



IT Capital Investment Selection: A Tool to help the Capital Planning Process

Session 13: Struggling IT Shops
2011 TranITech Conference
March 31, 211
Miami, Florida



Randy Frazier, Jr.
Vice President and Chief Information Officer (Acting)
Metropolitan Transit Authority of Harris County, Texas



Purpose

- The Capital Investment Tool was designed to capture and present basic information in the proposal of a project or capital expenditure.
- The details provided to the tool are used to evaluate the need, resources, cost and priority within METRO's Technology Portfolio.
- It is understood that the analysis undertaken and information provided is not comprehensive, but that it should be precise enough so that effective decisions can be made.
- If the Project of Interest is selected for advancement to the next phase, the requester will be required to prepare a detailed Cost Benefit Analysis where the accuracy of the information will be critical.

Tool Layout

- The Capital Investment Tool was developed using Microsoft Excel 2007™
 - Microsoft Excel 2007™ is required for this tool to run properly
 - To permit full functionality of the tool, all macros must be enabled
- The screen shot below illustrates the initial display, when accessing the tool



- The tool is separated into two main parts: 1) User Interface 2) Administrator Interface



User Interface




METRO 
Going Places
Capital Investment Tool

Enter New Project

ADMIN

- General Users will select the “Enter New Project” button; the “Admin” button is reserved for use by tool Administrators

- Upon selecting the “Enter New Project” button, basic instructions are provided for users; including guidelines for answering the questions required for entering new proposed project information
- Users have the option to print the instructions, return to the previous screen, or proceed by selecting “Next”



NEW PROJECT INSTRUCTIONS

Purpose:
The purpose of the Project of Interest is to present basic information in the proposal of a project or capital expenditure. The details provided will be used to evaluate the need, resources, cost and priority within METRO's Technology Portfolio. It is understood that the analysis undertaken and information provided is not comprehensive, but it should be precise enough so that effective decisions can be made. If the Project of Interest is selected for advancement to the next phase, the requester will be required to prepare a detailed Cost Benefit Analysis where the accuracy of the information will be critical.

Instructions for Completion:
Click the "Next" button and log into your Department's section with the password that was provided to you by IT. The Project Information page contains general project information for up to ten (10) projects. If your department has more than 10 projects please contact IT. When you have entered the information for all of your projects click the "Save" button, then the "Next" button to navigate to the Questions page.

Each of the questions must be answered for the Project of Interest to be considered complete and ready for evaluation. Guidelines for answering the questions are at the bottom of the form. When you have completed answering all of the questions click the "Save" button.

GUIDELINE FOR ANSWERING QUESTIONS

- 1 For each project pick your project from the drop-down menu. When all of the questions are answered hit the "Save" button.
- 2 The application consolidation initiative seeks to combine related systems into one vendor platform wherever possible. e.g. Procurement, financials and HR into SAP.
- 3 Please pick from provided answers.

Next

Back

Print Instructions



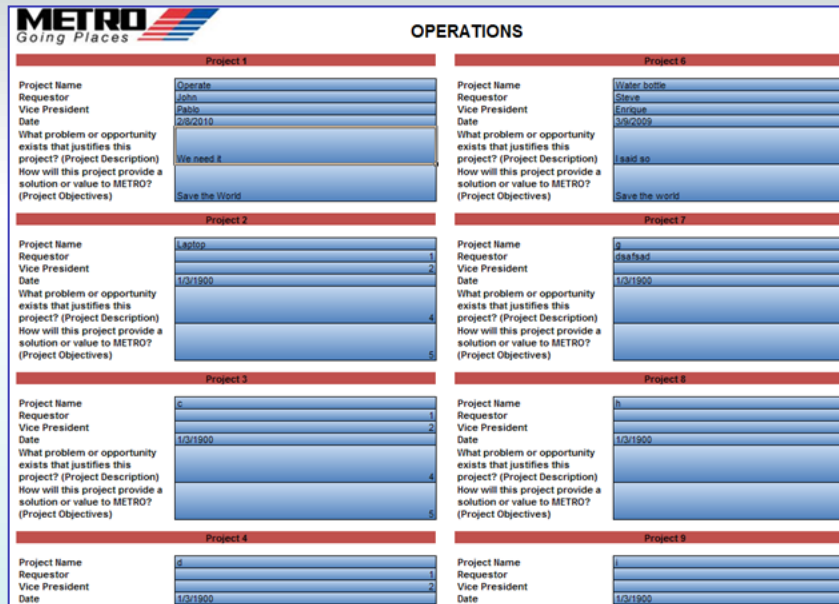
- Prior to entering new project information, users must select their organization and log in with their department password when prompted
 - Passwords are set by the tool Administrator

METRO
Going Places

Capital Investment Tool

Operations	Department of Public Safety	Finance
Legal Department	Infrastructure & Service Development	Procurement
Communications & Marketing	Executive Office	Information Technology
Audit	Government Affairs	Corporate Development
Real Estate	METRO Solutions	Human Resources & Diversity
		Back

- Following login to the appropriate department, initial information regarding the new project will be captured
- After entering the necessary information, users should scroll to the bottom of the screen and select “Next” to proceed in entering additional detailed information



The screenshot displays the METRO OPERATIONS interface with a grid of 10 project entry forms. Each form contains the following fields:

- Project Name
- Requestor
- Vice President
- Date
- What problem or opportunity exists that justifies this project? (Project Description)
- How will this project provide a solution or value to METRO? (Project Objectives)

Project 1: Operate, John, Davis, 2/8/2010, We need it, Save the World

Project 2: Laptop, 1/3/1900

Project 3: s, 1/3/1900

Project 4: g, 1/3/1900

Project 5: Water bottle, Steve, Encour, 3/5/2009, I said so, Save the world

Project 6: g, 1/3/1900

Project 7: h, 1/3/1900

Project 8: g, 1/3/1900

Project 9: g, 1/3/1900

Note: The initial screen for each department can hold up to 10 projects. If additional projects are required, contact the tool Administrator.



- To begin the detailed assessment, the user will select the project (entered in the previous screen) from the dropdown menu
- It is important to answer each question accurately, as they contain “weights” that result in the project rankings

METRO
Going Places

1 Please Select Project [Select Project Title](#)

General Criteria

2 Is the project scheduled as part of the ongoing "application consolidation" initiative?

3 Does the project achieve defined levels of refresh and maintenance?

4 Is the project a new system or an upgrade to an existing system?

5 Does the project have a priority due to Authority goals and objectives?

6 How mature is the technology? (How long has it been on the market?)

7 Is the technology custom or off-the-shelf?

8 Will the technology be able to integrated with existing technology or applications?

Risk Criteria

9 Is the project warranted based on associated risk of system failure or degradation?

10 Are there legal, regulatory, or policy mandates that are present and would not be met if the project is not undertaken?

11 Do recent audits necessitate selection?

12 Rank this project's ability to mitigate risk.

Please coordinate with your IT Manager when answering these questions

Staffing Criteria

13 Initial Staffing

14 Sustaining Staffing

Cost Criteria

15 Cost/Benefit Ratio

16 Please enter expected Initial Cost [Insert Value](#)

17 Ongoing operating cost of the tech. (capital and/or operating expenses) per year. [Insert Value](#)

[Main Menu](#) [POI Menu](#) [Click here to SAVE](#)



- After all fields are complete, Users should select the “Verify Answers and Click here to SAVE” button
- Each field of the entry form contains data validation; an error message will display if an invalid value is entered or if a field is not completed



Administrator Interface



- Upon selecting the “ADMIN” button, the Administrator navigation menu is displayed
- From the navigation menu, the Administrator will have the ability to access the following options:
 - Existing Project Survey
 - Existing Projects Results
 - New Projects Results
 - Edit Model
 - Main Menu
 - Existing Pivot Table
 - New Pivot Table
 - Existing Projects Summary
 - New Projects Summary





- Existing Project Survey:

- The “Existing Project Survey” worksheet provides several areas of information for reviewing projects previously entered in the tool



METRO
Going Places

1 Please Select Project **Select Project**

General Criteria

2 How would you characterize your investment/asset?

Staffing Criteria

3 Initial Staffing

4 Sustaining Staffing

Cost Criteria

5 Cost/Benefit Ratio

6 Please enter the Initial Cost of the project. **Insert Value**

7 Total Annual Cost **Insert Value**

Performance Criteria

8 How well did the technology provide what was expected?

Termination Criteria

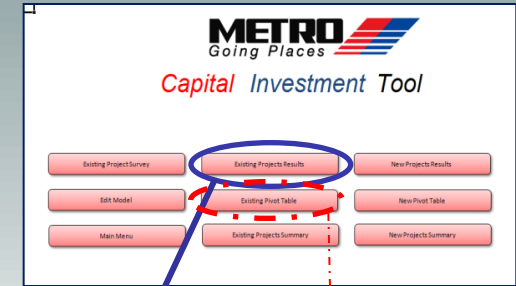
9 How integrated with existing system(s) is the current technology or application?

10 How much will it cost to unwind or replace the technology?



Existing Project Results:

- The Existing Project Results area allows the Administrator to view existing projects as they are ranked based on the criteria entered, along with their corresponding results information



Ranking	Projects	Result	General Criteria		Staffing Criteria		Cost Criteria		Performance Criteria	Termination Criteria	
1	METRONet Summary	3.283	0.8	0.4	0.45	0.1	555555	4444444	0.8	0.333	0.4
2	IT - Core Applications	2.1	FALSE	0.4	FALSE	0.1	2222	2222	0.8	0.5	0.3
3	SAP HR/Payroll	1.15	0.8	0.25	FALSE	0.1	3	256	FALSE	FALSE	FALSE
4	End User Hardware / Software	0.9	0.8	FALSE	FALSE	0.1	32354	2342342	FALSE	FALSE	FALSE
5	Data Center Server & Storage Enhancements	0.1	FALSE	FALSE	FALSE	0.1	1	1	FALSE	FALSE	FALSE
6	Network Communications Enhancement	0.1	FALSE	FALSE	FALSE	0.1	7	7	FALSE	FALSE	FALSE
7	Q-card	0.1	FALSE	FALSE	FALSE	0.1	8	8	FALSE	FALSE	FALSE
8	SAFEbus	0.1	FALSE	FALSE	FALSE	0.1	9	9	FALSE	FALSE	FALSE
9	IVOMS (CAD/AVL & APCs)	0.1	FALSE	FALSE	FALSE	0.1	23	23	FALSE	FALSE	FALSE
10		0									
11		0									
12		0									
13		0									

- The Pivot Table button within the Existing Project Results screen allows the Administrator to view pivot table information, which is also available directly via the Existing Pivot Table button off the Admin main menu

Row Labels	Total Initial Cost	Total Ongoing Costs
1 METRONet Summary	\$500.00	\$0.00
2 End User Hardware / Software	\$100.00	\$1.00
3 Data Center Server & Storage Enhancements	\$150,000.00	\$100.10
4 IVOMS (CAD/AVL & APCs)	\$5.00	\$5.50
5 Q-card	\$9.00	\$9.80
6 IT - Core Applications	\$3.00	\$3.30
7 SAP HR/Payroll	\$10.00	\$10.10
8 SAFEbus	\$9.00	\$9.90
9 Network Communications Enhancement	\$222.00	\$222.10
10 (Blank)		

• New Project Results:

- The New Project Results area allows the Administrator to view proposed new projects as they are ranked based on the criteria entered, along with their corresponding results information



		Admin Menu	Pivot Table	Refresh Results	Clear Results										
Ranking	Project	Results	General Criteria							Risk Criteria				Staffing Criteria	
1	Project Engineering 1	4.00	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.25	0.25	0.25	0.25	0.50	0.50
2	Project Finance 1	3.49	0.14	0.14	0.14	0.14	0.03	0.14	0.14	0.25	0.25	0.25	0.25	0.50	0.50
3	Project Operations 10	3.02	0.00	0.14	0.00	0.14	0.11	0.14	0.14	0.25	0.25	0.25	0.25	0.45	0.40
4	Project Operations 7	2.96	0.14	0.14	0.14	0.14	0.14	0.00	0.00	0.25	0.25	0.25	0.25	0.30	0.40
5	Project Corp Development 3	2.92	0.14	0.14	0.14	0.14	0.14	0.14	0.00	0.14	0.25	0.25	0.25	0.35	0.50
6	Project Procurement 6	2.74	0.14	0.14	0.14	0.14	0.09	0.00	0.14	0.25	0.25	0.25	0.20	0.40	0.35
7	Project METRO Solutions 8	2.73	0.14	0.00	0.00	0.14	0.03	0.00	0.14	0.00	0.25	0.25	0.25	0.40	0.40
8	Project Engineering 5	2.72	0.14	0.14	0.00	0.00	0.06	0.14	0.00	0.25	0.25	0.10	0.30	0.25	0.25
9	Project Operations 1	2.63	0.00	0.14	0.14	0.00	0.06	0.00	0.14	0.25	0.00	0.25	0.20	0.45	0.45
10	Project METRO Solutions 1	2.62	0.14	0.00	0.14	0.14	0.03	0.14	0.14	0.25	0.00	0.25	0.25	0.40	0.40
11	Project Operations 1	2.52	0.00	0.14	0.14	0.00	0.06	0.00	0.14	0.00	0.25	0.25	0.20	0.40	0.45
12	Project METRO Solutions 4	2.43	0.14	0.00	0.00	0.00	0.06	0.14	0.14	0.00	0.25	0.25	0.20	0.35	0.35
13	Project Procurement 4	2.40	0.00	0.00	0.14	0.14	0.09	0.14	0.00	0.25	0.25	0.00	0.15	0.40	0.40
14	Project METRO Solutions 9	2.32	0.14	0.00	0.14	0.14	0.06	0.00	0.14	0.00	0.00	0.25	0.15	0.35	0.40
15	Project Finance 4	2.18	0.14	0.00	0.00	0.14	0.06	0.00	0.14	0.00	0.00	0.25	0.15	0.30	0.25

- The Pivot Table button within the New Project Results screen allows the Administrator to view pivot table information, which is also available directly via a button off the Admin main menu

		Admin Menu	List Top 5	List Top 10	List Top 15	List Top 20	Show All	Print
New Projects		Values						
Row Labels		Sum of Initial Cost	Sum of Ongoing Costs					
1	Executive Office	\$10,000.00	\$10.00					
	Project Engineering 1							
	Request Engineering 1							
	VP Engineering 1	\$10,000.00	\$10.00					
2	Finance	\$20.00	\$20.10					
	Project Finance 1							
	Request Finance 1							
	VP Finance 1	\$20.00	\$20.10					
3	Operations	\$100.00	\$100.00					
	Project Operations 10							
	Request Operations 10							
	VP Operations 10	\$100.00	\$100.00					
4	Operations	\$100,000.00	\$100,000.00					
	Project Operations 7							
	Request Operations 7							
	VP Operations 7	\$100,000.00	\$100,000.00					
5	Corporate	\$70,000.00	\$85,000.00					
	Project Corp Development 3							
	Request P 3							
	VP P 3	\$70,000.00	\$85,000.00					

• Edit Model:

- The Edit Model area contains several areas within the spreadsheet that allow the Administrator to alter the following:
 - Survey scoring weights for new projects
 - Survey scoring weights for existing projects
 - Set/change department passwords

- This portion of the tool provides an interface allowing the Administrator to update the metrics for the various fields in the survey. The interface provides editing areas for the following sections:
 - New Weights
 - ✓ General Criteria
 - ✓ Staffing Criteria
 - ✓ Risk Criteria
 - Cost Criteria
 - Existing Weights
 - New Validation Data
 - Existing Validation Data
 - Passwords



• Edit Model - New Weights Area:

- The Administrator has the ability within the Edit Model worksheet to alter the weights for each of the criteria used in ranking new projects
- The totals are summed and validated, as shown by the “OK” at the bottom of each column. If the weights do not add up to 100%, “Error” will be displayed.



Admin Menu												
New Projects Summary			Existing Projects Summary			Unhide All Sheets		Hide All Sheets & Return to Main Menu		Clear All Projects and Answers		
New Weights												
Questions/Answers & Weights	General Criteria - 35.0%		Staffing Criteria - 15.0%			Risk Criteria - 25.0%			Cost Criteria - 25.0%			
	Is the project scheduled as part of the ongoing "application consolidation" initiative?		14.3%	Initial Staffing		50.0%	Is the project warranted based on associated risk of system failure or degradation?		25.0%	Cost/Benefit Ratio		50.0%
	Yes		100.0%	0 for up		100.0%	Yes		100.0%	Low Cost/High Benefit		100.0%
	No		0.0%	1 for up		00.0%	No		0.0%	Medium Cost/High Benefit		00.0%
	Does the project achieve defined levels of refresh and maintenance?		14.3%	2 for up		00.0%	Are there legal, regulatory, or policy mandates that are precast and would not be met if the project is not undertaken?		25.0%	Low Cost/Medium Benefit		77.0%
	Yes		100.0%	2 for up		70.0%	Yes		100.0%	High Cost/High Benefit		44.7%
	No		0.0%	4 for up		00.0%	No		0.0%	Medium Cost/Medium Benefit		00.0%
	Is the project a new system or an upgrade to an existing system?		14.3%	5 for up		00.0%	Do recent audits necessitate selection?		25.0%	Low Cost/Low Benefit		44.4%
	Upgrade		100.0%	4 for up		00.0%	Yes		100.0%	Medium Cost/Low Benefit		33.3%
	New		0.0%	7 for up		20.0%	No		0.0%	High Cost/Medium Benefit		32.2%
	Does the project have a priority due to Authority goals and objectives?		14.3%	8 for up		20.0%	Rank this project's ability to mitigate risk.		25.0%	High Cost/Low Benefit		11.5%
	Yes		100.0%	7 for up		10.0%	Very High		100.0%	Please enter expected Initial Cost		
	No		0.0%	10 for more		0.0%	High		00.0%	Ongoing operating cost of the tech. (capital and/or operating expenses) per year.		
	How mature is the technology? (How long has it been on the market?)		14.3%	Sustaining Staffing		50.0%	Medium		00.0%	Weight of Initial Cost and Ongoing operating cost ratio		50.0%
	Very mature (10+ years)		100.0%	0 for up		100.0%	Low		00.0%			OK
Mature (5-9 years)		00.0%	1 for up		00.0%	Very Low		20.0%				
Semi-mature (2-4 years)		00.0%	2 for up		00.0%							
New to market (1-2 years)		00.0%	3 for up		70.0%							
Low in field/experimental (1 year)		20.0%	4 for up		00.0%							
Is the technology custom or off-the-shelf?		14.3%	5 for up		00.0%							

Note: The “New Weights”, “Existing Weights”, “New and Existing Project Validation”, and “Passwords” section of the Admin function are all contained within the “Edit Model” function



• Edit Model – Existing Weights Area:

- The Administrator has the ability within the Edit Model worksheet to alter the weights for each of the criteria used in ranking existing projects
- The totals are summed and validated, as shown by the “OK” at the bottom of each column. If the weights do not add up to 100%, “Error” will be displayed.



		Existing Weights									
Answers/Weights	OK	General Criteria - 15.0%		Staffing Criteria - 15.0%		Cost Criteria - 20.0%		Performance Criteria - 25.0%		Termination Criteria - 25.0%	
		How would you characterize your investment/asset?	100.0%	Initial Staffing	50.0%	Please enter the Initial Cost of the project.	50.0%	How well did the technology provide what was expected?	100.0%	How integrated with existing system(s) is the current technology or application?	50.0%
		Technology Management Tools	100.0%	0 plus up	100.0%	Total Annual Cost	50.0%	Significantly met expectations	100.0%	Limited	100.0%
		Simple system supports a small group of individuals, simple to moderate expertise to support	80.0%	1 plus up	90.0%			OK	Somewhat significantly met expectations	80.0%	Moderately
		Moderately Complex system supporting a large department or large group, moderate expertise to support	60.0%	2 plus up	80.0%			Met expectations	60.0%	Highly	33.3%
		Complex Back office System Supporting All of Metro	40.0%	3 plus up	70.0%			Limitedly met expectations	40.0%	How much will it cost to unwind or replace the technology?	50.0%
		Complex System with Multiple Servers (supports an entire organization or mission essential function) Requires specific expertise to manage	20.0%	4 plus up	60.0%			Expectations not met	20.0%		Less than \$100,000
			OK	5 plus up	50.0%					Between \$100,000 and \$250,000	80.0%
				6 plus up	40.0%					Between \$250,000 and \$500,000	60.0%
				7 plus up	30.0%					Between \$500,000 and \$1,000,000	40.0%
			8 plus up	20.0%					More than \$1,000,000	20.0%	
			9 plus up	10.0%						OK	
			10 or more	0.0%							
			Sustaining Staffing		50.0%						
			0 plus up	100.0%							



Edit Model – New and Existing Validation Area:

- For new and existing projects entered, the name of the project is captured and stored for validation in dropdown menus that allow for the selection of the projects within the tool



	New Validation Data	Existing Validation Data
	Project Name	Project Name
Operations	Project Operations 1	Data Center Server & Storage Enhancements
	Project Operations 2	End User Hardware / Software
	Project Operations 5	IT - Core Applications
	Project Operations 7	IVOMS (CAD/AVL & APCs)
	Project Operations 9	METRONet Summary
	Project Operations 2	Network Communications Enhancement
	Project Operations 4	Q-card
	Project Operations 6	SAFEbus
	Project Operations 8	SAP HR/Payroll
	Project Operations 10	
Department of Public Safety	Project Def PS 1	
	Project Def PS 3	
	Project Def PS 5	
	Project Def PS 7	
	Project Def PS 9	
	Project Def PS 2	
	Project Def PS 4	
	Project Def PS 6	
	Project Def PS 8	
	Project Def PS 10	
	Project Finance 1	



• **Edit Model – Password Area:**

- To set/update passwords for each department, the Administrator accesses the Edit Model worksheet and enters/updates the information in the Passwords section of the sheet under the Macro Password column for each department



Passwords	
Title	Macro Password
Operations	Operations
Department of Public Safety	Department of Public Safety
Finance	Finance
Legal Department	Legal Department
Infrastructure & Service Development	Infrastructure & Service Development
Procurement	Procurement
Communications & Marketing	Communications & Marketing
Executive Office	Executive Office
Information Technology	Information Technology
Audit	Audit
Government Affairs	Government Affairs
Corporate Development	Corporate Development
Real Estate	Real Estate
METRO Solutions	METRO Solutions
Human Resources & Diversity	Human Resources & Diversity
Admin	BOOB00
All worksheets	DynamicPW123



Existing Projects Summary:

- The Existing Projects Summary area displays project survey results, as shown in the following example:



Admin Menu	Data Center Server & Storage Enhancements	End User Hardware / Software	IT-Core Applications	IVOMS (CAD/AVL & APCs)	METRONet Summary	Network Communications Enhancement	Q-card	SAFEBUS
General Criteria								
How would you characterize your investment/asset?	Technology Management Tools	Technology Management Tools	Complex Back office System Supporting All of Metro	Simple system supports a small group of individuals, simple to moderate expertise to support	Technology Management Tools	Technology Management Tools	Simple system supports a small group of individuals, simple to moderate expertise to support	Complex System with Multiple Servers (supports an entire organization or mission essential function) Requires specific expertise to manage
Staffing Criteria								
Initial Staffing	0 plus up	0 plus up	3 plus up	1 plus up	0 plus up	10 or more	5 plus up	6 plus up
Sustaining Staffing	0 plus up	0 plus up	1 plus up	6 plus up	0 plus up	10 or more	7 plus up	2 plus up
Cost Criteria								
Cost/Benefit Ratio		Low Cost/High Benefit			Low Cost/High Benefit			
Please enter the Initial Cost of the project.		\$100.00			\$500.00			
Total Annual Cost		\$1.00			\$0.00			
Performance Criteria								
How well did the technology provide what was expected?	Significantly met expectations	Significantly met expectations	Limitedly met expectations	Met expectations	Significantly met expectations	Expectations not met	Met expectations	Limitedly met expectations
Termination Criteria								
How integrated with existing system(s) is the current technology or application?	Limited	Limited	Moderately	Moderately	Limited	Highly	Moderately	Highly
How much will it cost to unwind or replace the technology?	Less than \$100,000	Less than \$100,000	Between \$250,000 and \$500,000	Between \$100,000 and \$250,000	Less than \$100,000	More than \$1,000,000	Between \$500,000 and \$1,000,000	Less than \$100,000



• New Projects Summary:

- The New Projects Summary area displays project survey results
- The example screen shot shows those projects in the Operations department. Each department can be displayed by scrolling to the right in the tool.



Admin Menu	Project Operations 1	Project Operations 3	Project Operations 5	Project Operations 7	Project Operations 9	Project Operations 2	Project Operations 4	Project Operations 6	Project Operations 8	Project Operations 10	Project D of PS 1	Project D of PS 2
	Operations											
General Criteria												
Is the project scheduled as part of the ongoing "application consolidation" initiative?	No	Yes	Yes	Yes							No	
Does the project achieve defined levels of refresh and maintenance?	Yes	No	No	Yes							Yes	
Is the project a new system or an upgrade to an existing system?	Upgrade	New	New	Upgrade							New	
Does the project have a priority due to Authority goals and objectives?	No	No	No	Yes							Yes	
How mature is the technology? (How long has it been on the market?)	New to market (1 - 2 years)	New to market (1 - 2 years)	New to market (1 - 2 years)	Very mature (10+ years)							Mature (5 - 9 Years)	
How mature is the technology? (How long has it been on the market?)	Off-the-shelf	Off-the-shelf	Off-the-shelf	Custom							Off-the-shelf	
Is the technology custom or off-the-shelf?	Yes	No	No	No							Yes	
Risk Criteria												
Is the project warranted based on associated risk of system failure or degradation?	No	No	No	Yes							Yes	
Are there legal, regulatory, or policy mandates that are present and would not be met if the project is not undertaken?	Yes	Yes	No	Yes							Yes	
Do recent audits necessitate selection?	Yes	No	No	Yes							Yes	
Rank this project's ability to mitigate risk.	High	Very High	High	Very High							Very High	
Staffing Criteria												
Initial Staffing	2 plus up	2 plus up	3 plus up	4 plus up							1 plus up	
Sustaining Staffing	1 plus up	2 plus up	1 plus up	2 plus up							2 plus up	
Cost Criteria												
Cost/Benefit Ratio	Low Cost/Medium Benefit	High Cost/High Benefit	Medium Cost/Low Benefit	Medium Cost/High Benefit							Low Cost/Medium Benefit	
Please enter expected Initial Cost	\$9,000.00	\$5,600.00	\$8,000.00	\$100,000.00							\$100.00	
Ongoing operating cost of the tech.												



- **Final Ranking Report:**

- Highest possible score – 4.00; lowest .23

Ranking	Project	Results
1	Operator Time-Keeping System (OTS)	3.22
2	Capital Labor Report	3.19
3	SAP Procurement for Public Sector	3.17
4	HCM Project Continuous Auditing	2.97
5	Insurance Certificate Tracking System	2.85
6	Better BBR reporting module that can determine what BBR	2.82
7	Laptops for Situation Room (6)	2.72
8	License Plate Recognition	2.69
9	Vista Visual Statement (SCAT)	2.69
10	Records Management Solution	2.59
11	RidePro Environment & Application Upgrade	2.55
12	Cubic farebox / Data Mart with reports & load scripts	2.52
13	IVOMS System Upgrade to GIS Mapping Tool	2.50
14	Interactive Crimes Map	2.45
15	Ridemetro.org for Mobile Devices	2.43
16	Learning Management System	2.39
17	Online Info - Interactive SMS Bus Arrival	2.37
18	Org Chart Automation	2.26
19	Free Market Development of Transit Apps for Smart Phone	2.20
20	Police Report.US	2.13
21	Community Fund Website	1.82
22	Service Level Agreement	1.77
23	External website with reports for Revenue Web customers	1.77

Questions?