

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

The ICT Program at Montgomery County, Maryland
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Presentation Plan

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

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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 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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Paradigm

"...a simple way to understand paradigms is to see them as maps.

In the more general sense, the way we 'see' the world is not in terms of our visual sense of sight, but in terms of perceiving, understanding and interpreting."

Seven



The New Paradigm

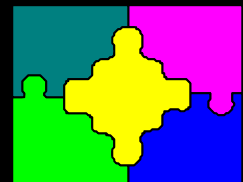
- Customer Centric – the eGovernment model
 - We are in the business of serving people and communities
 - Technology can allow government to provide direct service delivery to citizens anytime, anywhere through multiple channels
 - Technology supports all operations and can allow new ways of collaboration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

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But, How? CHANGE (the hard part)

Piecing the Puzzle together

....requires necessary changes in Organization and Technology Management (assuming leadership/vision is a given)



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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
 - 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
- Upgraded and hired professional staff
- Metrics used and monitored

Architecture

