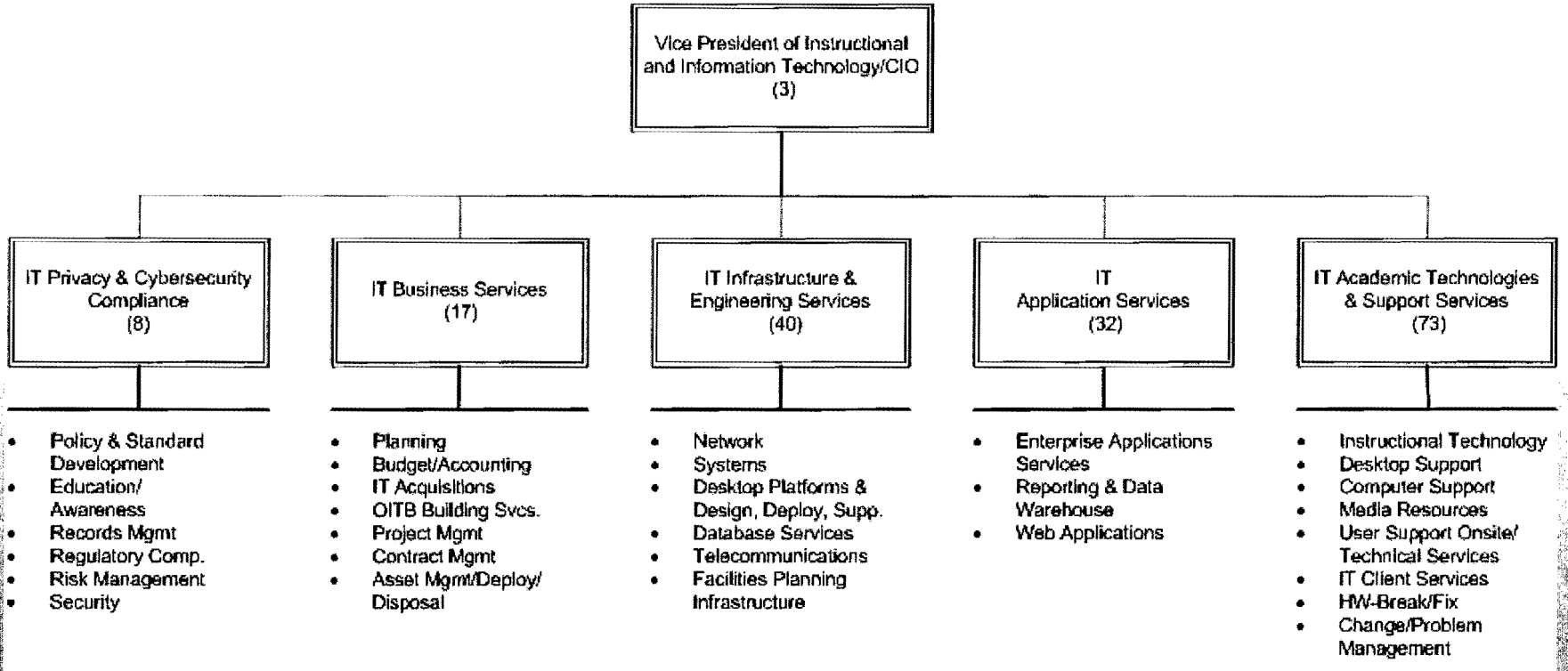
Green= QEF Rating 7-14; stable systems expected to require only routine maintenance or minor upgrade over the next 3-6 year

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

Montgomery College
Operational & Functional Perspective



Total Number of Positions: 173 (F/T=167; P/T=6; Total FTE=170)
Number of Contractors: 19

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Montgomery College
Budget Request Perspective

IT Budget Summary

	FY13 Approved	FY14 Requested
Operating Budget (OB)	$29,037,439	$29,746,053
Salaries in OB	$14,479,289	$15,203,253
Capital Budget (CB)	$ 9,200,000	$13,000,000
Salaries in CB	$ 1,695,183	$ 1,779,942
Total	$38,237,439	$42,746,053

IT Budget Includes All Technology:

- **Network Infrastructure**
- **Hardware and Software**
- **ERP and Applications**
- **Classrooms and Labs**
- **Web and Portals**
- **IT Planning and PMO**
- **Computer Support**
- **Telecommunications**
- **Operations**
- **Records Mgmt. and Archives**
- **Media Resources**
- **Cybersecurity**

Note: Salary figures include benefits package

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FY 2014 IT BUDGET OVERVIEW

Maryland-National Capital Park & Planning Commission

Montgomery County Planning and Parks Departments

Mission Statement

Planning Department

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

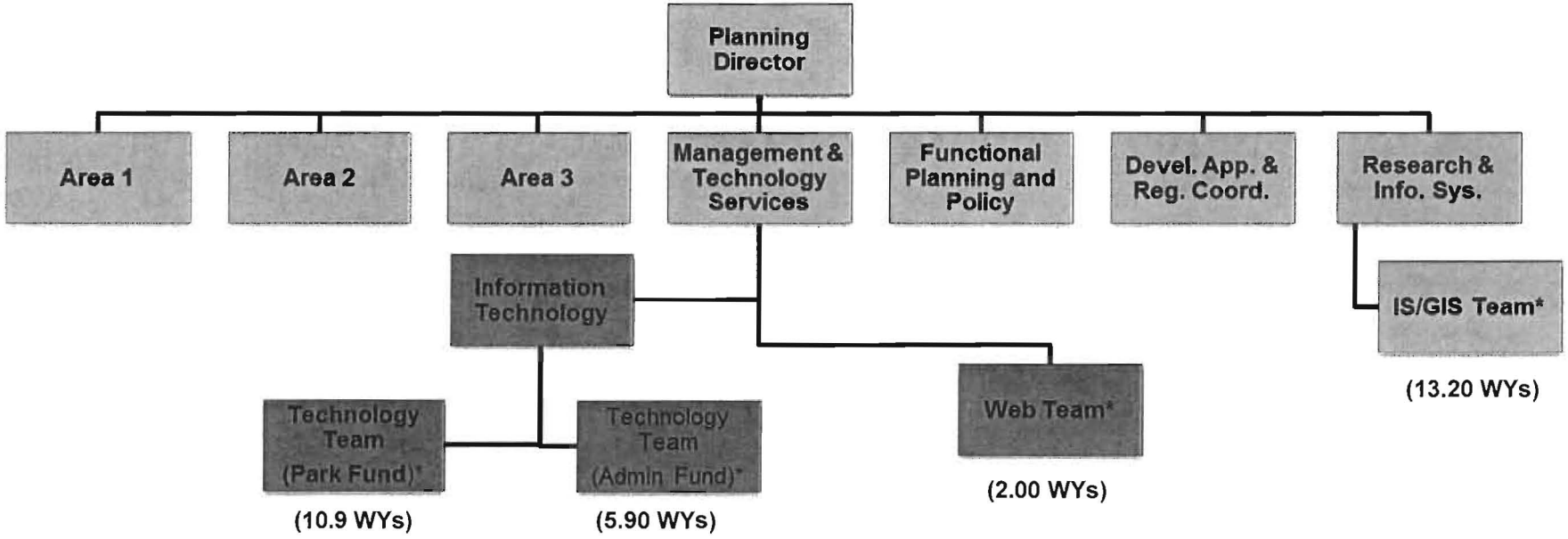
Department of Parks

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

IT Team Mission:

The mission of the is to provide high quality infrastructure, support, and innovation by delivering IT products and services that enable the Planning Department and the Department of Parks achieve their missions.

Montgomery County Planning Department
ORGANIZATIONAL OVERVIEW*



*** Planning and Parks Departments share technology services and support.**

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.
  - Enhance portal to view and register for Parks programs and services 24/7.
  - ePlans (ProjectDox) launch for electronic plan review in both Parks and in Planning, allowing submission, review, and revisions through final approval, all electronically.
- Challenges
  - Level of urgency and complexity for network security, virus protection, and disaster avoidance/recovery issues is accelerating.
  - Staying current with rapid changes in technology within budget constraints.

Internal Environment

- Opportunities
  - Refreshing the *IT Strategic Plan* will position the Departments to meet new demand through innovative technology.
  - Instituting industry best practices will provide a reliable and secure network across the Departments.
  - Coordinating IT support and services across the Departments will result in 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 2013

Technology Enhancements

- ProjectDox: Work flow development completed and phased implementation in both Parks and Planning under way.
- GIS software: upgraded to version 10.1, and the GIS license server was virtualized.
- Virtualization/SAN: Continued phased virtualization effort, bringing total virtualized servers to 65% with a goal of 95%. SAN continues to provide the foundation for a virtualized environment.
- Desktop deployment improvements through imaging technology, PUSH technology, and remote software scanning.
- Videoconferencing, teleconferencing, Skype, and Go-To-Meeting are available to all staff, and usage is increasing. Savings achieved due to reduced travel.
- Consolidated IT Services: Continue providing coordinated IT services to both Departments to achieve efficiency and cost effectiveness.

IT Accomplishments FY 2013

Training and Customer Support

- ePlans training conducted in both Departments, including training for developers/consultants who submit plans to our Agency.
- GIS training for staff on latest version ArcGIS 10.1.
- Videoconferencing training was conducted and promoted throughout the Commission as an effective means of conducting meetings and staff collaboration in both departments.
- Continued successful outsourcing for our IT Help Desk, riding Montgomery County's contract for desktop support services.

Strategic Directions for FY 2014

Themes

- ***Embracing the latest technologies for improved service:***
  - 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.
  - Cloud computing. Expanding use of cloud computing will maximize technology investment.
- ***Enhanced Outreach:***
  - Keyless entry technology being phased in for permit holders to gain access to park facilities without picking up and returning keys.
  - Use technology to improve interaction with Parks customers through the **Connect With Parks** website and an on-line customer service portal to report problems in the parks.
  - Creating a web feature called "NewsRoom" for improved media access to information, announcements, and programming information in both Parks and Planning.

Strategic Directions for FY 2014

- ***Maximizing Our Technology***
  - Develop web-based land-use model for monitoring and analyzing development patterns. WP1
  - Gain efficiency through CLOUD computing and server virtualization.
  - Migrate legacy servers to virtualized environment to achieve efficiency and reduce costs.
  - ePlans (ProjectDox). Continue phased implementation of more plan types and increased public access for submission and review of plans.
  - Continued expansion of wireless capability to accommodate the public demand for fast and easy hotspot functionality for the convenience of Park patrons.
  - Continue to improve and maintain adequate intranet bandwidth to support internal work programs for both departments.

Proposed FY 2014 – Budget as Submitted by Commission

Technology	Planning	Parks
Personnel Services	$742,322	$901,975
Supplies & Materials	$258,900	220,000
Other Svcs & Charges	$642,800	$669,780
Capital Outlay	0	0
Chargebacks	0	-50,000
Total Expenditures	$1,644,022	$1,741,755
Workyears*	5.90	10.90

* Workyear totals are before Chargebacks

Includes proposed budgets of the Technology Team.

Washington Suburban
Sanitary Commission

Interagency Perspectives: FY14 Program & Budget Overview

April 2013

Presented by:
Mujib U. Lodhi
WSSC Chief Information Officer

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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.

WSSC

Strategic Perspective

Commission Strategic Priorities

Infrastructure

Plan, renew and sustain our infrastructure to meet customer expectations through innovative, cost-effective technology and world class asset management practices.

Financial Stability

Practice sound financial stewardship that ensures delivery of the best quality water and wastewater treatment services to our customers at reasonable cost and affordable rates.

Workforce Management

Sustain a high-performing workplace that attracts and retains diverse, flexible, and knowledgeable employees focused on service excellence.

Procurement

Ensure operational efficiency and reliable service to customers and all stakeholders through transparent, equitable, and responsible procurement practices which enhance the community in which we serve.

Customer Service

Ensure customer confidence through the delivery of timely, high-quality products and services to internal and external customers.

Security and Safety

Protect our people, our business, and our community through proactive planning, emergency preparedness and utilization of effective risk management.

Communications and Stakeholder Relationships

Proactively communicate and maintain strategic partnerships and community relationships with key stakeholders and jurisdictions in support of our mission.

Environmental Stewardship

Promote safe and responsible stewardship of our water, air, and land using efficient and effective business practices and technology.

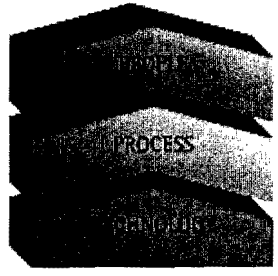
NOTE:
The Technology Priority was combined into the Infrastructure Priority.
The Regulatory Environment Priority was combined into the Communications and Stakeholder Relationships Priority.

WSSC

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.**



WSSC

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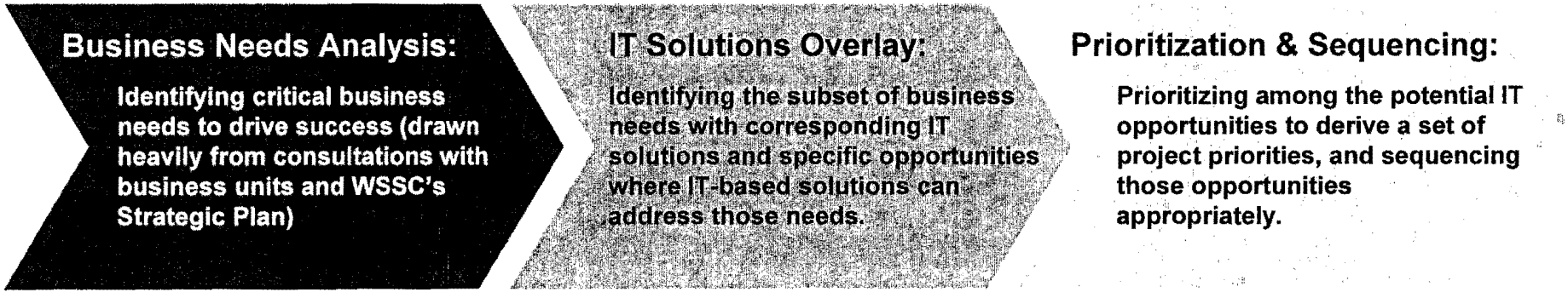
IT Strategic Plan: Planning Methodology

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

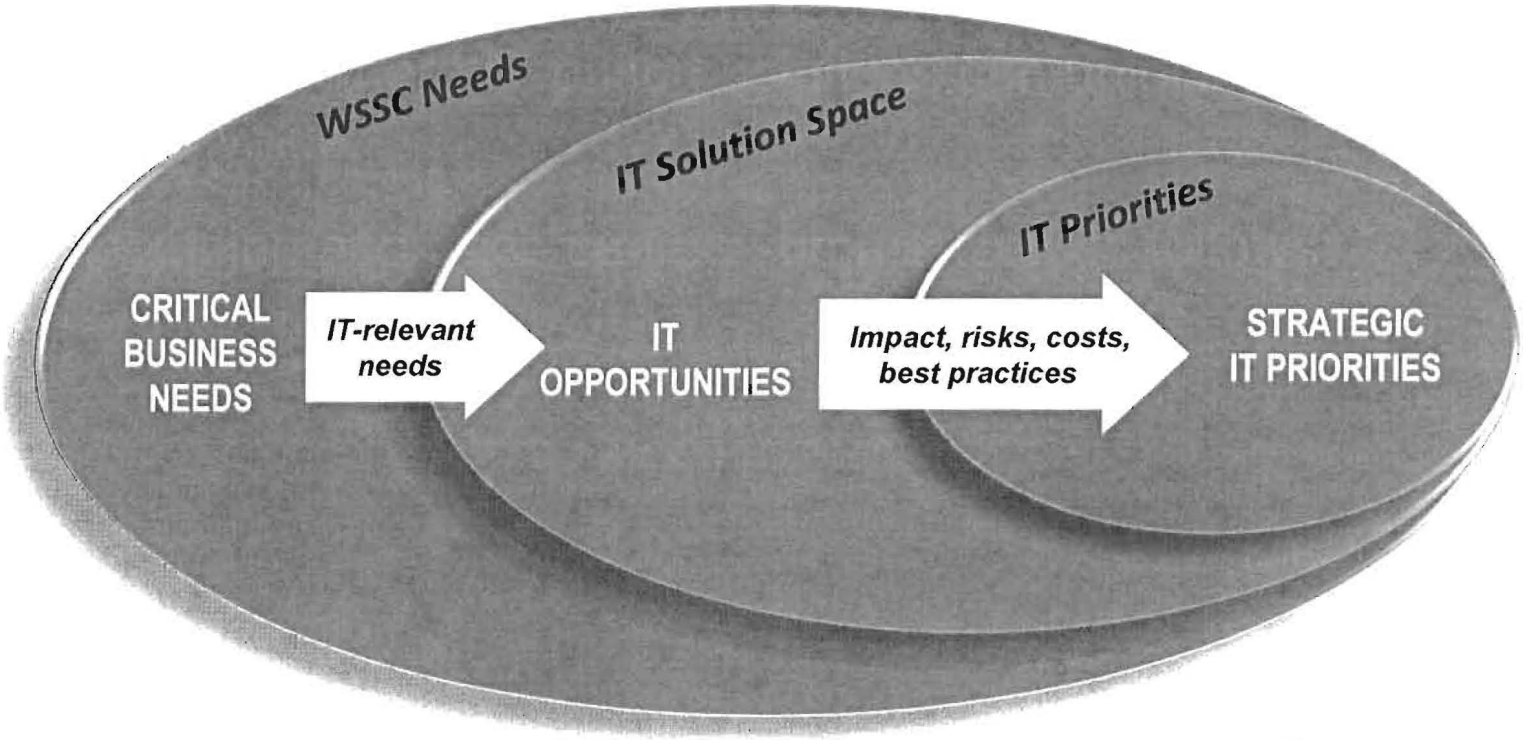
- A business-driven plan, this Strategy hones in on specific opportunities where IT-based solutions can unlock the greatest business value.
- The planning approach can be summarized as follows:



WSSC

IT Strategic Plan: Our Planning Methodology

An IT Strategy informed by fresh, holistic, business-driven thinking, versus a traditional legacy-system replacement agenda



WSSC

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

WSSC

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

WSSC

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IT Project Portfolio & Sequencing

Platform
Ongoing, multi-year

- Docs & Business Process Mgmt
- Dashboards
- Mobile Workforce
- GIS
- Contact Ctr Enhancements
- Master Data Management (MDM)

Short Term
<2 years

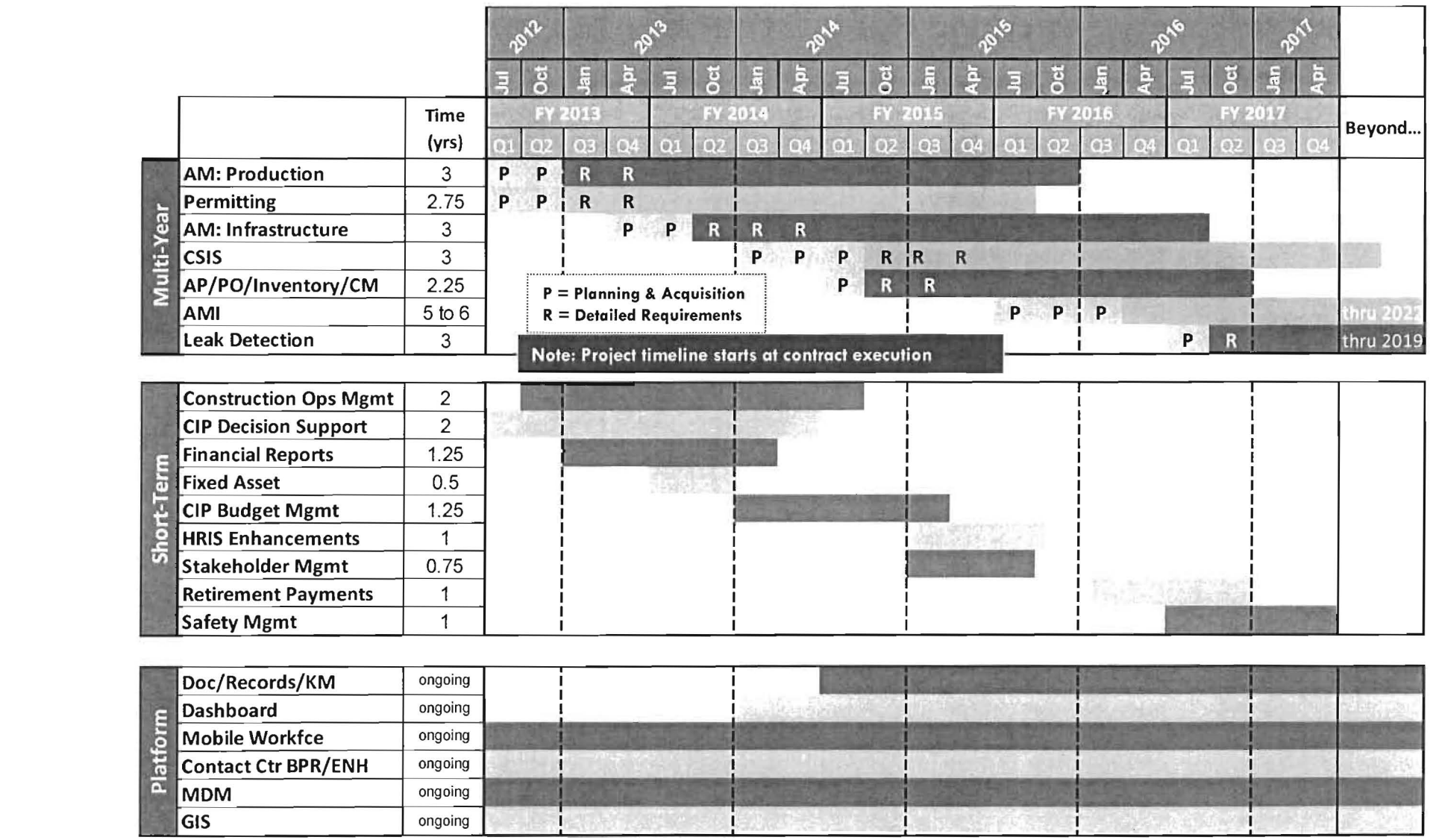
- HRIS Enhancements
- Construction Ops Mgmt
- CIP Budget Mgmt
- CIP Decision Support
- Retiree Payments Mgmt
- Financial Reporting
- Fixed Assets
- Safety Mgmt
- Stakeholder Mgmt

Complex, multi-year
2++ years

- CSIS
- AMI
- Asset Mgmt: Production
- Asset Mgmt: Infrastructure
- AP / Purchasing / Inventory / Contracts
- Leak Detection
- Permitting

WSSC

IT Strategy– Project Sequencing



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IT Strategy– Project Sequencing (Summary)

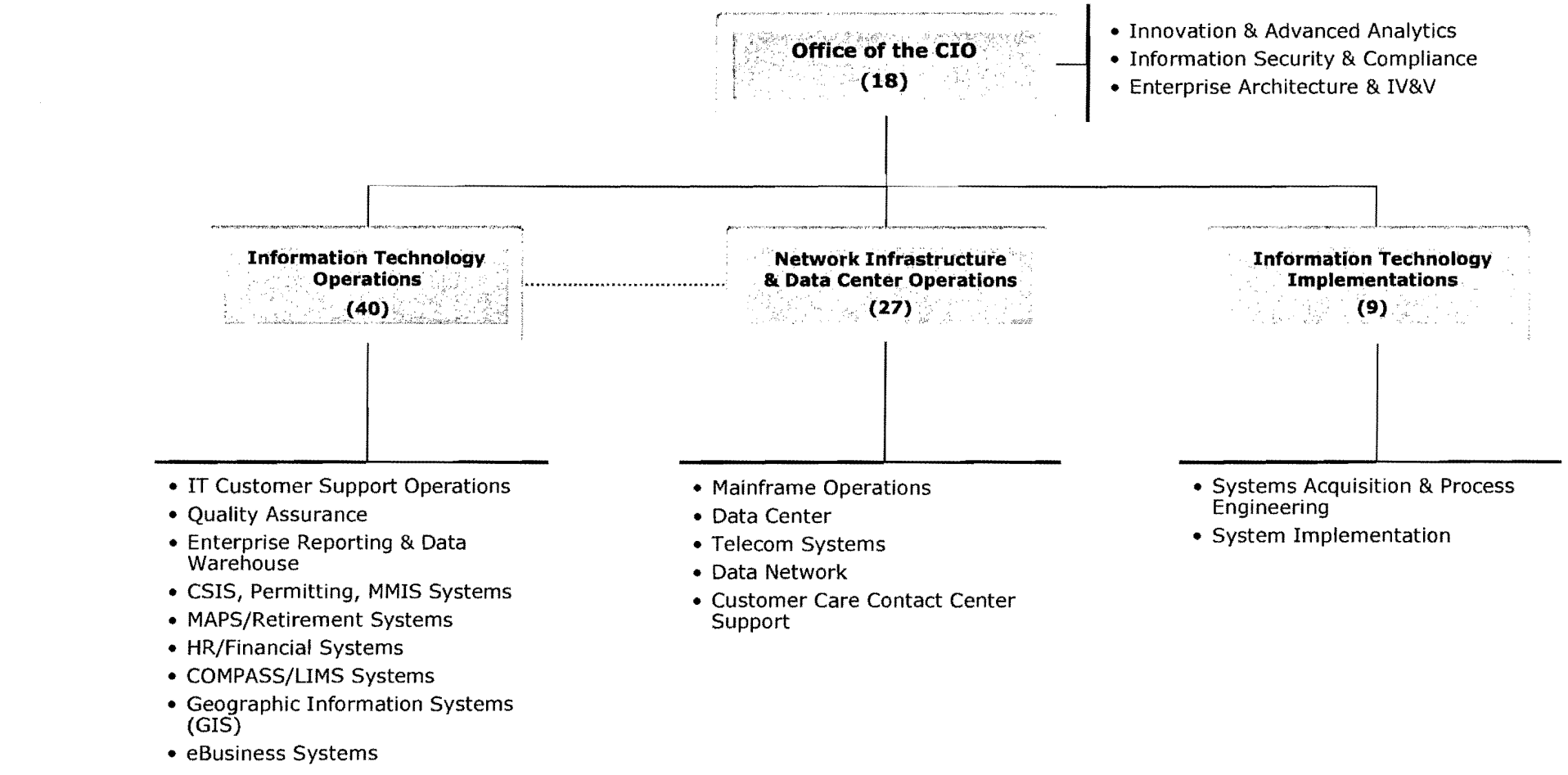
	2012-2014	2015-2017…
Multi-Year	• AM: Production • Permitting • AM: Linear • CSIS • AP/PO/Inventory/CM	• AM: Production *(cont.)* • Permitting *(cont.)* • AM: Linear *(cont.)* • CSIS *(cont.)* • AMI • Leak Detection • AP/PO/Inventory/CM (cont.)
Short-term	• Construction Ops Mgmt • CIP Decision Support • Financial Reports • Fixed Assets • CIP Budget Mgmt	• HRIS Enhancements • Retirement Payments • Safety Mgmt • Stakeholder Mgmt
Platform	• Dashboard • Mobile Workforce • GIS • Doc/Records/KM • Contact Ctr/BPR/Enhancements • Master Data Mgmt (MDM)	• Dashboard *(cont.)* • Mobile Workforce *(cont.)* • GIS *(cont.)* • Doc/Records/KM *(cont.)* • Contact Ctr/BPR *(cont.)* • Master Data Mgmt *(cont.)*

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

WSSC

Implementation Approach: Integrated IT



Total Number of Positions: **94**
Number of Contractors: **30**

WSSC

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

WSSC

FY13 IT Portfolio

Multi-Year

- Asset Management – Linear / Production Assets
- Permitting Management System
- Asset Management – Infrastructure

Short-term

- Next Generation Phone System Rollout (Remote Sites)
- Decision Support System
- Staff Hierarchy – Position Control
- Online Bill Payment Implementation
- Hydrant Locator & Inspection Mobile Apps
- Construction Ops Management (Portfolio Manager)
- ERP Financial & HR Reporting

Platform

- GIS Architectural Refresh
- Contact Center Enhancements
- Master Data Management
- Enterprise Reporting Platform
- Mobile Workforce Management
- Records Inventory, Retention Schedule & Policy
- Mainframe z/OS Upgrade *(infrastructure)*
- Windows 7 / Office 2010 Upgrade *(infrastructure)*
- IT Security & Compliance Infrastructure *(infrastructure)*
- Microwave Radio Upgrade *(infrastructure)*

WSSC

FY14 IT Proposed Portfolio

Multi-Year

- Asset Management – Linear / Production Assets
- Permitting Management System
- Asset Management – Infrastructure
- CSIS – Customer Billing

Short-term

- Decision Support System
- Construction Ops Management (Portfolio Manager)
- Financial Reporting
- Fixed Assets
- Website Refresh
- CIP Budget Management

Platform

- GIS Architectural Refresh
- Enterprise Reporting Platform
- Contact Center Enhancements
- Master Data Management
- Mobile Workforce Management
- Records Inventory, Retention Schedule & Policy
- Windows 7 / Office 2010 Upgrade *(infrastructure)*
- IT Security & Compliance Infrastructure & Disaster Response Plan
- Network Infrastructure
- Microwave Radio Upgrade *(infrastructure)*

WSSC

Operational & Functional Perspective: Health of Major Existing IT Systems

Priority	System Name	Status	Age of System	Most Recent Upgrade	FY13-18 Total Cost
1	COMPASS (Production Assets)	Critical	20	2008	**4,000,000**
2	MMIS (Linear Assets)	Critical	18	2008	**4,000,000**
3	MAPS (AP / PO / Inventory / CM)	Critical	14	2008	**3,500,000**
4	Financial Reports	Critical	3	2010	**1,000,000**
5	CSIS (Customer Billing)	Critical	17	1999	**30,000,000**
6	Permitting Management System	Critical	19	2007	**3,000,000**
1	CIP Decision Support	Vulnerable	0	2013	**1,000,000**
2	Fixed Assets	Vulnerable	2	2011	**400,000**
1	Fleet Management System	Stable	2	2011	-
3	Employee Payroll	Stable	15	2007	-
4	Retirement Payroll	Stable	20	2008	**500,000**
5	OTL (Time / Labor)	Stable	15	2012	-
6	General Ledger	Stable	15	2012	-
7	HRIS (Human Resources)	Stable	8	2012	**1,500,000**
8	GIS (Geographic Info System)	Stable	3	2012	**2,000,000**

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.

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Budget Perspective

FY14 Budget Overview

- In FY14, the IT budget is 4.3% of the total WSSC operating budget of $699.27 million.

- The FY14 requested budget for the Information Technology Team is $29.95 million which is an decrease of 0.1% ($507,000) than the FY12 budget of $29.99 million. ***(This decrease is attributable to agency-wide reduction to budgeted salary made by General Manager)***

- The FY14 budget is allocated as follows:

  - **Critical and/or Strategic Initiatives . . . . . $ 11,664,900 (39.0%)**
  - **Adjustment to Baseline . . . . . 0 (0.0%)**
  - **Operational Baseline . . . . . 18,286,100 (61.0%)**

  * **Baseline** refers to all costs associated with on-going, operational, maintenance, staff augmentation, and end-user support.
  * **Adjustment to Baseline** is defined as costs related to increased level of existing staff resources, augmentation & added maintenance to existing systems.
  * **Critical/Strategic Initiatives** refers to all costs associated with business projects and WSSC Annual Action Item priorities

WSSC

Budget Perspective

FY12 – FY14 Budget Breakdown

	FY12 Actual	FY13 Budget	FY14 Requested
Salaries & Wages	7,547,531	9,221,400	9,211,500
Services By Others	8,788,233	7,932,000	8,181,000
Professional Services	3,329,393	10,007,000	9,870,000
Telephone & Comm Expenses*	1,732,613	1,955,700	1,795,300
Computer Equipment & Materials	812,725	420,500	432,600
Training	-	300,000	300,000
Other (Travel, Supplies, etc.)	80,385	150,600	160,600
TOTAL	**22,290,880**	**29,987,200**	**29,951,000**

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

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

WSSC

FY 2014 Budget Review

Housing Opportunities Commission
OF MONTGOMERY COUNTY

Scott Ewart

Chief Information Officer

Housing Opportunities Commission

Housing Opportunities Commission
Mission Statement

MISSION:

To provide affordable housing and supportive services

VISION:

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

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

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

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

Housing Opportunities Commission
Information Technology
Mission Statement

General Charge:

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

Action Plan

To accomplish this mission, the Information Technology Division will:

- **Provide and maintain a high quality, open architecture, service-based information technology infrastructure, and inform the staff of its availability and capabilities.**

- **Develop an on-going strategic planning process in information technology that will serve the staff and which will include specific objectives and activities.**

- **Provide the organizational structure and functions to ensure an orderly and economically sound development of the uses of information technology.**

Housing Opportunities Commission
Information Technology
FY13 Accomplishments

- Implemented "Cloud" based telecommunications system (8x8 Systems);
- Expanded desktop virtualization to all external users and customers;
- Updated iPad app on HOC iPad's for Housing Choice Voucher (HCV), Resident Services inspectors and DHCA inspectors of HOC units;
- Completed major upgrades to the Housing/Financial and the document management systems;
- installed over 120 new "Cloud" computers throughout the county at more that 20 HOC resident computer centers;
- Merged separate copier and printer contracts into one contract and implemented new technology to on the copiers. These changes will provide significant savings on printing and coping costs into the coming years;
- Implemented an employee iPad purchase program. 148 HOC employees took part in the program in November 2012;
- Implemented a "Cloud" based mobile device security system providing enhanced oversight of all BYOD and agency owned systems connecting to HOC resources;
- Created a technology based Property Assessment Tool to evaluate the HOC portfolio

Strategic IT Assessment
Internal Environment

Strengths

- Dedicated staff that care about the mission and work of the agency;
- "Cloud" based systems providing an increased disaster recovery and mobile environments;
- Information Technology Help Desk call tracking system;
- Information Technology systems availability and support;
- Ability to develop in-house applications to support the tracking and reporting requirements of the agency;
- Agency support of Information Technology related initiatives.

Weaknesses

- The agency's pay structure is not competitive with the open market making it difficult to retain quality staff;
- Procurement regulations often place time demands on technical staff which deflect staff resources from IT related tasks;
- Expanding demand upon Information Technology resources with minimal growth within the division.

Strategic IT Assessment
External Environment

Opportunities

- Opportunity to use HOC as a resource to narrow the Digital Divide;
- Internet/Intranet technologies are providing improved communication methods both external and internal customers;
- Inter-operability of development tools allow for standardization which improves system support;
- Utilizing the ITPCCs vast knowledge and resources to improve overall Information Technology operations at HOC
- Utilize "Cloud" services to shift ongoing capital costs to operating funds and provide a high level of disaster recovery services

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

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

Priority	System Name	Status	Life	Age	Upgraded	FY13	FY14	FY15	FY16	FY17	FY18	Total 6-Yr.	Full Repl-Cost
1	Document Imaging	Yellow	8	5	2013	20,000	20000	0	20000	20000	40000	**120,000**	150000
2	SAN	Yellow	5	2	2012	150,000	75000	75000	75000	150000	75000	**600,000**	250000
--	E-mail System	Green	8	1	2012	30000	30000	30000	30000	30000	30000	**180,000**	75000
	RS Tracking	Green	8	5	2012	6000	6000	6000	6000	6000	6000	**36,000**	75000
--	Server/Desktop Virtualization	Green	8	5	2012	50000	50000	50000	50000	50000	50000	**300,000**	200000
--	Housing/Financial	Green	15	8	2013	20000	20000	20000	20000	20000	20000	**120,000**	1500000
--	LAN/WAN	Green	8	4	2009	200000	30000	30000	30000	30000	200000	**520,000**	500000
--	Mortgage Finance	Green	10	1	2012	0	25,000	0	35,000	0	25000	**85,000**	100000
--		Green										**0**	

	FY13	FY14	FY15	FY16	FY17	FY18	**Total 6-Yr.**	Repl-Cost
RED	0	0	0	0	0	0	**0**	
YELLOW	170,000	95000	75000	95000	170000	115000	**720000**	400000
GREEN	306000	161000	136000	171000	136000	331000	**1241000**	2450000
TOTAL	476000	256000	211000	266000	306000	446000	**1961000**	2850000

Risk Key
Red= QEF Rating 28-54; absolute or vulnerable critical systems/applications in immediate risk of failure in the next 3-6 years
Yellow= QEF Rating 7-14; stable systems expected to require only routine maintenance or minor upgrade over the next 3-6 year
Green= QEF Rating 15-26; aging or

Housing Opportunities Commission
Information Technology
Strategic Directions

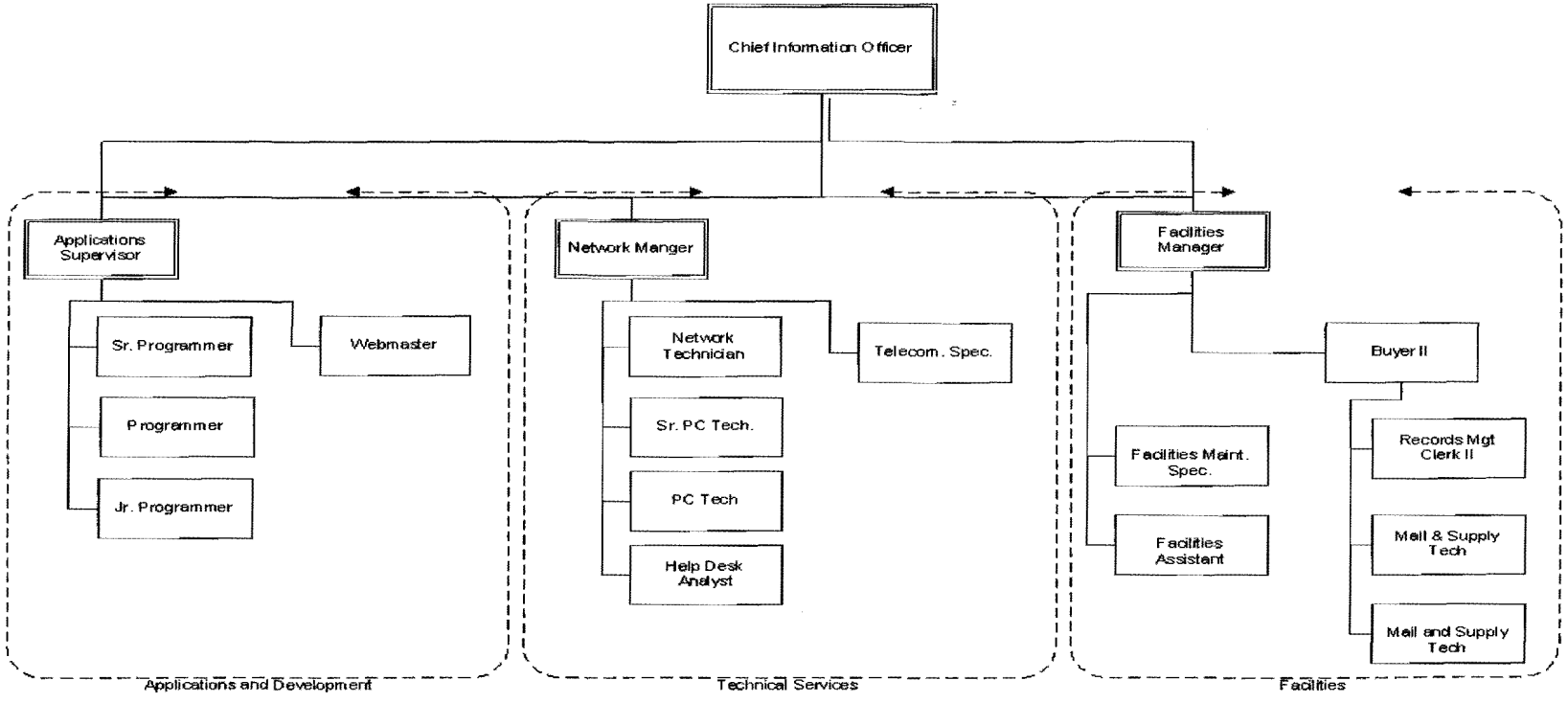
- **Themes**
  - **Continue transition of appropriate services to the "Cloud"**
    - Move housing and financial software system to the vendor "Cloud"
    - Move HOC e-mail to the "Cloud"
    - Transition HOC properties to "Cloud" based telecommunications systems
  - **Update technology related components**
    - Expand and update storage capacity on the HOC network
    - Replace legacy networking equipment (wired and wireless)
    - Expand wireless capabilities at remote locations

Housing Opportunities Commission
Information Technology
Strategic Directions

- **Themes continued**
  - **New development and acquisition**
    - Expand and enhance the HOC Property Assessment Tool
    - Develop mobile app for HOC clients
    - Implement Human Resources recruitment and staff development system
  - **Expanded use of FiberNet at resident computer labs**
    - Bring all scheduled resident senior, family and business computer labs online with FiberNet
    - Expand "Cloud" computer system opportunities with new resources or partnerships

Housing Opportunities Commission
Information Technology
Organization Chart

FY11 Information Technology & Facility Services
Division Organization Chart



HOC IT Staff = 12 Work Years

Housing Opportunities Commission
Information Technology
FY12 Budget Overview

NOTE:

The following Information Technology

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

Housing Opportunities Commission
Information Technology
FY14 Budget Overview

- The FY14 requested budget for the Information Technology Division is $4.26 million dollars

	FY11	FY12	FY13	FY14
Operating Budget	2.22m	2.31m	2.50m	2.68m
Capital Budget	0.68m	0.25m	0.60m	1.58m
Total Budget	2.90m	2.56m	3.10m	4.26m