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  Executive Director, Northwest Regional Data Center  

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  Chair, NWRDC Policy Board  

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NWRDC has reached quite a milestone this year...40 years of service! As we all struggle to accomplish more with less, I think our mission continues to be important. Now is the time to plan for our future and decide what NWRDC can provide to its customers for the NEXT 40 years. As this report will show, NWRDC continues to grow. Over the last year, we have added several new team members, expanding our pool of expertise in many areas such as systems administration, storage management, network and application support, etc. We have implemented new services and improved existing ones to solidify our position as a cloud services provider. Our new storage services and platform-as-a-service are prime examples of that.

Even as we begin moving new customers to these services, we are planning for additional innovations to NWRDC’s service catalog, such as Backup/Restore services and improving our own disaster recovery process.

For us to accomplish anything, we need to use our most valuable resource...YOU, our customer base. Odds are that if you have a business need, then another organization will have the same need. We need to understand what services you need NWRDC to provide in support of your organization. We need your help in developing new services. We need input in finding ways to improve NWRDC. With all of us working together, we are sure to see another 40 successful years for NWRDC and our customers!

Tim Brown
Executive Director
On behalf of my fellow Policy Board members at the Northwest Regional Data Center, the dedicated staff and professional management team, I would like to invite you to review NWRDC’s Annual Report which includes the list of major accomplishments for the Fiscal Year 2011-2012.

The mission of NWRDC is to provide high quality leading-edge and legacy technology services to address the needs of education, government and non-profit institutions under the auspices of cost containment, economy of scale, cooperation, collaboration and shared facilities and expertise.

NWRDC is governed by its customers through a Policy Board composed entirely of customer representatives. Through its authority to establish subcommittees, including the Management Committee and NWRDC Technical Committee, the Policy Board provides its customers with a broader role in shaping the future direction of the Center. The Management Committee is chaired by Mr. Michael Barrett. Michael brings a wealth of leadership and experience to this subcommittee.

In mid-2009, NWRDC was named Florida’s first non-state primary data center. In the 2010 legislative session this designation was re-affirmed, and during FY2011-12 the Center continued to realign its service offerings to better meet the needs of its customers. Furthermore, the designation by the Legislature has allowed the Center to continue serving a limited number of state agency customers in collaboration with Florida’s two State data centers. NWRDC’s primary customer focus is to serve K-12, State College System, State University System, and Florida Department of Education customers; however, the Center provides vital services to a couple governments, and a few consortia and non-profit groups. We are very proud to have the opportunity to support all of our customers and to be a major supporter of educational technology endeavors in the State of Florida.

As this report articulates, NWRDC has completed several exciting projects, including but not limited to offering new solutions for large-scale data storage and expanding both application hosting and software-as-a-service. The flat-rate progressive cost recovery model for the mainframe customers has already yield dividend to contain cost. This adjustment has provided substantial savings to mainframe-based customers and has been instrumental for budget planning and forecasting for both the customers and the Center alike.

Business continuity, managed services and server hosting, are also major focus areas and are continuing to grow. NWRDC is moving well beyond mere server hosting and co-location services to more advanced offerings in this arena including Infrastructure as a Service, Software as a Service and private cloud technologies.
NWRDC continues to balance cost-saving measures combined with the latest technological solutions to address the requirements set forth by its customers and the Policy Board. This is of particular importance as we all continue to face growing concerns over budget reductions as our State is on the economic recovery.

In conclusion, I sincerely appreciate my colleagues serving on the Policy Board for their commitment and time. I also would like to thank our customers for providing constructive feedback to the Policy Board during our quarterly meetings, as well as expressing their appreciation to the NWRDC staff and management on jobs well done on a regular basis. Please feel free to continue sharing your thoughts and suggestions to improve services. This is our Data Center and our vision is to maintain the highest level and quality of service.

Mehran Basiratmand
Chairman, NWRDC Policy Board, 2010- Present
In photo, left to right: Keith Goodner, Tim Brown, Gene Kovacs, Stephen Bowen, Michael A. James, Michael Barrett, Michael Dieckmann, Peter Taylor, Randy McCausland, Mehran Basiratmand, Ted Duncan, and Tony Powell.

2011 - 2012 Policy Board Members

**Mehran Basiratmand, Chair**  
Chief Technology Officer,  
Florida Atlantic University

**Ted Duncan**  
Deputy Chief Information Officer,  
Office of Technology & Information Services,  
Florida Department of Education

**Gene Kovacs**  
Assistant Vice Chancellor,  
State University System of Florida  
Board of Governors

**Michael Barrett, Vice Chair**  
Management Committee Chair  
Associate Vice President & CIO,  
Florida State University

**George Ellis**  
Associate Vice President for Information Technologies,  
University of South Florida

**Randy McCausland**  
Technical Committee Chair Director,  
Infrastructure & Application Support,  
Florida State University

**Stephen Bowen**  
K-12 Representative  
MIS Director,  
Florida State University Schools

**Keith (Kit) Goodner**  
Assistant Deputy Commissioner, Division of Accountability, Research and Measurement,  
Florida Department of Education

**Tony Powell**  
Small User Representative  
CIO,  
Florida Department of Revenue

**Michael Dieckmann**  
Senior Associate Vice President / CIO,  
University of West Florida

**Michael A. James**  
Interim CIO/Director iRattler Application Management, Enterprise Information Technology,  
Florida A&M University

**Peter Taylor**  
Management Committee Member  
Associate Director, Admin Software,  
Florida International University
**Tim Brown - Executive Director**
Tim was appointed as the Executive Director of NWRDC on April 9, 2008. He brings over 19 years of IT experience to the organization and is focused on IT strategic planning, budgeting, and building leading support and development teams in academic settings. From 2005 – 2008, he served as Associate Vice President of the Information Technology Division at Middle Tennessee State University. Tim’s experience also highlights key management positions with University of Alabama at Birmingham, serving as the Director of IT Infrastructure Services from 2001 to 2005, and Associate Director for Computer Services from 1993 to 2001. Tim earned his Bachelor of Science degree in Applied Physics from Auburn University and his Master Degree on Health Informatics from the University of Alabama at Birmingham. In addition, he is a Certified Information Systems Security Professional and a Certified Information Systems Auditor.

**Mikal Haney - Assistant Director**
Mikal has 39 years of experience in diverse technical and management consulting engagements encompassing: data center design, software installation, performance metrics, capacity measurement, and production implementation and support. He is responsible for all mainframe software and hardware at NWRDC. Prior to joining NWRDC in 2003, Mikal worked with the State of Florida and a myriad of public and private corporations throughout North America as an employee of IBM and other large scale systems providers. He began his IT career while in the United States Marine Corps and received his computer science education at West Texas State University.

**Sharon Pearson, CPA - Assistant Director**
Sharon has over 18 years of experience in the higher education accounting community as an Assistant Controller, Grants Specialist and Coordinator of Accounting for Florida State University. She serves NWRDC as Assistant Director on assignment from her role as Assistant Director for the Florida State University Business Administrators. Sharon holds her Master’s from Florida State University and earned her Bachelor’s Degree at Nova Southeastern University. Sharon is a Certified Public Accountant.
Balance of Accomplishments

Fiscal year 2011-2012 marked another successful year. The Center finished the year with all of its cost centers in good standing, while continuing to reduce its overhead costs.

The Center faced daily challenges in making critical decisions that pulled us in competing directions. We strived to manage risk, contain costs and consistently deliver customer satisfaction and value. Understanding these drivers brought balance to the equation and helped the Center to define future direction. The positive outcomes are durability, flexibility and cost effectiveness.

24 X 7 Operations Coverage

In May 2006, NWRDC moved to a “lights out” operation as an effort to cut costs. In that model, NWRDC Operations had personnel physically on site only 16 hours a day during the week and no presence on the weekend. During other times, all monitoring was automated. In 2011, by partnering with the Sliger Data Center for The Florida State University, NWRDC was able to reinstate its 24x7 staff coverage without raising rates or increasing costs to our customers. Our Operations team is now available to you around-the-clock to answer questions and help out with any issues you may have.

Newly Launched Storage Service

Following several months of development, NWRDC added a new capacity-on-demand storage service to its existing cloud computing services. Rather than pursuing a traditional purchase of storage equipment and infrastructure, this new service was established as a partnership between NWRDC, ViON, and Hitachi Data Systems, a proven provider in storage services. Customers are able to subscribe to storage on a month-to-month basis, getting just the amount of storage they actually plan to use. NWRDC has several different levels of storage available, including the ability to store production and backup data in different cities for disaster recovery.

Data Center Consolidation

NWRDC continued its participation in State Data Center Consolidation initiatives, bringing lower costs, effective services, and more efficient use of IT resources to State Agency customers. The migrations of the Florida Department of Education (DOE) and Florida Department of Revenue (DOR) Data Centers were completed and the Center has now assumed responsibility for full managed services for both entities. DOE’s Race to the Top (RTTT) projects were launched and infrastructure configuration was started.
Mainframe Technology Upgrades
In an effort to maintain a modern technological environment, NWRDC continues the upkeep of all systems critical to its operations. Below is the list of the year’s most important Mainframe upgrades. Some have already been completed, while others are underway:

• Upgrade of many of the mainframe software offerings, including DB2, CICS, secure FTP, and monitoring tools.

• Provided support for many NWRDC application initiatives, such as projects for the Florida Children & Youth Cabinet, back office applications, etc.

• Investigated new solutions to improve the mainframe virtual tape library

• Migrated the mainframe to NWRDC’s new storage services, which provides for real-time data replication to the Atlanta disaster recovery site. This is a huge improvement in service over the previous nightly batch data replication process.

Disaster Recovery Testing
NWRDC completed another successful annual disaster recovery test on April 20-21, 2012. New hardware was installed to facilitate DR activities and the dedicated efforts of NWRDC’s staff and participation by a number of NWRDC customers ensured a smooth exercise.

Modernized Technology Base for Open Systems
Over the last year, the Open Systems group worked to update key infrastructure components to provide for a more cutting edge technology. Some of these projects were for specific customers, while others benefit NWRDC’s entire customer base. Just a few of the examples are:

• Worked with Dell to install and configure a private cloud infrastructure for DOE’s Race to the Top initiatives. These initiatives are now being combined into NWRDC’s total cloud offering.

• Completely redesigned and implemented Vocational Rehab’s entire server, storage, and AD infrastructure.

• All NWRDC Open Systems have been migrated to the new enterprise storage solution.

• Retired or virtualized many of NWRDC’s back office and customer systems into the new virtual platform offering.

• Expanded NWRDC’s capabilities at its disaster recovery site in Atlanta.

• Completed migration of 5 separate DOE data center facilities into NWRDC.

• Supported DOR in their go-live of the multimillion dollar CAMS II system housed at NWRDC.
IT Audit
In addition to working with our customers on their individual audits, NWRDC underwent an in-depth Information Technology Operational Audit on its data center operations conducted by the State of Florida’s Auditor General’s Office. A preliminary Audit report is in the works.

New NWRDC Website
Towards the end of the fiscal year, NWRDC upgraded its website. The new site provides the Center an opportunity to publish more information and engage with its audiences using the latest web-based technologies. The upgrade focused on improving the ease of navigation and making information as accessible as possible to our customers.

All About Virtualization
NWRDC has been steadily working towards improvements in virtualization over the past several years. Virtualization not only significantly reduces space utilization through hardware consolidation, it also provides great savings in power and cooling and offers quick recovery times. In fiscal year 2011-2012, NWRDC extended its virtual environment to its DR site and worked diligently with its managed service customers on developing virtualized solutions.

Policy Manual
NWRDC has formalized its policies and procedures in a manual that guides the Center’s operation and facility management.
Today’s business environment is data driven, resulting in rapid data growth. To meet these demands, organizations need a storage solution that can provide high availability at an affordable price.

NWRDC’s Storage Service includes capacity-on-demand storage provided through Hitachi’s Virtual Storage Platform (VSP) and Adaptable Modular Storage (AMS). It is a large step forward in the Center’s efforts to provide storage consolidation in a scalable and cost-effective manner. Customers benefit from “on-demand” usage, which generates efficiencies by eliminating idling data storage capacity, allowing customers to pay for only the storage capacity allocated to them. A customer can return idle, unused storage back to NWRDC, reducing their overall costs. It offers reduced total cost of ownership and trouble-free operations. The Center’s knowledgeable staff can help customers implement best practices and achieve unsurpassed storage efficiencies.

NWRDC also offers a performance-based storage service priced by IOPS units. Customers with high performance applications can be confident that they will have the performance they need, 24/7, even in the most demanding mixed workload environments – guaranteed. Customers define the IOPS level and can easily order increases or decreases in set increments to meet their storage or server capacity needs.

This service is a proven, scalable and deployable combination of hardware and software components. Different levels of storage are available, including local clones, snapshots and offsite LUN level replication to NWRDC’s out-of-state facility, providing the flexibility to support our customers’ various performance, availability and potential disaster recovery needs.

A customer’s existing storage may be “virtualized” behind NWRDC’s solution, allowing it to benefit from NWRDC’s ability to provide flexible storage in multiple locations. Moving to NWRDC’s capacity-on-demand solution can result in savings as the customer may be able to eliminate costs associated with the maintenance, management, power and even the floor space of owning their own SAN.

For complete service offerings and rates, please refer to NWRDC’s Service Catalog at http://www.nwrdc.fsu.edu/services/servicecatalog.

NWRDC is proud of our reputation for customer commitment and over 40 years of superior services. We strive to provide cost-effective solutions to our customers and offer peace of mind to enable them to enhance their IT operations. Before you buy your own storage equipment, contact NWRDC to explore our storage services.
Thanks Government Technology and City of Jacksonville for the article highlighting our mainframe services. It gives an example of the positive impact NWRDC has on our customers. The original article can be found at http://www.govtech.com/budget-finance/Jacksonville-Fla-Cloud-Based-Financial-System.html

Jacksonville, Fla., Expects Big Savings from Cloud-Based Financial System
September 19, 2011 By Brian Heaton

When it comes to betting on whether a city’s data is better served by being hosted in the cloud, Jacksonville’s money is all in — literally.

The River City moved its Financial Accounting Management Information System (FAMIS) to the cloud in August. The migration process isn’t new for Jacksonville, as the city previously moved a risk management system to the cloud. But FAMIS is the largest system to make the transition and officials say the move will save the city quite a bit of cash in the process.

Kenneth Lathrop, data center services manager for Jacksonville, said the city first looked at purchasing a new IBM mainframe for FAMIS, which was previously hosted on an onsite IBM mainframe emulated environment. The program that FAMIS was operating with could no longer be upgraded, which made the change necessary.

But after discovering a new mainframe would cost the city nearly $1 million, plus another $236,800 per year for maintenance and other costs, the idea quickly shifted to whether the price was right for a cloud-based solution.

That’s when the Northwest Regional Data Center (NWRDC) came in, Lathrop explained.

Located in Tallahassee, Fla., the NWRDC is a public organization and auxiliary enterprise of Florida State University that provides cloud services for a number of other governmental entities. By shifting FAMIS to the NWRDC’s cloud environment, Jacksonville’s costs dropped significantly.

Overall, Lathrop said that the most the city will pay for its hosting services with NWRDC is $105,000 annually.

“You’re talking [saving] over double the cost and that’s not counting ... the staff we would have to have dedicated to it in-house,” Lathrop said.

Connectivity a Concern

The project to move FAMIS to the cloud started in April and essentially is complete. One last task includes setting up a dedicated virtual private network (VPN) between Jacksonville and the NWRDC. Connectivity between the two entities currently is peppered with various network “hops” that FAMIS’ data passes through.

Lathrop explained that if one of those network hops failed, whatever transaction that’s occurring at the time would also fail. Although there would be an automatic resubmission of the transaction with FAMIS, having a direct connection from Jacksonville to FAMIS would make the process more seamless.
So the city is transitioning to the MyFlorida Network, which will provide that dedicated pipeline to the NWRDC. The network is hosted by the state of Florida. Lathrop said Jacksonville is still in the testing phase and there’s no rush for the switch, primarily because there are no immediate concerns about performance and security. If there was a security concern, Lathrop said, the city has transitioned already to the MyFlorida Network.

Lathrop said that while the transition of FAMIS to the cloud was fairly smooth, there were still some bumps along the way. In particular, once FAMIS was online at the NWRDC, some issues popped up regarding its connectivity to Jacksonville’s procurement system, which remains onsite at the city.

He explained that when FAMIS was set up at the NWRDC in Tallahassee, the connection between it and the procurement system was being dropped and transactions wouldn’t transfer between the systems. “The procurement system wasn’t able to detect the application not being here at the city anymore,” Lathrop said. “So that took a little bit, and we actually had to go back to the vendor that provided the connectivity software. They worked with us to upgrade the software and provide a series of patches that would resolve the situation.”

**Increased Speed and Redundancy**

With a system as critical as FAMIS, a crash could be catastrophic. But Lathrop was confident in the NWRDC’s backup procedures, calling its process much more efficient than what Jacksonville could do previously by itself. When still hosted on-site, Jacksonville would have a nine-hour backup and wrap-up procedure of the data in FAMIS. The NWRDC does the same process in three hours and also has an additional offsite location where a secondary backup of the system is maintained in case of a failure.

In addition to IT staff being pleased with the backup procedures, there’s less maintenance — IT staff members are responsible only for maintenance of the application itself, not any of the hardware and connectivity.

Users of FAMIS have noticed a general increase in operational speed too. “The biggest compliment so far has been the speed,” Lathrop said. “[Users] are saying the processing speed of the application and response time seems to be faster.”

**Future Moves**

Because of the savings provided by the transition of FAMIS to the cloud, Lathrop said that Jacksonville is assessing whether it makes financial sense to do the same for other systems. He explained that Jacksonville has had preliminary discussions with Google and Microsoft about moving Jacksonville’s city e-mail to the cloud, but the numbers didn’t pan out.

After initial discussions, Jacksonville officials found that it was cheaper to keep e-mail on-site, but Lathrop said further analysis is needed to weigh the pros and cons.

“When we talked about hosting if off-site, the issue was not with the platform itself, but with how much data you want to keep archived,” Lathrop recalled. “Then the expense shot through the roof if you want to archive your data for 10 or 20 years.”
Effective facility management is the foundation of meeting a data center’s service level objectives. NWRDC’s continued investments in its facility safeguard the security and integrity of all critical computing systems and network infrastructures.

NWRDC installed a new CAT 32 Generator on August 12, 2011. The New CAT 32 generator replaced the smaller V8 generator. NWRDC presently has two generators, the V12 and the New Cat 32. The generators are independently capable of carrying the full load of the NWRDC Data Center and the NWRDC Building.

NWRDC replaced the 20+ year old HVAC unit that served the mechanical rooms housing our electrical switch gear and UPS infrastructure. The extra-large size of this unit made the replacement project very challenging. Replacing this unit provided for greater reliability while reducing NWRDC’s maintenance costs.

Additional facility projects included:

- The addition of an energy saving roof coating to the building. This new coating will help reflect heat, increasing the efficiency of NWRDC’s cooling system and reducing our power utilization. The new coating will also extend the lifespan of the building roof.

- The addition of two new PDUs.

- The replacement of an aging air conditioner associated with the UPS area.

- An upgrade to centralized environmental controls in the administrative areas.

- The removal of a small air unit, a tie-in with central administration air unit, and an upgrade of the heating system.

- Continued upgrades to more energy efficient lighting throughout the building.
NWRDC strives to provide customers with effective communications. An Emergency Notification System was implemented to notify current customers in the event of a facility-wide emergency. These notifications can be delivered by any or all of the following methods: phone number, mobile phone number, mobile text and/or email address. To subscribe to these notifications, please provide us with your information at http://www.nwrdc.fsu.edu/content/nwrdc-emergency-notification-system.

NWRDC conducts monthly conference calls for its customers to update them on the status of various projects and policy changes. Customers are encouraged to share new ideas and staff members from all service areas are ready to answer questions as well. Please feel free to email questions in advance of the call to Jewel_Ervin@nwrdc.fsu.edu or IT_Support@nwrdc.fsu.edu.

The dial-in number is posted on the NWRDC website each month. Local customers are welcome to attend in person.

NWRDC also offers customers quarterly webinars to share valuable industry information and our own staff’s wealth of knowledge and experience. The seminars are very well attended and customers have been pleased with the variety of learning opportunities. In “Accelerating the Journey to the Cloud via Virtualization”, experts from VMware were invited to discuss the IT trend of Cloud computing and VMware infrastructure implementation at NWRDC. “Mainframe Virtualization without z/VM” presented a comprehensive roadmap of the technology and options available for customers considering this legacy system modernization. Topics included platforms, tools, project approach and expected ROI from a project of this nature.
## FY 2011-12 Expenses By Type

<table>
<thead>
<tr>
<th>Expense Type</th>
<th>Total Percentage</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary and Benefits</td>
<td>39%</td>
<td>$3,202,609.32</td>
</tr>
<tr>
<td>Software Maintenance</td>
<td>20%</td>
<td>$1,614,040.74</td>
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<tr>
<td>Other Capital Outlay</td>
<td>7%</td>
<td>$540,296.66</td>
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<tr>
<td>Utilities</td>
<td>6%</td>
<td>$516,730.41</td>
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<tr>
<td>Contractual Services</td>
<td>6%</td>
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<tr>
<td>Hardware Maintenance</td>
<td>3%</td>
<td>$249,461.34</td>
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<tr>
<td>Depreciation-Expenses</td>
<td>3%</td>
<td>$242,986.49</td>
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<tr>
<td>Intrafund transfers</td>
<td>3%</td>
<td>$232,900.80</td>
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<tr>
<td>Repairs &amp; Maintenance</td>
<td>3%</td>
<td>$231,036.82</td>
</tr>
<tr>
<td>Depreciation-Other Capital Outlay</td>
<td>3%</td>
<td>$227,055.70</td>
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<tr>
<td>Telecommunications</td>
<td>2%</td>
<td>$203,125.99</td>
</tr>
<tr>
<td>Auxiliary Fees</td>
<td>2%</td>
<td>$152,801.25</td>
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<tr>
<td>Supplies</td>
<td>2%</td>
<td>$141,803.50</td>
</tr>
<tr>
<td>Travel &amp; Training</td>
<td>1%</td>
<td>$53,627.93</td>
</tr>
<tr>
<td>Memberships &amp; Subscriptions</td>
<td>0%</td>
<td>$39,992.50</td>
</tr>
<tr>
<td>Insurance</td>
<td>0%</td>
<td>$22,684.52</td>
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<tr>
<td>Rentals</td>
<td>0%</td>
<td>$8,304.48</td>
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<tr>
<td>Other Personal Services</td>
<td>0%</td>
<td>$7,513.24</td>
</tr>
<tr>
<td>Printing &amp; Duplicating</td>
<td>0%</td>
<td>$6,526.38</td>
</tr>
<tr>
<td>Freight &amp; Postage</td>
<td>0%</td>
<td>$1,834.22</td>
</tr>
</tbody>
</table>

100% $8,179,969.81
## FY 2011-12 Expenses By Cost Center

<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Total Percentage</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mainframe</strong></td>
<td>45%</td>
<td>$3,716,246.37</td>
</tr>
<tr>
<td><strong>Server Hosting</strong></td>
<td>44%</td>
<td>3,600,235.36</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>6%</td>
<td>470,042.19</td>
</tr>
<tr>
<td><strong>Software as a Service</strong></td>
<td>2%</td>
<td>189,569.87</td>
</tr>
<tr>
<td><strong>Tallahassee Fiber Loop</strong></td>
<td>2%</td>
<td>147,414.92</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>1%</td>
<td>41,192.75</td>
</tr>
<tr>
<td><strong>Storage Services</strong></td>
<td>0%</td>
<td>15,268.35</td>
</tr>
<tr>
<td><strong>Total Expenses by Cost Center</strong></td>
<td>100%</td>
<td>$8,179,969.81</td>
</tr>
</tbody>
</table>
## FY 2011-12 Total Revenue By Cost Center

<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Total Percentage</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mainframe</td>
<td>49%</td>
<td>$4,409,018.26</td>
</tr>
<tr>
<td>Server Hosting</td>
<td>41%</td>
<td>$3,660,936.06</td>
</tr>
<tr>
<td>Software as a Service</td>
<td>5%</td>
<td>$438,514.65</td>
</tr>
<tr>
<td>Internal Services</td>
<td>3%</td>
<td>$232,900.80</td>
</tr>
<tr>
<td>Tallahassee Fiber Loop</td>
<td>2%</td>
<td>$164,745.26</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>$43,992.26</td>
</tr>
<tr>
<td><strong>Total Revenue by Cost Center</strong></td>
<td><strong>100%</strong></td>
<td><strong>$8,950,107.29</strong></td>
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## FY 2008-12 Expenses and Revenues

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Expenses</th>
<th>Total Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>$8,615,510</td>
<td>$7,618,089</td>
</tr>
<tr>
<td>2009-10</td>
<td>7,551,753</td>
<td>8,390,526</td>
</tr>
<tr>
<td>2010-11</td>
<td>8,072,324</td>
<td>8,784,031</td>
</tr>
<tr>
<td>2011-12</td>
<td>8,179,970</td>
<td>8,950,107</td>
</tr>
</tbody>
</table>

Note: At the end of each fiscal year, the difference between total revenue and total expenses is credited back to customers.
The success of a business depends on the people running it. With new projects continuously added in the Center, NWRDC’s staff size has grown over 90% in just two years. The Center’s many accomplishments are due to the efforts of its experienced staff. In recognition of their hard work, we would like to acknowledge our employee’s individual accomplishments for the 2011-2012 year.

Jeff Dalton and Matt Stolk were recognized by FSU for their years of service. Matt has been with NWRDC for 5 years; Jeff has been with us for 25.

Mark Kutzleb and Anita Smith both retired from the State of Florida. Mark worked 21 years with the State, including 4 years at NWRDC. Anita worked 33 years with the State, including 5 years at NWRDC. The entire staff is indeed fortunate to have had the privilege of sharing Mark and Anita’s expertise, work ethic and commitment!

The Center also continued its year-round internship/student worker program. This program introduces students to the dynamics of the working world while expanding and developing their job interests and interpersonal skills. This year Yaoliang He spent his summer in the administration department, working on various purchasing and billing projects.
NWRDC emphasizes and supports continuous professional development for its staff, as training and team-building skills have a significant impact on the overall performance of the Center. During the 2011-2012 year, 4 more staff members received IT Infrastructure Library® (ITIL) v3 Foundation certifications, bringing the total number of certified employees to 18.

Several NWRDC staff hold professional certifications:

**Tim Brown:**
- CISA
- CISSP

**Geoff Burda:**
- VMware VCP 3
- VMware VCP 4
- MCSE +Security
- MCSE
- MCSA +Security
- MCSA
- MCP
- Security +

**Stuart Faison:**
- MCP
- MCP+I
- MCSE (NT4)
- A+

**Lori Gormin:**
- MCSE
- MCSA
- MCP

**John McCloskey:**
- A+
- Network+

**Ann Morton:**
- Network +
- MCP

**Sharon Pearson:**
- CPA

**Brett Simpson:**
- HP-UX Certified Systems Admin
- Emulex Certified

**Matt Stolk:**
- A+
- Network +
- MCP
- MCSA

**Eilene Wentz:**
- MCSE +Internet

**Annie Zhang:**
- PMP
Our Mission:

NWRDC is committed to providing superior information technology services and support, utilizing professional staff expertise with a state-of-the-art data center to deliver customer-specific solutions at affordable prices.