


MFP COMMITTEE #1  
April 5, 2010

Worksession

**MEMORANDUM**

April 2, 2010

TO: Management and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: Update - Interagency Technology Policy and Coordination Committee (ITPCC)

ITPCC Principals

Dr. Hercules Pinkney, ITPCC Chair and Interim President, Montgomery College  
Dr. Royce Hanson, Chairman, M-NCPPC  
Dr. Jerry Weast, Superintendent, MCPS  
Tim Firestine, CAO, Montgomery County Government  
Jerry Johnson, General Manager, WSSC  
Annie Alston, Executive Director, HOC  
Steve Farber, Council Staff Director

Summary of Staff Recommendations

1. Accept the ITPCC Chair letter updating the Committee on the ITPCC work program in FY10.
2. Discuss with the ITPCC principals the IT element of the Cross-Agency Resource-Sharing initiative of Montgomery County and identify areas where aggressive action may yield tangible results in FY11 and FY12. A sense of urgency regarding this work should be agreed by all parties involved.
3. Schedule an additional ITPCC work session in early summer to review and approve the FY11 ITPCC work program reflecting the cross-agency resource-sharing mandate.

## Background

The Chair of the Interagency Technology Policy and Coordination Committee (ITPCC), Dr. Hercules Pinkney, has provided the Committee Chair with an overview of ITPCC's accomplishments in FY10, and several ideas which may contribute to a work program for FY11. His letter is on ©1-8.

Staff suggests that the Committee review the report, identify desired work elements for FY11 which can help the Committee carry out its work in the IT arena across all agencies, and schedule an additional discussion with the ITPCC principals in June 2010, when final recommendations can be made. The current budget impact for the ITPCC work plan is minimal, as the ITPCC budget is \$5,000 for miscellaneous expenses, and staff expects to recommend its approval during the FY11 operating budget discussions on April 15, 2010. If significant additional resources are found to be required to carry out this work plan, they can be handled through a supplemental appropriation request at that time, possibly through the currently dormant Interagency Technology Fund (ITF).

## Staff Comments on the FY10 work plan review

Given the budget difficulties common to many agencies, and the cross-agency resource-sharing committee initiative outlined below, the current activities of the ITPCC may have to give way to more aggressive and possibly painful explorations of IT cost reduction potential across agencies. However, Dr. Pinkney's memo reminds the Committee of the good work currently being executed under the auspices of the ITPCC. The completion of two excellent projects in FY10 (Centralized Vendor Registration System and Computer Aided Dispatch road map study described on ©2) have already significantly helped departments and agencies. The **formal evaluation of these two projects**, for which 10% of the ITF funds was set aside under the direction of the then ITPCC chair, is **expected later this year**.

Two active projects (Continuity of Operations Planning and Geographic Information Systems Strategic Plan Phase II) are both important efforts of direct use to all agencies, so their final outcome is anticipated eagerly. Both should be completed in FY10.

On February 22, 2010 the ITPCC met and affirmed their interest in adding to this project list a series of new projects:

- Data Center consolidation / Joint Use study
- Interagency Voice over IP (VoIP) feasibility study
- Interagency MCG Call center feasibility study
- Cloud Computing pilots
- Centralized foreign language translation services pilot
- Interagency training initiatives using Computer-based Training technology

It is evident that the ITPCC was already thinking along the directions of the CAO memo on ©9-11; for this reason, the integration of explicit projects in the FY11 work plan responsive to the new Cross-Agency mandate should not be a lengthy process.

The Committee made decisions in the recent CIP review project regarding another ITPCC important project, FiberNet. Providing broadband services to all agencies, FiberNet represents a working example of good interagency collaboration. Given the harsh economic climate, the Committee agreed to fund the Executive's recommended FY11 and FY12 levels for FiberNet, but zeroed out all subsequent investments in FY13-16 in order to give the Executive time to evaluate two important strategies that might reduce the impact of FiberNet costs on the County's budget:

- Consider Public Private Partnerships as a mechanism to reduce government costs in owning and operating FiberNet, and
- Consider the potential of interagency chargebacks

The full Council agreed with this recommendation. Dr. Pinkney's memo suggests that the Council's Office of Legislative Oversight undertake a study of the Public Private Partnership (PPP) option, and also suggests that a response to the second mandate may be forthcoming later in FY10 or early in FY11. Here is a response from OLO regarding the PPP study suggestion:

*The Council annually approves the OLO work program for the coming year after consideration of Councilmember interests and competing demands for OLO staff resources. The suggestion that OLO study private sector involvement in FiberNet would have to compete with other potential projects during the annual OLO work plan development process. Moreover, while OLO could conduct some comparative analysis or perform some general evaluation of the issues, OLO does not possess in-house telecommunications economics expertise necessary to evaluate the market value of FiberNet infrastructure and bandwidth.*

Council staff concurs with the OLO position and makes an **alternate suggestion that ITPCC task current consultants under contract to DTS (such as CTC) with this work element.** They have the expertise and knowledge to give the ITPCC strong options regarding this change mandate.

Finally the IT Asset Management project that will present current practices regarding PC replacements across agencies has been under way for some months and is nearing completion. If the results from this analysis could help FY11 operating budget decisions that the Committee will be making over the next few weeks, the ITPCC may well consider **providing this information**, even in draft form, **as soon as it is available.**

#### Cross-Agency Resource-Sharing committee and its impact on ITPCC

Given the degree of budget distress in all agencies for FY11, the CAO has convened a "Cross Agency Resource-Sharing committee" made up of most of the principals of ITPCC (only HOC is not included). The mandate and focus of this committee are described in a March 24, 2010 memo on ©9-11.

One of the nine areas that the Committee has been asked to explore is Information Technology, and the CAO's memo explicitly suggests that the ITPCC be used. Given the lack of time between the issuance of this memo and the April 5, 2010 worksession for the Committee, the detailed resource requirements for ITPCC's involvement have not yet been identified. However, it is clear that this inter-agency mandate makes good use of the preliminary work undertaken by the ITPCC in the inter-agency arena over the past few years. Data storage, data center operations, data back-up and security, disaster recovery, and network services are a beginning set of such target applications that has been discussed, and many projects are "shovel ready" for quick implementation. It is important for the **Committee to press on the ITPCC the urgency of the inter-agency initiative**, and encourage **strong and unambiguous action** with in the next year leading to more than collaboration; shared services across agencies and even consolidation of services found desirable and practical are actions which are required by the tough economic times.

Supporting this direction, sharing and consolidation initiatives are reflected in many other government agencies and jurisdictions. As an example, the National Association of State CIOs issued an annual report which identifies **consolidation** as a priority in this fiscal year. ©12-16 describes the rationale and target of opportunity around IT consolidation at the state level from a recent NASCIO report. It is expected that the work group of the Cross-Agency Resource-Sharing committee will focus on similar areas of IT shown on ©14 from the NASCIO report: data centers, e-mail systems, network infrastructure, agency servers, and people.

#### Staff Recommendation

1. Accept Chair Pinkney's letter and schedule a review and approval of the ITPCC FY10 work plan in the June/July 2010 timeframe.
2. Support the Executive's development and use of the Cross-Agency Resource-Sharing initiative by taking firm leadership of the IT element. The activities of the ITPCC in this domain should be thoroughly reflected in the FY11 work program, with assignments, needed additional resources (if any) and an initial set of target projects to be undertaken in FY11. The listing of expected outcomes from each project is encouraged.
3. Request that Council Committees with oversight over ITPCC agencies share with the MFP Committee IT budgetary and service impact information early in the budget cycle for FY12, so that the possibility of a number of cross-agency tasks could be established where productivity might be enhanced.
4. Continue to support the Interagency Technology Fund (ITF) and its use to seed-fund interagency projects.



Office of the President

March 30, 2010

The Honorable Duchy Trachtenberg, Chair  
Management and Fiscal Policy Committee  
Montgomery County Council  
100 Maryland Avenue, 6<sup>th</sup> Floor  
Rockville, MD 20850

Dear Mrs. Trachtenberg:

The Interagency Technology Policy and Coordination Committee (ITPCC) is pleased to offer this update regarding the activities of the FY 2010 work program.

The FY10 work plan for the ITPCC remains focused on several items including continued implementation of the Interagency Technology Fund (ITF) program that currently consists of two ongoing projects—the GIS Strategic Plan development, and the Continuity of Operations Planning (COOP) Automation project. Implementation of the FiberNet program continues through work of the FiberNet Interagency Technical Advisory Group (ITAG), the CIO Subcommittee, and the FiberNet Governance Group (i.e. ITPCC Principals) within the framework of the Interagency FiberNet Governance Charter adopted on November 22, 2002<sup>1</sup>. ITPCC is responsible for reviewing, approving, and submitting the FiberNet CIP recommendations to OMB and the County Executive. An update to the ITPCC desktop asset management guidelines originally approved by ITPCC on October 16, 2001 is underway. The Security and eGovernment Special Interest Groups (SIGs) continue to meet and discuss issues of interagency interest.

These items present significant challenges for the ITPCC agencies in these fiscally constrained times requiring commitment of limited staff resources for planning, participation in workgroups, and execution of work tasks associated with the current projects.

---

<sup>1</sup> The *FiberNet Governance Charter* and the other major ITPCC studies are available on the Montgomery County intranet site at V: /ITPCC/. Council members and staff have access to this resource and are encouraged to consult this information when questions arise.

**Interagency Technology Fund (ITF)**

On March 11, 2008, the Council unanimously approved creation of the Interagency Technology Fund (ITF) in Resolution No. 16-475. The original funding source was current revenues resulting from cost savings achieved in the Technology Investment Fund (TIF) originally created in 1994 and designated for future TIF projects. These funds, approximately \$2 million, were redirected for use in the new ITF program. In FY10, the formal designation of these reserves for ITF was removed in response to the fiscal necessities of the current recession. Requests for funding of new ITF projects have been deferred thus far in FY10 as the Great Recession continues to impact Montgomery County.

Since May 2008 Council has approved four ITF projects; the GIS Strategic Plan, the Automated Continuity of Operations Planning (COOP) project, and the Public Safety Dispatch Operations Systems (CAD) roadmap study, and the Central Vendor Registration System (CVRS) project. The current ITF portfolio consists of two completed projects—CVRS, and the CAD roadmap study. Two active projects, the GIS Strategic Plan and the COOP Automation projects should be completed in 2010.

The GIS Strategic Plan, Phase I, resulted in a Data Maintenance Strategy Report, and a Business Processes-Interagency Coordination Strategy Report that was finalized in March 2009. Phase II of the GIS study is progressing well and expected to document and critique existing interagency GIS workflows and recommend revisions, document database enhancements that support interagency operations, identify and document technical work and tasks required to implement the proposed data model, recommend efficiencies and process improvements, provide specifications and budgets for the Planimetric and orthophoto update program, and assist with developing an interagency GIS governance model, MOU's, and a GIS budget. The new Director of Research and Technology, Richard DeBose, and project manager for the GIS plan advises that the final GIS strategic plan integrating all three sections should be completed in FY10 as planned. The last interagency GIS Strategic Plan was completed in 1996.

The Continuity of Operations Planning (COOP) Automation project provides a common web-based process and tool for agencies to use to develop, document, and maintain their continuity of operations plans in a central location. These plans may be invoked when disruptions to key business processes require emergency actions to sustain essential business operations. The Office of Emergency Management and Homeland Security (OEMHS) is the sponsor for this project, assisted by the University of Maryland Center for Health and Homeland Security (CHHS). When completed, agencies and departments will have a significantly improved capability to keep their COOP plans current and maintain critical services and business operations when confronted with emergency situations.

Montgomery County departments, agencies, and municipalities are working diligently on their COOP plans. Training classes, COOP tabletop exercises, workshops, and leadership training have been conducted since mid-June 2009 and will continue throughout 2010. The project includes the implementation of the COOP system automation tool (myCOOP), COOP plan development efforts with the agencies, vendor provided training for myCOOP users and system administrators, and future program implementation, maintenance, and training for all agencies.

Development of Montgomery County organizational Continuity of Operations Plans will continue in parallel with the myCOOP automation project. Most COOP plans have been completed, are drafted, or are in the planning cycle for revisions and completion in 2010. A new abridged COOP plan template has been drafted and will be finalized in March 2010. This greatly simplified template may be used to revise organizational COOP plans in 2010 to increase their usefulness in actual emergencies. This template will be added to the myCOOP system soon.

The myCOOP system was customized to enhance additional aspects of emergency management to include: establishing an H1N1 Portal that was used as a project management coordination, control and tracking tool for the H1N1 vaccination effort in 2009; adding a Training and Exercise Portal to meet the needs of the training and exercise committee that needed a solution to schedule training and exercises, establish a corrective action program, and serve as a repository for all training and exercise documentation. Another preparedness portal is planned for a Seasonal Hurricane site application.

Committing adequate resources to implement and maintain an ongoing COOP program in the agencies is an essential component of overall emergency management strategies in the future. This is reflected in the updated Emergency Operations Plan approved in November 2009. Agency COOP plans will now be tested as part of periodic emergency response exercises. In July 2010, an interagency exercise is planned that will allow agencies to test the viability of their COOP plans against scenarios requiring multiple agency participation. COOP is now a program, ongoing and iterative in nature, and an important part of County emergency response capabilities.

As we enter the fourth year of the Great Recession, the status of ITF remains uncertain. On October 2, 2009, the CIO Staff Subcommittee was unanimous in affirming continuation of efforts to develop new ITF projects for future funding when the economy permits, reflecting a strong interagency commitment to the objectives of the ITF program. On February 22, 2010 the ITPCC affirmed this commitment and was presented with a number of potential project ideas for future funding consideration. ITPCC affirmed that ITF planning efforts should continue, but also acknowledged that severe cuts may constrain agency resources and prevent project implementation.

Potential projects such as the Data Center Consolidation/Joint Use study; Interagency Voice over IP (VoIP) feasibility study; Interagency MCG 311 Call Center feasibility study, Cloud Computing pilots, Centralized Foreign Language Translation Services pilot, interagency training initiatives, and other potential ITF projects that could potentially yield efficiencies and service enhancements for the County must await funding resources. ITPCC will continue to identify potential projects and encourages Council to fund the ITF program when fiscal conditions improve.

### **FiberNet II**

The Interagency FiberNet Technical Advisory Group (ITAG), CIO Subcommittee, and the ITPCC completed the preparation of the FY11-16 FiberNet CIP recommendation on September 2, 2009 as required by the FiberNet Interagency Governance Charter (November, 2002). The recommended project was submitted to OMB on September 4, 2009 as required. The ITPCC thanks County Executive Leggett for his full support of the ITPCC recommendations which, if implemented as planned, will result in connection of all MCPS elementary schools to FiberNet. ITPCC also wishes to thank the MFP Committee and the Council for approving the recommended FY11 and FY12 expenditures for FiberNet on March 16, 2010. If implemented as approved, an additional 60 MCPS elementary school sites may be connected to the FiberNet providing them with an important tool to enhance education.

On March 16, 2010, the full Council also agreed with Dr. Toregas' recommendations to zero out expenditures in FYs13-16 for the project and make future funding subject to development and discussion of additional information regarding Council's interest in implementation of a new billing mechanism/chargeback schema for FiberNet, and an extensive investigation into the potential for Public Private Partnerships (PPPs) and "exploration of broad policy options" for FiberNet. ITPCC recommends displaying full funding for the 6-year CIP as recommended by the Executive. This more accurately reflects the planned scope of the program, and an ongoing commitment to support this critical interagency infrastructure. Displaying 6-year expenditures for FiberNet is also consistent with the County Council guidance to ITPCC on May 11, 2005.<sup>2</sup> ITPCC has complied with this request since then.

Conditional or restrictive program approvals and appropriation actions hardly seem necessary for this project given the stated ITPCC commitment to seek highest and best utilization of this resource within the coordinated and objective interagency governance framework we agreed to in November 2002.

---

<sup>2</sup> "The MFP Committee requests that the FY07-11 CIP included planned multi-year FiberNet expenditure and funding schedules rather than just showing the plan for a single year at a time." [May 11, 2005]



The issue of chargeback for FiberNet was carefully vetted by ITPCC in 2004 and resulted in a recommended approach<sup>3</sup> that was subsequently approved by MFP and Council in May 2005. This solution remedied issues identified in the FiberNet Strategic Plan (June, 2002) and aligned with the FiberNet II strategic direction developed in 2003. Most importantly, the solution provided for future years requirements for major upgrades and replacement of the critical core electronics so essential to delivery of bandwidth to the users.

ITPCC needs some additional clarification from Council regarding the March 16, 2010 request for another look at the chargeback issue. Specifically we need to understand more clearly what problem is to be solved and what solution is envisioned by Council that requires implementing another chargeback model for FiberNet. ITPCC will also need adequate time after completion of the budget process for discussions with OMB, Council staff, and agency representatives and should be ready to report on the chargeback issue in FY11 as suggested by Dr. Toregas—possibly at the next semi-annual update with MFP later in 2010.

Council also agreed with Dr. Toregas' recommendation that a "PPP (Public Private Partnership) review be undertaken with representatives from the private sector, broadband users in the County, and all Government agencies". Convinced that a re-think of service delivery of broadband services and exploration of broad policy options for service provision is needed due to rapid technology change and a "constrained" view of PPP potential in the current FiberNet approach, Dr. Toregas recommended that ITPCC undertake this project.

ITPCC recommends that Council consider assigning this project to the Office of Legislative Oversight (OLO) in FY11 where there are staff and resources available who recently completed an OLO study of PPPs in the transportation area as noted by Dr. Toregas. OLO also has at least one analyst with deep knowledge and experience with FiberNet issues extending back many years. A comparison of OLO PPP broadband findings with our current strategic direction and technical solutions represented by FiberNet II could be achieved without the need for substantial funds for an independent consultant that ITPCC would require.

In the final appropriation actions for FY10, the formal designation of FiberNet reserves (i.e. chargeback revenue) was removed, and these funds became a part of the undesignated current revenue reserves for the County. The designated FiberNet reserves (approximately \$2.4 million) were primarily intended to provide a certain and ready source of funds for future upgrades to the network core electronics necessary to guarantee required levels of service to the network edge user sites. ITPCC encourages Council and OMB to implement an appropriate mechanism to reserve funds for future core upgrade

---

<sup>3</sup> FiberNet Next Generation Chargeback, November 12, 2004.

and replacement as soon as fiscal conditions permit. Core network component replacements and upgrades are inevitable for FiberNet.

FiberNet is the critical infrastructure that underpins emergency communications countywide, provides the reliable and high speed connectivity required by nearly all of our voice, data, and video communications within government, and enables efficient citizen and business interactions with government services and information resources. FiberNet is built to meet the demands of the future with the capability of making governmental IT services and communications easier to implement, easier to secure, and at lower costs than available in the commercial markets. It is County owned, controlled, managed, and operated. It is focused on meeting our agency requirements in the most efficient manner. It is governed within the interagency governance framework adopted by ITPCC and reviewed for opportunities for enhancements and improvements enabled by technology innovations. It is most capably managed by DTS, John Castner and his team of network experts, with input and guidance from ITAG and the ITPCC. It is our network and represents one of the most successful interagency technology efforts of recent years.

#### **IT Asset Management**

The ITPCC agreed to review and update the PC Desktop replacement policy originally adopted in November 2001 as part of the FY10 work plan. This project is underway and recommendations should be finalized in FY11. Agency inventory statistics are being updated, and attributes of the installed base are being collected. Current agency practices necessitated by the recession are being documented. Research about recommended replacement practices is also underway. Research so far indicates that delayed replacements of desktop systems beyond 4 years obviously saves direct costs associated with purchase but often results in less obvious costs that tend to offset these apparent gains. The primary drivers of change for desktop systems have not changed significantly since the original study and are a source of concern as lifecycles continue to be extended in the current fiscal environment.

On November 4-5, 2009 the County experienced the consequences that can occur when major technology infrastructure fails. A traffic management system far beyond its recommended lifecycle provided an example of the risk and consequences associated with major IT systems. It is important to identify and track these major systems, assess risk, and recommend funding of replacements and major upgrades. County agencies now track and report the Health and Replacement Priority for Major IT systems to the MFP Committee regularly. Iterations of this process are improving the data and providing decision makers with information to inform resource allocation decisions to avoid fix on failure consequences. In 2007, OMB began to formally request submission of high risk systems in the budget process, but the deep recession has frustrated this process ever since. Providing sufficient resources to avoid major failures and disruptions like those experienced in 2009 is imperative if we are to maintain service delivery and presents an

ongoing and growing challenge to be addressed as a high priority. ITPCC intends to continue efforts to improve this process.

### **IT Security SIG**

Information security issues increasingly dominate agency technical and policy discussions and require significant agency resources. This group continues peer to peer information sharing of security best practices on topics of interagency interest. Discussions about the current threat environment, strategies to improve security, legal compliance issues, and emerging computing models continue to dominate discussions within this group. Continuity of operations (COOP) and disaster recovery planning (DRP), exploring the potential for sharing agency data center resources for primary and secondary backup sites, privacy and data security issues, and discussion of potential major shifts in computing paradigms in the future such as cloud computing, virtualization, and software as a service models are examples of issues recently discussed within this group.

### **EGovernment SIG**

This group meets as a Special Interest Group (SIG) to facilitate coordination and sharing of information among the agencies related to web based technologies. Discussions focus on best practices, emerging technologies, web applications, collaboration opportunities, and explore new opportunities for interagency information sharing. The group recently considered applied Web 2.0 technologies in our agencies. There is increasing pressure to use this technology in our business environment making it important to understand the risks and potential benefits associated with adoption of Web 2.0 in the enterprise. Web 2.0 is here and we need to be ready for it.

### **Summary**

ITPCC will continue to look for opportunities for interagency cooperation that result in more efficient service delivery. The final FY11 ITPCC work plan adoption must wait until the full impact of the FY11 budget decisions is known. ITPCC intends to adopt a final FY11 workplan in July 2010. Any new initiatives must be carefully considered in the context of adequacy of agency resources to implement and in terms of expected outcomes from the effort. However, work will continue on FiberNet II, current ITF projects will be completed and new projects identified for future funding, PC replacement guidelines will be updated, and work will continue on improving management of risks inherent in the major IT systems inventory.

It is reasonable to state that none of us could imagine a fiscal situation of this magnitude currently facing our agencies and the customers we serve. The imperative for seeking areas of common interagency cooperation could not be stronger. The ITPCC remains committed to the interagency approach for technology where feasible and has not

The Honorable Duchy Trachtenberg  
March 30, 2010  
Page 8

forgotten Councilmember Marilyn Praisner's view that the "taxpayer sees only one government".

With that in mind, the members of the ITPCC thank the County Council for its continued support and welcome its input.

Sincerely,

A handwritten signature in cursive script that reads "Hercules Pinkney".

Hercules Pinkney, Ed.D.  
Chair, Interagency Technology  
Policy and Coordination Committee,  
and Interim President of  
Montgomery College

HP: gt

Copy to:  
The Honorable Valerie Ervin  
The Honorable Nancy Navarro  
ITPCC Principals  
ITPCC CIOs



OFFICES OF THE COUNTY EXECUTIVE

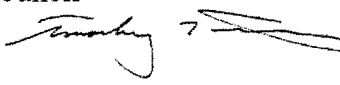
Isiah Leggett  
County Executive

Timothy L. Firestine  
Chief Administrative Officer

MEMORANDUM

March 24, 2010

**TO:** Jerry Weast, Superintendent, Montgomery County Public Schools  
Hercules Pinkney, Interim President, Montgomery College  
Royce Hanson, Chairman, Montgomery County Planning Board  
Jerry Johnson, General Manager, Washington Suburban Sanitary Commission  
Steve Farber, Staff Director, Office of the County Council

**FROM:** Timothy L. Firestine, Chief Administrative Officer 

**SUBJECT:** Cross-Agency Resource-Sharing Committee

Thank you for your participation in the Cross-Agency Resource-Sharing discussion on February 3<sup>rd</sup>. These are difficult times and the financial challenges before us are significant. As we agreed, the current budget situation offers us an opportunity to reexamine the way in which County government functions in order to be more efficient and effective. This is a great opportunity to work together and reach an unprecedented level of collaboration and partnership towards structurally improving our long-term budget challenges. To this end, I am offering the following for your review and comments before we formalize this process:

**Overall Purpose:** The purpose of the Cross-Agency Resource Sharing Committee is to provide a forum for coordination among Montgomery County agencies that seeks to share ideas/best practices, develop potential resource-sharing strategies to achieve operational efficiencies, reduce costs, and improve the quality of services offered to our residents:

**Organizational Framework:** It is essential that we create a framework that encourages cooperation and collaboration among our employees involved in this process, and also leverages the expertise of our organizations in a manner that generates new and creative ideas and fosters strong working relationships among our agencies. Therefore, I propose a two-tier organizational framework that contains an Executive Committee that is accountable for achieving results in a timely and transparent fashion, and a number of workgroups that will apply their expertise to sharing ideas and generating solutions to pressing issues faced by all of our agencies.

**Executive Committee:** The executive Committee will be composed of the following members with the authority to convene meetings on a quarterly basis, provide direction and act on the recommendations of each of the workgroups, and render decisions on future action items. The Executive Committee will also appoint representatives from their agency to serve on each of the workgroups.

- Timothy Firestone, Chief Administrative Officer, Montgomery County Government
- Jerry Weast, Superintendent, Montgomery County Public Schools
- Hercules Pinkney, Interim President, Montgomery College
- Royce Hanson, Chairman, Montgomery County Planning Board
- Jerry Johnson, General Manager, Washington Suburban Sanitary Commission
- Steve Farber, Staff Director, Office of the County Council

**Workgroups:** The workgroups will be composed of a representative from each of the agencies. Each workgroup will nominate a member to serve as the Workgroup Chair, who will have the responsibility of guiding overall efforts and reporting on the group's progress to the Executive Committee. The workgroups will meet on as-needed basis, to complete action items and foster the creation of new ideas.

**Workgroups' Focus Areas:** As we agreed at our February 3<sup>rd</sup> meeting, the initial cross-agency resources-sharing efforts will be focused on the following areas:

1. Information Technology – *utilize ITPCC*
2. Utilities – *utilize ICEUM*
3. Facilities Planning, Design, Construction and Maintenance
4. Procurement – *utilize IPACC*
5. Space Utilization
6. Fleet
7. Mailing, Printing and Document Management
8. Employees and Retirees Benefit Plans (health, retirement, etc.)
9. Administrative Functions (payroll, budget, finance, training, etc.)

**Next Steps:**

- By Friday, April 9<sup>th</sup>, members of the Executive Committee will come to agreement on the above-proposed organizational framework and workgroups' focus areas and designate representatives to serve on each of the eight workgroups.
- By the end of April, convene the first Cross-Agency Resource-Sharing Executive Committee kick-off meeting to provide direction and discuss the overall purpose, process and timelines for this effort. Select a chairperson for each of the workgroups.
- In order to encourage ideas from those with the greatest knowledge of their subject matter, initial action items and charge statements should be devised by each workgroup

and subsequently presented to the Executive Committee at its first quarterly update meeting. Each workgroup should generate a list of both short-term (able to complete within one year) and long-term action items that will focus the efforts of each group. In addition to preparing action items, each workgroup should create a specific charge statement to guide their efforts. These charge statements could change from year to year as the workgroups prioritize different aspects of their specific topic areas.

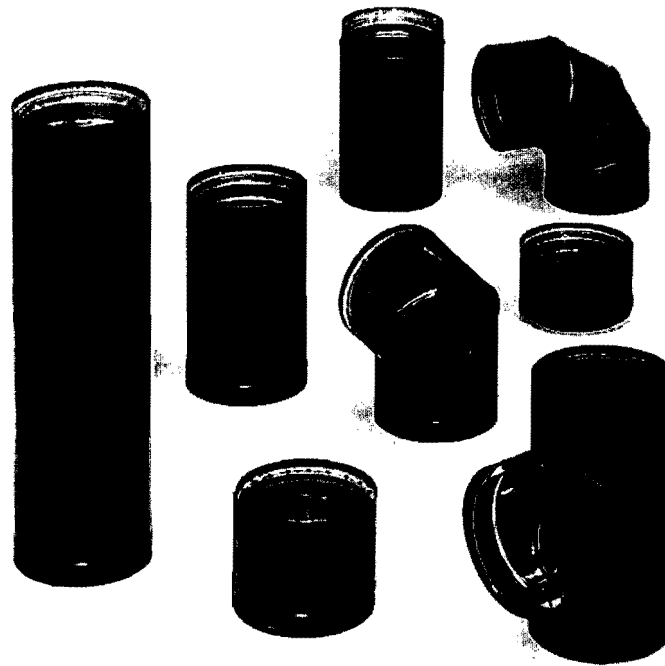
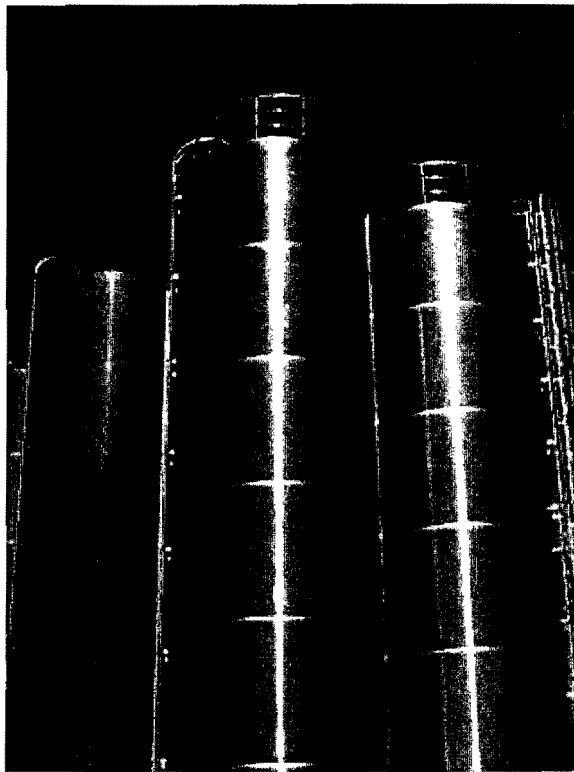
- On quarterly basis, the Executive Committee meets to receive updates, provide directions and discuss progress made by each workgroup.
- In addition, I suggest we reach out to the community at large (business, residential, non-profit) to seek their input and guidance in this effort.

I look forward to working with you on this initiative. Please review the above-proposed process, provide any comments/suggestions you have about the process, as well as the name of the representative you designate to serve on each of the eight workgroups to Assistant Chief Administrative Officer Fariba Kassiri via e-mail at [Fariba.Kassiri@montgomerycountymd.gov](mailto:Fariba.Kassiri@montgomerycountymd.gov) by Friday, April 9<sup>th</sup>. Upon receipt, she will compile and send you a complete package and notify you of the date and time of our first Executive Committee kick-off meeting. She can be reached by phone at (240) 777-2512 if you have any questions or need additional information.

Thank you for your help in this important effort. I believe we all see opportunities for greater efficiencies and I am hopeful that working together we can make these improvements for the good of our community.

TLF:st

# Why Consolidation as a Priority? Reality of State Government IT





# Consolidation to Reduce Costs

*IT consolidation: a key strategy to address budget issues and cost control.*

- ❖ Facilities: reducing data centers, equipment, operational costs
- ❖ Enterprise services: networks, email, telecommunications, imaging, wireless
- ❖ Server consolidation: operations, security, backup/recovery
- ❖ IT personnel



(State Attendees Only) Where is the focus of your state's consolidation initiative? Select all that apply.

93% a. Data center

51% b. E-mail system

55% e. People

0% f. None of these



(State Attendees Only) What do you see as the primary benefit of consolidation/shared services for your agency/department/enterprise?

43% b. Efficiency

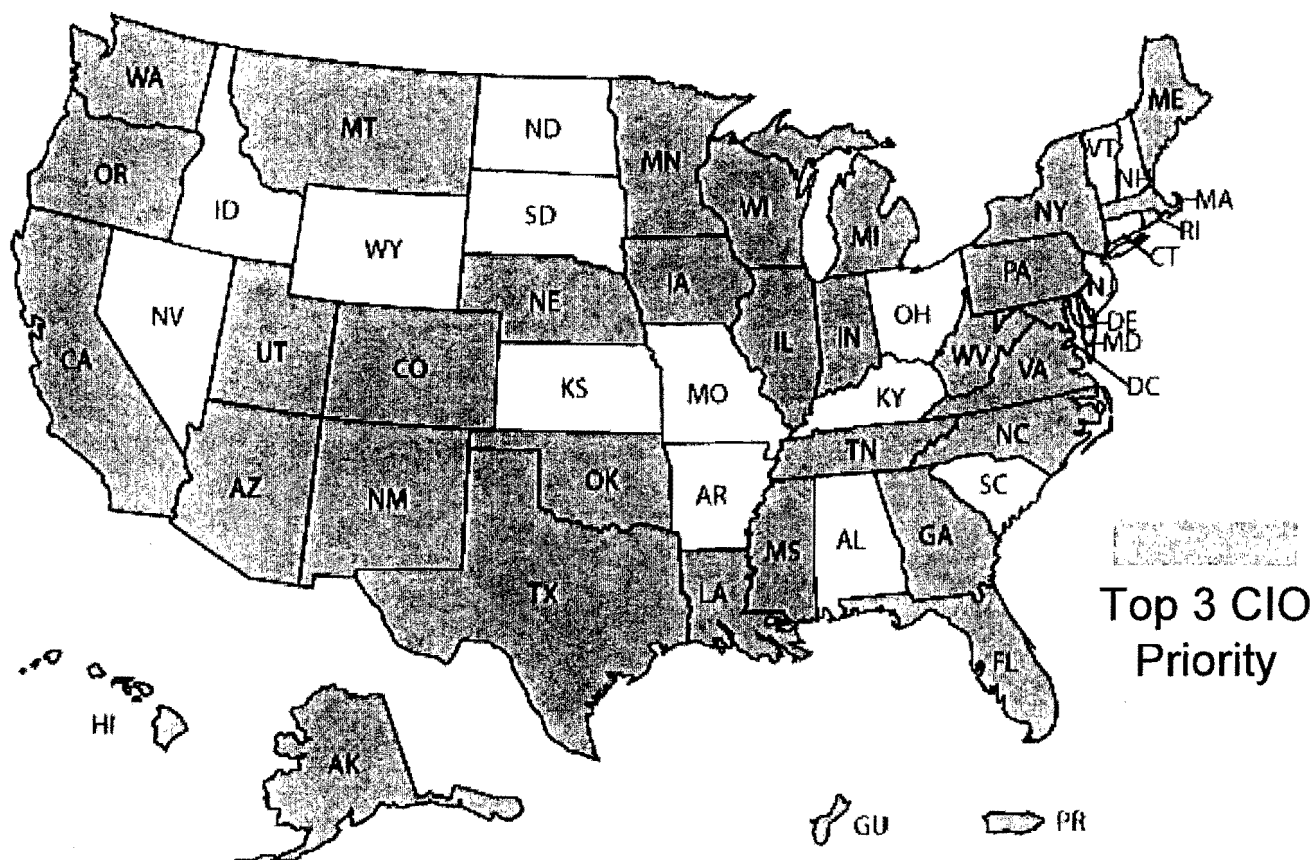
14% c. Increased service levels

4% d. Improved security

1% e. Information sharing



## Consolidation: CIO Top 3 Priorities for 2009-10



Source: NASICO State CIO Priorities Survey, October 2009