

MFP COMMITTEE #2
March 30, 2009

Worksession

MEMORANDUM

March 26, 2009

TO: Management and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: Interagency Technology Policy and Coordination Committee Work Plan

Expected to Attend

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

Background

The Chair of the Interagency Technology Policy and Coordination Committee (ITPCC), Dr. Royce Hanson, has provided the Committee Chair with an overview of ITPCC's accomplishments in FY09, and a work program and operating budget request for FY10. His letter is on ©1-8. Given the uncertain budget environment, he is emphasizing that the workplan may undergo changes, and suggests the finalization of this plan after final budget action is completed in May 2009.

Staff concurs with this recommendation and suggests that the Committee schedule a discussion with the ITPCC principals in June 2009, where final recommendations can be made. The budget impact is minimal as the ITPCC budget is \$5,000 for miscellaneous expenses, and can be recommended for approval as is.

Between now and the completion of the budget, the ITPCC may want to consider an active role that they and their CIO Subcommittee can play in identifying sources of budget savings and service improvements in the face of the expected severe cutbacks across all agencies. Following the adage that “a crisis is a terrible thing to waste”, the opportunity is currently available for technology-based solutions to offer some relief to agencies and departments in Montgomery County. Areas where the Gartner Group, a well known and respected IT consulting group, suggests may be available for cost savings in technology are summarized in the chart found on ©9. The ITPCC reviewed this chart that suggests several “centralization” options that could become viable in the County’s diverse agency landscape under extreme budgetary cutback scenarios. Areas such as call centers, portal management, disaster recovery, data center operations, and several procurement options are all centralization suggestions and ripe for discussion. Similarly, applying uniform policies in areas such as PC replacement and sharing the responsibility of operations across agencies or in partnership mode with the private sector can also provide a source of cost savings.

In addition to reducing the costs of IT delivery, there are also opportunities to use technology as a lever to reduce operational costs in service delivery across agencies. This more difficult arena has been discussed by the ITPCC, and no explicit actions were taken in FY09. Perhaps under more severe budget pressures, the viability of these cross-agency operational improvements may gain viability.

These notions are reflected in a presentation the Council IT Adviser made to the ITPCC some time ago (see ©10-20). The CIO subcommittee of the ITPCC is currently considering these suggestions for possible action. Given the current budget situation that affects all agencies, it is imperative that the role of technology working in unison across agencies be explicitly considered for action. The budget pressure will in all likelihood continue for several years, and it is important to develop a systemic, cross-agency role for technology and its cost saving potential. The Committee should review the benefits of forming a work group of all 6 ITPCC member agencies, tasked with the dual responsibility of looking for ways to reduce IT budgets as well as budgets of service delivery agencies that are not making sufficient use of automation and technology.

Staff Recommendation

1. Accept Chair Hanson’s letter and schedule a final review and approval of the ITPCC FY10 workplan in the June/July 2009 timeframe.
2. Consider the creation of a cross-agency work group tasked with the exploration of a raised role for technology in budget savings and service delivery enhancements by using cross-agency mechanisms. Shared procurement, collaborative deployment of applications, and re-engineering of processes across agencies could form an initial focus, in addition to the elements of the Gartner strategies on ©9. A first report from this group could be expected in October 2009.
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 FY11, so that the possibility of a small number of cross-agency tasks could be established where productivity might be enhanced. Elements like data storage, data back-

up and security, disaster recovery, and network services are a beginning set of such target applications.

4. Continue to support the Interagency Technology Fund (ITF) and its use to seed-fund interagency projects.

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

OFFICE OF THE CHAIRMAN

March 24, 2009

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

Dear Mrs. Trachtenberg:

Thank you for the opportunity to provide this update on the activities of the Interagency Technology Policy and Coordination Committee (ITPCC), and the FY 2010 work program and operating budget request. The ITPCC Principals desire continued funding for FY 2010 citing the benefits and accomplishments of the ITPCC and recognizing the ongoing need for interagency coordination of technology issues.

The current work plan for the ITPCC consists of: implementation of the Interagency Technology Fund (ITF) program approved by Council in March 2008; continued implementation of the FiberNet program through work of the Interagency Technical Advisory Group (ITAG); coordination of potential amendments for the FiberNet CIP project for FY10; review of the FiberNet chargeback policy and assessment of adequacy of the designated FiberNet reserves fund balance; continued focus on the recommendations in the ITPCC *Risk and Consequences Report*; and continuation of the Security and eGovernment Special Interest Groups (SIGs).

These items continue to present significant challenges for the ITPCC member agencies in these fiscally constrained times requiring commitment of staff resources for planning, participation in workgroups, and execution of work tasks associated with these topics. Successful implementation of the ITF program projects, FiberNet Charter requirements, work on recommendations from the *Risk and Consequences* report, and Security and eGovernment SIG group activities have been the focus of ITPCC activities this year.

Interagency Technology Fund (ITF)

In response to the Council request to recommend changes to Technology Investment Fund (TIF) Program, ITPCC recommended creation of a new program intended to enhance use of funds designated for interagency IT projects. On November 21, 2007, the ITPCC approved the CIO Subcommittee recommendations and renamed the old TIF fund to the Interagency Technology Fund (ITF). These recommendations were forwarded to the Council

in December 2007. On March 11, 2008, the Council unanimously approved the Interagency Technology Fund (ITF) in Resolution No. 16-475. In May 2008 Council approved three ITF projects; the GIS Strategic Plan, the Automated Continuity of Operations Planning (COOP) project, and the Public Safety Dispatch Operations Systems (CAD) roadmap study in the final FY09 budget actions. On July 29, 2008, Council approved the Central Vendor Registration System (CVRS) project. The current approved ITF portfolio consists of these four projects. Several additional potential projects were considered but due to the current fiscal emergency formal project requests were deferred. The ITF program exhibits great potential for facilitating interagency projects that improve service delivery and achieve more efficient and effective uses of technology.

The last interagency GIS Strategic Plan was completed in 1996. The current GIS Strategic Planning update consists of two phases. The GIS Phase I deliverables consisted of two reports: a Data Maintenance Strategy Report; and a Business Processes-Interagency Coordination Strategy Report. These were submitted to agencies for review in November 2008. The ITPCC and CIOs received a formal briefing from the consultant on December 5, 2008. Final revisions to the Phase I reports are nearing completion and should be available within several weeks. The Phase I findings include recommendations regarding data maintenance workflows, data models, GIS data standards; enhanced uses of browser based applications such as a GIS data portal and a consolidated and enhanced GIS web presence; a Planimetric and orthographic update plan including a budget projection; establishing an interagency GIS governance model, MOUs, and other elements related to interagency GIS cooperation and administration.

An interagency GIS workgroup convened on January 21, 2009 to define the Phase II GIS scope of work and deliverables. This effort is expected to document current and recommended workflows and responsibilities, identify inefficient and duplicate processes, recommend opportunities for improved efficiencies, provide additional specifications and detailed budgets for the Planimetric and orthophoto update program, and assist with developing a governance model, MOU's, and a GIS budget. The entire project is projected for completion in 2009. This will be the first major update to interagency GIS strategic planning in 13 years. Like the complex FiberNet Strategic Plan, it is anticipated that implementation of the recommendations of the GIS Plan will extend over multiple years.

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. These plans will 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) leads this project assisted by the University of Maryland Center for Health and Homeland Security (CHHS). On September 22, 2008 CHHS staff conducted a COOP training session that provided a process overview and templates for compiling the information needed for agency plans. In February 2009, the COOP vendor service and software procurement was completed. On

March 9, 2009 all agencies were invited to participate in a webinar that introduced the COOP software product to the agencies that will document and manage their COOP plans. The tool exhibits tremendous flexibility for the users. Additional classroom based training sessions are planned to assist both business and technical staff with developing plans and utilizing the software. When completed, agencies and departments of County government will have a significantly improved capability to keep COOP plans current and maintain critical services and business operations when confronted with emergency situations. This project will require a significant commitment of agency staff and time resources as it is completed in FY10.

The Central Vendor Registration System (CVRS) project was approved by Council on July 29, 2008. This system provides vendors with a central portal for registering their services with all County agencies thus improving the integrity of this information for all users and greatly simplifying the registration process for the vendors. This represents an important improvement in procurement services. The CVRS system became operational in January 14, 2009. A final evaluation and assessment of this project is expected to be completed in the fall 2009.

The CAD System Roadmap Study was requested to develop a strategic roadmap to guide the county in procurement of a replacement for the existing system, as well as interim steps to maintain and extend the useful life of the current system. The current Public Safety Dispatch Operations System (CAD) is a multi-department, multi-agency enterprise system. It is based on 1990's technology, not easily upgradeable, or capable of meeting the emerging requirements for processing next generation 911 data, video, text and images. The CAD study is undergoing final review edits and is anticipated for final release within the first quarter of 2009.

The first nine months of ITF implementation have demonstrated this to be a useful tool for stimulating interagency cooperation on IT projects. Agencies are showing interest in other projects but unfortunately the current fiscal environment is severely impacting the capacity of agencies to engage new technology initiatives that are not absolutely essential to their core missions. Even though funding remains constrained within the ITF fund, feasibility discussions continue to explore potential ITF projects such as enhanced video conferencing enabled by our FiberNet system, a possible shared language translation application enabling reuse of translated materials by multiple agencies, an interagency workflow and document management application related to planning processes, and the potential for interagency shared or co-located primary and secondary data centers. ITPCC remains optimistic about the potential for the ITF program in the future.

FiberNet II

Consistent with objectives of the Interagency FiberNet Governance Charter adopted November 25, 2002, agencies continue to seek the highest and best uses of FiberNet. The

Housing and Opportunities Commission (HOC) and DTS successfully completed a VoIP solution as a replacement of the HOC phone system using the County telephony platform. The County is now the 'phone company' for HOC resulting in cost savings and performance enhancements. FiberNet enabled creation of WiFi Hotspots in Silver Spring, Bethesda, recreation centers and County cafeterias. It enables direct connections to the State of Maryland networks and local government networks without going through the Internet. The County now functions as the Internet Service Provider (ISP) for HOC and MNCPPC, and is providing ISP carrier services for the City of Rockville and the American Film Institute.

In FY09 the FiberNet Interagency Technical Advisory Group (ITAG) utilized a standardized template for assessing cost effective alternatives and determining priorities for site connections. This tool was evaluated by ITAG, found to be useful, and will be utilized again for the upcoming FY11 CIP. The ITAG reviewed the current FiberNet fund reserves and recommends no change to the chargeback structure at this time. The FiberNet reserve is essential for providing funds for future upgrades to core network equipment needed to ensure appropriate service levels to the sites at the network edge. The ITAG will continue to review the FiberNet reserve along with OMB to determine if any changes are warranted in future budgets.

All ITPCC agencies are now connected to FiberNet. Connections of MCPS elementary school sites are underway with approximately 130 MCPS sites remaining to be connected. ITAG plans to discuss requirements for connection of the remaining MCPS elementary school sites and to explore other potential uses of the network. ITAG is scheduled to initiate the process for preparation of the FY11 CIP submission on March 27, 2009.

FiberNet represents one of the most successful interagency efforts of recent years. 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 Asset Management--Major Systems

The ITPCC *Risk and Consequences, Long Range Planning and Funding of Major Information Technology Systems* report advanced work completed in an earlier ITPCC study, *IT Asset Management Phase II Report: Prediction of Major IT Systems Requirements in the ITPCC Agencies*. For the first time, these studies identified the large unmet needs for replacement and upgrade of major IT systems supporting key agency business processes. The overall goal is to insure that the IT infrastructure supporting the business processes essential to provision of government services remains healthy and responsive to current and future demands, and avoids highly disruptive and costly situations like the Year 2000 problem (Y2K).

In FY08 the Office of Management and Budget (OMB) issued a memorandum directed to all agencies and County departments titled, "*Implementation of the Risk and Consequences Report for Major IT Systems*" (8/23/07). The memorandum specified the requirements to begin the process of competing for resource allocation and inclusion in the Capital Improvements Program (CIP). Priority was assigned to high risk major IT systems (i.e. red systems) and for planning funds to initiate the replacement process for projects not sufficiently developed to compete for funding in this CIP cycle. This was a major statement. ITPCC anticipates continuation of this process and to working closely with OMB and Council staff to evolve this process to ensure that major IT systems at risk and in need of funding are properly considered for resource allocations. Current severe fiscal constraints prevent aggressive implementation of major systems replacements and upgrades, but the process of moving toward long range planning and provisioning Major IT infrastructure must be maintained.

In an attempt to enhance the presentation of the 'Health and Replacement Priority of Major IT Systems', a new template was introduced this year to compile and display interagency estimates of funding needs by risk priority. It represents an attempt to respond to the MFP request to know "how much, and when" and establish replacement priorities based on system risk assessments. While not perfect, this effort reaffirms a continuing large requirement for funding major IT infrastructure replacements and upgrades. The pressure to find cost-effective and innovative solutions to these requirements is critical. ITPCC acknowledges this challenge and will continue to seek solutions.

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 and monitoring of security best practices on topics of interagency interest. In November 2008, the Montgomery County Security SIG hosted a joint meeting with the Prince Georges County Security SIG and plans to invite additional participants to the group to expand awareness, insights, and solutions related to information security issues impacting government.

Discussions about the current threat environment, strategies to improve security, legal compliance issues, and emerging computing models continue to dominate discussions within this group. Compliance with legal requirements such as PCI, HIPPA, and FRCP, 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, green IT, 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 is currently discussing applied Web 2.0 technologies in our agencies. Increasingly, the “Net generation” or those “born digital” is moving into our workforce. They have routinely utilized many of these applications for years in their day to day activities and bring an expectation of using them as employees. 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. A quick look at the Montgomery County Government home page reveals new terminology and links to County information through entities such as ‘You Tube’, ‘Facebook’, and ‘Twitter’. Web 2.0 is here and we need to be ready for it.

FY 2010 ITPCC Work Plan and Budget

The recommended FY 2010 ITPCC work plan will continue to focus on current high priority projects. Implementing the Interagency Technology Fund (ITF) program will remain a priority in FY10. Implementation of the completed Central Vendor Registration System (CVRS) project will be reviewed. The second phase of the GIS Strategic Plan will be completed and steps to begin implementation of the recommendations will be initiated and is expected to occur over several years. The Continuity of Operations (COOP) Automation project will continue to be implemented during FY10 and will require extensive agency staff resources to complete. The results of the CAD roadmap study will be evaluated and next steps will be considered. Assuming available funding in ITF, additional projects such as evaluation of the potential benefits of consolidated or joint use data centers may be requested.

The first year of ITF implementation has successfully demonstrated the potential for beneficial interagency projects. Agencies are showing interest in other projects, but unfortunately the current fiscal environment is severely impacting the capacity of agencies to engage new technology initiatives at this time. It is certain that the findings of the GIS studies and COOP implementation in the agencies will generate considerable workload in the agencies. It remains a good time for planning and to the extent possible, new projects should be initiated especially where the future benefits reduce demands on resources.

Continued implementation of the FiberNet Charter requirements and interagency coordination of FiberNet through work of the ITAG is important as more sites are added and agencies continue to explore ways to expand use this resource. Review of the FiberNet chargeback and the designated FiberNet reserve funds will continue with the goal of insuring that reserves are sufficient and available for future core electronics, upgrades, and replacements when needed. It is important to monitor and plan for possible future impacts such as renegotiation of the franchise agreements when they expire in 2013, potential risks to

revenue sources funding FiberNet, and technical developments that may impact this resource in the future.

Implementation of recommendations from the *Risk and Consequences* report will require continued coordination between agencies, OMB, the Executive, and Council as planning and sustainable funding strategies for major IT systems evolve. The importance of this is more evident than ever as we confront the fiscal challenges before us. The Security and eGovernment SIGs will continue to facilitate interagency information sharing. Leveraging the ITPCC structure to facilitate discussions about interagency issues of a non-technology nature among the ITPCC Principals has also proven successful and will continue.

The County Executive recommends that the FY 2010 ITPCC NDA budget contain \$5,000 for operating expenses to support the workgroup activities of the ITPCC. The ITPCC Manager position is budgeted in the Department of Technology Services. The recommended budget provides funding for support of ITPCC, CIO Staff Subcommittee, workgroup activities, technical reference materials, professional development, and other miscellaneous support expenses. It is consistent with actual expenditure levels over the last several years. Support for small professional service contracts under \$25,000 has been eliminated in FY10. This means that supplemental appropriations will need to be requested for any requirements beyond basic support for the various ITPCC workgroups. In 2004, ITPCC agreed that supplemental appropriations would be requested for professional services and larger projects exceeding \$25,000 if necessary. In FY09 the new ITF fund has provided necessary funding for larger interagency projects and will be a valuable resource in FY10.

Summary

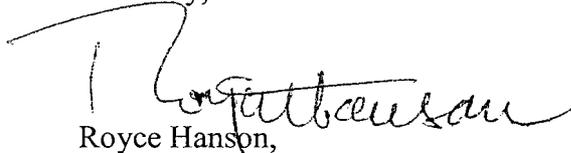
The ITPCC is very pleased with the implementation of the Interagency Technology Fund (ITF) and current projects, efforts to implement the recommendations of the *Risk and Consequences* report and maintain the focus on replacement and upgrade needs for major IT systems, ongoing FiberNet Charter implementation and operation of the ITAG, the FiberNet chargeback and the designated reserve fund for upgrades to ensure adequate service levels to the network edge, and the application of the FiberNet cost-benefit analysis template to assist with establishing connection priorities for new sites. The focus on planning and sustainable funding strategies for IT systems represent major long term challenges that will require the continued cooperation of all involved, especially important as economic factors continue to constrain available resources. The SIGs will continue to provide useful forums for information exchanges and a ready source of subject experts if required. The ITPCC understands that final outcomes will result from County Executive and Council decisions and available resources for these important activities.

On July 1, 2009 Montgomery College and Dr. Brian Johnson will assume the role as Chair of the ITPCC. Dick Leurig will Chair the CIO Staff Subcommittee. It is assumed that the FY10 workplan described above may be modified, particularly as the full impact of the

current budget situation becomes known to the ITPCC agencies. The plan will be finalized after the final budget action is completed in May 2009. The ITPCC will continue to strengthen collaborative and strategic assessment of information technology issues, and will look for opportunities for interagency cooperation that yield efficient and effective uses of technology in our agencies as we move forward.

We recognize the responsibility and role of the public agencies in developing, nurturing and facilitating the county's digital community. The members of the ITPCC thank the County Council for its continued support and welcome its input.

Sincerely,

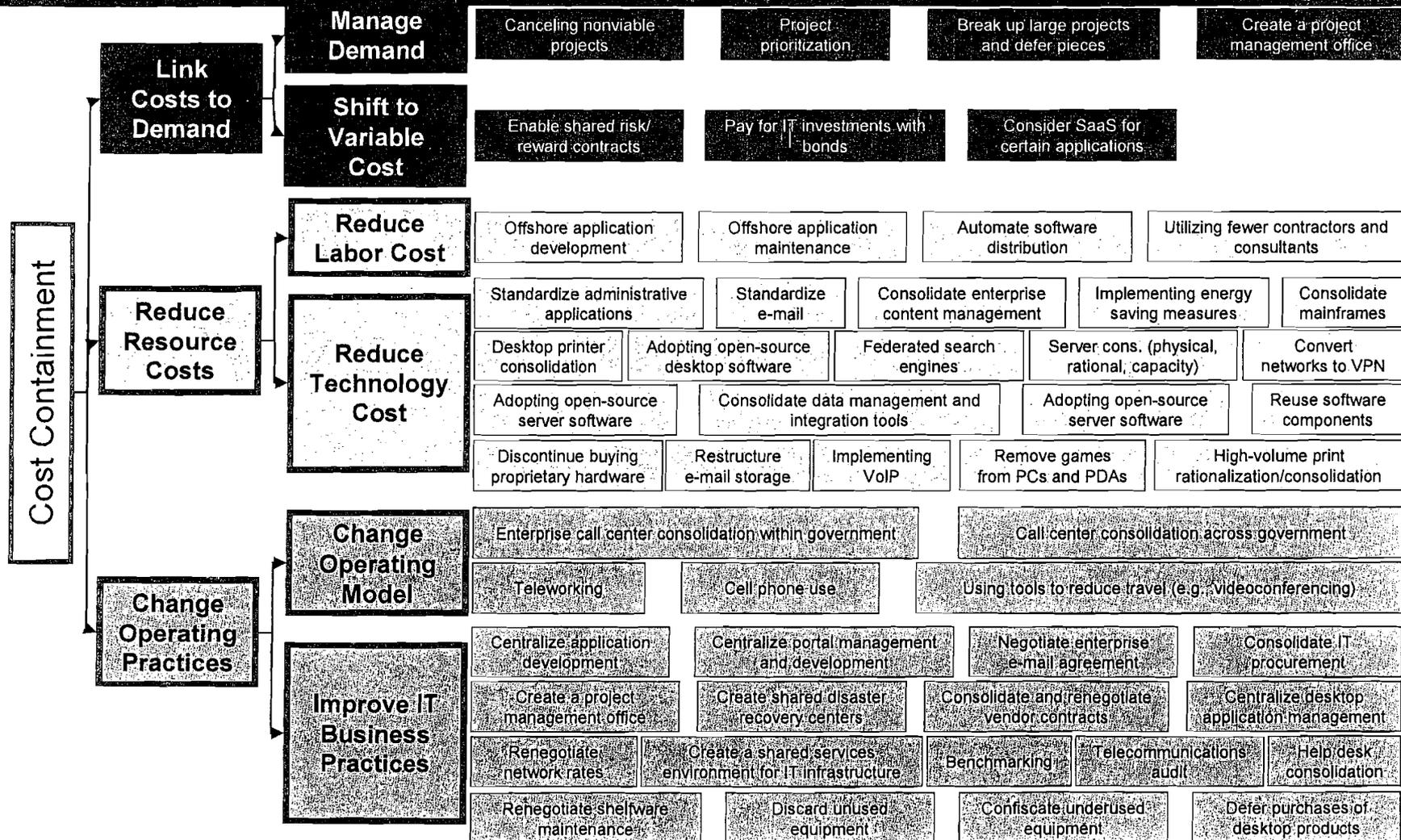
A handwritten signature in black ink, appearing to read "Royce Hanson". The signature is written in a cursive style with a large, sweeping initial "R".

Royce Hanson,
Chair, Interagency Technology
Policy and Coordination Committee

RH: gt

Copy to:
The Honorable Valerie Ervin
The Honorable Phil Andrews
ITPCC Principals

Mapping All Cost-Cutting Items



Planned Research: Cut Costs 2008: Coping With Pressure to Reduce IT Spending

Interagency Technology Policy and Coordination Committee

Friday September 12, 2008

**Item V. 2 County Council Items for ITPCC Consideration
Dr. Costis Toregas, Council IT Adviser**

**ITPCC is a unique resource
in the IT arena**

ITPCC already a leader in cross agency efforts

- Fibernet is operational and provides value
- GIS Strategic planning under way
- Single vendor procurement registration portal under way

MFP request for work program amendment

- Work Program received and endorsed
- Council direction important to hear
- Begin an iterative, long-term process

Three requests

- ITPCC develop coordination process for IT resource requests to County Council that ensures efficiency and effectiveness
- ITPCC initiate a discussion regarding the role of IT in *Cost Avoidance and Cost Savings*
- Continue implementation efforts around *Risk and Consequences* report

What drove this request?

Increasingly difficult budget
dilemmas

1. Coordinate resource requests

- Enterprise IT Budget of \$210 million
- Enterprise IT staffing of 880 positions
- Opportunities in economies of scale, procurement coordination
- Current possibilities: Data storage, Security, Disaster recovery, Network services

2. Discuss role of IT in cost avoidance and cost savings

- Organizational, technology factors
- True enterprise service delivery
- Possible areas: Shared procurement, collaborative deployment of applications, Re-engineering of processes across agencies

	Inside each agency	Across agencies
Reduce cost of IT		
Reduce cost of business		

Possible role of ITPCC

- Share Best Practice for “Inside agency” strategies that reduce IT and Business costs
- Through pilots, develop strategies to reduce IT and Business costs “Across agencies”

3. *Risk and Consequences* implementation

- Large scale systems aging (R/Y/G)
- Technology changing rapidly
- Replacement costs very large
- ITPCC role in discussing strategies and proposing phasing, enterprise architectures, creative funding sources