

**Office of the Chief Information Officer  
FY 99 and 2000 Oversight Hearings  
February 25, 2000**

Thank you, Chairman Evans and Members of the Committee, for the opportunity to testify. I am Henry Debnam, the Deputy Chief Financial Officer for Information Systems and the Chief Information Officer for the OCFO. My office manages the mainframe, local area networks (LAN's) and desktop systems for the OCFO. My staff also develops and implements Information Technology (IT) solutions to enhance business processes within the OCFO. My testimony today will give you an overview of the people and activities encompassed by the OCIO, recent accomplishments, and where we are going in the future.

**Who We Are**

The OCFO depends on IT to provide comprehensive financial management for the District of Columbia. The mission of the Office of the Chief Information Officer (OCIO) is to support the OCFO's IT requirements by designing, implementing and managing systems that provide access to information, improve the efficiency and effectiveness of financial management, and protect the integrity of financial applications and data.

The Office of the Chief Information Officer was created in 1998, taking the place of and building upon the expertise of the Office of Financial Information

Systems. The SHARE Data Center makes up over 60% of the OCIO's operating budget, and like the underground facility that houses the mainframe, the OCIO is often overlooked until IT becomes the critical path in performing basic government functions, as it did during the Y2K effort. But the OCIO, while not as high profile as the Office of Tax and Revenue, for instance, touches almost every business function of the District government, and has an impact on employees, vendors, decision makers, and citizens.

The OCIO manages two basic operations:

- ✓ The Mainframe which is housed at the SHARE Data Center, runs every major financial system in the District – SOAR, CAPPS, UPPS, BTIS, IITS, RPTIS, the retired FMS system, and the soon to be implemented Integrated Tax System.
- ✓ Client Server – The OCIO manages seven local area networks and approximately 1,100 personal computers, including handling all significant software installations, such as the Executive Information System (EIS) and Performance Budgeting.

SHARE was created in 1966 by 6 agencies – the precursors of DPW, WASA, MPD, DMV, and DAS – seeking to acquire IT resources that no one agency could afford on its own. In 1979, SHARE moved into its current facility at 222 Massachusetts Avenue.

As it evolved, SHARE became more focused on financial applications, picking up responsibility for the tax and payroll applications, and in 1981, the Financial Management System. These additional responsibilities necessitated the employment of applications programmers to maintain these mainframe financial applications, developing SHARE into a more broadly focused information systems office, eventually including desktop and client server operations.

In addition to these basic operations, the management responsibility for the systems Help Desk for SOAR and CAPPs is being transferred to the OCIO. Additionally, the OCIO is working to implement IT solutions to problems like the distribution of financial reports, which will be available through a web-enabled report writer to provide online access to reports.

The OCIO performs very different technical functions than the Office of the Chief Technology Officer. The OCIO does not manage the Wide Area Network (WAN) or telecommunications. Rather, the OCIO is a customer of OCTO, employing the use of the WAN and voice telecommunications to accomplish OCFO objectives. The support the OCIO provides to agencies via their CFOs is wide reaching. For example:

- ✓ The OCIO links the financial applications with end users of financial information, and links agency staff to stakeholders in the District government's performance – employees, vendors, elected officials, the federal government, and citizens.

- ✓ Every employee paid by the District has their payroll check processed by SHARE and, for those with Direct Deposit, SHARE is responsible for sending their payroll information to the bank electronically.
- ✓ Every District pensioner, or pensioner of the Secret Service, Park Police, or other Federal entity administered by the Office of Pay and Retirement, has their pension check processed by the Unified Payroll and Pension System (UPPS) and the SHARE Data Center.
- ✓ Every beneficiary of a District or Federal program – Disability, Unemployment or TANF, just to name a few – have their payments processed by SHARE.
- ✓ Every elected official or citizen who requests voter registration information relies upon software developed and run by OCIO staff at SHARE.

The OCIO draws upon a staff of diverse skills and experience to complete its mission of managing mainframe and client server technologies – from systems and applications programmers with 20 years of experience, to web site managers and programmers who have joined the government in the last 12 months. Our staff provides LAN administration, applications and systems programming, computer operations, production (scheduling) management, and help desk (applications) assistance. In addition, the OCIO is working to build on its expertise in project

and technical management, while enhancing the key required skills associated with leading edge technologies.

### **Accomplishments**

The OCIO made tremendous strides in 1999 and 2000. Among the accomplishments of our staff are:

- **Successful completion of Y2K effort**
  - ✓ **The OCIO was responsible for:**
    - **Evaluation and remediation of 77 key business applications,** including 8 major applications that comprise more than 7 million lines of code. This reflects the largest quantity of any agency in the District, nearly 4 times the number of the next mission critical agency.
  - ✓ **In-house remediation of FMS code** – The old FMS code had to be remediated in order to ensure the integrity of the financial data archive. This remediation was successfully completed by OCIO staff.
  - ✓ **SHARE Modernization** – The SHARE Computer Center acquired and installed a new, compliant mainframe in FY99. This mainframe provides not only the processing resources necessary to run compliant operating software, but also the space necessary to support a Y2K test region, the operations of the old Legacy systems along with the new financial

systems. This mainframe will also support the growth associated with future processing requirements.

- ✓ **Migration to Compliant LPAR** – SHARE staff were able to plan and execute the migration of corporate information systems and production data from a non-compliant to a compliant operating environment. This success was essential to the Y2K operations of SOAR, CAPPs, UPPs, and the tax applications.
- ✓ **Contingency Plans**
  - **The OCIO managed the development of more than 20 contingency plans** to support mission critical processes, including the 4 key business processes of revenue collection, payroll, vendor payment, and financial reporting. These plans are living documents, outlining business processes and interdependencies, and providing a basis for future process improvements.
  - **Development of Disaster Recovery Plan** – SHARE had been cited for several years in Management Letter Comments for the lack of a Disaster Recovery Plan. This plan would allow the computer center, in the event of a catastrophe such as fire or flood, to move operations to a safe location. Given the needs of Y2K, SHARE entered into a ‘hot site’ agreement with a third party

vendor, and successfully tested the Disaster Recovery scenario before January 1, 2000.

- ✓ **Clean Management** – Clean Management methodology is key to successful data center operations. Following the Y2K migration, it was necessary to develop and implement new policies to ensure that code errors were not introduced to the production environment that might trigger an application failure.
- ✓ **The total cost of the OCIO's Y2K effort was \$7.4 million**, not including \$2.5 million for the upgrade of the mainframe, and various IBM costs for the remediation of the legacy payroll application.

### **Where We're Going**

The OCIO is constantly seeking new ways to enhance our productivity and to do more with less. To that end, we are putting in place the necessary procedures and standards to ensure that the OCFO is getting the maximum return on its IT investment.

- **Web-enabled and other online report generation** – The OCIO has recently implemented an online solution to reports distribution that should allow for a dramatic reduction in paper usage, and will support the OCIO's goal of improving access to information. This online solution is currently

available for a small set of SOAR reports, but will ultimately provide password-protected access to a wide variety of financial and payroll reports.

- **Help Desk** – The OCIO is currently in the process of implementing new software that will provide a District-wide Help Desk for SOAR, CAPPS, and ITS. This Help Desk will replace the one currently operated by the SOAR vendor, and will ultimately have wide use for resolving system performance as well as application problems. This software will allow for automation of some problem resolution activity, with automatic elevation of critical problems, and for the collection of system performance and problem resolution performance data.
- **Integration/Enhancement of Data Sharing (Data Warehousing)** – In order to support access to financial and performance information, the OCIO is responsible for implementing a data warehousing solution. The Executive Information System (EIS) is a first step in this process. The OCIO is currently developing requirements for a more comprehensive and integrated data warehouse, which would include SOAR, CAPPS, and ITS.
- **Service Level Agreements (SLA's)** – The OCIO will strive to implement more SLA's in FY 2000 and 2001, identifying specific performance and service deliverables for our customers. This is a critical step in developing the data necessary to move toward managed competition and ensure that the District is getting the most cost-efficient and effective IT services.



- **Acquisition Policies and Standards** – Acquisition of information technology must be coordinated, and done in accordance with policies and standards to ensure that systems can be integrated and that a common platform exists. The OCIO is currently developing an acquisition strategy for the OCFO, and will work with OCTO to improve the management of these efforts.
- **Succession Planning (Staffing and Training)** – The OCIO is moving toward a coordinated structure to ensure adequate staffing and skill availability, particularly in the event of the voluntary separation (resignation or retirement) of existing resources. Succession planning will support the development of training protocols, detailed position descriptions, and creation of career paths for technical positions.

In closing, let me emphasize that technology is an investment, not only to acquire and implement, but also to operate and support. The return on this investment, in an environment not driven by profit and loss, is measured in productivity enhancements and cost avoidance. Failure to maintain the value of the technology portfolio results in larger future costs from output losses and higher cost of replacement.

The mission of the OCIO is, in essence, to maintain and enhance this portfolio. Our employees are front-line employees, serving a variety of internal and

external customers, and balancing the requirements of providing best-in-class daily operations with the need to ensure that the OCFO takes advantage of new productivity enhancing technologies.