eGovernment Metamorphosis: Building an Integrated Information and Communications Technology **Program Serving Citizens**



Presentation Plan

- Paradigm Shift
- Organization and Technology
- Results
- Federal, State and Local Integration

About Montgomery County

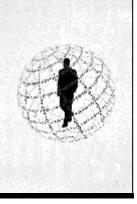
- Outside Washington D.C.
- Population ~ 1 million Progressive government, nationally recognized as a model
- \$3.3 Billion Annual Budget
- 10,000 Employees • Affluent, well-educated
- Aniteent, weil-educated population 90% Households have computer with Internet access Biotech, Defense and Information Technology anchor •
- businesses Large Federal Gov't Presence (22 Federal Facilities)



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paradigms is to see them a maps. In the more general sense

the way we 'see' the world not in terms of our visual sense of sight, but in term perceiving, understanding interpreting." Seven



The New Paradigm

- Customer Centric the eGovernment model
 - We are in the business of serving people and communities
 - Technology can allow government to provide direct service delivery to citizens anytime, anywhere through multiple channels

 - Technology supports all operations and can allow new ways of collaboration and service delivery through integration
- Enterprise Concept
- All of ICT should be directed to delivering government (enterprise) services efficiently and effectively
 eGovernment Metamorphosis becoming the enterprise ICT
- program
- Architectural approach
 - Web-enable all services
 - Integrated systems, rapid application delivery
 Shared infrastructure
 - Centralized and policy driven

But, How? CHANGE (the hard part)

Piecing the Puzzle together

....requires necessary changes in Organization and

Technology

Management (assuming

leadership/vision is a given)



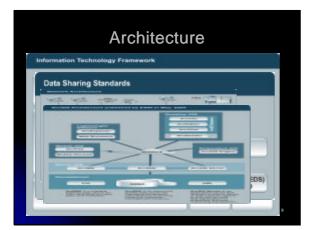
Organizational Changes

The institutionalization of change

- CIO position elevated to 'cabinet' level
 - Member of the senior management team
 - Equal to CFO, Police Chief, Transportation, etc
- Created government-wide ICT governance structure
- CIO and ICT program strengthened by legislation Budget/procurement approval authority over all ICT Codified governance structure
- Created strategic plan and goals
- Reorganized ICT Dept to focus on enterprise and • customer
- Departments held accountable (performance reviews • and compensation increases)

Technology Changes

- •
- Reorganized Focus on Enterprise and customer
- Eliminated eGovernment office
 Implemented fast-start early successes to win trust
 eGovernment applications
- Government applications
 Government applications
 New messaging system (1/2 cost, on time, modern)
 Architecture created and conformance required
 Consolidated networks
 Consolidated portal (all web pages now one)
 Consolidated hardware, software, storage management
 Enterprise application integration, GIS data layers
 Consolidated imaging infrastructure
 Single directory used for all applications (single sign-on capability)
 Project management methods implemented and adhered to
 New IT budget and procurement approval process
 Uborraded and hired professional staff
- •
- Upgraded and hired professional staff Metrics used and monitored







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