MARYLAND-NATIONAL CAPITAL PARK & PLANNING COMMISSION

Enterprise Project Plan
Commission Wide Information Technology Projects

Report Number: CW-002-2022
March 7, 2022

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Enterprise Project Plan (EPP)
Commission Wide Information Technology (CWIT)

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I. EXECUTIVE SUMMARY

A. <u>Background</u>

The Maryland-National Capital Park and Planning Commission (Commission) is a bi-county agency serving Montgomery County and Prince George's County in Maryland. The Commission's Planning Departments design vibrant, livable accessible, and sustainable communities; while the Parks and Recreation Departments provide quality parks, recreation facilities, programs and services for residents and visitors. Central Administrative Services[1] Departments provide Commission wide professional, administrative, and technical support.

The IT Council Commission IT Governance Vision and Policy Statements (IT V&PS), approved July 24, 2017, provides clarification as well as requirements for the Commission's Information Technology (IT) Governance.

Per the IT V&PS, the Enterprise Project Plan (EPP or Plan) is "an annual plan prepared by the Office of the Chief Information Officer (OCIO) and presented to the IT Council that provides information on the status of all enterprise projects underway and future planned enterprise projects. The EPP shall provide sufficient information for the informed approval and reporting on projects. This information should include but not be limited to, the busines case, resource needs, each project's name, project manager, project team, total budget, date of initiation, project milestones, and estimated completion date." The Plan is proposed by the Chief Information Officer (CIO) with input from the Chief Technology Officer's (CTOs), reviewed by the IT Council, and approved through the annual budget process.

The following table depicts budgeted Information Technology (IT) Internal Service Fund (ISF) costs. ISF's are used to account for the consolidated financing of certain goods or services provided to other Commission funds on a cost-reimbursement basis. The costs are budgeted in three (3) separate funds:

  I.   **CWIT Projects (new and base)** – Commission wide (i.e. Enterprise) IT projects are approved by the IT Council. Ongoing projects are reflected as new in year 1 and base in subsequent years.
  II. **Licenses/Subscriptions/Cloud Hosting Fees** – In FY20 and FY21 these costs were budgeted in Corporate IT but were separated out in FY22 to aid management in decision making.
  III. **OCIO Operations**. This includes the CIO, OCIO staff, and Program Management Office (PMO) staff.

Ideally, each department covers the CWIT project funds from their base budget, however, in many cases, year end funds can be utilized. Despite annual budgets, funding is project

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[1] Department of Human Resources and Management, Department of Finance, Legal Department, Office of the Chief Information Officer, Office of the Inspector General, and Merit System Board

based and does not lapse until project completion. The use of year end funds is not always department specific. For example, the Department of Finance can use year end funds to cover another department's anticipated shortfalls.

CWIT Projects

		FY20 Adopted	FY21 Adopted	FY22 Adopted	FY23 Proposed
Projects					
Base					
	ERP Enhancement	150,000	197,620	200,000	200,000
	Website Upgrade	20,000			
	Alliance Debt	163,400	123,267	123,267	123,266
	ECM		100,000	100,000	
	Security Assessment Remediation		48,970	100,000	100,000
	Kronos Upgrade			60,000	60,000
	External Website – ADA			50,000	
	ERP Upgrade				760,000
	Subtotal	**333,400**	**469,857**	**633,267**	**1,243,266**
New					
	Active Directory (Phase 5)	100,000			
	ECM	100,000			
	Security Assessment Remediation	150,000			
	Budget Software Replacement	75,000			
	Intranet Upgrade	100,000			
	Alliance		297,490		
	Kronos Upgrade		56,370		
	External Website		197,130		
	External Website – ADA		70,080		
	ERP Planning		64,890		
	ERP Upgrade			626,000	
	Learning Management System				150,000
	COOP				200,000
	Subtotal	**525,000**	**685,960**	**626,200**	**350,000**
	Total Projects	**858,400**	**1,155,817**	**1,259,467**	**1,593,266**
	Increase From Prior Year		**34.6%**	**9.0%**	**26.5%**
Licenses/Subscriptions/Cloud Hosting					
	Microsoft	1,592,000	1,730,180	1,729,966	2,324,472
	Kronos	120,000	120,000	120,000	120,000
	Adobe	147,670	310,000	325,500	398,000
	Website	63,000	135,000	141,750	148,840
	Security Mentoring	55,000	25,000	25,000	33,000
	O365 Backup			100,000	100,000
	ERP Managed Services			105,000	105,000
	Infor SaaS	449,035	449,035	458,000	560,612
	NeoGov	21,000	21,000	49,500	55,745

	Service Now	85,000	85,000	125,000	131,250
	Prisma (data loss prevention)			100,000	115,000
	MS Azure			40,000	43,000
	ECM				65,000
	Kronos Advanced Scheduler				31,460
	Total Licenses/Subscriptions/Cloud Hosting	**2,532,705**	**2,875,215**	**3,319,716**	**4,231,379**
CIO Operations					
	CIO Operating Budget	1,471,176	1,523,472	1,532,198	1,660,898
TOTAL IT Internal Service Fund		**4,862,281**	**5,554,504**	**6,111,381**	**7,485,543**

FY23 proposed CWIT project costs, total $1,593,266, up $333,799 (26.5%) from FY22. The increase is primarily due to the inclusion of two (2) new projects in FY23, Learning Management System and COOP.

Significant projects include the ERP Upgrade, $626,200 in FY22 (new) and $760,000 in FY23 (base). It is important to note that Montgomery County Department of Parks and Montgomery County Planning Department did not include FY22 ERP upgrade costs in their base budgets. Their share of the costs was covered by FY21 year-end savings. Note: ERP upgrade costs are in addition to the $200,000 planned for annual ERP Enhancements

EPP/CWIT Roles and Responsibilities

The **Office of the Chief Information Officer (OCIO)** provides executive leadership for the enterprise systems and services. The OCIO is responsible for assuring visioning and strategic planning of information technology that promotes the linkage of policies, standards, and procedures that enable the use of technology to facilitate the mission of the Commission.[2] The OCIO is responsible for administering the CWIT fund as well as oversight of all CWIT projects. The OCIO has four (4) sections; all have a role in the implementation of CWIT projects.

- The Program Management Office (PMO) provides professional project management services for most CWIT projects. This includes completing a business case analysis (BCA) for proposed applications/solutions, gathering project deliverables, identification of vendors, project management, and communications with stakeholders (e.g. department personnel). In addition to CWIT projects, the PMO also provides project management services for other information technology projects funded at the department level (e.g. Seasonal Payroll Automation).

- EIT Operation Services provides hardware, services, and application support to new and existing enterprise projects. Enterprise projects include applications and systems that are used Commission wide. Examples include the Commission's ERP

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[2] IT Council, Commission IT Governance Vision and Policy Statements, July 24, 2017.

application (Infor/Lawson), timekeeping system (Kronos), and the recruitment and selection application (Neo-Gov).

- EOB IT provides help desk and other services to Central Administrative Services (CAS) department users in support of new and existing CWIT projects.

- The Security Office plays an important role in all CWIT projects. This Office is responsible for ensuring all projects are designed and implemented to mitigate on-going security risks.

Department **Chief Technology Officers (CTO's)** are responsible for working collaboratively with the OCIO and PMO for the successful planning and implementation of CWIT projects.

There are currently four (4) CTO's, who represent the following areas:

i. EIT Operations Services (enterprise applications and solutions)
ii. Prince George's County Department of Parks and Recreation
iii. Prince George's County Planning Department
iv. Montgomery County Department of Parks and Montgomery County Planning Department

The Commission's **Information Technology (IT) Council** provides governance over the CWIT process, as well as other functions referenced in the IT Council's governance document. The IT Council is comprised of senior level representatives across the Commission. Current IT Council members have been identified in the footnote below[3].

Within the **Department of Finance**, the Corporate Accounting Office processes all CWIT financial transactions (e.g. vendor payments, project fund transfers, project close-out, etc.). They also prepare periodic CWIT financial reports and schedules. The Corporate Purchasing Office is responsible for issuing/administering competitive procurements related to CWIT projects.

The **Corporate Budget Office** within the Department of Human Resources and Management assists the OICO with CWIT budget proposals and project allocation formulas. Project allocation includes the calculation of department contributions based on project benefits and usage. Most projects require a financial contribution from all departments, but some projects, (e.g. Seasonal Payroll Automation) are funded solely by the benefiting department.

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[3] **(Central Administrative Services)** Asuntha Chiang-Smith, William Spencer, Gavin Cohen, Mazen Chilet
 (PGC DPR) Bill Tyler, Len Pettiford
 (PGC Planning) – James Cannistra
 (MC Parks) – Miti Figueredo
 (MC Planning) – Tanya Stern

CWIT Process

Commission wide information technology project requests are predicated on several factors, examples include:

- Replacement or upgrade of legacy enterprise solutions; often required by vendor to ensure continued support (e.g. Infor ERP)
- Technologies to support increased operational efficiencies and business requirements (e.g. NeoGov onboarding)
- Enhancement of security controls (e.g. Office 365 Backup and Prisma/data loss prevention)
- Change in business processes (e.g. transition from on-site work to telework due to COVID-19)
- Professional recommendations and assessments

Based on input from various stakeholders, the Commission's PMO typically creates a Business Case Analysis (BCA) for each newly proposed project. The BCA contains a project description, objective, anticipated timeline, resource allocation and staffing requirements (OCIO and Commission Departments) as well as approximate project cost. **Note:** Due to emergency situations or absolute need/mandate, a BCA may not be created. In addition, software subscription and cloud hosting fees often do not require BCA's.

Based on the BCA, IT Council approves projects for inclusion in CWIT, with the understanding that all projects are subject to final budget approval. Once a project receives budget approval, the project is assigned to personnel within the OCIO for completion.

IT Council is also responsible for determining project prioritization. The OCIO is not staffed to complete all projects approved for CWIT funding simultaneously; projects must be prioritized. Prioritization includes analyzing project benefits, dependencies on other projects, risk mitigation as well as gaining an understanding of available project resources, such as staffing and equipment.

Once a project is complete, the Chief Information Officer submits a written request to the Secretary-Treasurer to close the project in the CWIT fund. Any available funds are transferred to an open project. All project fund transfers require IT Council approval, exceptions are made for recurring or phased projects such as Microsoft licenses and Kronos Cloud service.

CWIT as of June 30, 2021

As of June 30, 2021, the CWIT fund was allocated $16,036,061 (Exhibit A). This amount includes original funding amounts for all active/pending CWIT projects.   As of June 30,

2021, the CWIT balance has committed funds of $2,769,309[4] to complete all active projects.

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[4] Exhibit B – **Estimated Cost to Complete** of $2,842,766 minus $73,458, erroneous project balance for Implementation of Lawson V10, Activity Code 96013 = $2,769,309. Estimated costs to complete are typically formula driven (e.g. Budget Amount – Actual Costs – Encumbrances).

CW-002-2022

B. <u>Objective, Scope and Methodology of the Audit</u>

Objective

The purpose of the audit was to identify opportunities to strengthen internal controls, improve operational efficiencies and help ensure compliance with Commission policies and procedures.

Scope

The scope of the audit included, but was not limited to, the following audit procedures:

- Reviewed budget reports, IT project plans and IT project status reports to gain a better understanding of the CWIT process.

- Completed interviews with key stakeholders to gain a better understanding of the CWIT process.

- Selected a judgmental sample of projects included in the CWIT account as of June 30, 2021, for additional analysis and reconciliation of expenditures.

The audit covered the period from June 30, 2021 – November 30, 2021.

Scope Limitation

Although the scope included the review of CWIT project status reports, it did not include a comprehensive assessment of the Program Management's Office internal procedures for professional project management.

Methodology of the Audit

Inquiry, observation, data analysis, and tests of transactions were performed to complete the audit objectives.

The audit was conducted in accordance with the *U.S. Generally Accepted Government Auditing Standards*. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and conclusions based on the established audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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C. <u>Major Audit Concerns</u>

The results of our evaluation and testing procedures indicated the following major audit concern.

- <u>Enhance CWIT Project Status Reports</u>: Current CWIT project reporting does not provide the IT Council (i.e. Commission leadership) with essential information to support effective and fiduciary decision making.

Additional information pertaining to these areas can be found in the Detailed Commentary and Recommendation section of this report.

<u>Fraud, Waste, and Abuse</u>

As required by Generally Accepting Auditing Standards, the audit scope was designed to identify possible fraud, waste, or abuse within the process(es) being audited. At no time during the review did the OIG identify any indication of fraud, waste, or abuse of CWIT funds.

D. **Overall Conclusions**

The results of our evaluation and testing procedures indicate deficiencies in the internal controls over the CWIT process, as noted in the Major Audit Concerns section of this report, see definition below.

We believe all weaknesses identified and communicated are correctable and that management's responses to all recommendations satisfactorily address the concerns. It is the responsibility of management to weigh possible additional costs of implementing our recommendations in terms of benefits to be derived and the relative risks involved.

We wish to express our appreciation to the Office of the Chief Information Officer management and staff for their cooperation and courtesies extended during the course of our review.

Renee M Kenney

Renee M. Kenney, CPA, CIG, CIA, CISA
Inspector General

March 7, 2022

Conclusion Definitions

Satisfactory	No major weaknesses were identified in the design or operation of internal control procedures.
Deficiency	A deficiency in the design or operation of an internal control procedure(s) that could adversely affect an operating unit's ability to safeguard assets, comply with laws and regulations, and ensure transactions are properly executed and recorded on a timely basis.
Significant Deficiency	A deficiency in the design or operation of an internal control procedure(s) which adversely affects an operating unit's ability to safeguard assets, comply with laws and regulations, and ensure transactions are properly executed and reported. This deficiency is less severe than a material weakness, yet important enough to merit attention by management.
Material Weakness	A deficiency in the design or operation of an internal control procedure(s) which may result in a material misstatement of the Commission's financial statements or material impact to the Commission.

II.   DETAILED COMMENTARY AND RECOMMENDATIONS

1. <u>Enhance CWIT Project Status Reports</u>

Issue: Current CWIT project reporting (monthly and annual) does not provide the IT Council (i.e. Commission leadership) with essential information to support effective and fiduciary decision making.

The PMO provides <u>monthly</u> updates to IT Council on active projects. In June 2021, updates were provided for ten (10) projects[5]. The monthly project status reports presented to IT Council include one slide on the combined projects timeline and a brief summary for each of the projects reported on. **Exhibit B provides an example of the level of reporting detail for a sample project (Enterprise Attribute Standardization and Governance).**

The OCIO presents an <u>annual</u> Enterprise Project Plan (EPP) to the IT Council on the status of all enterprise projects underway and future planned enterprise projects.

Based on our review of CWIT project status reports and interviews with CWIT stakeholders, the OIG identified the following areas for improvement:

- The annual Enterprise Project Plan (EPP) does not include all information required in the IT V&PS, such as date of initiation, project milestones and estimated completion date. Reported project costs do not consistently reconcile with budget/financial reports.

- Monthly CWIT project reporting does not provide management with any financial statistics (e.g. summary of actual costs, encumbrances, estimated costs to complete, etc.) Based on interviews with Commission management, once CWIT funding has been approved, they are unclear of exactly how much was spent, when it was spent, and what specific project deliverables where satisfied. Up-to-date financial data supports and enhances management's decision making.

- The ten projects reported on by the PMO in June 2021 cannot be easily linked to approved CWIT projects depicted in **Exhibit A**. PMO project status reports do not identify the assigned activity number and project titles are inconsistent. For example, the PMO's project three, Web Platform Requirements included combined requirements for several individual CWIT projects.

- Monthly project status reports are not provided for all active CWIT projects. By limiting the number of projects reported on, management is not aware of critical risks, deficiencies, and dependencies.

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[5] 1) Facility Access Control 2) Enterprise Content Management Requirements 3) Web Platform Requirements 4) Enterprise Attribute (EA) Standardization & Governance 5) Digital Transformation Framework (DTF), 6) Performance Evaluation Digitization, 7) Seasonal Payroll Automation Phase 2 8) NeoGov Integration 9) AP Automation 10) ERP Requirements Gap Analysis

- CWIT project status reports do not provide detailed information on project status or dependencies. Examples include:

  o Monthly project status reports do not provide estimated project start dates. For example, the Budget Software Replacement Project is reflected as active and has been allocated $449,000[6]; however, project deliverables have not been defined and approved. This project is not included in the monthly updates to the IT Council. Although CWIT projects have been appropriately approved and funded based on the BCA, new technologies or unknown critical needs may emerge. Accurate anticipated project start dates are critical for decision making.

  o Some active projects appear to be in a "delayed" or "paused" status. The pause may be due to late deliverables by project stakeholders, or consideration of new/alternative technical solutions. Additional reporting on the root cause of delay would be beneficial.

  o Project status reports do not provide adequate information on dependencies. The Enterprise Attribute Standardization and Governance Project (Exhibit B) identifies the Digital Personnel Actions (DPA) project as a dependency, but the monthly report does not include an overview of the DPA project.

  o The Data Loss Protection (DLP) project is considered technically complete, but it hasn't been rolled out to the full Commission. This project is not included in monthly project status reports. Commission management is unaware of when it will be rolled out and what training may be required.

Criteria/Risk: All examples provided above impede managerial decision making.

Recommendation: CWIT reporting to IT Council should be enhanced.   The OIG recommends the following:

- Provide updates on <u>all</u> active projects (i.e. all activity codes on CWIT Schedule). Updates (i.e. reports) should reconcile to CWIT schedule (Exhibit B).

- Provide a fluid summary of actual, encumbered, and estimated completion costs for each active CWIT project.

- Communicate key project dates such as RFP issuance, project kickoff, status of assigned action items (e.g. legal review), estimated project completion date, etc.

Issue Risk: High

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[6] Project was primarily funded by the Department of Finance.

Management Response:

As per the IT Governance Vision and Policy Statements (IT V&PS) the CIO is to present the Enterprise Project Plan (EPP) to IT Council annually. Typically, this has been done during the budget cycle for the following year. Information on the status of all current and future planned projects are included in the presented report. The EPP report was presented in the form of a PowerPoint presentation, and it includes ample project information but did not have consistent financial data. For current projects this information includes current project status, milestones, challenges, budget status report, timelines, etc. The EPP will be restructured to include financial and other pertinent information.

For new projects, a business case is prepared for each new project, and typically will include details such as project name and description, estimated cost, projected start and completion dates, project milestones, and Return on Investment (ROI).

Currently, the Monthly EPP does not include financial details. The CIO is working with the corporate budget manager and the PMO to revise the current EPP layout to include financial details and additional project status information.

The IT Council is working with, and has provided suggestions to, the CIO to improve the presentation of information to the IT Council as it performs its decision-making responsibilities.

Expected Completion Date: May 2022

Follow-Up Date: December 2022

2. <u>Modify Current Focus of IT Council</u>

Issue: Executive level employees make up the Commission's IT Council. However, their knowledge and expertise are not being appropriately leveraged. Due to the CWIT project reporting deficiencies identified in recommendation #1 above, the Commission's IT Council tends to operate as a budget, resource and project approval body, <u>instead of</u> providing strategic direction for the Commission. Identified gaps include:

- Lack of a Commission wide strategic plan
- Documented system for prioritization of projects
- Lack of an IT Governance Vision statement

Criteria/Risk: Effective IT governance ensures IT investments generate business value and mitigate IT risks. Direct funding and investment in areas that provide the highest value to the agency is key when approving and prioritizing CWIT projects.

Per IT Council, Commission IT Governance and Policy Statement, IT Council is "responsible for representing the business needs and priorities of their Department while striving to make decisions within the hybrid model that are in the best interest of the Commission and their respective departments The IT Council is responsible for providing recommendations on IT projects, practices, procedures, notices, and funding to the CIO, the Executive Committee, Department Directors, Planning Boards and Commission. The IT Council makes decisions and recommendations as necessary on the Enterprise Project Plan, any proposed modifications to the plan, or any other matter presented to it."

The CIO has functional oversight of the CTOs with respect to CTO performance necessary to plan and implement enterprise projects as approved in the Enterprise Project Plan.[7]

Recommendation: IT Council should focus on:

1. Development of an IT Strategic Plan. The Plan should address Commission wide projects, as well as Departmental projects. Shared communications support synergies as well as provide additional protections against IT breaches.

2. Ensuring Commission Information Technology policies and standards are aligned with the overall agency vision, mission and goals. IT Council should increase strategic director while limiting operational oversight of projects.

3. Development of a documented system for prioritization. This will allow Commission leadership to identify necessary resources (fiscal and personnel) to achieve the IT Strategic Plan.

Issue Risk: High

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[7] IT Council, Commission IT Governance and Policy Statement

Management Response:

Management concurs with the recommendation to develop an IT Strategic Plan. As a follow up, the CIO will work with the IT Council and CTOs to prepare an IT Strategic Plan that will be high level and identify the major areas of focus and goals the IT Council, representing Commission departments, wants to accomplish. These focus areas and goals should then be used to identify, develop, and prioritize future CWIT projects over the coming years. The scope of the Strategic Plan should be a comprehensive and planned approach for updating of enterprise IT systems and help the Commission move away from reactive project planning. In addition to the need for a strategic plan enhancing efforts to protect against IT breaches, there are also inefficiencies that still exist in how the Commission does its day-to-day work that can be improved through better IT systems.

In addition to performing its other duties, the IT Council will evaluate current policies, procedures and standards to ensure alignment with the overall agency vision, mission and goals. IT Council will prioritize projects during the annual EPP (September-October) presentation and revisit and adjust those priorities, if needed halfway through the year (March-April) period.

Expected Completion Date: December 2022

Follow-Up Date: December 2022

3. **Maintain CWIT Schedule**

Issue: The CWIT Schedule (Exhibit A) is not up to date. The data source is the Commission's ERP application, Infor.

- Completed CWIT projects are not expediently reflected as closed. The following projects are reflected as active; however they have been completed:

Project Code	Project Description	Budgeted Amount
96010	Enterprise IT Strategic Plan	$16,201
96012	Establish a PMO	$351,540
96013	Implement Lawson V10	$2,034,879
96016	GIS Mapping	$500,000
96011	Security Assessment Year 1	$235,000
96026	Website License 2019	$60,000
96032	Security Assessment Year 2	$200,000

- Activity 96013, Implement Lawson V10 reflects an available balance of $73,459. The project has been completed for several years. Per the OCIO, the actual available balance is $0.00. All budgeted funds were expended.

- Project titles are not consistent. Some project titles include dates (e.g. Intranet Upgrade 2020 and ERP Enhancements 2019) that do not align with the project status.

- Project titles are ambiguous. For example, the CWIT schedule includes four (4) website projects (excluding website license CWIT projects).

Project Code	Project Description	Budgeted Amount
96021	Website 2018	$100,000
96027	Website Upgrade 2019	$80,000
96039	External Website 2	$225,000
96040	External Website	$80,000

- Project status is not accurately reflected on the CWIT schedule. Most projects are identified as "active" when in fact they may be suspended (i.e. on-hold). A projects suspension or pause can be due to many factors including resource restraints, anticipated new technologies, or project contingencies. Communication of an accurate project status allows Commission management to make critical decisions on resource allocation.

Criteria/Risk: The data in the report is maintained in the Commission's ERP Application, Infor. Inaccurate reports may impede managerial decision making.

Recommendation: The Department of Finance produces the CWIT schedule out of Infor. They are not responsible for data integrity. Roles and responsibilities, within the OCIO, should be assigned to ensure CWIT schedule is reviewed, amended and reconciled on a periodic basis.

Issue Risk: Low

Management Response:

The report referenced in the finding is generated with budget staff and the CIO being the intended audience, it was not meant to deliver a complete picture of project status with mapping to the CWIT Activity codes, project description and funding schedule.

The CIO will work with the corporate budget manager to develop a quarterly reconciled project status report, present it to IT Council for feedback and modifications to ensure that the new report is sufficient to deliver accurate project information, so Commission management is able to use it as basis for making critical decisions on resource allocation.

Expected Completion Date: May 2022

Follow-Up Date: December 2022

IT COUNCIL
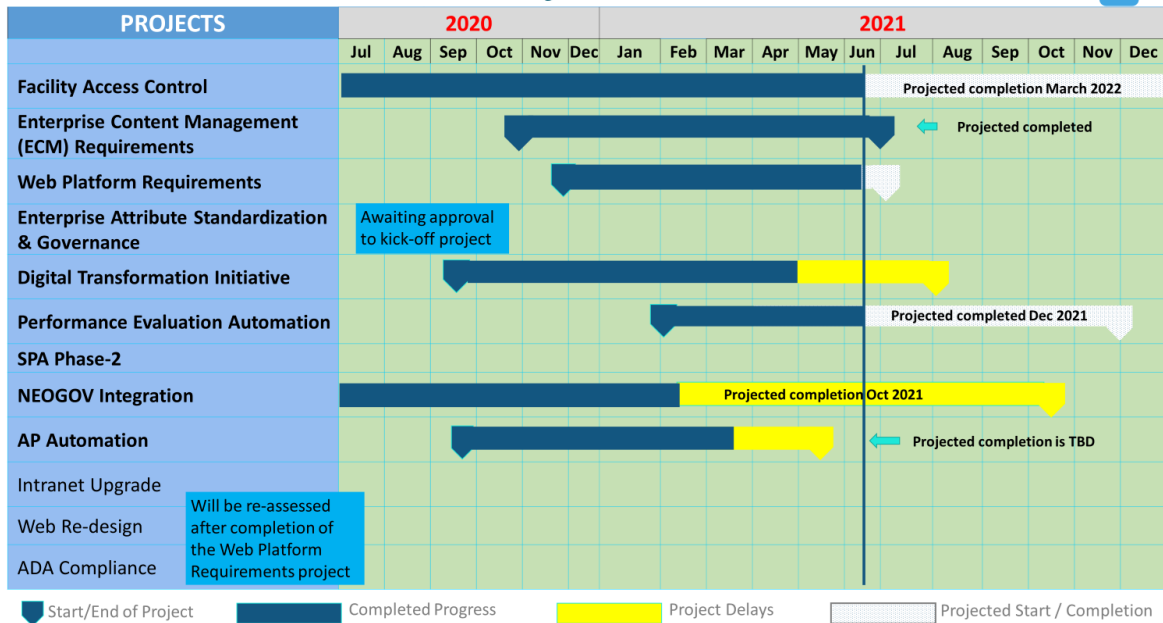**CWIT Projects as of June 30, 2021**
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Activity	Activity Description	Project Status (Completed/Active/Pending)	Budget	YTD Actual	LTD Actual	Encumbrance/ Commitments	Estimated Cost to Complete	Estimated Ending Funds
96002	Bal Available for	Active	-	-	-		-	-
96003	Kronos Cloud Upgrade	Active	135,000.00	-	60,000.00	-	75,000.00	-
96004	Increment to Microsoft Svcs Contract	Completed	356,602.00	-	356,602.38	-	(0.38)	-
96005	Active Directory Phase 3	Active	528,665.00	29,491.54	526,476.54	-	2,188.46	-
96007	Enterprise Content Management (ECM)	Active	100,000.00	-	-	-	100,000.00	-
96009	ECM RFP (Archiving Compliance)	Active	250,000.00	30,642.19	149,046.63	6,919.22	94,034.15	-
96010	Enterprise IT Strategic Plan	Active	16,201.00	-	14,737.42	-	1,463.58	-
96011	Security Assessment	Active	235,000.00	-	223,196.60	3,600.00	8,203.40	-
96012	Establish PMO	Active	351,540.00	-	350,877.62	-	662.38	-
96013	Implement Lawson V10	Active	2,034,879.11	162,103.75	1,850,488.26	110,932.24	73,458.61	-
96014	Microsoft Licenses 2017	Completed	881,242.00	-	881,242.13	-	(0.13)	-
96015	Kronos Cloud Services 2017	Active	60,000.00	-	60,000.00	-	-	-
96016	GIS Mapping (4)	Active	500,000.00	-	500,000.00	-	-	-
96017	Microsoft Licenses 2018	Active	869,227.00	-	867,053.53	-	2,173.47	-
96018	Kronos Cloud Services 2018	Active	120,000.00	-	119,980.06	-	19.94	-
96019	Alliance Replat (To be financed)	Active	1,160,000.00	318,568.52	787,132.48	169,680.32	609,187.20	(406,000.00)
96020	Adobe Cloud 2018	Active	140,000.00	-	137,500.00	-	2,500.00	-
96021	Website 2018	Active	100,000.00	1,494.70	75,025.52	25,273.00	(298.52)	-
96022	Active Directory Phase 4	Active	182,830.00	750.30	181,006.49	-	1,823.51	-
96023	Microsoft Licenses 2019	Completed	900,000.00	-	900,034.95	0.78	(35.73)	0.00
96024	Kronos Cloud Services 2019	Active	120,000.00	-	94,586.38	-	25,413.62	-
96025	Adobe Cloud 2019	Active	140,500.00	-	140,498.57	1.43	-	(0.00)
96026	Website License 2019	Active	60,000.00	-	57,823.01	-	2,176.99	-
96027	Website Upgrade 2019	Pending	80,000.00	-	-	-	80,000.00	-
96028	ERP Enhancements 2019	Active	845,655.00	76,187.84	291,581.62	223,252.98	330,820.40	-
96029	Budget Software Replacement	Active	449,000.00	-	-	-	449,000.00	-
96030	NeoGov Onboarding	Active	92,000.00	17,600.00	46,600.00	-	45,400.00	-
96031	Active Directory Phase 5	Active	100,000.00	31,742.50	68,102.50	31,897.50	-	-
96032	Security Assessment	Active	200,000.00	156,906.68	187,910.68	11,368.80	720.52	(0.00)
96033	Intranet Upgrade 2020	Active	100,000.00	-	155.18	-	99,844.82	-
96034	Microsoft License 2020	Active	3,322,180.00	1,612,142.39	3,176,475.11	43,326.41	102,378.48	0.00
96035	Kronos Cloud 2020	Active	240,000.00	72,427.06	164,203.75	3,278.34	72,517.91	-
96036	Adobe Cloud 2020	Active	457,670.00	293,852.15	441,522.15	6,817.20	9,330.65	-
96037	Website License 2020	Active	198,000.00	64,324.28	124,991.84	-	73,008.16	-
96038	Security Mentoring	Active	80,000.00	8,721.00	63,721.00	-	16,279.00	-
96039	External Website 2	Active	225,000.00	-	-	13,020.00	211,980.00	-
96040	External Website -	Active	80,000.00	-	-	-	80,000.00	-
96041	ERP Future Planning	Active	100,000.00	2,802.66	2,802.66	48,550.94	48,646.40	-
96042	Office 365 Backup	Active	100,000.00	-	-	-	100,000.00	-
96059	COOP Automation	Active	124,870.00				124,870.00	-
	Total Prior Approved Projects		16,036,061.11	2,879,757.56	12,901,375.06	697,919.16	2,842,766.89	(406,000.00)

PROJECTS STATUS SNAPSHOT

1 **FACILITY ACCESS CONTROL (ALLIANCE REPLACEMENT)**

Project is to migrate facilities on an average of three a month. Continued processing of invoices for payment and estimates for POs as they become available. Key dates: Summer 2021 expected project completion. Vendor changed to CES.

2 **ENTERPRISE CONTENT MANAGEMENT SOLUTION EVLAUTION**

Finalized requirements effort for ECM.

3 **WEB PLATFORM REQUIREMENTS**

Combined requirements phases of related projects (Intranet upgrade, Internet Re-design, ADA compliance) into a consolidated effort. Individual projects will be revived upon completion of this project

4 **Enterprise Attribute (EA) Standardization & Governance**

Worked on the project timeline and plan of action for the requirements effort.

5 **DIGITAL TRANSFORMATION FRAMEWORK (DTF)**

Ongoing effort to assign forms to platforms such as Sharepoint, ServiceNow, etc. Four Adobe/Adobe Sign assigned forms have been sent to the client for review and validation for approval. Awaiting approval from client.

6 **PERFORMANCE EVALUATION DIGITIZATION**

The PMO is evaluating the requirements with the developer resource and the HR team. This project is expected to conclude by the end of the calendar year.

7 **SPA Phase-2**

The solution design for the Advanced Scheduler and Mobile solution began with the Aquatics team and will conclude with the remaining divisions in DPR. The target delivery date is the weekend of November 12, 2021.

8 **NEOGOV INTEGRATION**

The PMO will restart this project the week of July 5, 2021. The HR/ NEOGOV project resource has been hired and started working with the team on June 17th . New timelines and project target dates will be set in the coming weeks.

9 **AP AUTOMATION**

This project has been paused due to resource issues within the AP team. The PMO will meet with the AP and Finance team leadership to monitor the situation.

10 **ERP REQUIREMENTS GAP ANALYSIS**

This effort has been paused until after the start of the new fiscal year. The HR gap analysis is complete… Purchasing and Finance remain.

PMO Projects Timeline

PROJECTS	2020						2021											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Facility Access Control													Projected completion March 2022					
Enterprise Content Management (ECM) Requirements													Projected completed					
Web Platform Requirements																		
Enterprise Attribute Standardization & Governance	Awaiting approval to kick-off project																	
Digital Transformation Initiative																		
Performance Evaluation Automation													Projected completed Dec 2021					
SPA Phase-2																		
NEOGOV Integration									Projected completion Oct 2021									
AP Automation													Projected completion is TBD					
Intranet Upgrade																		
Web Re-design	Will be re-assessed after completion of the Web Platform Requirements project																	
ADA Compliance																		

Start/End of Project   Completed Progress   Project Delays   Projected Start / Completion

Project Overview:
Enterprise Attribute Standardization & Governance `10`

PM: Seun Joseph-Adebo | Status: In-progress ●

Description:
- Establish enterprise attribute standardization & governance.
- Identify source data mapping between ERP and AD systems
- Automate the process of creating and deactivating AD records based on the creation and termination of employee records in ERP/HRIS

Benefits:
- Helps streamline integration of systems processing employee and job-related data by ensuring data consistency across systems
- Reduces manual data maintenance in AD by automating the ERP-AD data interface process

PREREQUISITES

KEY MILESTONE DATES

- Business Case: June 2021
- Initiation: TBD
- Kick-off project: TBD
- Requirements: TBD
- Design/Build selected requirements: TBD
- Test and Train implemented: TBD
- Deploy identified requirements: TBD

DEPENDENCIES

- **Digital Personnel Actions (DPA) Project:** The DPA project will implement the HIRE personnel action that will automate the creation of the employee record in HRIS. This record creation will drive the creation of the corresponding AD record.
- **Seasonal Payroll Automation (SPA) Project:** The SPA project will add all the seasonal employees to AD and require the creation of their attributes via an automated data interface

Enterprise Attribute Standardization & Governance `11`

PM: Seun Joseph-Adebo   Status: Resumed ●

PROGRESS

5/31
- Addressing feedback received from the MIG meeting.
- Updating presentation for CTO meeting, week of 6/7
- Preparing the presentation for IT Council on 6/11

6/14
- EA was presented to CTO and IT Council groups.

6/21
- Planning a follow-up with the core project group to discuss the next steps and execution.

6/28
- Conducted follow-up with the core project group to discuss the next steps and execution.
- Working on a project timeline and schedule.

7/6
- Worked on the project timeline and plan of action for the requirements effort.

RISK	RESPONSE
1. Gaining consensus on requirements may require multiple iterations.	1. Work with IT leads to obtain the rationale for requirement, minimize the number of iterations, and ensure communication of downstream system requirements such as Azure/AD, ServiceNow is performed.
2. No QA environment for AD.	2. Work with HRIS to provide production data for AD testing.

UPCOMING ACTIONS
- Conduct requirements analysis sessions with the core team.

Note: Additional nine projects presented to IT Council are not included in this exhibit