

GO COMMITTEE #1
April 19, 2016

Worksession

MEMORANDUM

April 15, 2016

TO: Government Operations and Fiscal Policy Committee
FROM: Dr. Costis Toregas, Council IT Adviser *CT*
SUBJECT: Work Plan - Interagency Technology Policy and Coordination Committee (ITPCC)

ITPCC Principals (invited):

Casey Anderson, Maryland-National Capital Park and Planning Commission (M-NCPPC) (Chair)
Carla Reed, Washington Suburban Sanitary Commission (WSSC)
Larry A. Bowers, Montgomery County Public Schools (MCPS)
Dr. DeRionne Pollard, Montgomery College (MC)
Timothy Firestine, Montgomery County Government
Stacy Spann, Housing Opportunities Commission (HOC)
Steve Farber, County Council

ITPCC CIO Subcommittee Membership:

Henry Mobayeni, M-NCPPC (Chair)
Mujib Lodhi, WSSC
Sherwin Collette, MCPS
Carl Whitman, Montgomery College
Sonny Segal, Montgomery County Government
Ian Williams, HOC

Gary Thomas, ITPCC staff

Summary of Staff Recommendations:

1. Review FY17 work program and consider suggesting additional projects for consideration. These may include:
 - a. Enabling the full implementation of prior year ITPCC pilots.
 - b. Acceleration of public Wi-Fi deployment in all agency properties.
 - c. Strengthening of common cyber security programs and practices across agencies.
 - d. Exploration of new governance and funding strategies for FiberNet.
 - e. Development of an Enterprise Interagency Strategic Plan for IT use across all agencies.
2. Request that Open Data policies in each agency be explicitly considered for action by the relevant policy-setting bodies in FY16.
3. Participate in a summer/fall meeting with ITPCC principals and CIOs to provide direct input into the Work plan and strategies of ITPCC around explicit desired outcomes.

Background

The ITPCC Principals Chair has conveyed by letter to the GO Chair (©1-10) his overview of the FYs15-16 ITPCC accomplishments and the targets for FYs17-18 execution. Mr. Anderson will present highlights from this Work Plan (©11-23) and be available to address questions regarding future ITPCC directions.

The Work Plan continues the good work executed during the prior two-year Plan already reviewed by the Committee, and each of the categories is in an area of Committee interest. Funding for the Work Plan will be a challenge for two reasons: 1) the major economic downturn of the last few years; and 2) the difficulty of budgeting for cross-agency projects. As the economic downturn is abating, the first part of the difficulty is being overcome, but the second is still a challenge, both fiscally and in terms of lacking a structure to execute such a shared approach to Enterprise-wide projects.

Highlights of the Work Plan

The FY17-18 Work Plan has 5 major elements:

1. **Digital Citizenship/Digital Montgomery – expand citizen and employee access to data, information tools.**
2. **Strengthening IT Infrastructure – provide high degree of accessibility, reliability, security, and robustness to meet long-term needs.**
3. **Sustainable Plan for Managing Interagency IT Assets – avoid “fix on fail”; maintain health of major systems and IT infrastructure.**
4. **Continuity of Operations and Risk Management – strengthen preparedness and ability to respond to risks.**
5. **Strategic Visioning and Planning – develop strategies and plan for the future.**

Staff Observations

The ITPCC Work Plan has traditionally been developed as a ground-up document; the CIO Subcommittee develops lists of potential projects, prioritizes them, and develops a Work Plan that is

then vetted and approved by the Principals. Once it is approved, it is presented to the GO Committee for endorsement and consideration of funding mechanisms.

There may be merit to considering a parallel effort that would be more top-down. The Committee could discuss priorities with the Principals, establish a small number where consensus can be built to develop a program in a cross-agency manner, and then request that the CIO Subcommittee explore its feasibility and establish a plan for it. In this way, the policy support for a project would be guaranteed, and perhaps projects that the CIOs might consider infeasible because of perceived negative reactions might indeed move forward.

To stimulate such an inverse process, Council staff has developed a list of major questions that offer such high-level suggestions for cross-agency action. The Committee may want to discuss with the ITPCC Chair and other members the desirability and impact of taking on one or more of these questions and establishing a path toward their resolution or exploration.

1. How can we get to an ITPCC project pipeline and a funding mechanism that would allow the designation of funds for ITPCC projects across the agencies? What are structural impediments? Are there subjective or perceived impediments that can be reduced with Committee assistance?
2. An Enterprise budget for IT could help streamline investment discussions and increase levels of support. An Enterprise Strategic Plan could be a necessary first step to identify WHY and HOW. What would it cost in time and money, and who would request the budget line to develop such a plan?
3. Cyber security is a major priority; ITPCC can be a major player in cross-agency cyber security strategies and operational responses, including sharing attack data, pen testing and software/cloud strategies. What are the status and expectations of such shared activities?
4. The issue of connectivity for all (Digital Equity) is vital. It surfaces in many ways: homework gap for students, ethnic and/or income based access disparities, etc. What can ITPCC do?
5. An update on the Broadband Roadmap now under development by the CIO Subcommittee
 1. How does a Fibernet Strategic Plan fit into this, or is that separate?
 2. Public Wi-Fi deployment – can it be accelerated in all agencies?
 3. Establishing the relationship of ITPCC to ultraMontgomery initiatives.
6. Agency Open Data publishing plans – what are incentives to stronger participation?



MONTGOMERY COUNTY PLANNING BOARD
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

OFFICE OF THE CHAIR

April 13, 2016

The Honorable Nancy Navarro, Chair
Government Operations and Fiscal Policy Committee
Montgomery County Council
Stella B. Werner Council Office Building
100 Maryland Avenue, 6th Floor
Rockville, Maryland 20850

RE: Interagency Technology Policy and Coordination Committee (ITPCC)

Dear Chair ^{Navarro} Navarro:

The Interagency Technology Policy and Coordination Committee (ITPCC) is pleased to update the status of the current ITPCC work program (Attachment A), and the draft FYs17-18 work program presently under development (Attachment B). The plans consist of a portfolio of projects that are consistent with ITPCC program priorities and mission that aligns interagency technology efforts to improve how our residents live, work, and learn in a digital Montgomery County. This strategy is arrayed along five program areas: (1) Expanded Access to Data and Information; (2) Strengthening the County Digital Infrastructure; (3) Exploring Strategies for Sustaining IT Assets and Investments; (4) Managing Risks and Ensuring Continuity of Operations; (5) and Strategic Visioning and Planning.

This update briefly summarizes the current FYs15-16 work program and briefly reviews the current draft FYs17-18 ITPCC work plan actively under discussion by the CIO Subcommittee and others. As of this date, only the FiberNet work program has been fully vetted by the CIO Subcommittee, recommended to ITPCC, and approved by ITPCC for implementation. The others are still subject to modification and change prior to final ITPCC endorsement.

Current Work Program (FYs15-16) Project Review

GIS Data Visualization Pilot Project

<http://gismontgomery.maps.arcgis.com/home/>.

This application is now fully operational. The *gisMontgomery Guide to Best Practices for Publishing Content to ArcGIS Online* is available to assist users with utilization of this tool. The gisMontgomery project is a web-based GIS portal

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designed to host interagency GIS data and applications using ESRI ArcGIS Online (AGO) cloud services. This site fills a needed role in providing a central location from which GIS data and web applications from various County agencies can be found and used by the public as well as by County staff. This application dramatically improves and expands resident and employee access to GIS data, applications, and tools.

County staff from 23 agencies, departments, and municipalities (75 in total) were provided training in the use of the portal, and 44 of those staff members who did not already have a license were issued a new license for this portal. The portal currently contains 85 different map services comprising over 200 different mapping layers that were supplied to it by the ITPCC agencies and the City of Rockville. An additional 25 different web applications have also been registered to the portal. This pilot project is in the final closeout phase.

Interagency Web Search Capability Project

The Interagency Web Search Capability project is now fully operational and available through the County Web site at www.montgomerycountymd.gov. This project successfully improved and expanded resident and employee access to data, information, and tools. Simply type search criteria in the search box and enter; the second screen shows initial search results that may then be refined through use of 16 additional filters and use of refined search parameters to provide further granularity in the search query process. The Web Content Search and Discovery Guide provides recommendations, best practices, and guidelines for improving content discovery and was completed and provided to agencies. This pilot project is in final closeout phase.

Interagency Open Data Pilot Project

The Interagency Open Data Pilot project is complete and in final closeout phase. This project successfully proved the feasibility of enhancing the availability of open data sets from the ITPCC agencies by efficiently leveraging and utilizing the experiences, tools, processes and procedures, and support from the Montgomery County Government Department of Technology Services (MCG-DTS) dataMontgomery initiative.

Expanded publication of interagency data sets must be accomplished with reference to MCG open data set publication and scheduling priorities that are currently driven by the Montgomery County Government Open Data Implementation Plan (8/1/2014), and more specifically the dataMontgomery Dataset Publishing Plan approved by Council. This plan specifies the timeline

and requirements to add over 500 new datasets from MCG departments in future years, and currently drives MCG Open Data priorities. Program expansion that includes publication of interagency data sets suggests some amendment of this plan or other agreed to changes, plus additional DTS resources to accommodate the increased program scope.

Agency Project Coordination System (APC)

The Agency Project Coordination system (APC), a cloud-based solution administered by WSSC, allows “near real-time” data sharing, analysis, and reporting capabilities that is critical to planning, coordination and management of infrastructure projects within the public Rights-of-Way. APC promotes consistency and transparency in the management of public planned infrastructure improvement activities through near real-time information among Counties and Utilities on planned and on-going construction projects in County Rights-of-Way; prevention of unnecessary pavement cuts; and the ability to have a Geographical view of projects with visual detection of conflicts between construction projects. This project demonstrates the improved service delivery to ratepayers and taxpayers that may be achieved through a multi-agency, integrated, and coordinated effort. WSSC continues to develop applications in collaboration with the County and others.

Interagency Security Controls Maturity Benchmarking Study

This project is complete. The CEB (Corporate Executive Board) Security Controls Maturity Benchmarking Service provided the participating ITPCC agencies with the capability to assess and map individual agency security maturity levels as measured against a common standard security reference model (NIST 800-53). Each agency received a detailed Security Controls Maturity Benchmarking report, including individual consultations on findings and recommendations. Additionally, CEB created an interagency analysis intended to identify those areas that could potentially yield best return on investment. The Executive briefing to the ITPCC Principals was completed on February 2, 2016. This was the first interagency security maturity risk assessment completed against a standard reference model for Montgomery County. There is great diversity across the ITPCC agencies, with only a few common risk areas identified. Agencies will initially focus on core finding for their agencies, and the CIO Subcommittee will task the workgroup to identify FY17 activities appropriate for interagency work in the security area.

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FiberNet II

Most ARRA funded MCPS elementary school sites and HOC sites are now operational; the FiberNet Network Operations Center (NOC) Initial Operations Capability (IOC) was declared on 10/1/2015 per DTS; the Service Level Agreement (SLA) is in the final edit stage; the Concept of Operations (CONOPS) document is complete, and detailed agency Service Agreements (SA) are in final editing. HUB re-configuration continues; 3 Dense Wave Division Multiplexing (DWDM) applications (Montgomery College, WSSC, and Public Safety Communications System – PSCS) sites to pilot FiberNet III currently are underway; 8 HUB sites are in the process of having DWDM equipment installed. The ITPCC approved the December 21, 2015 CIO recommended FiberNet work plan on 2/2/2016. This plan aligns with the FiberNet CIP request, is fully funded with Cable Fund Revenue, and now reflects ultraMontgomery as a separate MCG project initiative.

The FiberNet Configuration Change Control Board (CCB) was established to control, manage, evaluate, prioritize, approve, plan, and integrate Change Requests and Major Network Event (MNE) fixes into the baselined FiberNet network, and maintain a permanent archive of change documentation for the FiberNet system. The CCB Charter was approved by the ITPCC on February 2, 2016. The first CCB Change Request is being drafted with action now anticipated by April 30, 2016.

Interagency Enterprise IT Strategic Plan

This process intended to explore feasibility and interest in developing an interagency Enterprise IT Strategic Plan/Roadmap. The CIO Subcommittee decided to defer this effort until all agencies complete their individual IT Strategic Plans. WSSC and MCPS are completed; M-NCPPC is estimated for summer 2016; MCG is expected in May 2016, and Montgomery College is expected late 2016, after the College completes the Business Strategic Plan which the IT plan will necessarily align with. This effort is not expected to be completed before mid-FY17, and will therefore be considered as part of the FYs17-18 work plan.

(Draft) FYs17-18 ITPCC Work Program

On November 5, 2015, at the semi-annual ITPCC work program update, the GO Committee suggested projects of interest to the Committee and Council to be

undertaken in the ITPCC FYs17-18 work program. These included:

- Acceleration of Public Wi-Fi deployment in all agency properties
- Utilize excess data center capacity in specific agencies using FiberNet as a transport vehicle to provide cost-effective solutions DR and backup services of participating agencies.
- Strengthening common cybersecurity programs and practices across agencies
- Development of an Enterprise (i.e. interagency) IT Strategic Plan
- Creation of a County broadband strategy that takes advantage of all agency resources and needs.
- Expansion of agency Open Data participation and data set publication
- A facilitated joint ITPCC/CIO planning session in FY17.

I can report that the current draft work plan under development contains the GO Committee recommended projects from November 5, 2016, plus others, along with descriptive details for each project. These constitute the "project pipeline" actively under consideration by the ITPCC agencies for the next several years. (Attachment B).

Many projects represent large multiyear, multiagency, and multiphase project efforts that will require considerable upfront work that includes feasibility assessments, formal initiation processes, and detailed planning/engineering before funding requests will be ready for consideration, and before actual project execution and implementation begins. This is part of basic up front project management intended to improve project success. Interagency project work is complex and difficult under the best of circumstances, and this new work plan introduces complexity that will need to be accommodated within existing agency resources and agency priorities over the next several years.

Summary

Finally, the CIO Subcommittee is currently engaged in developing the next two year work plan for ITPCC, and will present a draft plan at the April 19, 2016 GO Committee for additional comment and input. As in prior years, final ITPCC adoption will occur after the final Council budget actions for FY17, however preliminary work has already started for some high priority projects.

The ITPCC remains committed to the interagency approach for technology where feasible, and remains constantly aware that the "taxpayer sees only one

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government." We continue to focus on outcomes of our work that improves how the County residents live, work, and learn in a digital Montgomery County. This is accomplished by the dedicated efforts of many staff across our agencies, and is reflected in the projects described above.

ITPCC will continue to pursue opportunities for interagency cooperation and efficient service delivery, and the members of the ITPCC thank the County Council for its continued support and welcome its input.

Sincerely,



Casey Anderson
Chair, Montgomery County Planning Board

Chair, Interagency Technology Policy and
Coordination Committee (ITPCC)

Attachments (2)

cc: The Honorable Hans Riemer
The Honorable Sidney Katz
ITPCC Principals
ITPCC CIO Subcommittee

**Interagency Technology Policy and Coordination Committee
ITPCC FYs 2015-2016 Work Plan**

1.0 Digital Citizenship/Digital Montgomery--Access to Data and Information

• **Interagency Open Data Program**

This project will expand the capabilities developed in the pilot phase to enable any ITPCC agency to publish additional open data sets through the MCG-DTS dataMontgomery program. ITPCC agencies may formalize agency specific open data policies and expand open data set offerings.

• **Interagency Web Search Capability Pilot**

This project was deferred in the previous work plan because of uncertain funding resources in FY14. It is fully ready for implementation. This project is intended to strengthen citizen access to information contained within agency web sites that current search solutions do not easily reveal. The feasibility and implications of leveraging the MCG Google Search solution for web crawling and indexing outside agency site information, and a solution for presentation of the data will be implemented. Funding has now been approved for FY15.

• **Interagency GIS Data Portal**

The project will expand the availability and content of GIS information and applications through the interagency GIS portal (gisMontgomery), developed in Phase I, and expand the offerings to a broad base of GIS users. It is intended to enhance the offerings to the broader Digital Community and openMontgomery initiatives, enhance GIS data visualization and access through a centralized interagency portal, and support web, mobile device, and other applications that leverage Montgomery County's GIS resources and infrastructure.

• **Interagency Social Media Communications Pilot**

This pilot project will examine of potential uses for select social media tools through the creation of a limited scope test project within the CIO Subcommittee, or a project subgroup.

2.0 Strengthening IT Infrastructure

• **FiberNet II Buildout**

Specific priorities include:

- Implement the FiberNet plan as reflected in the approved FYs15-20 FiberNet CIP.
- Complete the scheduled Hub Fiber Distribution Center Rebuild for FiberNet Hubs to accommodate new ARRA fiber and existing fiber.
- Establish the FiberNet Network Operations Center (NOC) in coordination with the MCG-DOT Traffic Management Center (TMC) to provide 7/24/365 operational monitoring and outage responses for network operations that is necessary to meet Service Level Agreement reliability requirements for the network.
- Complete and document agency and site specific details required by the FiberNet SLA.
- Continue to document the FiberNet optical plant using OSOInsight.

• **FiberNet II Utilization Study**

Perform a study to investigate and recommend the highest and best uses for the post-ARRA FiberNet II. Scope may include: identify any legal restrictions that constrain options to expand utilization beyond strictly MCG government use, identify potential conflicts other non-MCG entities; identify specific prohibited uses and constraints; identify specific opportunities for monetizing the asset to produce revenue and other benefits to the County; identify resources and

other requirements needed to implement recommendations.

- **Interagency Mobile Systems Joint Application Development and Coordination**
Continue to build upon and coordinate interagency joint solution development to leverage knowledge, technical expertise, share applications, manage legal issues, and sharing policy guidelines related to mobile computing.
- **Agency Project Coordination [APC Project]**
An evolving and expanded effort resulting from the joint MCG/WSSC Right of Way project initiative in FY14 is proposed for FYs 15-16.

3.0 Sustainable Plan for Managing Interagency IT Assets

- **Interagency IT Human Asset Development**
Explore feasibility, develop scope, and develop requirements for a coordinated interagency human asset development project focused on technology. This project may include on-the-job training (OJT) components, work-study (WS), internships, and enhanced workforce training components in current and rapidly emerging areas of need.
- **Major IT Systems Planning and Funding Strategies**
The CIO Subcommittee will work with OMB and Council staff to re-engage this effort in FY15 to reduce the risks associated with “fix on failure” practices. Agencies desire to coordinate with established budget and planning processes to improve resource allocation decisions for sustainable upgrade and replacement strategies over the long term.

4.0 Interagency Risk Management--CyberSecurity, COOP, and Mutual Aid Coordination

- **Information Assurance and CyberSecurity**
Select an industry standard security reference model to enable agencies to map current security and risk management practices to a standard model and assess individual maturity levels of compliance, vulnerability, and risk; prioritize findings; determine remediation requirements; implement corrective action plans; test. The goal is to improve the level of organizational maturity in securing information and cyber assets, and to actively engage both technical and non-IT workforce elements in risk management.

5.0 Strategic Visioning and Planning

- **Interagency CIO IT Strategic Planning Retreat**
The CIO Staff Subcommittee will conduct its second interagency group retreat to engage in long range strategic visioning and priority setting for interagency information technologies and solutions.
- **Interagency FiberNet 5-year Strategic Plan**
Develop scope and requirements for an interagency 5-year FiberNet Strategic Plan for Montgomery County. The last FiberNet Strategic plan was completed in 2002.
- **Digital Government/Digital Montgomery Roadmap**
Develop an interagency IT Strategic Plan/Roadmap for Montgomery County utilizing professional services to create and publish a comprehensive 5-year plan.

[Recommendation approved unanimously by CIO Subcommittee, May 30, 2014]

APPROVED by ITPCC: August 8, 2014

Interagency Technology Policy and Coordination Committee

FYs 2017-FY18 Work Plan -- [DRAFT as of April 12-2016]

GOAL: ITPCC seeks to empower digital citizenship where interagency efforts and information technologies are better aligned to improve how our residents live, work, and learn.

- 1.0 Digital Citizenship/Digital Montgomery—Expand citizen and employee access to data, information, tools**
- **K-14 Broadband Access After Hours**- Insure that no MCPS or MC student is disadvantaged due to lack of broadband/internet ‘after-hours’ access so coursework and assignments requiring internet access may be completed. A Joint Executive/Council/Agency commitment (i.e. Resolution, or other) supporting/funding permanent program requirements is an essential first step; ITPCC roles to be determined.
 - **Interagency Wi-Fi Expansion Project Phase I** -- A multi-year, multi-phase, multi-agency project. Extend current MCG requirements survey to all participating ITPCC agencies and perform Wi-Fi service gap analysis, determine requirements and define scope, preliminary cost estimates, agency resource requirements, FiberNet bandwidth impact and requirements, potential for Public Private Partnerships, and recommend an implementation solution including timeline.
 - **Interagency Open Data Expansion/Phase II** -- Present the MCG 5-year Open Data implementation plan/methodology to the ITPCC agencies. Solicit potential multi-year open data sets likely from interagency participation (agencies to clone MCG methods and templates as appropriate); estimate resource requirements needed to publish and maintain via MCG Socrata. Develop multiyear interagency publication strategy and plan.
- 2.0 Strengthening IT Infrastructure—Provide high degree of accessibility, reliability, security, and robustness to meet long term needs**
- **FiberNet Buildout—complete FIBERNET II; begin FIBERNET III** -- Complete FiberNet II; start transition to FiberNet III; Light the remaining ARRA sites; complete ARRA fiber terminations into Hubs; buildout MC MOU dark fiber network; document FiberNet physical plant using OSPInsight; Add FiberNet support staff; stand up DWDM demonstration network for MC, WSSC, and the PSCS projects; enable 8 Hub sites for future DWDM; Operationalize the FiberNet Configuration Control Board [CCB]; complete FiberNet Network Operations Center (NOC) implementation, add new sites.
 - **Interagency FiberNet Strategic Plan/Roadmap** -- Commission a FiberNet participating agency focused strategic plan; select project team; define goals, define Project Scope, timeline, and deliverables; select a consultant to assist in creating the plan, and design decisions. Focus on long range agency FiberNet III requirements and network design and technical requirements through 2025 [i.e. a 10-year infrastructure view].
 - **Interagency Unified Communications (UC) Platform Pilot** -- Pilot a Unified Communications solution/strategy for integrated voice, video, and data and messaging. Determine feasibility of expanding (or making available) to all ITPCC to share a common platform leveraging existing infrastructure investments (FiberNet) and desktop software (Office 365) to provide a common UC solution across Montgomery County agencies. This could offer a potential PBX solution using VOIP to the Cloud.
 - **Interagency Social Communications Pilot** -- Test social media options for viability to enhance interagency virtual collaboration, reducing need for face to face communications and meetings. Tools such as Skype for Business, WebEx, Go To Meeting, and others may be examined.

- 3.0 Sustainable Plan for Managing Interagency IT Assets—Avoid ‘fix-on-fail’; maintain health of major systems and IT Infrastructure**
- Health and Replacement priority of Major IT Systems Reports – An update presented to the GO Committee annually.
- 4.0 Continuity of Operations and Risk Management—Strengthen preparedness and ability to respond to risks**
- **Shared Datacenter Pilot** -- Leverage Montgomery College data center at the Takoma Park/Silver Spring campus for ITPCC agencies with interest in this facility as a primary or back-up Data Center; explore DR collaboration. Pilot first phase with MNCPPC.
 - Interagency CyberSecurity Collaboration Pilot -- Focus on sharing cybersecurity resources and leveraging the Montgomery College Cybersecurity Training Facility to meet the need for additional cyber workers--training path for interns; work-study placements, and building mentoring relationships. Explore potential for individual agencies leading efforts for specific security domains where they have deep expertise.
- 5.0 Strategic Visioning and Planning—Develop Strategies and Plan for the Future**
- Conduct a joint facilitated work session in FY17, comprised of ITPCC Principals, Agency CIOs, interested County Council members.
 - Enterprise (interagency) Strategic IT Plan/Roadmap-(Startup pending-awaiting completion of individual agency IT Strategic Plans not anticipated before end of 2016, early 2017)
 - Participate in the County Broadband Roadmap development process

Interagency Technology Policy and Coordination Committee (ITPCC)

Interagency Information Technology Work Program Review for the GO Committee

April 19, 2016

Casey Anderson, Chair, ITPCC

Dr. Henry Mobayeni, Chair, CIO Subcommittee

G.L. Thomas, ITPCC Manager

ITPCC Overview

ITPCC was chartered in 1994 by Montgomery County Council Resolution 12-1758 to promote strategic planning and coordination in the use of information technology among the County agencies.

ITPCC seeks to employ strategies that empower digital citizenship where interagency efforts and information technologies are better aligned to improve how our residents live, work, and learn

ITPCC provides an effective interagency forum for:

- Creation and coordinated implementation of technology policies, interagency projects, and guidelines
- Interagency communications
- Facilitates interagency evaluation and sharing of new technologies; and,
- Advises policy makers on the strategic uses of technology

ITPCC Principals and CIO Subcommittee Members

<u>Agency</u>	<u>Principals</u>	<u>CIO/CTO/Other</u>
Maryland National Capital Parks and Planning Commission	Casey Anderson Planning Board Chair; and ITPCC Chair	Dr. Henry Mobayeni, CTO; and CIO Subcommittee Chair
Washington Suburban Sanitary Commission	Carla Reid, General Manager	Mujib Lodhi, CIO
Montgomery College	Dr. DeRionne P. Pollard, President	Carl Whitman, CIO
Montgomery County Public Schools	Larry Bowers, Interim Superintendent [thru 6/30/16]; Dr. Jack Smith, Superintendent [effective 7/1/16]	Sherwin Collette, CTO
Montgomery County Government	Timothy Firestine, Chief Administrative Officer	Harash (Sonny) Segal, CIO
Housing Opportunities Commission	Stacy Spann, Executive Director	Ian Williams, CTO
County Council	Steve Farber, Council Administrator	Costis Toregas, Council IT Advisor

ITPCC Goals and Strategies

ITPCC seeks to employ strategies that empower digital citizenship where interagency efforts and information technologies are better aligned to improve how our residents live, work, and learn.

- **Digital Citizenship/Digital Montgomery**
 - Improve and expand resident and employee access to data, information, and tools
- **Strengthening IT Infrastructure**
 - Provide a high degree of accessibility, reliability, security, and robustness to meet the long term needs of Digital Montgomery.
- **Sustainable Plan for Managing IT Assets**
 - Maintain the health of major IT Systems, anticipate and plan for replacements and upgrades, enable resource allocation decisions for critical infrastructure that avoid “fix on failure” consequences.
- **Continuity of Operations and Risk Management**
 - Strengthen preparedness and ability to respond to ever evolving risks
- **Strategic Visioning and Planning**
 - Engage in long range visioning, establish where we are, and want to be; determine what is needed to reach our goals; and develop implementation strategies to get there.

ITPCC FYs15-16 Work Program

The following projects were implemented consistent with the goals and strategies of the ITPCC mission. This work program was adopted by ITPCC on August 8, 2014. Final project closeout activities are underway.

FYs 15-16 Projects

Sponsor	Project	Description	Status
MCG-DTS	Interagency Open Data Program [Pilot]	Extend MCG Open Data capabilities to ITPCC agencies, providing them with the ability to publish their open data sets to the MCG Socrata site, leveraging the utility of the MCG tool to citizen and employee access to data.	<u>Completed.</u> Interagency capability to publish open data sets to MCG Socrata OpenMontgomery site now enabled. https://data.montgomerycountymd.gov
MCG-DTS	Interagency Web Search Capability [Pilot]	This project successfully developed and tested a Google search solution for searching across agency websites rather than searching each site separately, thus presenting the digital citizen with a more comprehensive view of information they are seeking.	<u>Completed.</u> A <i>Web Content Search and Discovery Guide</i> was created for site administrators. Fully operational interagency search capability available at: www.montgomerycountymd.gov
MNCPPC	Interagency GIS Data Portal	A web-based GIS portal to host interagency GIS data and applications using ESRI ArcGIS Online (AGO) cloud services. Provides a central location from which GIS data and web GIS applications from County agencies can be found and used. Dramatically expands citizen and employee access to GIS data, applications, and tools.	<u>Completed.</u> The portal currently contains 85 different map services comprising over 200 different mapping layers; 25 different web applications have also been registered to the portal. The <i>gisMontgomery Guide to Best Practices for Publishing Content to ArcGIS Online</i> documentation for County users was developed and disseminated. Site is fully operational and available at: http://gisMontgomery.maps.arcgis.com/home/
MCG-DTS	FiberNet II Buildout	Perform the FY15-16 FiberNet CIP program; implement NOC solution; complete HUB configurations; add new sites; finalize SLA, CONOPS, and SA details for each agency. Develop FYs17-18 FiberNet work plan; obtain CIO and ITPCC approval.	Most ARRA funded MCPS and HOC sites now lit; NOC IOC achieved 10/1/2015 per DTS; SLA, CONOPS, and SA's-- final editing underway; HUB re-configuration continues; 3 DWDM sites to pilot FiberNet III currently underway ; 8 HUBs to be DWDM enabled by end of FY17. ITPCC approved the FiberNet FYs17-18 work plan on 2/2/2016.
ITPCC/MCG	FiberNet Configuration Change Control Board [CCB]	The CCB is established to control, manage, evaluate, prioritize, approve, plan, integrate Change Requests and Major Network Event (MNE) fixes into the baselined FiberNet network, and maintain a permanent archive of change documentation for the FiberNet system.	<u>Completed.</u> FiberNet Change Control Board [CCB] Charter approved by ITPCC 2/2/2016. Next steps require a formal CCB Kickoff with CCB training to be conducted. CCB operationalization pending DTS implementation of automated CCBMS, or alternate solution by DTS.

FYs 15-16 Projects

Sponsor	Project	Description	Status
WSSC	Agency Project Coordination (APC) project--[Interagency mobile application dev./coordination]	The Agency Project Coordination system (APC), a cloud-based solution administered by WSSC, allows “near real-time” data sharing, analysis, and reporting capabilities that is critical to planning, coordination and management of infrastructure projects within the public Rights-of-Way. APC promotes consistency and transparency in the management of public planned infrastructure improvement activities through near real-time information among Counties and Utilities on planned and on-going construction projects in County Rights-of-Way; prevention of unnecessary pavement cuts; and the ability to have a Geographical view of projects with visual detection of conflicts between construction projects.	<u>Completed.</u> This project demonstrates the improved service delivery to ratepayers and taxpayers that may be achieved through a multi-agency, integrated, and coordinated effort.
ITPCC	Major IT Systems-Health and Replacement Priority	Each agency reports the health and replacement priority of their major IT systems, categorized as ‘red’, ‘yellow’, ‘green’ reflecting urgency to act and risk, and avoid a ‘fix on fail’ default position. Results are summarized into an Interagency view.	<u>Completed.</u> FY16 status completed 3/24/2016.
MCG-DTS	Cyber Security, Continuity of Operations, and Risk Management	The CEB (Corporate Executive Board) Security Controls Maturity Benchmarking Service provided the participating ITPCC agencies with the capability to assess and map individual agency security maturity levels as measured against a common standard security reference model (NIST 800-53). Each agency received a detailed Security Controls Maturity Benchmarking report, including individual consultations on findings and recommendations. Additionally, CEB created an interagency analysis intended to identify those areas that could potentially yield best return on investment. This was presented to the ITPCC on February 2, 2016. This is first interagency security maturity risk assessment completed against a standard reference model for Montgomery County.	<u>Completed.</u> ITPCC Executive briefing completed on 2/2/2016.

FYs 15-16 Projects

Sponsor	Project	Description	Status
MCPS/MNCPPC	CIO IT Retreat	Plan and conduct a facilitated CIO IT Strategic Planning Retreat. Gartner Group lead the retreat.	Completed FY15. Affirmed interagency approach to program and issue management. Planning discussions underway with CIO Chair for a FY17 CIO retreat.
MCG-DTS	FiberNet Strategic Plan	Commission a FiberNet participating agency focused strategic plan; select project team; define goals, Project Scope, timeline, and deliverables; select a consultant to assist in creating the plan, and design decisions. Focused on estimated long range agency FiberNet III requirements through 2025. Fund within FiberNet project with Cable Fund revenue.	Feasibility discussions actively underway. Formal project initiation phase anticipated for late FY16; project execution and completion in FY17.
ITPCC/WSSC	Interagency <u>Enterprise</u> IT Strategic Plan	Explore feasibility and interest in developing an interagency enterprise IT Strategic Plan/Roadmap.	<u>Deferred</u> until all agencies complete individual IT Strategic Plans. WSSC and MCPS are completed; MNCPPC estimated for June 2016; MCG and MC later in 2016.
HOC	Interagency Social Media Communications Pilot	Test several social media options to enhance interagency virtual collaboration and reduce need for face to face communications.	Initially deferred at sponsor's request; cancelled when lead Project Manager left the agency. May reconsider for FY-17-18

ITPCC FYs17-18 Work Program

This is a draft work program for FYs 17-18 and is subject to ITPCC adoption after FY17 final budget actions in May 2016 when agency resource commitments are fully known, and resources for interagency project work may be assigned.

Project sponsorship, and assignment of the agency Lead Project Manager for each project is subject to CIO recommendation and final ITPCC approval.

Additional fiscal resources may be requested once project planning is sufficiently advanced.

FYs 17-18 ITPCC Work Plan

	Project	Description	Status
	FiberNet Buildout	Complete FiberNet II; start transition to FiberNet III; Light remaining ARRA sites; complete ARRA fiber terminations into Hubs; buildout MC MOU dark fiber network; document FiberNet physical plant using OSPInsight; Add FiberNet support staff; stand up DWDM demonstration network for MC, WSSC, and the PSCS project; enable 8 Hub sites for future DWDM; Operationalize the FiberNet Configuration Control Board [CCB]; complete FiberNet Network Operations Center (NOC) implementation. Add new sites.	ITPCC approved the CIO recommended FiberNet work plan on 2/2/2016.
	FiberNet Strategic Plan/Roadmap	Commission a FiberNet participating agency focused strategic plan; select project team; define goals, define Project Scope, timeline, and deliverables; select a consultant to assist in creating the plan, and design decisions. Focus on long range agency FiberNet III requirements and network design and technical requirements through 2025 [i.e. a 10-year infrastructure view].	Feasibility discussions started. Formal project initiation phase in FY17; project execution and completion in FY17, funded from FiberNet Project.
	Interagency Wi-Fi Expansion Project (public access)	Phase I. A multi-year, multi-phase, multi-agency project. Extend current MCG requirements survey to all participating ITPCC agencies and perform Wi-Fi service gap analysis, determine requirements and define scope, preliminary cost estimates, agency resource requirements, FiberNet bandwidth impact and requirements, potential for Public Private Partnerships, and recommend an implementation solution including timeline.	Phase I Initiation phase in FY17. Feasibility discussion initiated to understand potential project scope requirements and issues. Accurate determination of <u>impact on FiberNet</u> , and likely resources needed to maintain and operate is essential for this project.

FYs 17-18 ITPCC Work Plan

Project	Description	Status
<p>Interagency Unified Communications(UC) Platform [Pilot]</p>	<p>Pilot a Unified Communications solution/strategy for integrated voice, video, and data and messaging. Determine feasibility of expanding (or making available) to all ITPCC to share a common platform leveraging existing infrastructure investments (FiberNet) and desktop software (Office 365) to provide a common UC solution across Montgomery County agencies. Potential PBX solution with VOIP to the Cloud.</p>	<p>Feasibility discussion and initial scope review underway in FY16. Initiation phase in FY17.</p>
<p>Shared Data Center [Pilot]</p>	<p>Leverage Montgomery College data center at the Takoma Park/Silver Spring campus for ITPCC agencies with interest in this facility as a primary or back-up Data Center; DR collaboration. Pilot first phase with MNCPPC.</p>	<p>Feasibility discussions between MC, MNCPPC, and MCG [for FiberNet service]. Initiation phase in FY17.</p>
<p>Interagency Cybersecurity Collaboration Project</p>	<p>Focus on sharing cybersecurity resources and leveraging the Montgomery College Cybersecurity Training Facility to meet the need for additional cyber workers--training path for interns; work-study placements, and building mentoring relationships. Explore potential for individual agencies leading efforts for specific security domains where they have deep expertise.</p>	<p>Feasibility discussion in CIO Subcommittee. Initiation phase in FY17.</p>
<p>K-14 Broadband Access After Hours</p>	<p>Insure that no MCPS or MC student is disadvantaged due to lack of broadband/internet 'after-hours' access so coursework and assignments requiring internet access may be completed. [A <u>Joint Executive/Council/Agency</u> commitment (i.e. Resolution, or other)] to supporting <u>permanent program requirements</u> is an <u>essential first step</u>.]</p>	<p>Very preliminary discussions. Role, if any, of ITPCC yet to be determined.</p>

FYs 17-18 ITPCC Work Plan

Project	Description	Status
<p>Interagency Open Data Expansion—Phase II</p>	<p>Present the MCG 5-year Open Data implementation plan to ITPCC agencies. Solicit potential multi-year open data sets likely from interagency participation (agencies to clone MCG methods and templates as appropriate); estimate resource requirements needed to publish via MCG Socrata. Develop multiyear interagency publication strategy and plan</p>	<p>Phase II in FY17, beginning with scope determination, resource requirement estimates, and agency priority relative to other projects.</p>
<p>Interagency Social Media Communications Pilot [FY16 Carry over]</p>	<p>Test social media options for viability to enhance interagency virtual collaboration, and reducing need for face to face communications and meetings. Tools such as Skype for Business, WebEx, Go To Meeting, and others may be examined.</p>	<p>Initially deferred at sponsor's request; cancelled when lead Project Manager left the agency. CIOs reconsidering for FYs17-18, and important tool to ease.</p>
<p>Enterprise Strategic IT Plan [FY16 Carry over]</p>	<p>Harmonizing investments in IT platforms for operational improvements and new innovations requires coordination with an overall Strategic Plan for all Agencies; relating strategies to disparate budget cycles and decision making processes should also be addressed, as well as the role of the Interagency Technology Fund (ITF)</p>	<p>Begin discussions in FY2017 as to required policy commitments and propose 2018 strategy to ITPCC principals</p>
<p>County Broadband Roadmap</p>	<p>Development of a County Broadband Roadmap is sponsored by the GO Committee and MCG-DTS, with participation of the ITPCC CIO Subcommittee members. The current Roadmap Planning threshold is current 3 years.</p>	<p>Development is underway. ITPCC CIOs participating in MCG-DTS <u>facilitated</u> work sessions to assist in development of the Broadband Roadmap: February 26, 2016, April 8, 2016, and April 15, 2016</p>

ITPCC Work Program Update

Questions, Comments, and Discussion