



Washington Suburban Sanitary Commission

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September 10, 2014

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:

The Interagency Technology Policy and Coordination Committee (ITPCC) is pleased to offer this update regarding the status of the FYs15-16 work program. On May 30, 2014, after Council's final action for the FY15 budget, the CIO Subcommittee unanimously recommended the FYs15-16 ITPCC work plan to the ITPCC Principals for approval. No changes were requested to the draft work plan presented to Council on March 31, 2014. On August 8, 2014, the two year work plan was unanimously adopted by the ITPCC. The approved plan is attached for reference. The plan consists of a portfolio of projects intended to align interagency technology efforts to improve how our residents live, work, and learn in a digital Montgomery County. This project portfolio is arrayed along five program areas: Expanded Access to Data and Information; Strengthening the County Digital Infrastructure; Exploring Strategies for Sustaining IT Assets and Investments; Managing Risks and Ensuring Continuity of Operations; and Strategic Visioning and Planning. The CIO Subcommittee is scheduled to meet on September 15, 2014 where it will focus on initiating the various projects contained in the approved work plan.

For this ITPCC update Dr. Toregas has requested updates on several items that include: interagency progress on Open Data (publishing data sets and agency Open Data policies); the status of progress on establishing a FiberNet NOC; and reviewing the process ITPCC uses for identifying and approving "emerging pipeline" projects for future ITPCC work plans(FY16 and beyond).

Interagency Open Data Update

The Interagency Open Data Pilot Project introduced in the FYs13-14 work plan was intended to enhance 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 using the cloud-based Socrata platform. This pilot project resulted in a massive knowledge transfer to all participating ITPCC agencies. The agency datasets are currently in a “soft-launch” status in the private development area of dataMontgomery and undergoing some final technical adjustments, dataset edits, and final agency agreement reviews that are expected to be finalized over the next several weeks. When completed, each agency should have at least one (in some cases more) publishable data set using the MCG Socrata Open Data solution demonstrating the expansion of the Open Data program capability to the ITPCC agencies.

The FYs15-16 project efforts will focus on expansion of interagency open dataset offerings, and on development of the individual agency open data policies that will govern participation and expansion of this effort. The ITPCC agencies will again look to MCG-DTS for guidance in developing agency open data policy documents, and will consult with the CIOs and Council staff as this effort is expanded. It should be noted that MCG-DTS is likely require additional resources to service the workload impact of expanded dataset offerings from the additional ITPCC agencies along with the MCG Open Data Implementation Plan. These, and other, requirements will be determined and documented during FY15.

Finally, the ITPCC would like to express the appreciation and acknowledge the support and efforts provided by John Gillick and Victoria Lewis (both from MCG-DTS) for leading this project for the ITPCC. We literally began this effort with a blank page and no capability to publish open datasets. We now have an operational interagency capability to participate in the County Open Data program. It would not exist without their excellent work.

FiberNet Network Operations Center (NOC) Update

The FYs13-14 ITPCC work plan included development of recommendations for establishing a network operations center (NOC) for FiberNet, the County owned fiber optic network that provides high speed network infrastructure to the ITPCC agencies. The solution was recommended unanimously by the FiberNet Technical Advisory Group (ITAG), and approved by the CIO Subcommittee and

ITPCC, but ultimately not funded in the final FY15 budget action. Today, FiberNet remains a “best effort” network causing reluctance of agencies and others to utilize the available capabilities because of unacceptable risks imposed on critical business processes.

In recognition of the urgent need and ITPCC desire for a NOC solution, the MCG CIO, Sonny Segal, submitted a supplemental funding request to OMB on August 13, 2014 that is currently being evaluated by OMB staff. FiberNet is a critical service where availability and continuity of critical communications and services to all ITPCC agencies is essential. The expansion of FiberNet increases exposure to faults and failures and drives the compelling need for a NOC that is equipped to monitor network operations and identify component failures proactively where prompt response to failures exceeds the current “best effort” environment. The FiberNet hub re-build effort required to transition to FiberNet II and fully utilize the new ARRA fiber additions involves very complex changes which challenge maintenance of continuity of operations that could be mitigated by a functional NOC solution. Reluctance to transition mission-critical services from commercial network solutions to FiberNet could be overcome and potentially result in significant cost savings over the long term. Once the NOC solution is funded, detailed work on agency specific Service Level Agreement (SLA) documentation that is currently suspended will resume. Long range strategic initiatives under discussion will require a solution to the current “best effort” approach if they are to be realized.

The current estimated FY15 cost is \$360,000, assuming a January 2, 2015 implementation date. Efforts are underway to finalize the supplemental budget request with OMB, obtain County Executive approval, and transmit the request to Council by early October 2014.

Process for Identifying Emerging “Pipeline” Projects

The ITPCC and CIO Subcommittee are always open to suggestions and recommended projects. The primary locus for proposed new work plan items for the ITPCC resides in the CIO Subcommittee where potential projects are introduced by agency, non-agency, and County Council sources. They are vetted for appropriateness as ITPCC projects, evolved into formal project proposals for ITPCC review and approval, or rejected and directed to other programmatic resources and processes. Projects may require funding for implementation, or in some cases may be performed with existing staff and resources that are provided by the participating agencies. However, there is no such thing as a “free puppy”. All work plan items require agency resources and

time to perform, and must be sequenced over time in a manner participating agencies can accommodate.

The approved FYs15-16 ITPCC work plan contains several strategic planning items that will inform the direction and development of future projects—FY16 and beyond. These planning efforts range from an interagency CIO strategic planning retreat to more ambitious multiyear, multiagency strategic plan development efforts. Some planning efforts are more specific such as the FiberNet II Utilization Study that is intended to develop a high-level strategic plan for maximizing the potential benefits of FiberNet and the County portion of the Inter-County Broadband Network (ICBN) fiber infrastructure. Requests for additional projects may be introduced to ITPCC during this interval; some may be deferred or dropped as the detailed work commences. It is important to know that the potential projects for the next plan, the draft FYs17-19 plan, are the constant subject of current and ongoing discussions within the ITPCC program, from Principals, to Council members and their staff, to agency staff operating within the various concurrent workgroups, and outside interests who contribute to the interagency IT environment. The process is continuous, ongoing, and necessary in the dynamic world of information technology.

Additional FY15 Project Activities

In addition to the items requested by Dr. Toregas, it is important to note the status of several additional projects.

The Interagency Web Search Capability Project received full funding in the final FY15 budget action on May 22, 2014 where it is funded in the MCG-DTS budget. It will now be completed in FY15. This project will test a solution for searching across agency websites rather than searching each site separately, and presenting the digital citizen with a more comprehensive view of information they are seeking. The Web Search project team re-convened on September 4, 2014, reviewed the project scope and tasks, updated the schedule, and reviewed the planned deliverables. The process of procuring the required Google Site Search capability for the interagency project has been initiated. This project will be completed in FY15.

The GIS Data Visualization pilot project is currently in a “soft launch” mode while technical and administrative adjustments are performed prior to a ‘go-live’ announcement. A common County cloud-based portal (gisMontgomery) for web-based GIS applications using ESRI ArcGIS Online (AGO) cloud services has been developed and populated with GIS data to demonstrate the viability of the solution. This project provides a centralized location for a public facing

Interagency GIS portal web page (<http://gismontgomery.maps.arcgis.com/home/>), where data viewer applications, or simply raw data, can be discovered and used. The formal FY15 project kickoff was completed August 19, 2014. Development of "How to" documentation for users and administrators, training for agency users and content administrators, and AGO license distribution to agency GIS users is scheduled for October 2014. This will greatly expand availability and content of GIS information and applications offered through the GIS portal as users develop and publish their content. A final report detailing the findings from this program, lessons learned, and how this AGO portal can be improved for future use will be issued by the end of 2014.

On August 29, 2014, Council received a \$49,500 requested to fund the Interagency CEB Security Controls Maturity Benchmarking project, an important component of the Interagency Risk Management program. This supplemental appropriation will fund professional services to conduct a structured assessment and analysis of the current information security practice maturity levels in the major County agencies comprising the ITPCC. Project deliverables will result in a determination of security program maturity levels in each of the ITPCC agencies, provide an aggregated security assessment report for all agencies comprising the ITPCC, identify and rank areas of risk for focused attention, and recommend areas for focused remediation so limited resources are directed effectively to enhance overall County information security practices. The outcomes will inform future steps ITPCC will undertake related to the Interagency Risk Management program area. We anticipate initiating the assessment process in October 2014 if the supplemental is approved.

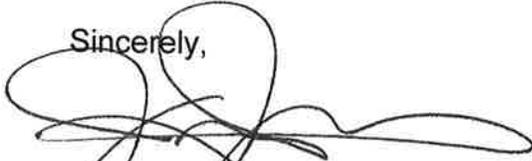
Summary

The ITPCC remains committed to the interagency approach for technology where feasible and continues to support former Councilmember Marilyn Praisner's premise that the "taxpayer sees only one government". The ITPCC will continue to promote and focus on digital citizenship and will continue to pursue opportunities for interagency cooperation and efficient service delivery.

The Honorable Nancy Navarro
September 10, 2014
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The members of the ITPCC thank the County Council for its continued support and welcome its input.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry N. Johnson". The signature is stylized with large loops and a long horizontal stroke extending to the right.

Jerry N. Johnson
General Manager/CEO, WSSC

Chair, Interagency Technology Policy and
Coordination Committee (ITPCC)

Attachment

cc: The Honorable Hans Riemer
The Honorable Cherri Branson
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