



Washington Metropolitan Area Transit Authority

IT Peer Review Findings

Presented to the Board of Directors:

Planning & Development Committee

by

Business Planning and Project Development

June 1, 2006



Purpose

**To explain the findings and
recommendations
of the IT Peer Review**

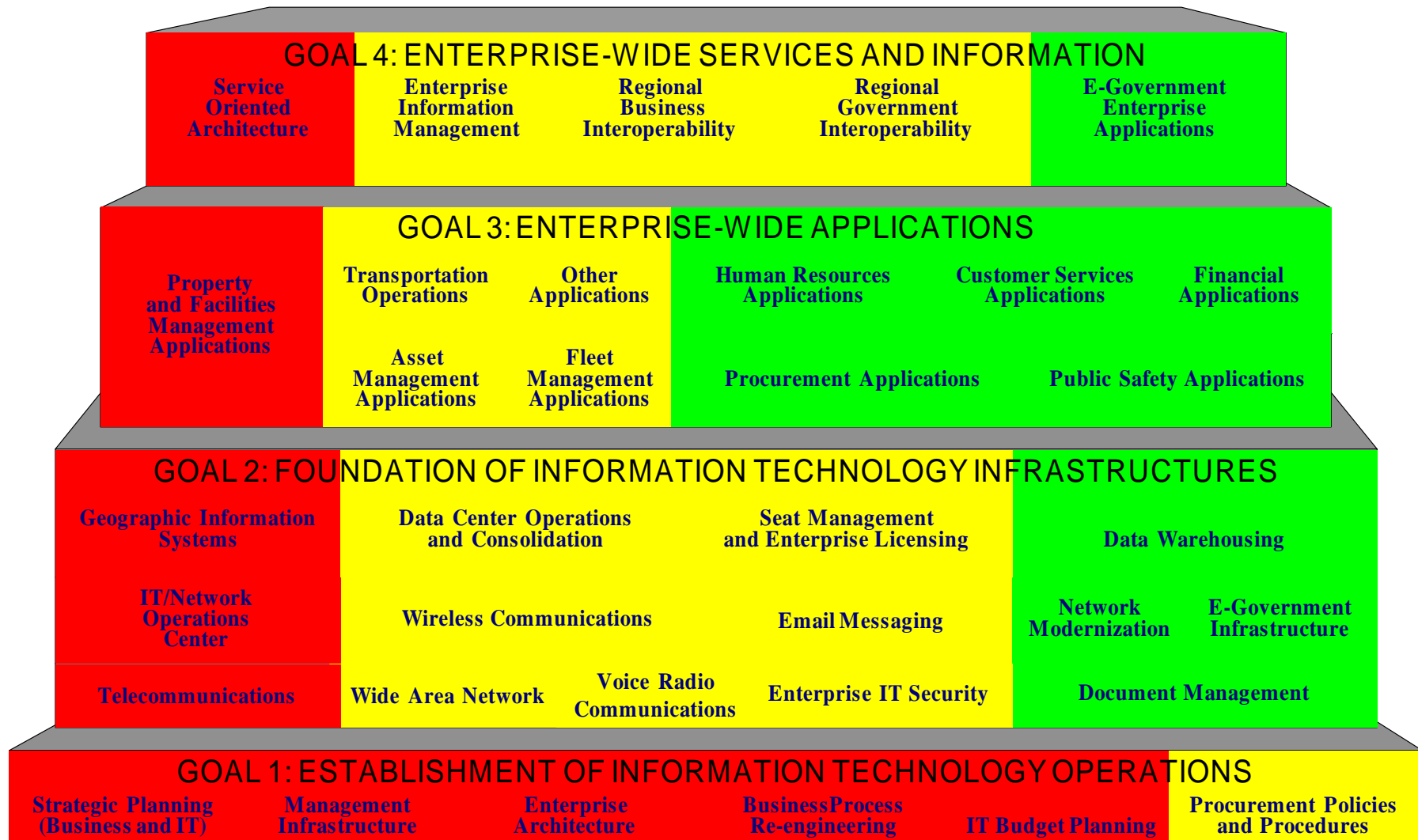


Attendees of WMATA IT Peer Review

- Suzanne Peck–CTO, Government of the District of Columbia
- Alisoun Moore–CIO, Montgomery County, Maryland
- Wanda Gibson–CIO, Fairfax County, Virginia
- Dan Tangherlini–Interim General Manager, WMATA
- Takis Salpeas–Deputy Assistant General Manager, WMATA
- Edward Thomas–Assistant General Manager, WMATA
- J. Roderick Burfield–Deputy Assistant General Manager IT, WMATA
- Adams Young–Acting Assistant Chief Technology Officer, WMATA



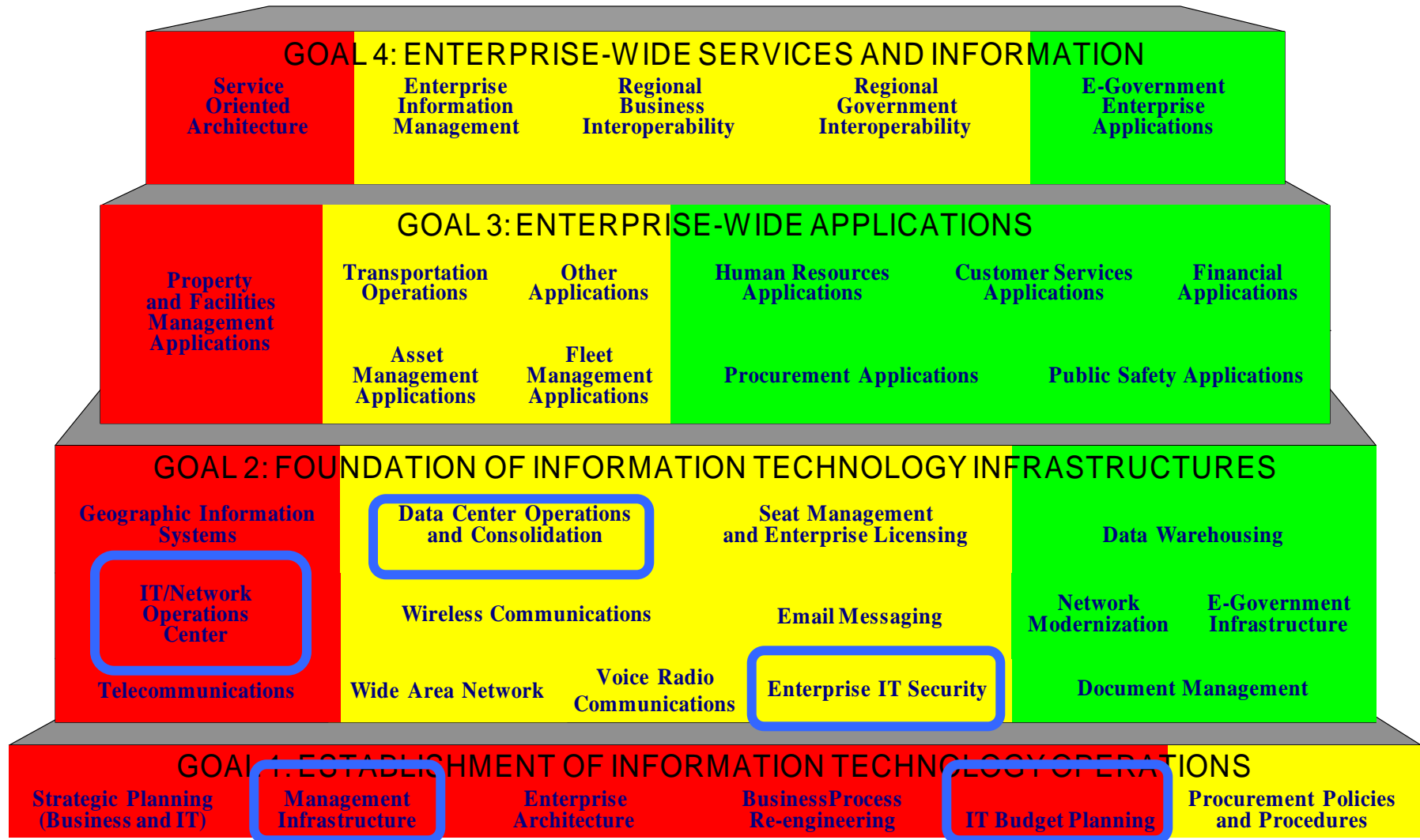
Information Technology Capability Pyramid





SHORT-TERM INITIATIVE AREAS

Information Technology Capability Pyramid





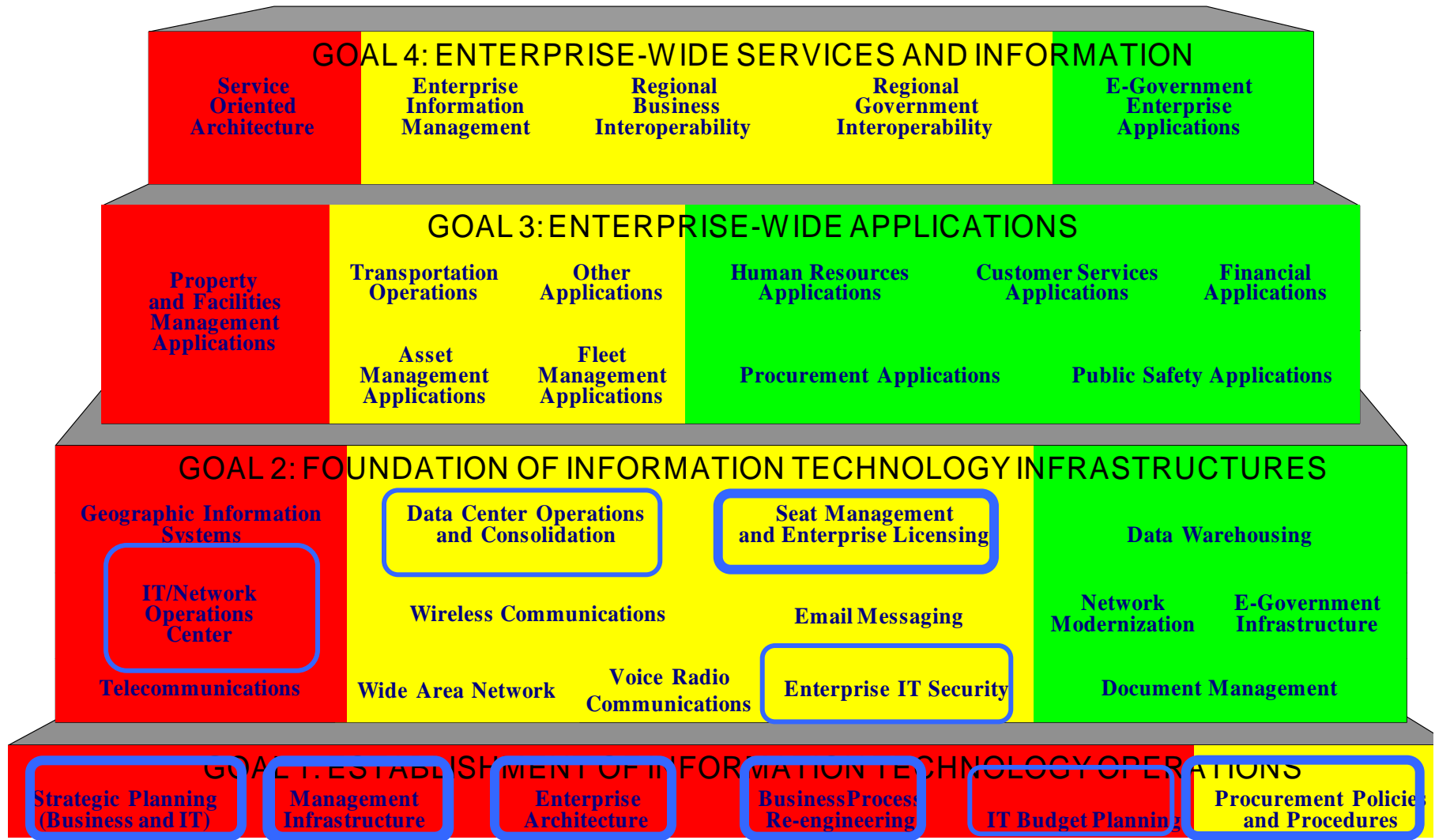
Short-Term Initiatives—Recommended

- **Enhanced CIO Authority (Management Infrastructure)**
 - Establish CIO member of WMATA executive committee
 - Report to General Manager
 - Establish IT purchase approval in CIO office
- **IT Investment Review Board (IT Budget Planning)**
 - Form an IT Investment Review Board, a steering committee of business leaders
 - Define responsibilities that include prioritizing and monitoring all major IT investments, developing an IT strategic plan, and guiding the development of concept of operations plans for major IT programs
- **IT/Network Operations Center**
 - Establish primary and backup NOCs
 - Acquire network, system and application monitoring tools
- **Data Center Operations and Consolidation**
 - Test capabilities of remote data centers regularly
 - Establish high-reliability configurations across data centers
 - Consolidate mainframe applications to a common operating system release
- **Enterprise IT Security**
 - Establish a Director of Enterprise IT security position
 - Establish anti-virus team and obtain licenses for virus and spyware protection with automatic desktop updates
 - Establish security policies for wireless access points
- **Initial Wins**
 - Select and successfully implement short-term IT projects
 - Fill the IT project pipeline with monthly and major quarterly deliveries



MEDIUM-TERM INITIATIVE AREAS

Information Technology Capability Pyramid





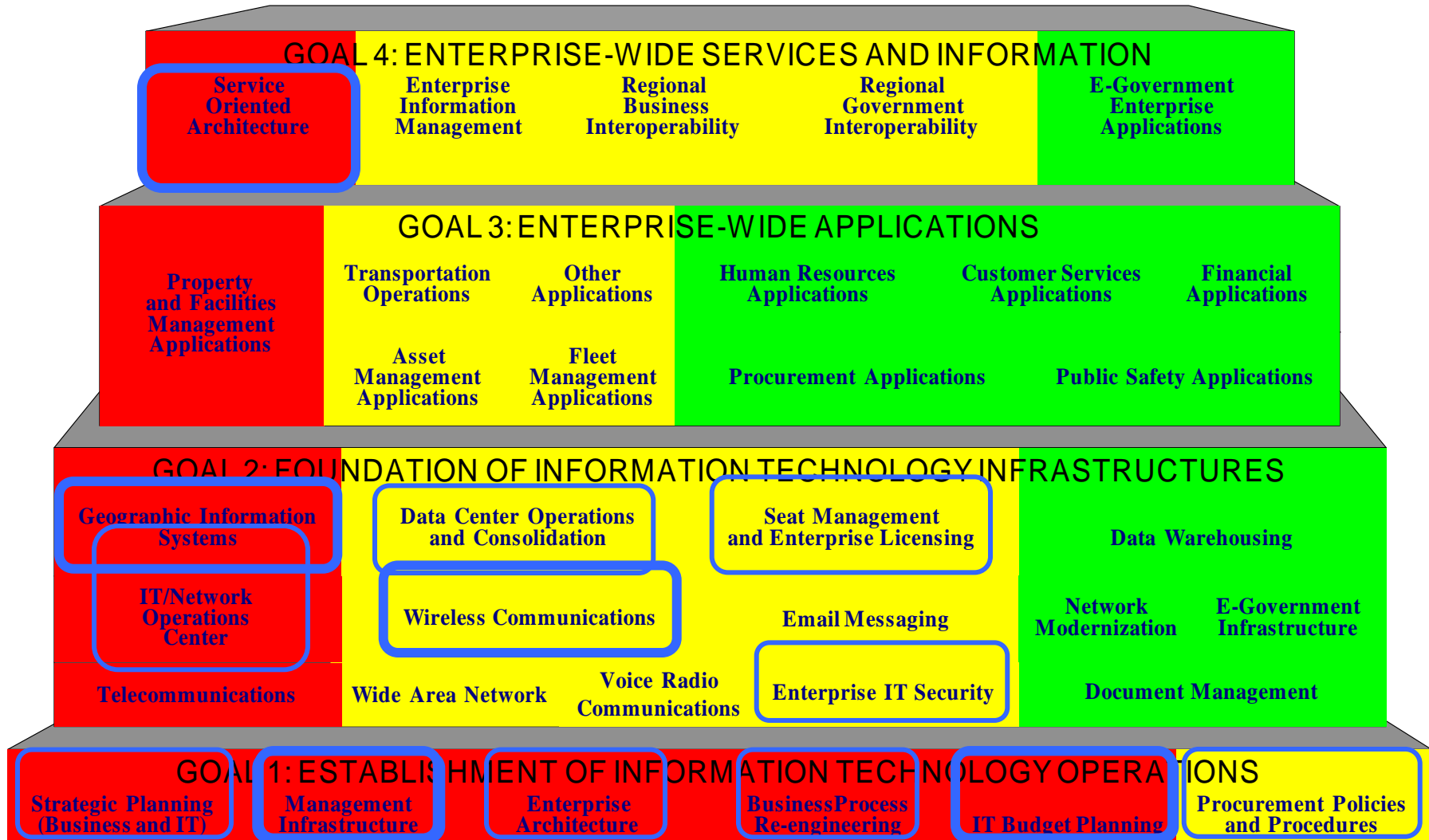
Medium-Term Initiatives–Recommended

- **Strategic Planning**
 - Conduct an enterprise IT strategic plan exercise every four years
 - Establish phased goal areas (as defined by the pyramid) for all IT programs to organize the IT strategic plan
- **Project Management Office (Management Infrastructure)**
 - Create and govern IT project standards, monitor IT procurements and manage agency liaison officers who facilitate IT services
- **Enterprise Architecture**
 - Establish a Chief Enterprise Architect position
 - Form an Architecture Review Board
- **Concept of Operations Planning (Business Process Re-Engineering)**
 - Establish a template for program planning that includes root cause analysis, heritage IT analysis, target architecture, hardware/software costing, etc.
- **IT Product Standards (Procurement Policies and Procedures)**
 - Establish a list of approved product standards including vendors, release version numbers and internal/external sourcing
- **Seat Management and Enterprise Licensing**
 - Centralize control of all PC hardware and enterprise software licenses in the IT department
 - Bring all WMATA divisions under Seat Management
- **Managed Services**
 - Evaluate and identify candidates for managed services using best practices to provide in-depth expertise that cannot be obtained through normal hiring practices



LONG-TERM INITIATIVE AREAS

Information Technology Capability Pyramid





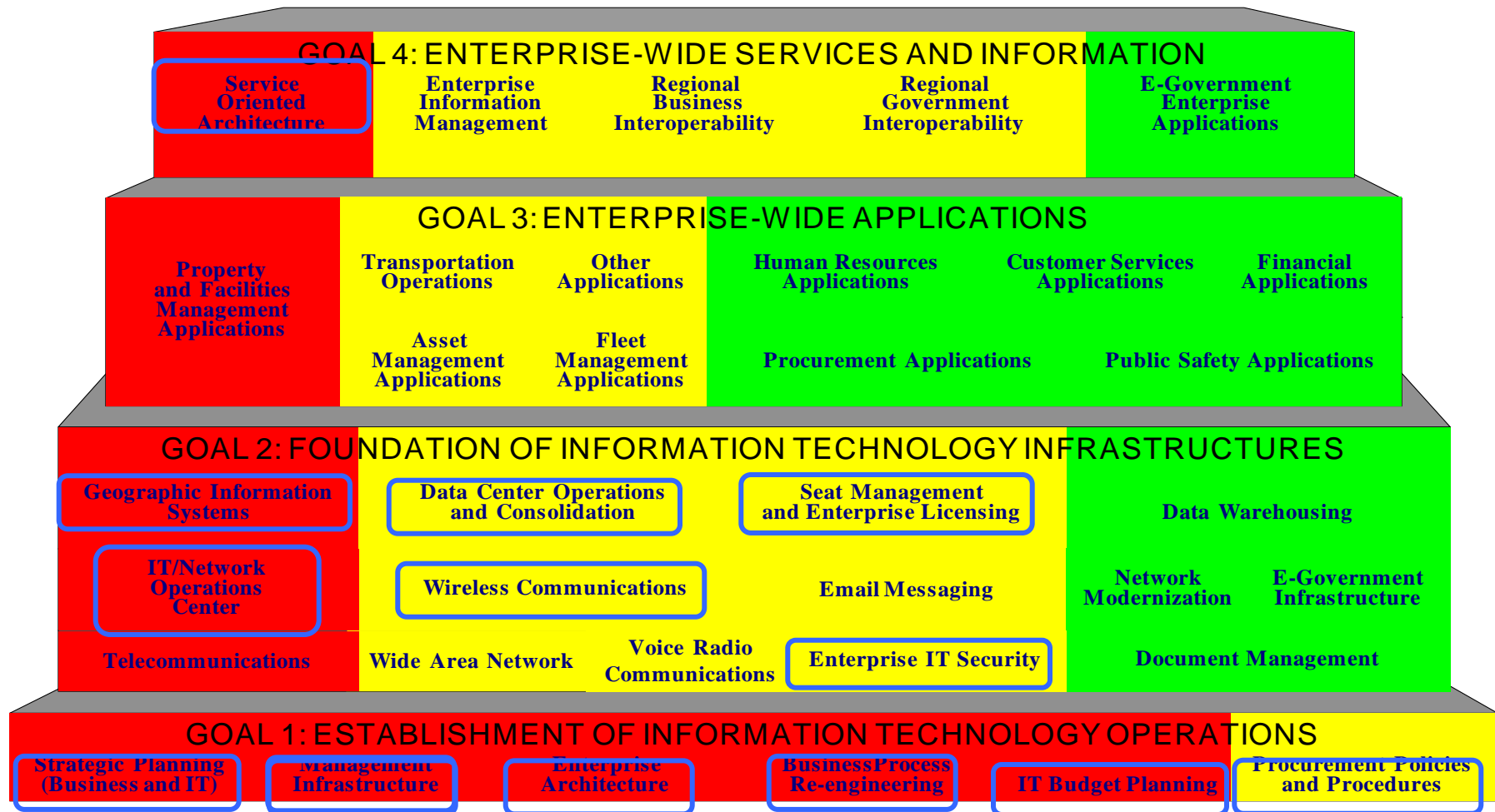
Long-Term Initiatives—Recommended

- **Personnel and Skill Sets (Management Infrastructure)**
 - Hire permanent skilled staff in PeopleSoft, IBM, AIX
 - Transition skills required for two or more years to new or retrained WMATA employees
- **IT Budget Planning**
 - Adjust WMATA budget levels to conform to industry best practices
 - Shift the ratio of operating capital budget toward operating funds after modernizations, such as the ITRP
- **Geographic Information Systems (GIS)**
 - Establish a unified GIS Center of Excellence to serve WMATA
 - Coordinate WMATA's GIS data development closely with regional partners
- **Modernization of Metro Tunnel Radio Systems (Wireless Communications)**
 - Upgrade non-operational Bi-Directional Amplifiers
 - Create a common integrated plan for improved public safety with area fire departments and commercial project representatives
- **Service Oriented Architecture**
 - Define a standard Enterprise Service Bus (ESB) for all integration projects, e.g. web Methods
 - Establish an enterprise-wide service registry and repository in the infrastructure
 - Identify high-value enterprise information services for enterprise integration



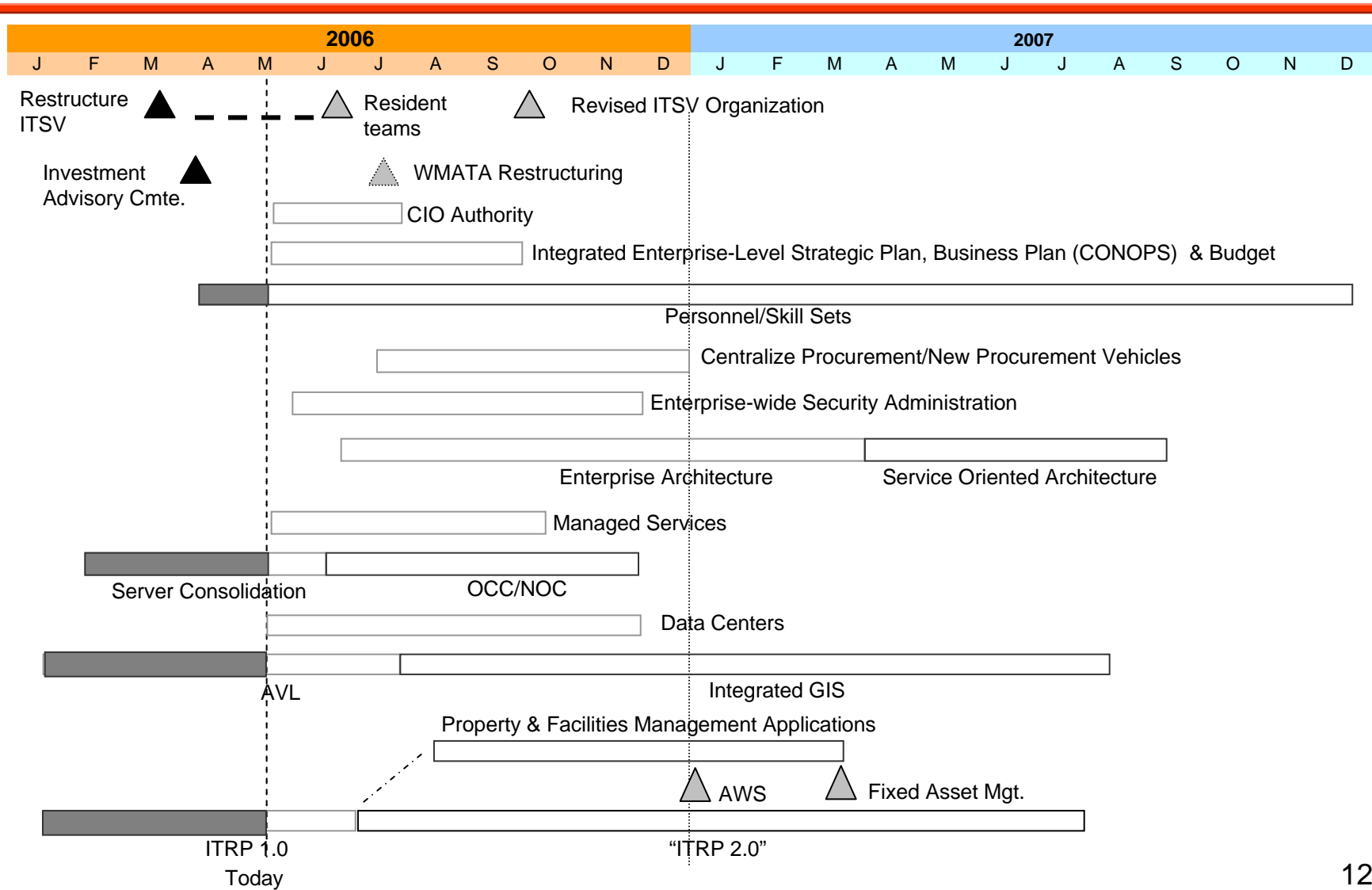
ALL INITIATIVE AREAS

Information Technology Capability Pyramid





ITSV Restructuring Program—Major Milestones





Next Steps

- **Complete ITSV Strategic Business Plan**
- **Brief Board Committee September 2006 on restructuring, staffing and funding**