



JACKSONVILLE CITY COUNCIL

**2001-2002 SPECIAL COMMITTEE ON
TELECOMMUNICATIONS AND TECHNOLOGY**

FINAL REPORT

JUNE 2002

**2001-2002 Special Committee on
Telecommunications and Technology**

Final Report

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Special Committee on Telecommunications and Technology Findings and Recommendations Adopted June 24, 2002

A. Overview

On October 20, 2000, Jacksonville City Council President Alberta Hipps announced the creation of a Council special committee to address the telecommunications and technology needs of Jacksonville, both now and in the future. This committee was formed prior to the annual Chamber of Commerce leadership trip so its members could begin their fact-finding while in Austin, Texas. The committee met through the 2000-01 Council year and issued its final report on June 30, 2001. That report was organized around five primary issue areas: 1) The use of technology by the government; 2) Economic development; 3) Education; 4) Infrastructure; and 5) The digital divide. (See 2000-01 Special Committee report at Tab H)

In July 2001 incoming Council President Matt Carlucci re-authorized the special committee for a second year of service. Instead of the original composition of the seven chairs of the Council standing committees, President Carlucci appointed seven members without regard to committee assignment. Four of the seven members had served on the original special committee the previous year.

Members - Special Committee on Telecommunications and Technology (2002)

The Honorable Alberta Hipps, Chair*
The Honorable Jerry Holland, Vice Chair
The Honorable Elaine Brown*
The Honorable Dr. Gwen Chandler
The Honorable Jim Overton*
The Honorable Ginger Soud
The Honorable Gwen Yates*

Ex Officio Members

Rick Mullaney, General Counsel*
Sandy Bateh, Chief of Information Technology*

* Indicates service on the original special committee

The special committee met from August 2001 through June 2002, reviewing and studying telecommunications- and technology-related issues ranging from the deployment of technology infrastructure to City computer security and from the economic development implications of technology to the development of a Network Access Point for Jacksonville. In addition to theoretical and broad policy discussions, the special committee undertook a number of concrete action steps and produced notable achievements in the form of the area's first Government Technology Summit, the deployment of wireless Internet technology in several pilot projects around the City, and the creation of a Consolidated Government Chief Information Officers (CIO) Council.

B. 2001-2002 Committee Activities And Accomplishments

- ? First Government Technology Summit held: November 1, 2001: Over 100 attendees from around the First Coast region, expert speakers from around the nation. See final report attached.
- ? Creation of City CIOs Council: Initially convened in November 2001, the Council consists of 14 Chief Information Officers or equivalents representing the City and its independent authorities and constitutional officers. The group meets monthly to help coordinate the standardization of hardware, software and processes among agencies, share information and experiences, and otherwise assist in efficiently and effectively purchasing and utilizing information technology in the City government.
- ? Wireless Internet Zone (WIZ): Helped initiate the first trial WIZ at the Jacksonville Landing to demonstrate the feasibility of Internet access via wireless technology. Encouraged and legislatively facilitated the expansion of the initial WIZ pilot project to two additional community-based zones in the Emmett Reed Community Center and Gateway areas to provide wireless Internet access to economically challenged neighborhoods. The expansion includes a corporate computer redirection program to provide home computers to interested households in the target neighborhoods, along with computer training.
- ? Public Coordination: During the past year, through the cooperative efforts of the Special Committee, Enterprise North Florida, the University of Florida, the Jacksonville Chamber of Commerce, and the JEDC, one of the first joint UF/City of Jacksonville programs was held to bring together the Jacksonville business community and the UF Technology Office to explore possibilities for commercializing technological innovations and patents coming out of University of Florida research. The President of the University of Florida, Charles Young, and Mayor John Delaney kicked off the event, which the committee hopes is the beginning of a stronger and closer relationship between the City and its nearest large graduate research university.
- ? Telecommunications Master Plan: Encouraged and legislatively recommended the hiring of a technology consultant to advise the City on the best means to make Jacksonville the "most wired city in America" by installing high speed telecommunications access to every home and business in the city; evaluating fiber optic, wireless, and other service technologies; evaluating and recommending methods for operation of the system.
- ? Creation of E-Government Manager position: Encouraged the Information Technologies Division to hire an employee devoted to evaluating and implementing e-government strategies to improve communication and performance within city government agencies, between the City and its vendors and business partners, and between the City and its citizens. This position will be responsible for refining and "branding" the City's web site, for exploring possibilities for electronic transactions by citizens and government agencies, and for making available new and easier ways for citizens to contact, receive information from, and interact with their city government.
- ? City membership in PTI: Re-instituted the City's membership in Public Technology, Inc., a non-profit corporation formed by the International City/County Managers Association, the National League of Cities and National Association of Counties to serve as a consultant and advisor on issues of technology in government.

C. Recommendations

The Special Committee heard from a wide range of speakers and thoroughly investigated a number of technology and telecommunications issues. As a result of that process of learning, discussion and debate, the committee makes the following recommendations:

- 1) Technology department: The committee recommends the creation of a stand-alone Technology Department within the executive branch of City government in recognition of the ever-increasing importance of information and telecommunications technology to the successful operation of local government and to serving our citizens better, more quickly and more efficiently, and in recognition of the fact that cross-cutting technology issues are intertwined in every facet of government operations and citizen service. This department should have comprehensive responsibility for technology, telecommunications and information services and initiatives, including, but not limited to: information technology and telecommunications operations; E-government initiatives; technology planning and technology assistance for all City departments and agencies; technology infrastructure planning, standards and oversight; technology training, and other technology and telecommunications-related issues.
- 2) Council standing committee addressing technology: The committee recommends that President Holland's newly reconstituted Public Services, Technology and Utilities Committee place a standing item on each meeting agenda for discussion of technology-related topics, and that the committee appoint a technology subcommittee to thoroughly investigate and report on particular technology or telecommunications-related topics as the need arises.
- 3) E-government plan report to Council: The committee recommends that the City's Chief Information Officer and/or E-Government Manager report to the Public Services, Technology and Utilities Committee on a quarterly basis on the progress of implementation of the City's E-Government Plan.
- 4) City web site re-branding: The committee recommends that the City's new web site "re-branding" be rolled out and activated for public use by October 2002, and that the Public Services, Technology and Utilities Committee monitor the rollout to ensure its successful implementation and fine-tuning to eliminate any problems identified in the start-up phase.
- 5) City CIO Council: The committee recommends that the City CIO Council continue to meet monthly, staffed by the City Council Research Division, and forward its meeting minutes to the Public Services, Technology and Utilities (PSTU) Committee members. It is also recommended that a quarterly report be made to the PSTU Committee of the work of the CIO Council and any policy and budget initiatives that may be appropriate to be discussed. The CIO Council is an important component of how the City can take advantage of its consolidated government system to coordinate and be very productive for the future collaboration for technology throughout Jacksonville and the Northeast Florida region.
- 6) Jacksonville Technology Commission (JTC): The committee recommends, after further development of many of our other recommendations, that an umbrella technology commission be created to coordinate the efforts of the public and private sectors. In particular, this umbrella entity, which could potentially be called the Jacksonville Technology Commission (JTC), should include representation from private sector companies and CIOs,

the Jacksonville Chamber of Commerce, the non-profit sector, educational institutions at all levels in Jacksonville (e.g. UNF, FCCJ, JU, Edward Waters College, and the Duval County School District), public sector agencies (including the Chair of the Consolidated Government CIO Council) and other entities dealing with technology outside of city government.

- 7) Second technology summit: The committee recommends that a second Government Technology Summit be held in the fall of 2002 focus on a single theme - Telecommunication Infrastructure and Local Government - to include discussion of telecommunications infrastructure issues (copper vs. coaxial vs. fiber optic cable, wireless technologies, broadband cable, DSL phone lines, satellite technology, digital broadcasting, etc.) and service provision issues (public vs. private infrastructure, public/private partnerships, franchising and competition, the role of public utilities in technology infrastructure and operation, etc.).
- 8) UF and City cooperation: The committee recommends that the initial efforts to connect and build a mutually supportive relationship between the University of Florida, the Jacksonville business community, the UF Technology Center and the City of Jacksonville to explore commercialization of technology innovations and patents be continued and strengthened.
- 9) BJP dry conduit infrastructure: The committee reaffirms its previous recommendation that the incredible opportunity of the Better Jacksonville Plan road projects be leveraged to the maximum extent possible through the installation of dry conduit in all appropriate road improvement projects by the JEA, Public Works Department and Jacksonville Transportation Authority for later installation of fiber optic cable.
- 10) WIZ reporting: The committee recommends that the Wireless Internet Zone partnership report to the Public Services, Technology and Utilities Committee on a quarterly basis on the status of the WIZ pilot project - number of registered participants, amount of training provided, number of computers distributed, usage statistics, and other related information.
- 11) BJP vertical construction projects: The committee reaffirms its previous recommendation that the Better Jacksonville Plan vertical construction projects (new arena, baseball park, libraries, courthouse) be planned and equipped with the most advanced telecommunication networking equipment and infrastructure to ensure the highest level of connectivity for future use.
- 12) Community technology centers: The committee reaffirms its previous recommendation that the City's 19 new or substantially renovated libraries in the Better Jacksonville Plan (1 new main library, 6 new regional libraries, 12 renovated branch libraries) be planned and technologically equipped to serve as 19 "community technology centers" to offer the community at large easy access to the best, fastest Internet connection available.
- 13) City-FCCJ joint ventures: The committee recommends that the City partner with the newly-opened FCCJ Advanced Technology Center to take advantage of the technology and training available there, for example by arranging for City employees to take advantage of training opportunities and by ensuring that the ATC's workforce training resources are publicized to economic development prospects considering Jacksonville.
- 14) Telecommunications master plan: The committee recommends that the City seriously consider the Telecommunications Master Plan recommendations that will be made later this year by our consultant and implement the recommendations necessary to ensure the build-out of a countywide, high speed telecommunications network to serve all parts of the city.

D. Summary and Conclusions

The Special Committee firmly believes that economic prosperity in the future is inextricably tied to the progress of technology and telecommunications, and to the deployment of that new technology citywide in a way that leverages its advantages for the benefit of every citizen. The natures of work, of economic productivity, of education, and of national and international competitiveness are being fundamentally reshaped by the new rules at play in the development of the "knowledge-based economy". Jacksonville must be ready to embrace the knowledge-based economy and the technology that makes it possible, and to be a leader, not a follower, in that revolution.

Throughout its discussions, the committee returned over and over to the conclusion that education is a vital and fundamental requirement to be competitive in the new economic order. From kindergarten through high school to undergraduate and graduate degrees, the quality of an area's educational system is one of the most important features in its adaptation to the new economy and its success in attracting the companies, jobs and development potential that the technological revolution offer. Jacksonville has much to do to make its local educational system world-class, and has much to do to leverage the presence of the large graduate research universities in the state to its advantage in being competitive with the cities that are leading the way in the knowledge-based economy.

Jacksonville has several great assets on its side, however, which should be a great help in ensuring the city's future technological and economic success. The Better Jacksonville Plan, with its \$1.5 billion in road work, the presence of the JEA, the largest public utility in Florida and one of the largest and best in the nation, and the recently-commissioned technology master plan offer a unique opportunity to lay the infrastructure foundations for the new economy more extensively and more economically in Jacksonville than in perhaps any city in America. The city stands at a crucial juncture, and now is the time to take maximum advantage of these opportunities to vault Jacksonville to the forefront of the new economy. The opportunity awaits, if the City is bold enough and smart enough to leverage its many natural advantages and mobilize all its efforts to achieve the greatness that is within our reach.

E. Agendas, Issues and Findings

The committee met bi-weekly for 1.5 to 2 hours, and heard from a number of highly qualified speakers on a variety of technology-related topics. The following list of meetings and speakers briefly describes the special committee's meetings and the breadth of issues addressed this year:

DATE	SPEAKERS/TOPICS	FINDINGS
2001 July 9	<i>White paper review and 2001-02 work program</i>	Retain the 5 focus areas from first year of work: use of technology, economic development, education, infrastructure, digital divide
July 23	<i>Jacksonville Technology Commission</i> <i>Government Technology Summit</i>	Would constitute the "public/private partnership" for technology recommended in the 2001 special committee report; composition of membership and role of <i>ex officio</i> members discussed To be held Nov. 1 st in conjunction with the First Coast Technology Showcase at the Convention Center; City to sponsor a government-oriented, invitation event at the showcase (see Tab A)
Aug. 13	Ron Baker and Wanyonyi Kendrick- JEA <i>Fiber optic commercialization</i> Mike Weinstein (JEDC) Jerry Mallot (Chamber of Commerce) Al Rossiter (Enterprise Florida) <i>Technology and economic development</i>	JEA has a large fiber optic network for its internal communications purposes, and is willing to participate in a pilot project to extend fiber to households and businesses, as a contractor to the City. The JEA would only be an end-service provider (cable TV, Internet access, telephone) if the City and the utility determined that to be an appropriate mission. Education and workforce development are the most important factors in the area's economic future, and the best investment of public dollars. All 7 of the area's targeted economic development industries are technologically driven, even "old line" industries. Jacksonville has more technology users than producers. The NAP will be an invaluable resource. The "New Economy" is extraordinarily entrepreneurial and driven by emerging growth companies ("gazelles"), which are largely homegrown. They seek good quality of life, location in a commercial center, trained technological workforce, investment capital, and a major research university nearby.
Aug. 27	Dave Gould and Kristi Koerner (Avaya Communications) <i>Interactive Voice Response (IVR) technology</i>	Voice recognition software and touchtone telephone technology can provide access to electronic data or web site to the 57 percent of Jax households without home computers, addressing the "digital divide". Works on both

		inbound and outbound calls; highly menu-driven.
Sept. 10	<p>James Higbe (Connexsys) <i>Jax Wireless Internet Zone</i></p> <p>Sam Perrone (Merrill Lynch) <i>Merrill Lynch E-Commerce</i></p> <p>Chanley Howell (Foley and Lardner) <i>Jax E-Commerce Group</i></p> <p><i>CIO Council</i></p>	<p>The Landing WIZ kicked off Aug. 29 and has already garnered worldwide attention and media publicity.</p> <p>Technology is allowing increasing levels of personalization and customization of services to meet a customer's needs. Web access is needed everywhere, as that's the new standard. Productivity comes through partnerships within and without the organization.</p> <p>A social networking and grass root organizing vehicle for e-commerce professionals, primarily, though not exclusively, in the private sector.</p> <p>Review sample charter and invitation letter to independent authorities and constitutional officers reviewed (see Tab B)</p>
Sept. 24	<p>James Higbe (Connexsys) <i>Technology infrastructure</i></p> <p>Brett Doster (Fla. Office of Tourism, Trade and Economic Development) <i>State technology policy</i></p>	<p>Review and glossary of data volume, transport and addressing methodology and technologies. Discussion of dark fiber installation and "last mile" problem.</p> <p>Government cannot cause technology development to happen by command - incentives are needed to get the private sector to do what it does best. ITFlorida.com is the technology equivalent of Enterprise Florida - the public/private entity that will work on branding and promoting the state to the outside world as a technology center. The NAP will be a big attraction for Florida.</p>
Oct. 8	<p>Walt Levriett (City ITD) <i>Nashville benchmarking trip</i></p>	<p>Nashville city government is ahead in some respects and behind in others technologically. They have an Information Services Council (City CIO, 2 council members, 6 department heads) to review and plan for IT use. Heavy emphasis on process management and security.</p>
Nov. 26	<p>James Higbe (Connexsys) and Larry Fairman (Boardwalk Group) <i>WIZ pilot expansion</i></p> <p><i>Jax Info Technology Council speaker - Scott Adams</i></p>	<p>Extensive discussion of operational requirements, privacy issues, liability, corporate computer redirection, etc.</p> <p>Recap of Scott Adams' talk to the JITC, which the special committee attended. Establishment of a "brand" is vital (i.e. Silicon Beach). A technology master plan would be a great asset. Learn to look for the technology implications in every public policy decision.</p>

Dec.10	<p><i>City E-Government Manager</i></p> <p><i>WIZ pilot expansion - legal issues</i></p>	<p>Emma Herrick introduced as the appointee to the new position in ITD.</p> <p>Discussion of constitutional and legal issues of privacy, content filtering, public purpose, competition with private sector, binding user agreement, liability, etc.</p>
2002 Jan. 7	<p><i>Government Technology Summit recap</i></p> <p><i>WIZ pilot expansion</i></p>	<p>Great success for a first-time event. Begin planning early for second year's event</p> <p>\$175,000 appropriation requested for a 6-month pilot at 2 sites; creation of a non-profit organization considered to manage the project. (see Tab C)</p>
Feb. 11	<p>Walt Bussells (JEA), Rick Mullaney (General Counsel)</p> <p><i>Telecommunications and Technology Master Plan</i></p>	<p>Mr. Bussells does not see the JEA as a retail telecom service provider, but maybe as the owner/lessor of a technology backbone leased by retail service providers. The master plan, done by a consultant, will identify Jacksonville's technological strengths and weaknesses and suggest one or more means of efficiently wiring the entire city to bring technology's benefits to every household.</p>
Feb. 25	<p>Emma Herrick (City E-Government Manager)</p> <p><i>E-Government Initiative overview</i></p> <p>Sharon LaSure-Roy (City Council Public Information Officer)</p> <p><i>City Council web site</i></p>	<p>E-gov can take many forms - provision of information and services via the Web; sending targeted information to citizen customers; new means of interaction with government. To date the City's electronic services have been low-level - downloadable forms, directories. Plans are for higher level applications - on-line bill paying and reservations, citizen complaint filing, streaming audio/video of meetings, etc. (see Tab D)</p> <p>The City is implementing a new "content management system" for all City web sites to ensure a standard appearance and operation. Depts. Will all be able to load their own information into standard appearance templates at their convenience.</p>
Mar. 11	<p>Linda Austin (FCCJ Advanced Technology Center) and Eileen Ward (FCCJ Technology Institute of the South)</p> <p><i>FCCJ Advanced Technology Center</i></p>	<p>The committee visited and toured the Advanced Technology Center at FCCJ, the "third most wired college campus in the country". FCCJ offers a wide variety of training and certification courses, and is one of only 7 fully certified Cisco administrator training academies in the world. FCCJ is anxious to work with any interested industry to customize a training program for its current or potential employees.</p>

	<p>Wally Eaton (ITD) <i>Computer security</i></p> <p>Carla Gaskin (Director, IT Florida) <i>Florida Technology Development Act</i></p>	<p>The 3 major types of threats to computer operating systems are trojans, worms and viruses. ITD's security precautions include firewalls, mail sweepers, virus protection, and server operating system protections. Various filters are available to screen out pornography, spam, and offensive language from e-mails.</p> <p>An act pending in the 2002 legislature would appropriate \$100 million for the state's universities to compete for grants for "centers of excellence" where schools would cooperate with the private sector to develop technological discoveries into commercial products.</p>
Mar. 25	<p>Rhonda Poirier and Alex Matisco (Communities In Charge Coalition), Peter Bishop (First Call) <i>First Call/Service Point</i></p>	<p>First Call will operate the Jax Information Network utilizing Service Point software to link and share health and human service databases among multiple service agencies. It will allow single data input, eliminate duplication, allow electronic case management and referral among all participating agencies. All or parts of the data can be locked or shared by the collecting agency to other participants, via 7 layers of security.</p>
Apr. 22	<p>Park Beeler, Trinity Partners <i>Jacksonville's Network Access Point (NAP)</i></p>	<p>A network access point (NAP) is a major inter-connection point for fiber optic cables connecting high speed networks. Jacksonville's will be developed near JIA, and will take advantage of Jacksonville's strategic location to be the linchpin connecting major cables from Europe and Africa via Bermuda to North and South America and westward through Los Angeles to the Pacific Rim and Asia. (see Tab E)</p>
May 13	<p>Kristi Lamey, DiscoverTec, Inc.</p> <p>Ed Dendor, JEA <i>Technology infrastructure installation</i></p>	<p>The committee visited the offices of DiscoverTec in Southpoint. The company has expanded the office suite rental and business support concept to include provision of Internet access, web page design, video conferencing, and technology-related services for businesses.</p> <p>JEA has installed fiber optics to connect all of its facilities citywide, and are installing empty conduit on almost all Better Jax road widening projects and utility undergrounding projects for fiber to be pulled through at some point in the future. The upcoming telecommunications master plan will help define JEA's future role in technology – as a public operator, a lessor to private operators, or a public-private partner.</p>

June 10	<p>Sandy Bateh (City CIO) <i>GIS in City government</i></p> <p>Rick Mullaney (General Counsel) <i>Telecommunications Master Plan</i></p> <p><i>Committee final report</i></p>	<p>Until this fiscal year GIS applications have been operated independently by many City dept's and by the independent authorities and constitutional officers. ITD has now hired a GIS officer to help coordinate, unify and share the information in all those databases among the various contributing departments on a standard platform and server. The Planning Department will handle all geographical addressing issues.</p> <p>Fourteen responses were received for the City's master plan consultant RFP and the study will be underway by mid-summer. FDOT, JEA and Public Works are all now laying dry conduit in their construction projects for future fiber optic runs. JEA is hosting a regional symposium of public utilities looking at issues of telecommunications infrastructure and the role of public utilities in its provision and operation. (see Tab F)</p> <p>Discussion of findings and format.</p>
June 24	<p>Ron Baker (Jax Seaport Authority) <i>CIO Council progress report</i></p> <p><i>Government Technology Summit</i></p> <p><i>WIZ expansion</i></p>	<p>The CIO Council convened by the Special Committee has been meeting monthly, has appointed 5 working committees, and is fulfilling its role of providing coordination, standardization and mutual support among the technology divisions of all participating departments and agencies.</p> <p>The Committee decided on a one day, stand-alone event for fall 2002 built on the theme of technology infrastructure, what is needed, and how it will be provided.</p> <p>A news conference was held before the meeting announcing the expansion of the original WIZ at the Jacksonville Landing to two additional community-based sites - Emmett Reed Community Center and Twin Towers in the Gateway area.</p>

See Special Committee meeting minutes at Tab G.