

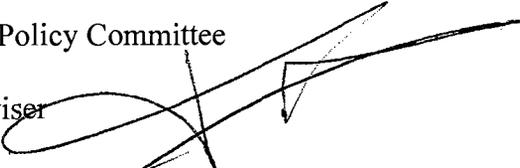
GO COMMITTEE #2
September 15, 2016

Worksession

MEMORANDUM

September 13, 2016

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: Interagency Technology Policy and Coordination Committee (ITPCC) - Open Data and Work Plan Update

Expected to attend:

ITPCC CIO Subcommittee Members:

Henry Mobayeni, M-NCPPC (Chair)

Sherwin Collette, MCPS

Mujib Lodhi, WSSC

Carl Whitman, Montgomery College, or representative

Sonny Segal, Montgomery County Government

Ian Williams, HOC

Gary Thomas, ITPCC staff

OMB representative

Summary of Staff Recommendations:

1. Continue to encourage County agencies to establish Open Data practices and policy.
2. Discuss the final version of the 2017-18 ITPCC work program, and encourage ITPCC CIO leaders to consider funding mechanisms for priority projects. Specifically, the shared Voice over IP (VoIP) telephony and Homework Gap projects are important and timely, and the GO Committee should encourage their deployment in FY17.
3. Initiate discussions with the ITPCC Principals to consider time-related goals and management oversight for completing projects deemed priority by ITPCC and the GO Committee.
4. Request that MCG Office of Management and Budget consider an undesignated Current Reserve level appropriate to fund priority ITPCC programs, a proper role of the existing ITPCC NDA, and a mechanism for the ITPCC Principals to authorize expenditures when projects are ready to move forward as collaborative projects across agencies.

Background

The Interagency Technology Policy and Coordination Committee (ITPCC) is a unique institution; it brings together all six agencies of County government, both at the highest policy level through their Executives, and at the technology level through their CIOs, to jointly consider strategies that optimize the deployment and use of information technology for all County residents, visitors, and businesses. Given the stovepipe nature of the budget development and implementation cycle within agencies, the utility of a single entity that can collaborate on solutions that cross administrative boundaries is essential, both today and for the future. The enabling legislation for ITPCC is on ©1-2.

A number of questions regarding current active issues of interest to the Committee were posed by Council Staff; answers reviewed and approved for release by the Chair of the CIO subcommittee follow, including Council Staff comments where appropriate.

1. The Open Data report, which was distributed on July 28, 2016, gives a clear snapshot of agency progress. More activity is planned within the FY17 Work Plan. It would be useful to know whether the ITPCC member agencies see opportunities to enhance the current status of this effort, whether funding, policy support or community involvement is present or can be improved in both individual, as well as collective efforts towards Open Data, and whether the explicit policy directives found in County law 23-12 could be more helpful in Agency efforts.

ITPCC intends to continue the Open Data project in a Phase II effort for FYs17-18. A significant influx of new interagency datasets into the MCG Open Data program will trigger an enhanced resource requirement for MCG DTS since they are currently engaged in implementation of the 5-year Dataset Publishing Plan for the MCG departments. The most current status for interagency Open Data efforts is reflected in the baseline report, ITPCC Open Data Program Baseline Report, July 15, 2016, provided to the GO Committee, ITPCC members, and Staff on July 28, 2016. Agencies will continue to utilize the MCG Technology Services Open Data implementation program as the primary reference model for this effort, including their published guidelines and other materials, and requirements defined in the County law 23-12. Future requirements will be more accurately determined as agency planning for the Interagency Open Data Phase II project effort unfolds.

Council Staff comment

The approved ITPCC 2017-18 Work Plan is on ©3-6. It is expected to be endorsed by the ITPCC Principals in their fall meeting, and a mechanism for funding priority projects developed and implemented. In particular, the Open Data efforts should be endorsed by the GO Committee and explicitly identified within each agency work program.

2. The Broadband roadmap, which is now complete, is a strong vision of Government's use of connectivity to help meet government, business and citizen requirements. However, no priorities appear to be established among the many projects listed, nor a budget framework that can help turn them to action; please explain how this will occur, and who will have the responsibility to plan and execute.

The Broadband Roadmap [7/20/2016 version 1.0] implementation will be managed as a project within the larger ITPCC Work Program for FYs17-18. On July 22, 2016 the CIO Subcommittee approved the recommendations for the ITPCC FYs17-18 Work Plan which includes Broadband

Roadmap implementation. The CIOs, in their July 22nd meeting, unanimously approved to oversee the Broadband Roadmap project sponsored by MCG DTS. The FYs17-18 ITPCC work plan project portfolio is the largest and most complex ever undertaken by the ITPCC and will require significant effort to implement. Once ITPCC Principals approve the ITPCC work program, the subprojects within the portfolio will be managed within the CIO Subcommittee and overseen by the ITPCC. Priorities will be established by the CIO Subcommittee, project sponsorship/responsibility will be finalized, lead project managers and project staffing will be assigned, project scope will be determined, project timelines and deliverables will be specified, project resource requirements will be determined and requested, and project execution will be initiated, managed, reported, and finally closed out.

Council Staff comment

There are several initiatives involving the ITPCC agencies and broadband deployment; to display and highlight the interrelationships between them, ©7 illustrates the three major projects:

- FiberNet, an effort impacting all agencies and managed by DTS;
- Broadband Roadmap, an effort to identify and plan for all broadband efforts in the County; and
- ultraMontgomery, an initiative of MCG to develop and deploy public/private efforts to support economic development through high speed connectivity.

FiberNet already has both management and technical structures to guide implementation forward, including the most recently created Change Control Board composed of all agency experts that approves major changes in the fiber network connecting hundreds of agency locations. However, no such formal structure exists for the implementation of the Broadband Roadmap - something that will have to be organized this calendar year to move this ambitious effort forward.

3. A similar set of questions applies to the final ITPCC Work Plan; there is no priority established among the many projects listed, nor a budget framework that can help turn them to action; please explain how this will occur, and who will have the responsibility to plan and execute.

See #2 above.

4. Within the Work Plan, the Homework Gap effort continues to be a high priority for the Committee; what activities have occurred since the GO and ED committees heard from the CIO leads in this important project?

The ITPCC acknowledges the importance of addressing the “Homework Gap”—after-hour student access to broadband and computers to complete homework. A multi-year, multiphase project is possible for this effort. On July 22, 2016, the CIO Subcommittee received the latest update regarding the Comcast Internet Essentials initiative announced on July 15, 2016. Additionally, MCPS recently affirmed that addressing the achievement gap will be one of their highest priorities, which suggests that the Homework Gap may be of particular interest to MCPS. Once final ITPCC approval of the work plan is obtained, formal project initiation will occur.

Council Staff comment

The development of an implementation cycle for the ambitious 2017-18 work program and funding for priority projects is a priority and should be supported by the GO Committee.

5. During the budget cycle, the Committee heard of plans underway to take advantage of ITPCC in order to address shared demand for VoIP systems in agencies; what progress has been made?

Investigation of alternative solutions to the traditional PBX for voice communications such as telephony in the Cloud appears as a project recommendation for the FYs 17-18 ITPCC work plan. Agencies currently pursuing alternative solutions will effectively serve as “pilot” implementations, sharing approach and lessons learned, and potential joint efforts with other ITPCC agencies. The College plans to release an RFP in September 2016 for its next-generation Unified Communication system. The college intends to include the appropriate procurement language that would enable ITPCC agencies to leverage should they opt to do so.

6. Does the current funding mechanism for ITPCC projects help the development and implementation of projects impacting all agencies? What new ideas could be explored in advance of the FY18 cycle?

It has been a long standing position within the ITPCC agencies that current budget and funding mechanisms, both CIP and Operating Budget processes, including the “regular” budget process, and supplemental appropriation processes, are adequate for all interagency project funding needs. There is no need for another ad hoc, budget/funding process. In 2008, prior to the onset of the Great Recession, the Council resolved that a small part of the undesignated Current Revenue reserves (\$2.1 million) be formally designed (i.e. reserved) to fund interagency technology projects. These reserved funds were unappropriated reserves, meaning that agency specific projects could be funded via direct appropriation from this source to the agency leading the project effort. This worked very well, but by early 2009, the recession necessitated removal of the designation for the technology fund reserves and redirection of the reserve for the fiscal emergency. Reestablishing a designated Current Revenue reserve (i.e. unappropriated funds) specifically for interagency technology projects could encourage interagency project development in the years ahead.

Council Staff comment

The Office of Management and Budget should consider the designation of a Current Revenue reserve at the earliest time, and provide that to the ITPCC Principals through the Interagency Technology Fund (ITF) or through the ITPCC NDA, to help move the ambitious ITPCC work program forward to action. An oversight mechanism and appropriate resources should be added to the current ITPCC framework to establish a new network for interagency project execution.

Resolution No.: 12-1758
Introduced: July 19, 1994
Adopted: July 26, 1994

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: Councilmember Praisner

Subject: Reconstitution of Interagency Technology Policy and Coordination Committee

Background

1. The County Council recognizes the importance of all forms of technical innovation, especially those rapidly changing electronic technologies such as computer mapping, telecommunications, and automated information services.
2. The County Council established the Interagency Technology Coordination Committee by resolution on July 27, 1984.
3. The efforts of the Interagency Technology Coordination Committee and its subcommittees since 1984 fostered the coordination of county computer systems, information processing and purchase of computer hardware and software, and the committee provided valuable budget recommendations to the County Council.
4. The Council desires that these activities continue to expand to keep pace with the need for planning and coordination, especially in the areas of computer mapping and telecommunications, with their emerging opportunities for interagency linkage and economies of scale.

Action

The County Council for Montgomery County, Maryland, approves the following resolution:

The Interagency Technology Coordination Committee is hereby reconstituted with broader responsibilities as the Interagency Technology Policy and Coordination Committee.

This Committee shall have the following general duties and responsibilities:

- (a) to promote and enhance the coordination of technological innovation among and within the various agencies of government in Montgomery County, with particular emphasis on electronic technologies relating to telecommunications, computer mapping, and automated information systems.
- (b) to create a communication vehicle by which the various agencies of government can assist the County Council and each other to develop sound and efficient public policies to evaluate alternative uses of these technologies as they proliferate and become more important to the cost and operations of government.
- (c) to facilitate the coordinated implementation of such countywide policies through the mutual development of practical plans, proposals, and recommendations concerning individual agency expenditures for electronic hardware, software, equipment, and related issues.
- (d) to provide a discussion forum for the sharing and evaluation of information pertaining to such new technologies, including their various economic, social, and operational costs and benefits.

This Committee shall begin fiscal year 1995 with the following specific duties and responsibilities:

- To recommend, by September 30, the appropriate relationship between the ITPCC and the Technology Innovation Fund Committee.
- To recommend a procedure for the selection of the ITPCC Chairperson and the Chairpersons of the subcommittees.
- To develop a proposed committee work program for fiscal year 1995, based on perceived needs and priorities.
- To review this work program with the Management and Fiscal Policy Committee within three months from the adoption of this resolution, and to maintain general liaison with the Council through its MFP Committee and thereafter.
- To request the commitment of resources from each member agency sufficient to show significant progress in implementing this work program, with an approximate schedule of meetings of the full committee, and such similar meetings of the subcommittees as are necessary to accomplish the objectives of the work program.
- To recommend joint ventures to research and implement automation solutions, such as document imaging.
- To recommend a standard data collection spreadsheet that can collect the costs of all computing, telecommunications, and GIS activities of all agencies into standard classifications.
- To recommend a mechanism for soliciting appropriate non-agency, private sector support and input in these efforts.

The Committee shall be composed of the following government officials:

- The Montgomery County Chief Administrative Officer
- The Superintendent of Montgomery County Public Schools
- The President of Montgomery College
- The Chairman of the Montgomery County Planning Board
- The General Manager of the Washington Suburban Sanitary Commission
- The Staff Director of the Montgomery County Council, who shall serve as an ex officio, non-voting member

Initially, there shall be established also three standing subcommittees, called respectively the GIS Subcommittee, the Telecommunications Subcommittee and the Computer Subcommittee, which shall take direction from the Interagency Technology Coordination Committee, and which shall be composed of one member from, and designated by, each of the voting agencies represented on the Interagency Coordination Committee.

The Chairman of the Montgomery County Planning Board shall be the Chairperson of the Committee for FY95 and shall be responsible for the normal duties of a committee chairman, including the appointment of chairs to subcommittees, and such other tasks as may be appropriate from time to time.

The funds placed in the Montgomery County Department of Information Systems and Technology (DIST) FY95 budget shall be used to provide appropriate support to the Committee and its subcommittees.

This is a correct copy of Council action.

Kathleen A. Freedman, CMC
Secretary of the Council

Interagency Technology Policy and Coordination Committee FY 2017-2018 Work Plan

Vision

We coordinate and align technology solutions to transform how the citizens of Montgomery County live, work, and learn. We expect our efforts to expand opportunities for our residents and improve the quality of life of our community.

Strategy: Access to Data, Information, and Tools

Create public and private options that expand Montgomery County residents' access and skills to leverage technology to improve their lives and participate in the digital economy.

- 1. Identify and eliminate economic and institutional barriers to broadband access in all communities**
 - Develop a joint Executive and County Council policy statement that articulates support for broadband access for all residents
 - Establish processes and practices to survey, identify, and map broadband availability, service gaps, and usage—including working with ITPCC member agencies and community groups
 - Explore and support use of alternate technology options to expand broadband access

- 2. Leverage available ITPCC member agency infrastructure and contracting options to expand public broadband access**
 - Provide free high-speed Internet services in public areas and around appropriate ITPCC member agency facilities
 - Extend FiberNet to provide broadband to low income county residents
 - Review planned state, regional, and county broadband infrastructure projects and activities to identify partnership opportunities
 - Develop and implement provider and consumer incentives accordingly for last mile installation or service subscription to encourage adoption and facilitate affordable services
 - Evaluate Wi-Fi on public transportation options

- 3. Expand equitable participation and access to K-14 digital learning opportunities**
 - Maximize participation in low cost broadband programs for low income residents
 - Expand equitable access to broadband-enabled devices
 - Develop programs to make residents' and students' devices more affordable
 - Identify need and options for creating sustainable sources to underwrite device and access costs

- 4. Support broader participation and economic empowerment**
 - Expand Digital Literacy
 - Identify digital literacy training offerings within Montgomery County and create options for a website or app to enable county residents to find these programs

- Develop and support programs and strategies to increase digital literacy among county residents
- Expand program options that leverage the use of ITPCC member agency facilities to support digital literacy training programs
- Leverage ITPCC member agency resources and infrastructure to create instruction hubs that will support and grow the number of people available to provide digital literacy training at ITPCC member agency facilities and other learning centers
- Expand e-learning and digital education opportunities
- Empower county residents to leverage technology
 - Expand use of technology to improve the delivery of constituent services
 - Develop programs and strategies to educate the public about the benefits of technology
 - Empower county residents to leverage technology to improve their daily living
 - Create training opportunities for county residents to become entrepreneurs in the digital marketplace
 - Support consumer Internet of Things (IoT) pilot projects
- Examine options for expansion of interagency Open Data initiative, and review the MCG five-year Open Data implementation plan and methodology

5. Offer training and retraining opportunities to meet changing workforce demand

- Identify in-demand skill sets and design and align supporting training and development programs
- Expand funding to support enhanced technology training for ITPCC member agency staff
- Secure support for joint K-14 enrollment and professional development opportunities to make it easier for students and county staff to take training offered by outside entities
- Offer communications skills training for technology staff
- Expand and enhance internship programs, utilization, and intern partnerships with local businesses

Strategy: IT Infrastructure

Maintain a robust, reliable and cost-effective county network which provides all the capacity needed for any agency to support its mission

I. Enhance the FiberNet Program

- Implement approved FiberNet work plan and support FiberNet III development
- Create ITPCC countywide FiberNet Operation Roadmap
- Institutionalize FiberNet network support and procedures
- Strengthen FiberNet operational organization
 - Remove single-threaded function limitations
 - Expand the FiberNet NOC, as needed
- Strengthen review of inter-agency technology initiatives to facilitate FiberNet strategic planning

2. Complete FIBERNET II build out and begin transition to FIBERNET III

- This will include agreement by ITPCC member agencies and identification of specific action steps and timelines for a five to seven-year planning cycle and roadmap

3. Expand strategic planning and sharing of information and technologies among ITPCC member Agencies

- Ensure that all agencies' IT strategic plans are current by December 2016
- Identify common technology uses and plans through review of IT strategic plans and discussion
 - Build a baseline of what agencies are using FiberNet for today
 - Build a baseline of what common technology solutions agencies are using today or planning to use
- Anticipate and predict agencies business-driven future capacity and related technology needs
- Develop an interagency Wi-Fi expansion project that assesses ITPCC member agency Wi-Fi service gaps, determines requirements and defines scope, preliminary cost estimates, agency resource requirements, FiberNet bandwidth impact and requirements, potential for public private partnerships, and recommended implementation options and timeline

4. Identify and support cost-effective interagency adoption of complementary broadband technologies and services, where appropriate

- Identify and agree to leverage shared services, as appropriate
 - Explore the feasibility of sharing a common unified communications platform for voice, video, and messaging that leverages existing FiberNet infrastructure and desktop software
 - Explore the feasibility of improving in-building cellular, public safety, and Wi-Fi coverage for tenants and first responders by using distributed antenna systems and/or small-cell technology to provide building-wide solutions to enhance radio signals throughout the entire premise

5. Identify legal requirements to offer public and private fee for service

- Determine legal authority for FiberNet, county, or other Agency as appropriate, to offer services for fee to other Agencies or non-government entities
 - Determine legal authority for FiberNet, county, or HOC and other housing authorities to offer services for fee to their residents
 - Determine requirements to make services offered by county or FiberNet eligible for E-Rate, Lifeline, and similar federal funded programs
- Identify legal and financial requirements and governance issues to create a multi-agency fund that can accept funding from multiple sources

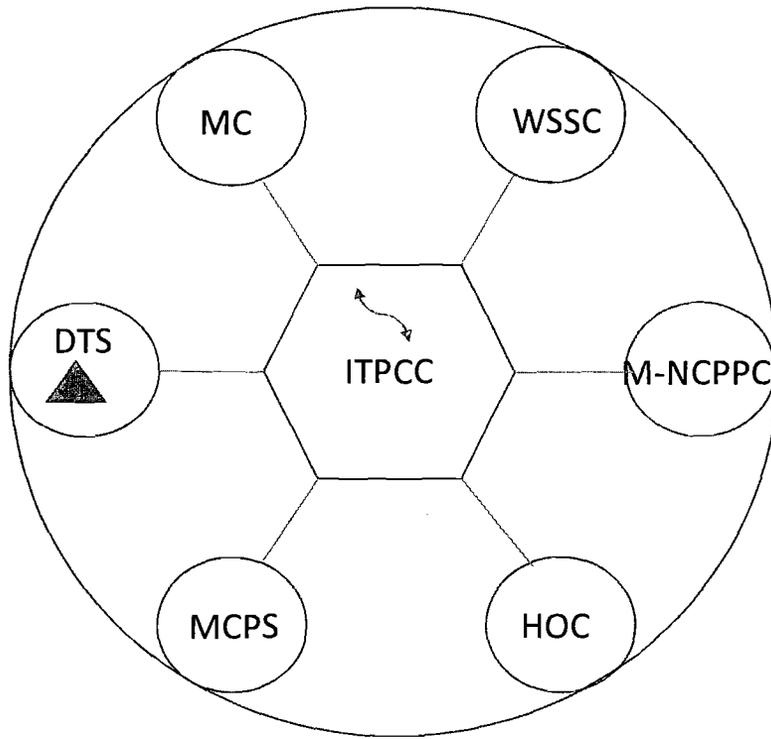
Strategy: Sustainable Investments

- I. Identify the need for designated funding to support collaborative efforts.

Strategy: Continuity of Operations and Risk Management—Security

1. Assess opportunity, process, implications, and costs for leveraging the 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
2. Explore options and practical business cases for disaster recovery collaboration among member agencies
3. Develop an interagency cybersecurity collaboration pilot that investigates options and practices for sharing cybersecurity resources and leverages the Montgomery College Cybersecurity Training Facility. An important focus of this pilot will explore addressing the how to meet the need for additional cyber security staff. This will include, but not be limited to exploring intern training path development; work-study placements, and building mentoring relationships. In addition, the pilot effort will examine the potential for individual agencies leading efforts for specific security domains where they have deep expertise

Element	MCG	ITPCC
 Broadband RoadMap		Owns and drives
 ultraMontgomery	Owns and drives	
 Fibernet	Owns and Operates	Uses and Drives



BroadBand elements in Montgomery County