

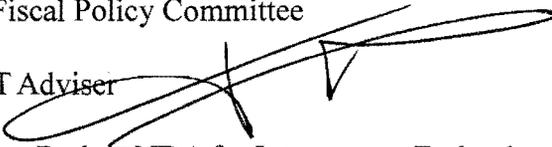
GO Committee #4  
April 16, 2013

Worksession

**MEMORANDUM**

April 12, 2013

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: FY14 Recommended Operating Budget NDA for Interagency Technology Policy and Coordination Committee (ITPCC), Section 66-10 in the Executive's Recommended Budget

The following are expected to attend:

Sherwin Collette, MCPS CIO and chair, CIO Subcommittee of ITPCC  
Gary Thomas, ITPCC Staff  
Naeem Mia, Office of Management and Budget (OMB)

Members of the ITPCC may also be available for detailed questions.

The Council Resolution establishing ITPCC is on ©1-2, while the relevant page from the recommended FY14 operating budget is on ©3.

**Summary of Staff Recommendations:**

1. Accept the Executive's recommended budget of \$5.850.
2. Request that OMB provide a detailed project analysis including lead agency, requested funds and expected outcomes for each ITPCC project as they emerge from the strategic discussions of ITPCC and move to implementation through the budget process.
3. Request that OMB explore sources of revenue (to include unallocated FY13 Cable Fund revenues, reallocation of FY14 Cable Fund revenues, or other sources across all agencies) in order to replenish the Interagency Technology Fund (ITF).

## Overview

For FY14, the Executive recommends a budget of \$5,850 for the important work of the ITPCC. Council staff recommends the approval of this amount. This sum is intended to cover miscellaneous expenses associated with the convening of the ITPCC governance groups.

The two-year work program for the ITPCC was presented to the GO Committee in the summer of 2012. The update from Dr. Starr on © 4-11 gives evidence of the significance and potential of ITPCC's work. It is clear that the \$5,850 ITPCC NDA request by the Executive is not the totality of the investment that is made in ITPCC's work. An integrated view of the ITPCC budget would include the following 4 elements:

1. Staff support (currently \$172,000, provided within the MCG DTS budget);
2. Incidental expenses associated with ITPCC meetings (\$5,850 in the NDA request);
3. Unspent resources in the Interagency Technology Fund (ITF) currently at \$0 level; and
4. Project costs borne in specific agency budgets (see Table below).

		Lead Agency	Budget Request for 2014	Expected deliverables
1.1	Open Data Initiative			
1.2	Web Search			
1.3	GIS Data Visualization			
1.4	Social Media Communication Pilot			
2.1	FiberNet			
2.2	Mobile Systems and Apps			
3.1	IT Asset Management			
3.2	Major IT Systems planning			
4.1	Coop Development			
4.2	IA/Risk management			
	TOTALS		\$	

Currently, information is not provided to the Committee in this explicit and tabular manner; however, it should be noted that the memo from Dr. Starr is taking a positive first step in estimating actual costs for some of the projects under consideration. It would be useful to know which of the projects are slated for launch or support in FY14, and which are simply aspirational. A similar table should be included in subsequent ITPCC Work plan updates.

In addition to these 10 projects already included in the ITPCC Work Program, there are several initiatives that have been discussed by Council for inclusion:

Council priorities (partial list)			
Food Network support			
Geocode all public data elements			
WiFi in public places			
Community Hackathon			
Building common apps on top of FiberNet: emails, Cloud-based calendaring across agencies, ...			

To address this complex set of interrelated cross-agency projects, the ITPCC CIO Subcommittee has set aside time in June 2013 to develop a strategy. This visioning exercise (described on ©11) should produce a practical set of agreements amongst the ITPCC member agencies that will enable multiple projects to move quickly from articulation to selection to implementation. As the 1994 Council Resolution articulated in 1994 (abstracting a few words from its Action section on ©1), ITPCC should:

- “...  
 (a) promote and enhance the coordination of technological innovation...  
 (b) create a vehicle by which agencies can assist the County Council and each other develop sound and efficient public policies...  
 (c) facilitate the coordinated implementation of such countywide policies...  
 (d) provide a discussion forum for sharing information to such new technologies including economic, social and operational costs and benefits...  
 ....”

This 20 year mandate continues to resonate with the challenges of today, and the ITPCC deserves clear support. However, funding for ITPCC efforts continues to be a challenge. The Interagency Technology Fund (ITF) used in prior years to fund the implementation of projects was zeroed out in 2009 in order to use its funds for immediate requirements for County Services during the historic fiscal downturn. It is hard for interagency projects to find individual agency support—the current major exception is Fibernet, which is absorbed within the MCG budget in its totality. To be in a position to quickly move and implement desired programs, a central fund such as ITF would be helpful to seed fund projects and encourage cross-agency innovation.

While ITPCC has not requested the re-launch of ITF, such a re-launch would give strength and practical impetus to the good ideas and plans now under way. Once funds are made available, the ITPCC has an explicit decision-making process that engages all relevant stakeholders, including the ITPCC principals. It is therefore recommended that OMB explore sources of re-funding the ITF, with possible sources being unallocated FY13 Cable Fund revenues, reallocation of FY14 Cable Fund revenues, or other sources across all agencies.

Resolution No.: 12-1758

Introduced: July 19, 1994

Adopted: July 26, 1994

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

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By: Councilmember Praisner

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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

<b>FY14 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY14 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### **Independent Audit**

Section 315 of the County Charter requires the County Council to contract with a Certified Public Accountant for an independent post audit of all financial records and actions of the County government, its officials, and employees. By County Resolution, the Office of Legislative Oversight is the designated administrator for this contract, which also includes an independent audit of the basic financial statement of the Employee Retirement Plans; an independent audit of the basic financial statements of the Montgomery County Union Employees Deferred Compensation Plan; and additional services related to reviews, tests, and certifications.

<b>FY14 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>420,820</b>	<b>0.00</b>
<b>FY14 CE Recommended</b>	<b>420,820</b>	<b>0.00</b>

### **Interagency Technology, Policy, & Coordinating Comm.**

This NDA supports the operation of the Interagency Technology, Policy, and Coordination Committee (ITPCC). The ITPCC was chartered by the Montgomery County Council to promote strategic planning and coordination in the use of information technology among County agencies. The ITPCC reports biannually to the County Council. By regularly convening the agencies' chief executive and chief information officers, the ITPCC provides an effective forum for the coordinated implementation of technology policies and guidelines. Additionally, the ITPCC facilitates interagency communication, the evaluation and sharing of new technologies, and advises policy makers on the strategic uses of technology.

<b>FY14 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>4,250</b>	<b>0.00</b>
Increase Cost: Printing Services for Packets	1,600	0.00
<b>FY14 CE Recommended</b>	<b>5,850</b>	<b>0.00</b>

### **Judges Retirement Contributions**

This NDA provides pensions for retired Judges who were on the bench prior to 1968 in the Circuit Court and the People's Court (District Court) of Montgomery County and for their surviving spouses.

The Circuit Court pension is calculated as one percent of the net supplement paid by the County to the salaries of the Circuit Court Judges as of May 31, 1968, multiplied by the number of years of active service as a Judge (up to a maximum of 20 years). The surviving spouse receives one-half of the pension to which the Judge would have been entitled. The benefits are authorized in Section 12-10 of the Montgomery County Code.

The People's Court (District Court) pension is based on the current salary of a District Court Judge. A retired Judge receives 60 percent of the current salary of a District Court Judge, while a surviving spouse receives one-half of the pension to which the Judge would have been entitled. The benefits are authorized in Article 73B, Section 63(b) of the Annotated Code of Maryland. This NDA may be increased to include a cost of living adjustment at a rate equal to that approved for District Court Judges by the General Assembly. If a cost of living adjustment is approved next fiscal year, the NDA will be adjusted as necessary by a year-end transfer.

<b>FY14 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY14 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### **Leases**

This NDA provides the funds necessary to lease privately owned real estate to accommodate County programs. Real property leased by the County includes office, warehouse, and retail space; hangar facilities; child care space in schools; parking spaces; and space for communication antennas. Leasing property allows the County the flexibility to locate programs in the communities they serve and provides space for programs to operate when there is no County-owned space available. Further, it is an economical way to procure highly specialized, location sensitive, or temporary space. Currently, there are approximately 73 leased facilities. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.



April 9, 2013



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

Dear Ms. Navarro:

The Interagency Technology Policy and Coordination Committee (ITPCC) is pleased to provide the following updates regarding the activities of the Fiscal Year (FY) 2013 and FY 2014 work program (enclosed). At the beginning of FY 2013, the ITPCC adopted a significantly expanded workplan that is intended to align interagency efforts to improve how our residents live, work, and learn in a digital Montgomery County. A large portfolio of projects supporting five major program areas is underway to achieve this vision. These five major program areas shaping the vision for a digital Montgomery County are: 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.

#### **Expanded Access to Data and Information**

The Expanded Access to Data and Information Program contains four projects that focus on improving and simplifying access to an expanding repository of data, information, and tools that can be used to streamline residents' access to services and information.

The Interagency Open Data Initiative Project (1.1) will enhance the availability of raw, open data sets from the ITPCC agencies by efficiently sharing the experiences, tools, processes and procedures, and lessons learned from the Montgomery County Government Department of Technology Services (MCG-DTS) dataMontgomery Initiative using the cloud-based Socrata platform. The project scope, project team, and schedule have been defined. Preparations are underway for the formal project kickoff meeting that is planned for Monday, April 22, 2013. The pilot project will provide agencies with the capability to utilize the MCG dataMontgomery application to publish open data sets.

The Interagency Web Search Capability Project (1.2) will strengthen citizen access to information currently contained within agency websites that current search solutions do not easily reveal. Each agency maintains a mature Web presence. This project will test a solution for searching across agency websites rather than searching each site separately, and present the digital citizen with a more comprehensive view of information they are seeking. The feasibility and implications of leveraging the MCG Google solution for web crawling and indexing outside agency site information will be explored through this pilot project that will test and assess the viability of the solution, and determine the support costs and benefits of this approach. Preliminary planning discussions have been initiated. This project

**Office of the Superintendent of Schools**

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850 Hungerford Drive, Room 122 ♦ Rockville, Maryland 20850 ♦ 301-279-3381

will have a cost and workload impact for MCG-DTS that requires additional planning and scoping work before the formal project kickoff can be conducted.

The Geographic Information System (GIS) Data Visualization Project (1.3) is sponsored by the Maryland-National Capital Park and Planning Commission (M-NCPPC). The proposed project team, scope, and schedule are now complete. A meeting with the Montgomery County Food Council was held on March 12, 2013, where the group confirmed its willingness to participate in the project. A meeting of principal members of the GIS Policy Group representing the agencies that will directly support the software development effort was held on March 20, 2013, and achieved agreement on scope of the pilot project. The GIS Technical Advisory Group (GIS TAG) was briefed on the scope, project plan, and implementation requirements on March 27, 2013. This project will require additional resources currently estimated at \$70,000 for pilot project implementation in FY 2014. Discussions have been initiated with M-NCPPC, Montgomery County Office of Management and Budget (OMB), and Montgomery County Council staff to secure the necessary funding to begin implementation in early July 2013. The formal project kickoff meeting will be conducted once funding is secured.

The GIS Data Visualization Project will develop a common County cloud-based portal for web-based GIS applications using ESRI ArcGIS cloud services; establish guidelines for developing advanced visualizations of key data elements provided under the Montgomery County Open Data program; launch an initial demonstration project accessible via the GIS portal that will be designed for the pilot project; and enhance staff skills and expertise to utilize this technology. The web portal demonstration project will be completed in partnership with the Montgomery County Food Council. The project team will work with the Food Council to leverage information from the County's Open Data Initiative and to create a public facing application that improves the County's food delivery system. This project will enhance the broader Digital Community and demonstrates a unique use for open data, will use enhanced data visualization and a cloud application, and leverage County GIS resources and infrastructure to enhance Digital Montgomery.

### **Strengthening the County Digital Infrastructure**

A robust and agile digital infrastructure is a necessity to support residents' access and participation in a digital Montgomery County. This program area incorporates two projects designed to provide a high degree of accessibility, reliability, security, and capability to meet the long-term needs of a growing digital community.

FiberNet is the critical infrastructure that underpins emergency communications countywide and provides the reliable and high speed connectivity required by our voice, data, and video communications of all agencies. Expanded implementation of the county's FiberNet (2.1), has been enhanced by the *Federal American Recovery and Reinvestment Act* (ARRA) funding expansion, which will provide the essential high speed, high capacity, and network connectivity for our agencies into the foreseeable future. All ARRA funded construction and final payments must be completed by August 31, 2013. The ARRA grant provides Montgomery County with approximately 140 miles of new high capacity fiber optic infrastructure, and adds 108 new sites to FiberNet including the connecting of most Montgomery County elementary schools and 21 Housing Opportunity Commission (HOC) sites. However,

significant work remains to be completed in FY 2014 and FY 2015 to integrate the ARRA fiber into the FiberNet. Critical elements of the fiber plant remain to be fully integrated into FiberNet by the County to maintain the operational integrity of FiberNet as designed. Funding to complete this work is included in the county executive's recommended FY 2014 Capital Improvements Program (CIP) amendment. We hope these recommended expenditures will be supported and funded.

Leveraging this high-speed infrastructure to enhance access to government services and information is a critical component of enabling a digital county. FiberNet has been engineered and built to make the network easier to secure and provides broadband services at costs that are lower than commercial providers. It is County owned and operated and is governed by the ITPCC. This network represents one of the most successful interagency technology efforts of recent years.

The ITPCC has begun to assess the impact of the growth in mobile devices and applications. The Interagency Mobile Systems/Devices and Applications project (2.2) represents work that the ITPCC is initiating to examine how expertise and other resources can be shared. We have begun to explore the feasibility of leveraging and sharing applications, expertise, and guidelines regarding mobile computing and use of personal technology.

#### **Exploring Strategies for Sustaining IT Assets and Investments**

The IT Asset Management-Health and Replacement Priority of Major IT Systems project (3.1) remains on schedule. This effort provides an opportunity to examine this infrastructure and assess the health of critical systems. The objective is to identify the resources required to upgrade and replace critical systems as we move forward. Information submitted by the agencies this year will be used as input into a broader project to work with OMB, County Council, and agency staff to inform resource allocation decisions and mitigate the risk of catastrophic system failures of outdated systems.

The Major IT Systems Planning and Funding Strategies Project (3.2) will be initiated as soon as final FY 2014 appropriation actions are completed. The ITPCC will work with OMB and attempt to revisit and revive the OMB budget process for planning and addressing major IT system replacements and upgrades for systems at highest risk. This process was started in 2007 and was suspended as a consequence of the recession. Future tasks include determining how much funding is actually programmed in the FY 2014 approved budget for specific high risk systems, determining what is not funded, calculating the gap, and framing more accurate views of the risks and consequences of these unmet requirements. An effort also will be made to examine and define options for sustaining long-term investments in critical IT systems.

#### **Managing Risks and Ensuring Continuity of Operations**

Maintaining continuity of essential business operations in the face of major weather events, catastrophic system failures, or security incidents is fundamental to a healthy Digital Montgomery County. Agencies will continue to engage the Office of Emergency Management and Homeland Security (OEMHS) in Continuity of Operations Plan (COOP) development (4.1) and create plans that are integrated with Emergency Operations Center procedures. This ongoing program is now well established, and fully

operational. The Information Assurance and Risk Management project (4.2) is increasingly important to a viable Digital Montgomery. The cybersecurity workgroup has been designated, and preliminary discussions for potential projects have occurred. This project remains to be fully activated.

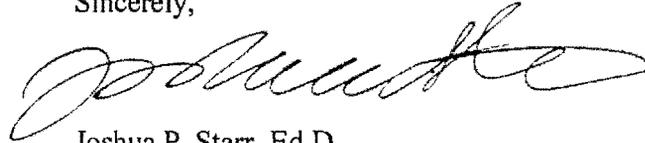
**Strategic Visioning and Planning**

A strategic visioning retreat that will be facilitated by Gartner Executive Programs is being planned for late June 2013. The strategic visioning and planning session will provide the ITPCC agencies an opportunity to step back and engage in long-range visioning and planning on how to further align and organize our efforts to meet these future requirements of a digital county.

**Summary**

The ITPCC will continue to promote and focus on digital citizenship in the context of a Digital Montgomery County and will continue to exploit opportunities for interagency cooperation and efficient service delivery. The ITPCC looks forward to reporting the progress as the numerous projects in the approved work plan move forward. In addition, the members of the ITPCC thank the County Council for its continued support and welcome its input.

Sincerely,



Joshua P. Starr, Ed.D.  
Superintendent of Schools  
Chair, ITPCC

JPS:sjk

Enclosure

Copy to:

- Ms. Ervin
- Mr. Riemer
- Members of the Board of Education
- Mr. Bowers
- Dr. Statham
- Mr. Collette
- ITPCC Principals
- ITPCC Staff Subcommittee

**Interagency Technology Policy and Coordination Committee  
FY 2013-2014 Work plan  
Digital Citizenship/Digital Montgomery**

**1.0 Access to Data and Information**

**1.1 Interagency Open Data Initiative**

This project will identify how data from across the agencies can be shared efficiently to make better use of information resources to improve services and access to information. The ITPCC member agencies will develop a pilot project that assesses the feasibility of leveraging and expanding the initial MCG Open Data Initiative to include appropriate interagency data; identify and define project requirements, processes, and potential data sets for initial use in an interagency open data environment; create a formal project plan identifying tasks, milestones, and deliverables; and develop a roadmap for future expansion of the pilot project.

**1.2 Interagency Web Search Capability**

This project will 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 solution for web crawling and indexing outside agency site information, and a solution for presentation of the data will be assessed. A pilot project to test and assess the viability and benefits for wider use will be developed.

**1.3 GIS Data Visualization Project**

As part of the broader Digital Community and open data initiative, data visualization, web and mobile device applications that leverage Montgomery County's GIS resources and infrastructure will be examined. The project will examine how to make GIS information and applications available. The existing GIS Policy Group will be utilized for this effort.

**1.4 Interagency Social Media Communications Pilot**

This pilot project would provide a structured examination of the potential uses for social media tools through the creation of a limited scope, special interest group application/project to explore benefits and issues associated with broader utilization of social media tools [LinkedIn, Google+, Facebook, Twitter, etc.] to create and reinforce a 'learning community', enhance communication and information sharing between interagency staff on topics of interagency interest and collaboration initiatives and evaluate the feasibility for expanded uses beyond the pilot phase.

**2.0 Strengthening IT Infrastructure**

**2.1 FiberNet II Buildout**

In the final phase of the large scale buildout of the FiberNet network through August 31, 2013, the focus will be to maximize the Federal ARRA grant funds and complete connection of all identified sites; to identify long-term operational support and service requirements agreements; and to assess and document budgetary requirements to sustain the FiberNet infrastructure and operations. This includes priority efforts that will:

- o Coordinate the FiberNet Hub Fiber Distribution Center Rebuild for all existing FiberNet Hubs to accommodate new ARRA fiber and existing fiber.

- Determine FiberNet service level requirements of each agency and create a new FiberNet
- Service Level Agreement (SLA)
- Negotiate and execute MOUs for each agency utilizing FiberNet
- Develop a Network Operating Center (NOC) solution for FiberNet that meets agency requirements and recommend solutions to ITPCC
- Document the FiberNet optical plant using OSOInsight
- Comply with the ARRA Grant requirements for open access

## **2.2 Interagency Mobile Systems/Devices and Applications**

Interagency expertise will be coordinated to determine the feasibility of leveraging and sharing applications, application development expertise, management of legal issues, and sharing policy guidelines related to the mobile computing and the use of non-agency issued technology in the workplace.

## **3.0 Sustainable Plan for Managing IT Assets**

### **3.1 IT Asset Management-Health and Replacement Priority of Major IT Systems**

Focus will be maintained on updating the health and replacement priority for major IT systems, including risk assessments for presentation to the Council in FY13.

### **3.2 Major IT Systems Planning and Funding Strategies**

The CIO Staff Subcommittee will examine content, organization, and presentation of information regarding the IT infrastructure health of major systems, risks and consequences to the systems, fiscal requirements and strategies, and coordination with established budget and planning processes to enable and improve resource allocation decisions for this critical infrastructure.

## **4.0 Continuity of Operations and Risk Management**

### **4.1 COOP Development—Adding Agencies**

The CIO Staff Subcommittee will assess the requirements and options for extending interagency planning using best in class tools such as MCG Office of Emergency Management and Homeland Security (OEMHS)'s COOP Automation Solution that won PTI's and NACO's 2012 awards.

### **4.2 Information Assurance and Risk Management**

To strengthen our preparedness and ability to plan for and respond to evolving and emerging risks, the Security SIG will be transitioned to a formal workgroup and tasked with providing information on specified topics in FY13-14 that should help to strengthen agencies' cyber security plans, estimate resource requirements, and identify categories of risk management controls.

## **5.0 Strategic Visioning and Planning**

### **5.1 IT Strategic Visioning Retreat**

The CIO Staff Subcommittee will plan a day-long interagency group retreat to engage in long range strategic visioning and priority setting for interagency information technologies and solutions as it relates to digital citizenship in a digital Montgomery County.