



2010 – 2011 Annual Report

Bureau of Application Development and Support

555 Forum Place
Harrisburg, PA 17101
717.787.5440

Director's Message

The Bureau of Application Development and Support (BADs) is charged with building and maintaining applications for consolidated agencies (Office of Administration, Office of the Budget, Office of General Counsel, Governor's Office, Department of General Services, Pennsylvania Emergency Management Agency and Pennsylvania Historical and Museum Commission) as well as managing several enterprise service offerings that all agencies can leverage. The bureau also works closely with business process owners to ensure that all projects are effectively delivered.

During FY 2010-2011, BADs focused on establishing a new, rapid application development platform (Microsoft Dynamics) to improve service delivery. In addition, BADs implemented several initiatives to streamline work processes, increase customer transparency and improve the quality of the work that we deliver. The team deployed a new Open Government website (<http://www.pa.gov/open>) that is currently being expanded to support the new PennWATCH legislation (Act 18 of 2011). The Sunshine Review, a national open government advocate, gave Pennsylvania a "Sunny Award" for a website that "exceeded transparency standards."

Another notable achievement during FY 2010-2011 is the replatforming of the Lieutenant Governor's Board of Pardon's Case Management System for tracking the status of cases and paperwork, which was running on unsupported software and had no source code. BADs assumed responsibility for the rewrite in June 2010 and helped rebuild the application in Microsoft Dynamics.

I am excited about publishing our first annual report to highlight the great work that the Bureau of Application Development and Support has provided to commonwealth agencies and citizens.



Director, Bureau of Application Development and Support

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Executive Summary

During FY10-11, the Bureau of the Application Development and Support furthered its efforts to improve its project management capabilities and requirements documentation approaches. The bureau also successfully implemented a contractor replacement initiative, improved collaboration with the bureau's internal teams, other OA/OIT support teams and the customers that the bureau supports, as well as increased transparency into the work that we do. The bureau also established Microsoft Dynamics as a new platform to speed the development of applications and reduce training and deployment costs. The bureau also initiated a quality assurance program that includes a code review process and developer mentoring program.

Notable Achievements

Notable achievements that have occurred in FY 10-11 include:

- Establishing a bureau-wide training strategy to maximize training dollars
- Establishing an online status reporting engine
- Establishing an online application inventory
- Establishing an online deployment calendar
- Establishing an online resource allocation engine
- Establishing an online leave calendar that is integrated with Outlook
- Centralizing Enterprise Data Center deployment management functions within one area
- Implementing a monthly executive dashboard
- Establishing regular meetings to streamline the resolution of help desk requests (remedy tickets)
- Establishing Microsoft Dynamics as an application development platform
- Restructuring governance meetings to be outcomes-based (versus resource-based)
- Implementing a code review / health check process on applications
- Instituting a developer mentoring process

Success Stories

The Bureau of Application Development and Support serves the Office of Administration, consolidated agencies and various boards and commissions under the Governor's jurisdiction. The bureau also provides support for a number of enterprise services such as the Enterprise Portal, Clarity and Business Objects. Below are a few success stories received from our customers.

- The bureau has been instrumental in advancing the commonwealths' performance improvement initiative. In 2008, agencies were asked to develop a performance plan that included not just the performance measures that had previously been submitted via an Excel spreadsheet, but also goals, objectives and strategies. We worked closely with the Office of the Budget to develop an online application for agencies to create and maintain their performance plans. Since then, we have developed various reports that have resulted in significant time savings, including one that provides the measures that appear in Governor's Executive Budget. In addition, we created a

application using SAP Business Objects that pulls performance measure data for the annual Report on State Performance directly out of the database and displays it online. With this new online version, the Budget Office has discontinued printing copies of the report, saving the commonwealth thousands of dollars annually. From the customer: *"It has been such a pleasure working with the team over the years – they have a fantastic work ethic. They have been very receptive and cooperative in making requested changes/enhancements to the database."*

- In September 2010, the bureau completed a functionality upgrade to the DGS Bureau of Supplies and Surplus Operations application called the Pennsylvania Federal Property System (PAFPS). The upgrade was primarily for the benefit of the public audience for this application. It allowed the Federal Warehouse to upload digital pictures of the items in the warehouse and save those pictures in the PAFPS database. The public audience could then search the database using a public-facing application and see what physical condition the items were in. This saved the public audience time, as it allowed the public audience to decide before going to the warehouse whether they wanted any items. It also made the warehouse personnel more efficient. The public could request the warehouse to pull specific items instead of the warehouse pulling several items so the public audience could assess their physical condition. The following comment was received via email in November 2010, from a member of the public audience for PAFPS, concerning a question about how to resize the images that were uploaded so that they are easier to see on smaller monitors: *"I have to tell you, you have been more helpful with this matter than I could ever have hoped for. The taxpayers are getting very good value for their money with you on the job."*
- In August 2010, the bureau completed a functionality upgrade to the DGS Bureau of Minority and Women Business Development application called Contract Compliance. The changes in functionality allow contract compliance staff in DGS and other agencies to capture more workforce compliance data from vendors and to more accurately calculate their levels of compliance. The changes also involved automating alert processes when underutilization of minorities and females in the workforce are discovered. The following comment was received via email in September 2010 from the business contact in BMWBO regarding the functionality upgrade: *"Everything I've seen so far looks marvelous and is working. You deserve kudos for a job well done. Thanks!"*
- In March 2011, the bureau worked with the Office of the Budget to ensure the Governor's proposed budget was posted to the Office of Budget website as the Governor's budget address began. The Web and Portal teams planned a strategy to insure that regardless of the time of day or night, the budget would be posted to the website in a timely manner. From the customer: *"I just wanted to let you know what a terrific job your team did on posting our budget documents tonight, in spite of the very late hour and delays that were completely beyond your control. Your team is to be commended for their great work ethic and consistently good nature. They are a pleasure to work with."*
- In March 2011, the bureau worked with the Governor's Office to develop the "Open Government" website in order to provide the public with a single point of access to a wide array of government information, including the budget, workforce statistics,

procurements, lobbyist disclosures and more. The following are comments from Secretary of Administration Kelly Powell Logan: *"What a fantastic job the OA/OIT team did on the website design. I'm very impressed with how quickly they worked to put the design together. Although the commonwealth's budget will never be simple to completely understand, the team did a beautiful job designing a great site with views that will really help to make more sense of the budget."*

- The bureau implemented a billing interface between the DGS, Bureau of Vehicle Management's (BVM) fleet management system, FleetFocus M5, and SAP. This was a large, collaborative effort involving personnel from BADS, Bureau of the Integrated Enterprise System (IES), BVM, Comptroller Operations and AssetWorks (the software manufacturer). The interface program generates six billing files, which are submitted monthly to IES for electronic processing. The SAP Billing interface went live in December 2009 for lease and maintenance billings. BVM began using the interface for their temporary transportation billings in November 2010. The following comment was received from an agency customer: *"In the months prior to M5 billing integration, Bureau of Vehicle Management billing was back-logged and inaccurate. Now that the process has been completely rolled out it has finally become a success for us. Billing is now done in a timely and accurate manner thanks to BADS assistance. This has been an asset for BVM along with all of the other jobs performed in M5 that makes our bureau run smoothly. Your team has always helped solve our issues that arose during the course of the transition"*.
- The bureau developed a new area on the Office of the State Fire Commissioner website dealing with residential sprinkler systems that was needed very quickly by PEMA. The development team made sure the work was completed swiftly and, when needed, worked beyond scheduled hours to do so. PEMA was very pleased with the work and provided the following feedback: *"I can't express enough of my thanks to you for the rush job and your effort in getting this on our website. I have always enjoyed our interactions working together and your professionalism in presenting the OSFC website. Anything I can do to return the favor, please let me know. Thanks again for a job well done!"*
- The bureau updated the Senior Level Request application to take advantage of newer technology and provide for enhancements to functionality, workflow and appearance. The Senior Level Request application is used by the Office of Administration and agency HR staff to process appointments to senior level positions. The system collects specific information about the candidate, including position and salary, while also allowing for attachments. The information is routed through a specified workflow where additional information is collected and recommendations are made. The last step in the process provides for a final disposition of the record and, generally, correspondence is generated to the agency regarding the outcome. The workflow is managed through user roles allowing for confidentiality and security of the information. The following comment was received from a customer after the Senior Level Request (SLR) application went live: *"Once again, the Bureau of Application Development and Support has made the Office of Administration look very good! Although they have done some pretty amazing things with online applications in the past, the bar had definitely been raised with their latest accomplishment. Over the past year the Senior Level Request (SLR) application has been upgraded from a clunky ASP version that was developed over ten years ago to*

a much more user-friendly version that can now be supported by OA/OIT. Thanks to the dedication and world-class support of the development team, the new SLR application has received many positive comments from the business users of the application. It has been a real pleasure to work with the team. I cannot thank your team enough”.

Five-Year Strategic Plan (2010-2014)

Vision

The vision of the Bureau of Application Development and Support is to serve as an application development leader in the commonwealth with regard to the tools we utilize and support. We seek to continually improve agency business processes by leveraging the right technology to meet their needs. We strive to align our service management and delivery approaches with Information Technology Infrastructure Library (ITIL) best practices. We aim to balance cost effective delivery of solutions with innovative approaches to business problems.

Mission

The Bureau of Application Development and Support is responsible for the operation, maintenance, sustainment, upgrade, growth, standardization and quality assurance of applications developed for the Office of Administration, Office for Information Technology; Pennsylvania Historical and Museum Commission; Pennsylvania Emergency Management Agency, Office of General Counsel, Office of the Budget, Department of General Services and the Governor's office. The bureau is also responsible for managing several resources which are leveraged by all agencies: the Enterprise Portal, Clarity and SAP Business Objects.

Strategic Goals

The three core strategic goals of the Bureau of Application Development and Support include:

1. Increase Application Quality

- Establish a quality assurance division to develop processes and procedures based on ITIL that will improve bureau output
- Establish a developer checklist to identify best practices when developing applications
- Deploy Microsoft Team Foundation Server to automate many of the process checkpoints identified in the developer checklist
- Implement code reviews on major applications
- Establish an application architecture review process
- Ensure all applications have a long-term strategy
- Implement application monitoring
- Implement defect tracking

2. Increase Work Transparency

- Establish an online mechanism to log project status
- Deploy a customer portal so that agencies can check the status of their initiatives
- Maintain regular contact with our customers throughout the process

3. Reduce Development Time

- Develop platform standards within the bureau
- Establish a rapid application development platform
- Transition to a systems development life cycle (SDLC)/ application life cycle management (ALM) with greater focus on proofs of concept/prototypes that demonstrate progress much quicker than the traditional SDLC/ALM
- Utilize project managers and business analysts to document requirements
- Leverage an application architecture review process to evaluate direction prior to starting the development phase

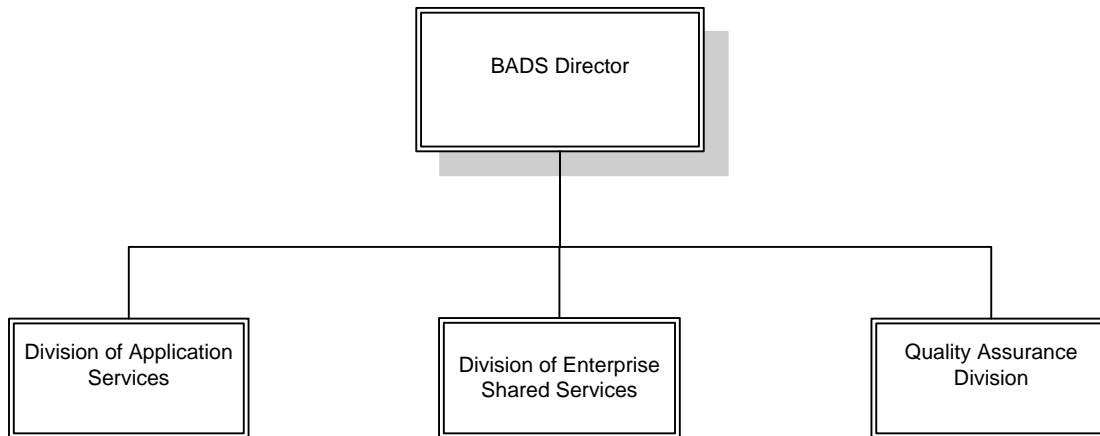
Governance Structure

BADS supports multiple and varied lines of business, each with unique requirements, priorities and leadership. The bureau holds governance meetings with each business owner to discuss issues, status of key projects and prioritization of upcoming work requests. These meetings are crucial to ensuring that business owners are getting the information they need while also ensuring that staff are focused on the most important business objectives. These meetings also provide a forum to collaborate and share ideas. Each member of the governance committee has a voice in the IT initiatives for their agency, as well as any policy or technical issues that need to be addressed.

The enterprise services we support also have business owners who set direction and prioritize work. For example, the Governor's office sets policy and business direction regarding Internet facing websites within the Enterprise Portal and the Enterprise Project Management Office sets direction on the Clarity project management software.

Organization

BADS organization is comprised 40 commonwealth employees; the organizational structure is depicted below.



Division of Application Services

This division is responsible for building and maintaining applications for agencies that have had their application development support functions consolidated into the Office of Administration, Office for Information Technology (OA/OIT). Specifically, this group provides application development support functions for the Office of Administration, Office of the Budget, Department of General Services, Office of General Counsel and Pennsylvania Historical and Museum Commission. This group is charged with designing, building, testing and deploying solutions. The group also receives regular help desk requests (remedy tickets) to resolve issues with existing applications or implement enhancements to meet customer needs.

Division of Enterprise Shared Services

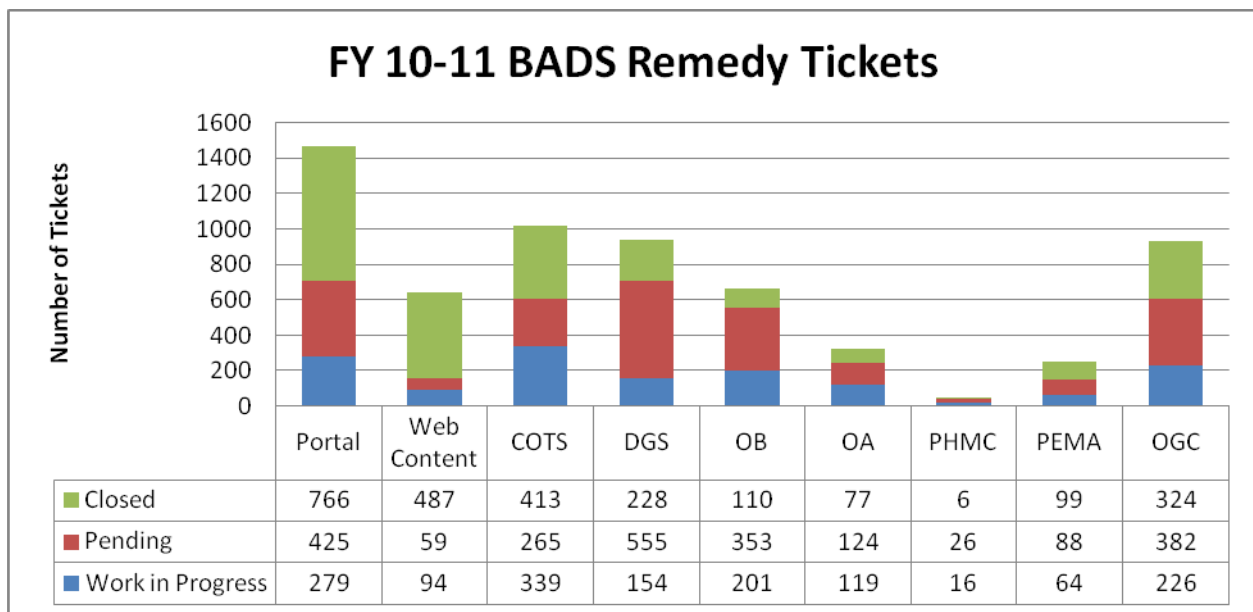
This division is responsible for building, maintaining, administering and deploying enterprise shared services. This includes the Enterprise Portal, SAP Business Objects, Clarity , Login.NET, ePay and Biztalk. The group is responsible for maintaining these enterprise applications, instituting proper governance for change control and deployment management and resolving any issues that agencies may have with these products. The group also serves as the portal manager for a select number of agency websites, including Office of the Budget, Office of General Counsel, Department of General Services, Pennsylvania Emergency Management Agency, Governor's office, Lt. Governor's Office and Pennsylvania Historical and Museum Commission.

Quality Assurance Division

This division is responsible for ensuring that all solutions developed by BADS follow a common process in order to ensure consistency of output and eventually reduce maintenance. This division establishes processes, procedures, application standards and common templates to be used by all bureau staff when developing and deploying applications. This group is also responsible for documenting requirements, managing the testing process, implementing and administering a change management process, managing projects and escalating issues. The group seeks to implement strategies that align with ITIL and serve to improve the work products that the bureau delivers.

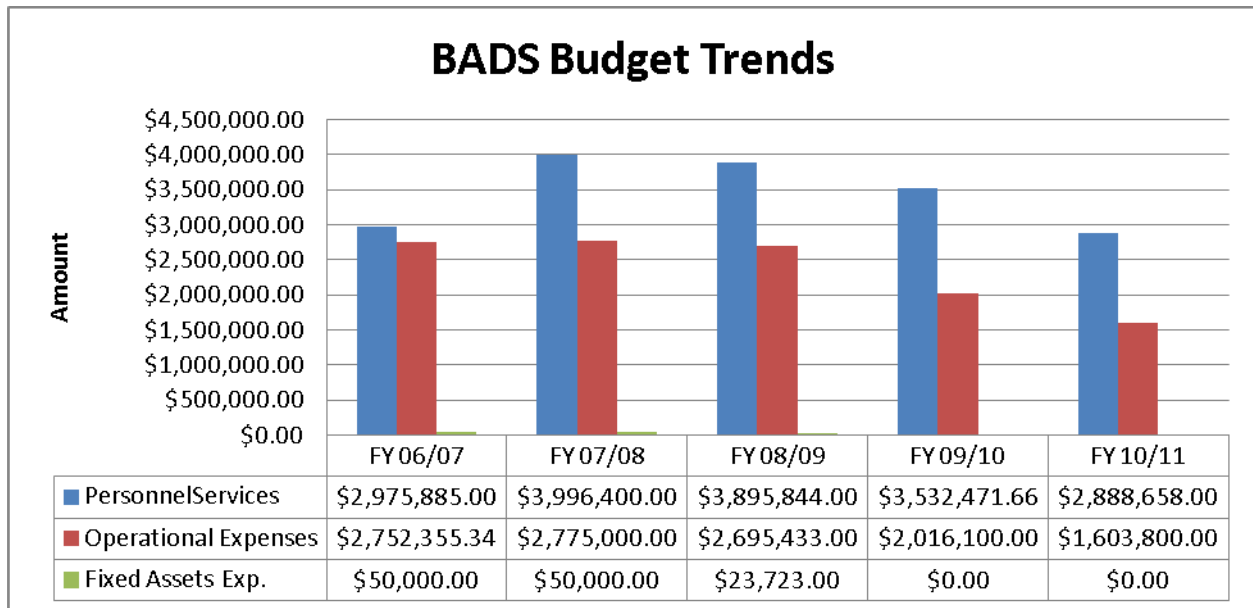
BADS Remedy Tickets

The Bureau receives work via remedy tickets. The graphs below depict the number of tickets which were received during FY 10-11.



Budget

The BADS budget over the last five fiscal years is depicted below:



Highlights Fiscal Year 2010-2011

Project Implementations

Contractor Responsibility Program: Online Contractor Check

The bureau developed and implemented a new Contractor Responsibility Program System for the Office of the Budget that allows the commonwealth to determine whether a contractor has been disbarred or suspended from doing business with the commonwealth or the federal government and whether the contractor has any outstanding obligations with the commonwealth.

Development Lab Migration to Enterprise Data Center

The development lab contains the software assets for all applications supported by the bureau, including enterprise-level applications. These assets were housed in a wiring closet on the seventh floor of the Forum Place building. The location lacked adequate climate controls, had minimal security, was not consistently managed with regard to software patches and upgrades and had scant backup and recovery procedures in place.

At the end of August 2010, 35 new servers were deployed at the Enterprise Data Center, a secure facility managed by OA/OIT and used to host Web applications. By the end of January 2011, all 238 applications and 408 data tables had been migrated to the new environment.

Pennsylvania Board of Pardons Replatform

The Pennsylvania Board of Pardons (BOP) was supporting its operation using an automated system that was running on an unsupported operating system (Windows Server 2000) and an unsupported database (SQL Server 7) with no source code that could be evaluated and possibly adapted to a modern platform. The agency and its mission were at risk of catastrophic failure. Fortunately, federal grant money was obtained to fund the replatform effort. Within six months, a new BOP Case Management System was in place running on a Microsoft Dynamics CRM 4.0 platform with all data (case histories) successfully migrated from the legacy system. The first cases were made available to board members in June 2011.

The new system tracks the status of cases and paperwork for the Board of Pardons. Application functions include: scan and electronically store document images related to cases; store and retrieve data pertaining to cases including application data, case actions, merit review sessions, public hearings and votes; and print notification letters to designated interested parties at appropriate intervals. This application enables the BOP board members to electronically view the pardons information and documents prior to each monthly session. Prior to this, boxes of documents were mailed to the board members each month. There are approximately 23,500 pardon cases being tracked or completed.

Business Objects Reports Deployment

Business Objects (BOBJ) business intelligence (BI) software provides the host environment and tools to create dashboards and reports. The following projects hosting dashboards and/or reports went live in FY 10/11:

- IT Expenditure dashboard
- State Government Workforce Statistics dashboard
- General Government Operations Performance Measurement dashboard
- Office of the Budget Performance Measures dashboard
- Department of Health Environmental Public Health Tracking reports
- Office of General Counsel LawNet reports
- Department of General Services Real Estate reports
- Department of General Services Bureau of Procurement reports

Senior Level Request (SLR):

The bureau replatformed and implemented a new Senior Level Request application used by agency HR personnel when they seek to appoint a new employee to a senior level position. The application captures information entered by agency HR staff, as well as allowing for the upload of resumes and personal data sheets. Requests completed and submitted by each agency are routed to the Office of Administration and the Governor's Office for review and approval.

Pennsylvania Open for Business (PAO4B)

The bureau successfully migrated PAO4B BizTalk infrastructure from BizTalk 2006 Server to BizTalk 2010 Server.

ePay

The bureau successfully migrated ePay BizTalk infrastructure from BizTalk 2006 Server to BizTalk 2010 Server.

Login.NET

The bureau successfully migrated Login.Net database infrastructure from SQL Server 2000 to SQL Server 2008.

Governor's Office Schedule Tracking

The bureau developed and implemented a new schedule tracking system for the Governor's Office to replace an old legacy system that was not receiving any software updates or vendor support. The new application provides the Governor's Office of Scheduling with a mechanism to input event information and associate it with a scanned document. It provides reporting capabilities, data view capabilities and the ability to search data quickly and efficiently to help the staff determine which events the Governor will attend.

Lt. Governor's Constituent Tracking

The bureau developed and implemented a constituent tracking system to monitor constituent service requests being handled by the office.

Pennsylvania Federal Property System (PAFPS) Migration

The PAFPS application, ancillary applications, reports, desktop reports and database needed to be migrated from Department of General Services (DGS)-supported locations into the Enterprise Data Center. This migration needed to be coordinated and performed without loss of functionality for any of the objects in the migration, while including new functionality to allow the DGS Bureau of Supplies and Surplus Operations to operate more effectively and with no loss of up-time. The migration also had to be performed before the annual physical inventory that the federal government requires every October and the migration solution needed to be backward-scalable because budgetary constraints did not allow for the replacement of older hand-held devices used for shipping, receiving and the annual physical inventory. The bureau was able to fulfill all of these requirements within the necessary timeframe.

Open Government Website:

The bureau designed and implemented the Open Government website as part of the Governor's reform agenda to institute broader transparency and accessibility of information online. The tools on this site provide detailed information on how tax dollars are being spent and strive to present that information in a way that is easy to understand and navigate.

New Administration Transition

The bureau worked to ensure that a number of time-sensitive changes to consolidated and agency-supported websites were completed in tandem with the Governor's inauguration. The website updates included changing the Governor's name on all standard headers and Web pages, removing news releases associated with the prior administration, changing Web pages to reflect the new agency secretaries and other personnel and updating biographies for the Governor and other high level staff.

Enterprise Portal

The bureau enabled integration and support services for the Department of Labor and Industry Unemployment Compensation and Management System Project for Release 1 and 2. The team also expanded search infrastructure from 4 single-node partitions to 7 dual-node partitions. Lastly, the team implemented a prototyping monitoring methodology that provides both active and passive usage and service monitoring. Data is received in

SharePoint via XML and displayed in SharePoint through the use of Web parts and style sheets.

Recovery Act Reporting & Federal Funding Accountability and Transparency Reporting

Successfully submitted federal expenditure reports to support the American Reinvestment and Recovery Act (ARRA) as well as the Federal Funding Accountability and Transparency Act (FFATA). ARRA reporting is quarterly, and the bureau directly supported the successful on-time reporting of an average of 360 reports per quarter. FFATA reporting is monthly, and the bureau directly support the successful on-time reporting of an average of 25 reports per month.

Appendix A – Most Visible Applications

Since BADS supports over 300 applications for the agencies we serve, we elected to highlight our most visible applications within this Appendix.

Board of Pardons Case Management System: The system tracks the status of cases and paperwork for the Board of Pardons. Application functions include: scan and electronically store document images related to cases; store and retrieve data pertaining to cases including application data, case actions, merit review sessions, public hearings and votes; and print notification letters to designated interested parties at appropriate intervals. This application enables the BOP board members to electronically view the pardons information and documents prior to each monthly session. Prior to this, boxes of documents were mailed to the board members each month. There are approximately 23,500 pardon cases being tracked or completed.

Budget Application: The Budget Application is used by the Office of the Budget to produce the majority of the annual Governor’s Executive Budget book as well as the Expenditure Symbol Notification (ESN) reports and file, both of which go to the Pennsylvania Treasury Department after the budget is passed. The application is also used to support the Budget Office in providing information during the budget process.

COSTARS: COSTARS is the commonwealth’s cooperative purchasing application suite. It provides registered local public procurement units, state entities and suppliers with a tool to find and do business with each other through the use of a DGS-established contract. The application suite also allows the DGS Bureau of Procurement to administer and maintain all information regarding bidding and awarding of COSTARS-related contracts and statewide agency contracts, as well as taking payments (currently by check, in the future credit cards will also be accepted) by using the COSTARS eFees system.

Contractor Responsibility Program: Online Contractor Check: The Contractor Responsibility Program System allows the commonwealth to determine whether a contractor has been disbarred or suspended from doing business with the commonwealth or the federal government and whether the contractor has any outstanding obligations with the commonwealth.

The completed CRP repository consists of tax information from the Department of Revenue, unemployment compensation and State Worker’s Insurance Fund (SWIF) information from the Department of Labor and Industry and suspension and disbarment information from the Department of General Services. The system performs checks in real-time against the federal suspensions and debarment list. At contract award time, the repository is queried manually through a new Web form. At invoice payment time, the repository is queried automatically by the SAP system so that payments are blocked for contractors having outstanding financial obligations.

eMarketplace: The eMarketplace application is the one-stop-shop application for bidding, awards, solicitations, tabulations, upcoming procurements, emergency procurements and sole source procurements. It is used by commonwealth agencies to advertise to the vendor community the types of work that they are looking to award and it is used by the vendor community to gain information about the types of procurements for which the

commonwealth currently has a need.

Enterprise Labor Relations (ELR): The Enterprise Labor Relations application provides a central location for agency labor relations analysts to enter any of the following labor relations actions: Civil Service appeals, employee criminal conduct, employee disciplinary actions, employee grievances, local agreements, preservation of bargaining unit, PA Human Relations Commission and Equal Employment Opportunity Commission complaints, and unfair labor practice complaints. This system helps agencies better track labor relations work, improves reporting to agency and enterprise executives, protects sensitive data and reduces paperwork for analysts.

Enterprise Portal: The Enterprise Portal shared service solution provides a single point of access for Internet based information and completing work-related tasks. The portal technology utilized for deployment is the Oracle WebCenter Interaction portal suite. The audience for the Enterprise Portal includes, but is not limited to, internal agency employees, vendors, constituents and the general public.

ePay.NET: This is a Web service that provides a single interface for agency e-commerce applications to First Data Global Gateway, a company that receives and processes all commonwealth credit card transactions per the PNC Bank financial contract.

Financial Disclosure: The Financial Disclosure application provides a means for current and former employees to file their annual financial disclosure statements online through a series of interactive Web pages. The application also contains an administrative function that allows agency HR and legal personnel to review and approve the submitted forms. In addition, the application automatically routes completed and reviewed forms to the State Ethics Commission.

FleetFocus M5: The FleetFocus M5 application is used by the Department of General Services, Bureau of Vehicle Management to manage the fleet vehicles throughout the vehicle lifecycle, from purchase to disposal. FleetFocus M5 integrates with enterprise applications and third-party partners (IES and Voyager) for billing purposes, tracks the assignment and use of vehicles, schedules maintenance on vehicles and integrates with custom applications for reservation, administration and maintenance of the temporary vehicle fleet.

Governor's Office Schedule Tracking: The system gives the Governor's Office of Scheduling a mechanism to input event information and associate it with a scanned document. It provides reporting capabilities, data view capabilities and the ability to search data quickly and efficiently to help the staff determine which events the Governor will attend.

Invitation to Qualify (ITQ): The ITQ application allows the Department of General Services and other agencies to maintain certain multiple-award contracts issued by the commonwealth. The application also identifies those vendors that have registered to build proposals for the specific ITQ contracts that they wish to qualify for, and then lists theregistered and qualified vendors that agencies can choose to contract with.

Local Education Agency Payment System (LEAPS): The LEAPS application manages subsidy payments made to all commonwealth public and private schools.

Login.NET: This is a commonwealth Web service that provides authentication services for Commonwealth web applications. Login.NET is integrated with the Enterprise Portal to enable citizens to create and maintain a unique user account for authentication to the Enterprise Portal and integrated applications and Web services.

Lt. Governor's Constituent Tracking: The Constituent Tracking system monitors constituent service requests being handled by the Lt. Governor's Office of Constituent Services. Inquiries and requests are received by telephone, mail, email, walk-in or direct contact with the Lieutenant Governor. Types of requests include casework, issue/policy inquiries and requests for recognition. Monitoring of the cases begin at the point of contact. When the service is complete, a final date entered in the record to mark the case as closed.

Non-Public Information System (NPIS): The NPIS application annually processes purchase orders submitted by approximately 2,500 Pennsylvania non-public and private schools for the purchase of books and other related educational materials and includes an interface with Pennsylvania Department of Education and Penn State University.

OGC Legal Intranet: This system is utilized by the Office of General Counsel as a collaboration site, case management system and document repository.

Open Government Website: The Open Government website was developed in response to Governor Corbett's commitment to provide an open, transparent and trustworthy government that returns fiscal responsibility and accountability back to Pennsylvania. The site is part of the Governor's reform agenda to institute broader transparency and accessibility of information online. The tools on this site provide detailed information on how tax dollars are being spent and strives to present that information in a way that is easy to understand and navigate.

Pennsylvania Open for Business (PAO4B): Pennsylvania Open for Business is a Web-based service that serves as a single point of interface for businesses looking to open or expand in Pennsylvania. PAO4B enhances the economic growth in Pennsylvania by making information exchange between business and government and across government agencies faster, easier and less expensive.

PENNVEST Loan Accounting (PNVST): The PENNVEST Loan accounting application administers loans and grants issued by the Department of Environmental Protection to commonwealth municipalities for sewer and water treatment purposes. This application interfaces with the Pennsylvania Treasury Department, the commonwealth's SAP system and the Pennsylvania Infrastructure Investment Authority (PENNVEST).

Pennsylvania Emergency Management Agency (PEMA) Loan Accounting: This application is used by PEMA to disburse funds to borrowers, calculate interest and collect payments for municipalities to purchase emergency vehicles and equipment and interfaces with the Pennsylvania Treasury Department and the commonwealth's SAP system.

Performance Plan: The Performance Plan application is used by agencies to submit performance measures to the Office of the Budget. The Performance Plan database provides the measure data for the Governor's Executive Budget book as well as the information for

the Performance Report dashboard.

Revenue Interface System (RIS): The RIS is a critical application used to provide an electronic interface for revenue documents from agencies/comptroller offices through Office of the Budget, Comptroller Operations, passing to SAP and finally to Treasury.

Senior Level Request (SLR): The Senior Level Request application is used by agency HR personnel when they wish to appoint a new employee to a senior level position. The application captures information entered by agency HR as well as allowing for the uploading of resumes and personal data sheets. Requests completed and submitted by each agency are routed to the Office of Administration and the Governor's Office for review and approval.

Voucher Transmittals and Batch Processing: Promise, Cash Assistance, EBT and Authorized Benefit files are sent by the Department of Public Welfare and other vendors to our FTP server. A batch job loads those files into several databases and staff in the Office of the Budget are notified via emails. Staff verify VTs/Files through a GUI interface and process them. Processed files are formatted in HTML and sent to Treasury and to Budget staff as an attachment to emails. Batch jobs match up approved VT's, process them and get sent as files to IES for posting into their system.

Appendix B – Summary of Registered Users Accessing Most Visible Applications

Application	# Registered Users
Board of Pardons Case Management System	13
Budget Application	40
Business Objects	1428
COSTARS	11,000
Contractor Responsibility Program	2,724
eMarketplace	1,000
Enterprise Labor Relations	244
Enterprise Portal	801,200
ePay (# of applications using ePay)	20
Financial Disclosure	21,000
FleetFocus M5	354
Governor's Office Scheduling Tracking	3
Invitation to Qualify	1,700
Local Education Agency Payment System	8
Login.NET	570,245
Lt. Gov. Constituent Tracking	8
Non-Public Information System	5
OGC Legal Intranet	1100
Open Government Website	Public Access
PAO4B (Approx. # of Registrations processed annually)	13,500
PA Emergency Management Agency Loan Accounting	4
PennVest Loan Accounting	6
Performance Plan	200
Revenue Interface System (file transfer application – no end users)	0
Senior Level Request	110
VT & Batch Processing	10

Values represent number of registered users unless noted otherwise

Appendix C – Enterprise Portal Statistics

Common Name	Communities	Pages	Portlets	Snapshot Queries	Content Items	KD Cards	Collab Projects	Collab Files	Collab Size
Aging	1,452	1,450	1,465	0	1,941	3,806	0	0	0
Recovery	100	62	97	0	2,622	235	1	159	76,816,251
Asian-American	23	22	31	0	64	85	1	4	812,619
Board of Pardons	22	22	26	0	29	3	0	0	0
Community and Economic Development	154	102	141	49	206	3,794	25	3,304	1,896,421,035
Conservation and Natural Resources	0	0	0	0	172	7,884	3	49	56,759,162
Environmental Protection	2,472	2,466	2,484	0	5,866	21,825	4	282	187,720,678
General Services	2,165	1,897	2,038	0	14,853	6,328	30	2,393	1,450,663,020
Labor & Industry	922	999	1,107	1	8,660	8,496	35	1,956	723,824,673
Military and Veterans Affairs	274	292	309	0	632	579	8	385	261,804,079
Banking	209	142	193	0	853	1,602	0	0	0
Corrections	833	406	762	0	4,768	7,264	0	0	0
Health	2,084	1,737	1,970	0	9,738	19,490	38	1,428	722,161,483
State	1,015	1,021	1,033	0	1,490	4,446	7	1,190	349,183,902
Transportation	42	90	96	2	143	2,860	100	13,980	6,095,456,070
Public Welfare	16	17	31	0	408	2,362	40	17,833	4,974,310,157
Employment in PA	6	29	28	0	63	0	0	0	0
Firearm Education	62	47	74	0	290	0	0	0	0
Fund Transportation Now	1	12	17	0	31	0	0	0	0
African-American Affairs	60	26	44	0	327	95	1	4	375,296
Latino Affairs	54	31	48	0	257	149	0	0	0
PA Children	8	29	45	0	55	87	0	0	0
Governors Office	213	190	230	0	689	3,033	0	0	0
Juvenile Court Judges' Commission	98	122	86	0	244	641	0	0	0
JNet	22	726	603	0	4,116	1	0	0	0
Liquor Control Board	1,316	1,313	1,321	0	2,491	3,627	2	7	1,182,569
Long-Term Living	122	127	135	0	180	198	12	988	445,697,215

Common Name	Communities	Pages	Portlets	Snapshot Queries	Content Items	KD Cards	Collab Projects	Collab Files	Collab Size
Milk Marketing Board	40	40	59	0	262	681	2	685	119,659,742
Administration	3,640	2,992	3,318	104	15,152	13,284	534	61,829	25,676,852,390
Budget	398	407	433	0	668	1,562	30	8,219	6,113,006,938
General Counsel	85	70	99	0	25	206	7	615	341,023,980
Inspector General	39	34	57	0	136	3	1	5	147,745
Lieutenant Governor	8	9	12	0	180	1	0	0	0
State Fire Commissioner	147	117	152	0	235	339	0	0	0
Victim Advocate	158	127	152	0	564	0	0	0	0
Open for Business	54	49	59	0	169	6	0	0	0
PA.gov	33	52	84	1	456	4	0	0	0
Probation and Parole	100	66	90	0	745	667	0	0	0
Commission on Crime and Delinquency	1,511	1,280	1,485	69	3,648	5,983	0	0	0
Correctional Industries	38	32	44	0	41	75	0	0	0
Commission For Women	22	113	153	0	503	63	0	0	0
Agriculture	32	29	37	0	87	170	0	0	0
Education	3,926	3,205	3,505	141	20,519	37,125	21	1,791	1,293,043,367
Emergency Management	274	175	299	0	704	1,732	0	0	0
Public Employee Retirement Commission	19	34	42	0	75	195	0	0	0
Fish and Boat Commission	3	21	0	0	0	4,326	5	61	12,806,773
Game Commission	558	518	574	0	3,322	1,890	2	47	32,312,676
Gaming Control Board	9	27	73	0	143	0	1	3	4,213,468
Heath Information Exchange	9	9	10	0	18	7	0	0	0
Historical & Museum Commission	1,304	1,134	1,279	0	10,593	1,552	3	423	468,038,246
Human Relations Commission	204	112	235	0	931	179	2	228	56,742,035
Insurance	626	651	611	0	2,212	8,800	32	3,164	1,619,070,616
Municipal Retirement System	1	5	0	0	0	0	1	29	10,737,873
Securities Commission	3	13	12	1	21	0	0	0	0
Public Safety (CoP)	32	40	64	0	196	7	0	0	0
Public School Employees' Retirement System	2	22	21	0	61	0	4	20	904,108

<u>Common Name</u>	<u>Communities</u>	<u>Pages</u>	<u>Portlets</u>	<u>Snapshot Queries</u>	<u>Content Items</u>	<u>KD Cards</u>	<u>Collab Projects</u>	<u>Collab Files</u>	<u>Collab Size</u>
State Police	678	582	631	0	2,959	2,419	29	5,025	2,810,495,144
PENNVEST	1	112	144	0	315	353	1	189	215,552,573
Revenue	1,101	1,160	1,242	0	4,169	3,354	7	989	394,509,820
Civil Service Commission	199	181	211	0	456	3,650	0	0	0
Ethics Commission	51	53	65	0	150	21	2	23	13,688,183
State Employees' Retirement System	710	986	1,225	0	2,404	7,155	3	10	786,848
Sexual Offenders Assessment Board	32	25	33	0	112	0	0	0	0
State Tax Equalization Board	11	13	13	0	22	2	0	0	0
Transparency	12	19	27	0	27	0	0	0	0
	29,815	27,891	30,964	368	133,468	194,701	994	127,317	56,426,780,734

Appendix D – Training Investments in Staff

The Bureau of Application Development and Support can deliver its services only as effectively as the skills of its employees permit. Moreover, the technologies that we support are constantly changing. It is therefore crucial that we provide a continuous learning environment for our managers and staff. We have outlined a path that addresses not only the bureau's short-term needs but its long-term needs, as well.

- Near-term training needs are those for which the bureau will realize the best payoff in the shortest amount of time.
- Mid-term training strategies deliver training to enable developers to grow their skills and augment the knowledge and skills of managers.
- Long-term strategies provide foundations for the future to anticipate technology changes and to adapt training plans to the educational needs of those technologies.

During fiscal year 2010-2011, we attempted to define and establish a guaranteed "sufficient median" skill level that can be appropriately built upon. Toward this end, a number of instructor-led trainings in Microsoft technologies were scheduled for and attended by our key developers. These classes included Visual Basic, .NET 2010, SQL Server 2008, and C#.NET, among others.

Training was made available to our COTS team in Microsoft Dynamics CRM and SAP Business Objects, which have recently been adopted as part of PA/OIT strategic direction.

We also made classroom-based training available through ElementK to all bureau employees. To make the most of this resource, we facilitated a number of group sessions, where staff members viewed the same CBT together. These sessions focused on the ITIL 3.0 framework.

A summary of the trainings and attendee counts appears below.

Instructor Led Training by Technology

Course Title	# Attendees
Business Objects	2
C#.NET	7
CRM SDK	6
Microsoft.NET 4.0	7
Radiant-One	5
SiteMinder	9
SQL Server with VB.NET	14
VS 2010 VB Web	12
VS 2010 VB Win	3
WSS App Dev	5
XML	4
Total	74

Training by Team

Development Team	Number of Instructor Led Training Registrants	Number of ElementK Registrants	Total ElementK Accesses
OB	28	9	66
OA , OGC & PEMA	19	7	72
COTS	5	3	20
DGS	14	7	157
Portal	8	8	54
Total	74	34	369