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# 2022 NACO CIO Forum LEGISLATIVE CONFERENCE

FEBRUARY 12-16 WASHINGTON HILTON WASHINGTON, D.C.



# 2022 NACO LEGISLATIVE CONFERENCE

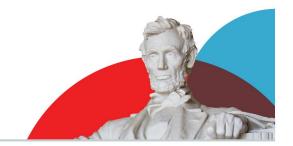
# CIO Forum

- Breakfast from 8:00-8:30
- Silence Phones
- Restrooms are located....
- Conference Wi-Fi
  - ATTENDEE NETWORK/SSID: AetnaCares PASSWORD: HealthyCounties! (case sensitive)
- Engage and Network



#### 2022 NACo LEGISLATIVE CONFERENCE





# Welcome

 Kickoff by Hon. Christopher Constance, Charlotte County Fla and IT Advisory Council Chair









# 2022 NACO LEGISLATIVE CONFERENCE CIO Forum

# We will break at 2:40 for a short break Feel free to take a call outside this room



#### 2022 NACo LEGISLATIVE CONFERENCE

**IT ADVISORY COUNCIL** 



# **Addressing Digital Equity**



Shannon Smith, King County WA
 Chief of Staff, Information Technology
 Department, King County, Wash.



 Hon. Craig Rice, Councilmember, Montgomery County, Md.







#### THE WALL STREET JOURNAL.

The Web-Deprived Study at McDonald's





#### MONTGOMERY COUNTY MD RURAL BROADBAND REPORT

Rural Broadband Connectivity and Demand in the Agricultural Reserve

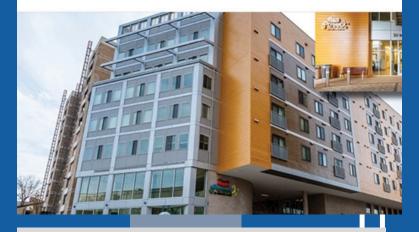




Closing the Digital Divide for Low-Income and Special-Needs Residents: Main Street Connect March/April 2021 • B

By Sean Buckley | Broadband Communitie

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MoCo NET

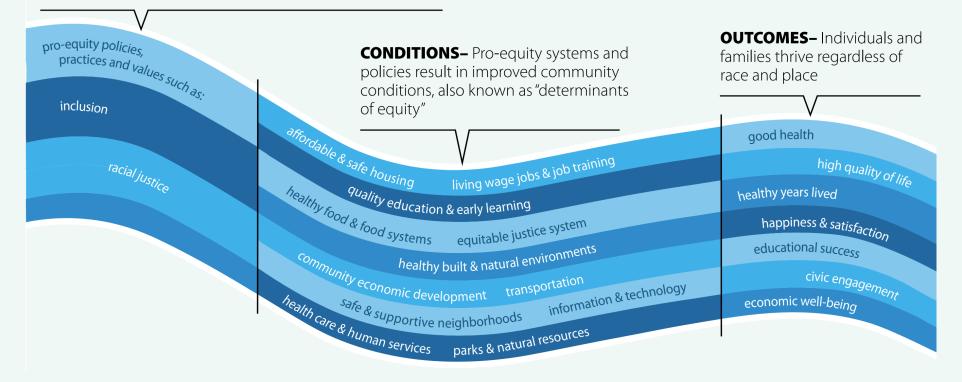


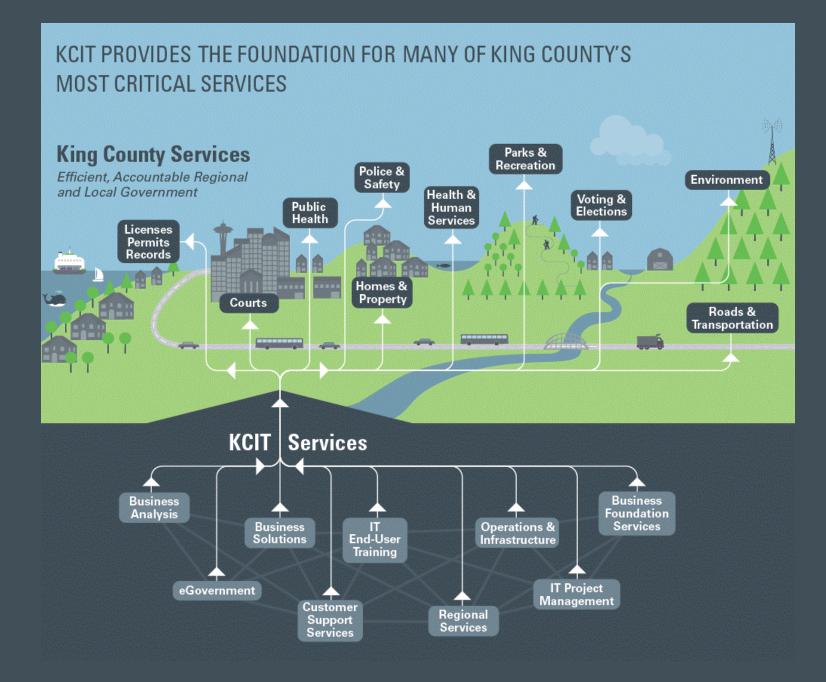
# Equity & Social Justice

#### THE **"HEALTHY STREAM"** CREATES EQUITY

#### **PRO-EQUITY POLICIES, PRACTICES & SYSTEMS-**

For greatest and most effective impact, King County is **focusing "upstream" to address root causes and be pro-equity** 





# Dig it a l Equity

#### 16% OF RESIDENTS DON'T HAVE INTERNET ACCESS AT HOME

While most people in King County can access the Internet from the comfort of their homes, a large number of our residents don't have this ability.

In King County, income and home access to the Internet are linked.

**Residents who** earn less than \$50,000/year are



to have Internet access



**Households without** Internet access 4-11% 12-15% **Over 16%** • Annual household

median income less than \$50,000/year

# Dig it a l Equity

#### WHAT PEOPLE CAN DO WITH INTERNET ACCESS AT HOME

Many of us take for granted the basic tasks that can be performed online. Not having Internet access at home means people must travel to libraries and community centers to:

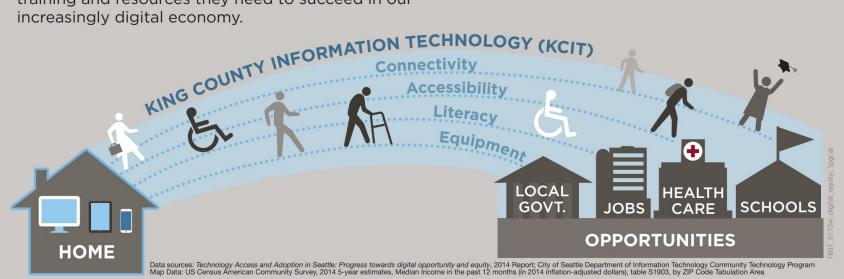


# Dig it a l Equity

#### **INTERNET ACCESS AT HOME CREATES OPPORTUNITY**

Ensuring equal access to the Internet for all of our residents, regardless of age, income or ability, allows them to connect to important online resources.

King County and KCIT play an important role in connecting people to the tools, training and resources they need to succeed in our increasingly digital economy.





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CIO Forum



## **Digital Transformation – Virtual First**



 Mr. Nate Greenberg, Director, Information Technology, Mono County and Town of Mammoth Lakes, Calif.



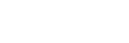
 Ms. Sybil Gurney, Assistant CIO,
 Information Technology, Alameda County, Calif.



 Mr. Brendan Burke, Vice President, Public Sector and Strategic Sales, Quickbase



 Ms. Nadia Hansen, Digital transformation Executive,
 Salesforce | Former CIO of Clark County, NV









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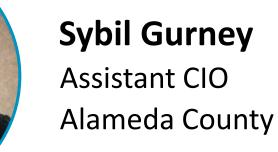


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# **Digital Transformation** Low Code Development







#### Nate Greenberg

Director, Information Technology Mono County



#### **Brendan Burke**

VP Public Sector Quickbase



#### Nadia Hansen

*Digital Transformation Exec Salesforce* 



# Agenda

- Digital Transformation A quick look
- What is Low Code?
- Testimonials
- Panel Discussion





# **Digital Transformation**

Digital transformation is the strategic adoption of digital technologies that allows for:

- Improved processes and productivity
- Better customer and employee experiences
- Ability to work and receive services at any time, from any where.

Digital transformation occurs through various tools, solutions, and processes such as Low Code.





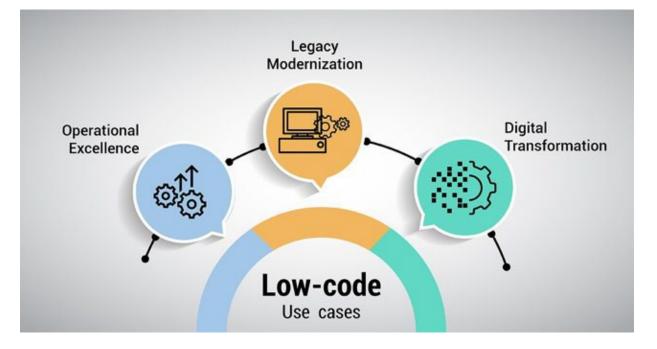




# What is Low Code?

Low Code is a software development approach that enables the delivery of applications faster and with minimal programming.

Low Code enables developers to skip tedious hand-coding, speeding up the process of launching a new or enhanced system.







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# Mono County Small County - Organizational Transformation



### **Department Operations Dashboard**



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## **Budget Management**

| y 🔗 Pi CO                                    | 1  |                   |                                 |                                 | hav Publ           |                 | de la            | Budget       | Permi Perso               | Depar                         | Infrast Radio    | 🕞 New               |                  |
|--|--|-------------------|---------------------------------|---------------------------------|--------------------|-----------------|------------------|--------------|---------------------------|-------------------------------|------------------|---------------------|------------------|
|  | E \$<br>counts Budget Details \                    | Vendors Trave     | & Conferences                   | Transactions                    | Project Connection | Invoices Vend   |                  | Chments Cert | ificates of Insurance New |                               |                  |                     |                  |
| Budget Tracking > Co                         | ppy of Mono County IT                              | Budget Trac       | king                            |                                 |                    |                 |                  |              |                           |                               | 🖨 Pri            | nt this page More 🖣 | Customize th     |
| uick Links                                   |  |                   |                                 |                                 |                    |                 |                  |              |                           | Current Y                     | ear Pacing       |                     |                  |
| Mono IT Budget Detail                        | BUDGET PAC   | CING              |                                 |                                 |                    |                 |                  |              |                           | Summa                         | y Detail         | Chart               |                  |
| ISF Budget Detail                            | TechRefresh  | CY Budget S       | Summary                         |                                 |                    | TechRefresh     | CY Budget to     | Actual       |                           |                               |                  |                     |                  |
| Radio Budget Detail<br>Sheriff Budget Detail | Account #  | 21-22<br>Budgeted | 21-22 Actual<br>(Calc)<br>(tot) | 21-22 Budget<br>Remain<br>(tot) | 21-22<br>Spend     | \$500,000.00    |                  |              |                           |                               |                  |                     |                  |
| TOML IT Budget Detail                        | <u>653-17-150-16950</u><br><u>653-17-150-30280</u> |                   | -\$503,290.01<br>\$83,601.22    | -\$112,560.67<br>\$81,888.78    | 82%<br>51%         | 0               |                  |              |                           |                               |                  |                     |                  |
| ISF Rate Build (LIVE)!                       | <u>653-17-150-31200</u><br><u>653-17-150-32020</u> |                   | \$24,902.71<br>\$254,045.92     | \$106,347.29<br>\$111,060.76    | 19%<br>70%         | Budget          |                  |              |                           |                               |                  |                     |                  |
|  | <u>653-17-150-32860</u><br>653-17-150-53030        |                   | \$6234.80<br>\$11,494.49        | \$765.20<br>\$41,505.51         | 89%<br>22%         | -\$500,000.00   |                  |              |                           |                               |                  |                     |                  |
|  | 653-17-150-72960<br>Totals (7 groups)              | -\$19,774.00      | \$3095.00                       | \$16,679.00<br>\$245,685.87     | 16%<br>-95%        | -\$1,000,000.00 |                  |              |                           |                               |                  |                     |                  |
|  |  |                   |                                 |                                 |                    | -\$1,500,000.00 | 653-17-150-16950 | 653-17-150   | 30280 653-17-150-31200    | 653-17-150-32020<br>Account # | 653-17-150-32860 | 653-17-150-53030    | 653-17-150-72960 |
|  |  |                   |                                 |                                 |                    |                 |                  |              | 21-22 Budget-Sum          |                               | lc)-Sum          |                     |                  |





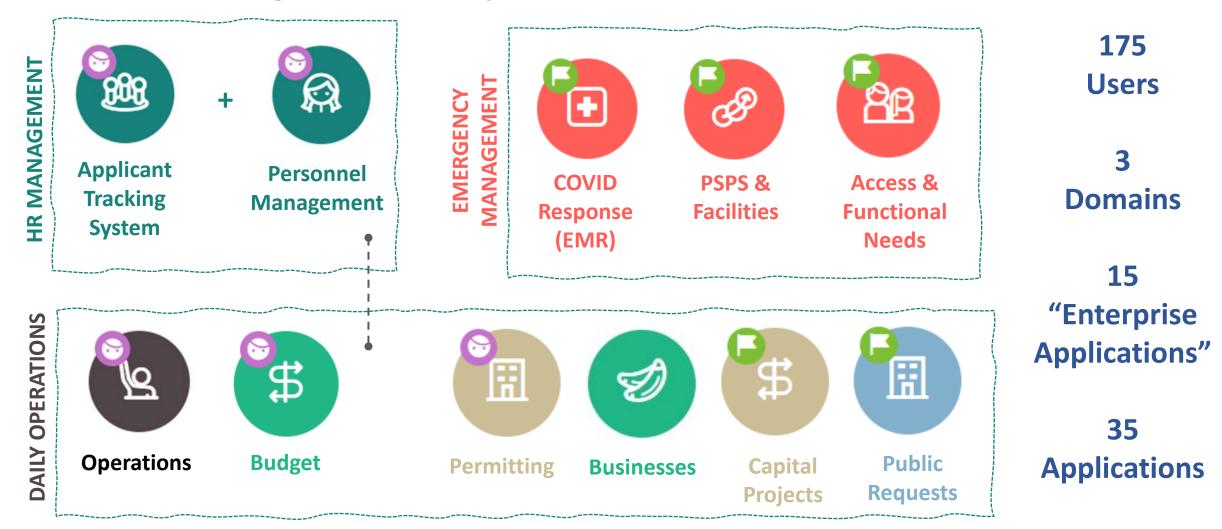
## **COVID Response**







### **Current Usage Landscape**





# **High Value**

- Affordable Investment : Value
- Supports Business Agility Easily, incrementally, build to suit
- Inspires Rapid Development COVID Response app built in 2 days
- Enterprise Capable Meets the demands of modern IT

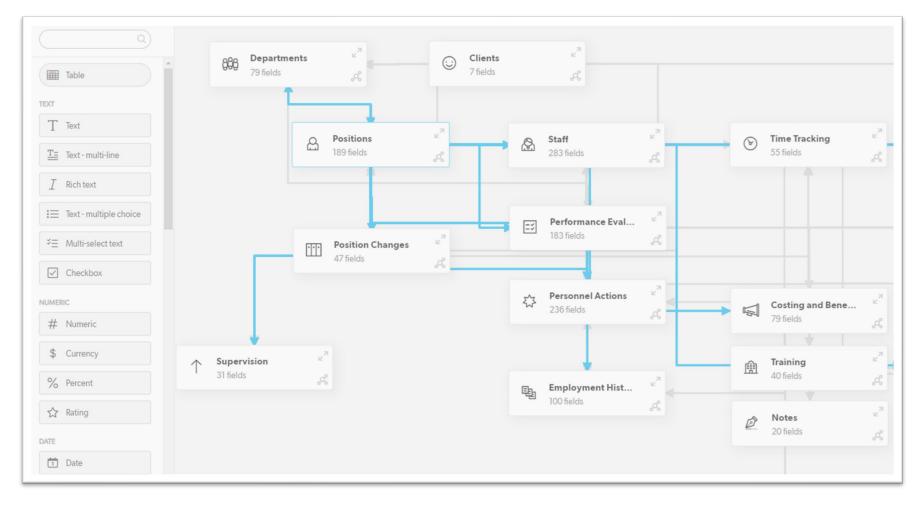






# **Low Risk Modernization**

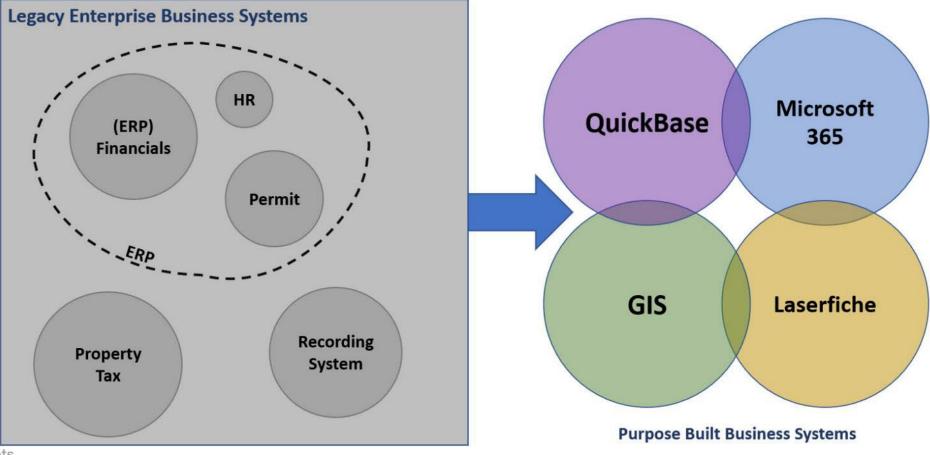
- Rapid Development
- Design & configure versus develop
- Non-Proprietary mitigates risk
- Large User Base lots of resources
- Democratizing for users & IT







### **Modern Enterprise Application Landscape**



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# **Quickbase** Age of Agility



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# **quickbase**

It's not about one or the other, it's about the right tool for the job

"By 2024, 75% enterprises will be using at least 4 low-code development tools for both IT application development and citizen development initiatives."\*

- Gartner



## **DC.gov & Agencies saving success outcomes:**

70k users 1100 Consistently accessed applications

196 integrations with Mayor.DC.gov

#### **Examples Include:**

**Certification Tracking** – "Third most important application" used by DC Public Schools to analyze data from SIS, connect with parents, and manage teacher licensing and credentials.



**Budget Approvals** – Application used by the DC Mayor's office to outline budget requirements and approvals for all offices. This application feeds the information to the Mayor's website to publicly display the information for the District.

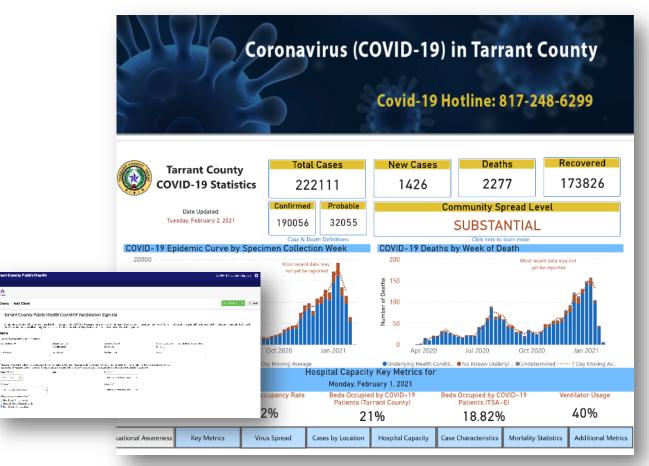
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**Request Tracking** – Application used by the Department of Human Services to track and approve/deny overtime requests.



# **60K+ citizens for COVID vaccine in first 24 hours**

- 2 To build a COVID-19 tracing andweeks vaccine distribution solutions
  - Citizens, ¼ of counties
- **600K+** population registered for vaccine to date
- **100%** Vaccines distributed



"Signing up now could help get vaccinations out faster once the vaccine becomes more available...There's a lot

of things that you can plan on when you have the data ahead of time."

- Vinny Taneja, county public health director



#### New Orleans 911 Saves Lives with Quickbase

#### Challenge

 Inability to pre-plan scheduling or monitor staff availability in real time, they depended in manual processes which weren't efficient enough

#### Solution

Quickbase improved scheduling, staffing and other processes. Including simplifying timesheet entries and giving more flexibility to expanding functionality to improve speed of accessing information and automating the daily log publication

#### Benefit

The department now has one-button access to life and resource saving information. Automated alerts have been put in place to instantly update status for better and faster responses. Process automation has cut hours of daily and weekly tasks and reports

"Quickbase has been instrumental in helping New Orleans 9-1-1 support fast, informed, and coordinated response across Police, Fire, and EMS services."

-Tyrell Morris, New Orleans 9-1-1



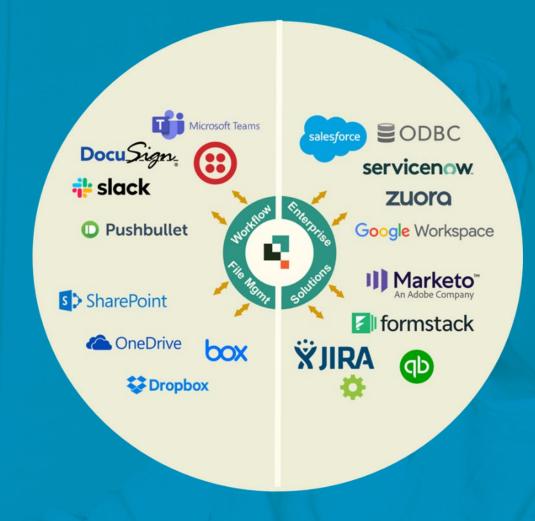
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# Connections

Extend data and automate workflows in new ways

- Connect to systems of record
- On-premise or in the Cloud
- Maintain role-based access and data integrity
- Full range of no-code workflow capabilities
- Enable LOB users to safely connect data and tools
- APIs enable complex integrations
- Centralize and manage a wide range of integrations on a single platform





## Thank you!





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# Alameda County Large County - Low Code Use Cases



## **Employee Self-Attestation**

- Used by 10,000 employees
- Created in one day using Microsoft Forms
- Comes with canned reporting

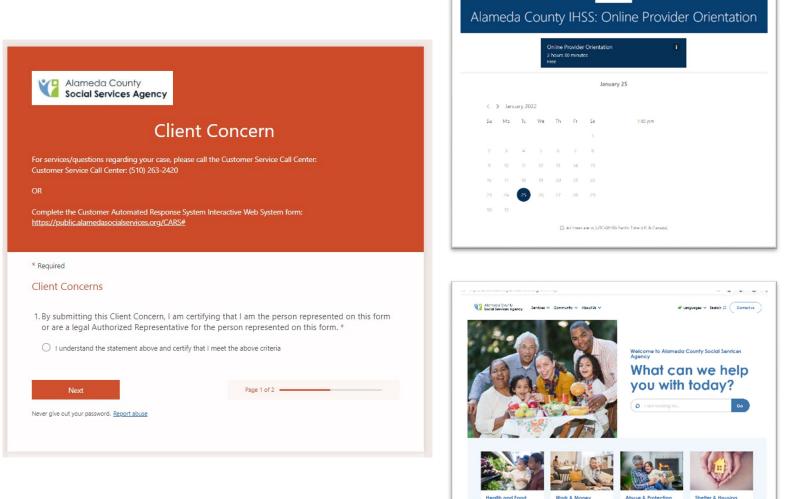


|   | CREENING  |
|---|---|
| ASSESSMENT  |   |
| You must answer the following questions at the start of your works<br>you are scheduled to work. If any answers change while you are at | work, immediately notify your immediate                           |
| supervisor by phone, e-mail, or personally making sure to adhere to<br>the workplace.   | safe social distancing (5 feet away) and leav<br>version: rev7212 |
|   |   |
| * Required  |   |
| 1.Name *  |   |
| Entar your answer   |   |
|   |   |
| 2. County Email *   |   |
| Enter your answer   | _   |
|   |   |
| 3. Department *   |   |
|   |   |



# **Social Services Client Concerns**

- Client Concern Application (MSFT Forms)
- Inhouse Service Provider Orientation (MSFT Bookings)
- Public facing Website (CMS)



IHSS





# **Virtual Weddings**

- DocuSign for applications
- E-payments to accept payments
- MSFT Teams for the ceremony
- Built over a weekend with one resource
- Officiated 3000+ virtual Weddings

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|-------------|
| #NACoLeg    |

| _  | STATE FILE NUMBER   | MUST BE LEGIBLE - 1  | MAKE NO ER   | E DARK INK ON   | OUTS, OR OTHE  | IR ALTERATIONS   | LOC   | CAL REGISTRATION   |
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| DATA   | MAYBERRY  |  |  |   |  | 10. LAST NAME AT BIRTH (IF DIFFERENT THAN 1C)  |   |  |
| ISON DA  |   | 3. STATE/COUNTRY OF BIRT   | H 4, #PREV   | MARRAGES/S  |  | INTERNACE SROP ENDED   | IN HOP ONA  |  |
| FIRST PERSON C   | 6. ADDRESS<br>16001 LIBERTY ST #202   |  |  | SAN LE  | NDRO   | 8. STATE/CO<br>CA  | 6   | 9 ZIP CODE<br>94578  |
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|  | DEBORAH LYNN MCDADE   |  |  |   |  | LA   | IF OUTSIDE U.S  | S. ENTER COUNTRY   |
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|  | 12C. CURRENT LAST   |  |  |   |  | NAME AT BIRTH (IF DIFF   | ERENT THAN 120  | C)   |
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| D Grown = Broke<br>SECOND PERSON DATA  | 17. ADDRESS<br>3735 STEVE LILLIE CIR  |  |  | STOCK   | ION  | CA   | 9   | 8. ZP CODE<br>95206  |
| 208  | 21A FULL BIRTH NAME OF FATHER<br>JERALD SHUTTLEWORTH  | to be appear   |  |   |  | 218. STATE OF BRTH   | OF OUTSIDE U.S  | S. ENTER COUNTRY   |
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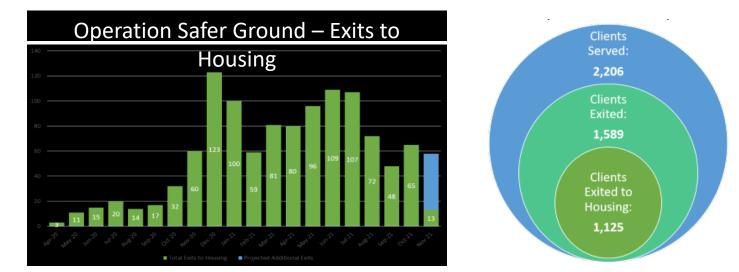




# **Project Roomkey (COVID Hotel)**

- Built Using Salesforce
- Developed rapidly in phases
- Helped 1000+ Homeless find permanent housing
- Used by 2000+ users
- Includes Dashboards and instant Reports

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| FEMA Program        |  |               | Medical Home Status            |               |         |                       |   |
| Language            |  | 1             | Medical Renew Date             |               | 1       |                       |   |
| Health Plan         |  | /             | Homolessness Status            |               | 1       |                       |   |
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# **eDocs (In-Home Supportive Service)**

- Built Using Salesforce
- Developed in 2 Weeks
- Includes:
  - Digital Signing and Automated Workflow
  - Autofill of redundant data
  - Manages County and State forms in five different languages
- 6000 applications and 18,000 reassessments

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# Salesforce



#### Who is Salesforce?

The Cloud Computing Pioneer

#### Enterprise

**Cloud Computing** 

No Hardware/Software Instant Scalability Automatic Updates 3x/year Fast Deployments



#### Customer Success Platform

Out-of-the-Box Business Applications Enterprise Application Development AppExchange (Public or Private) Built-In Mobile, Social, Analytics



#### Legacy of Innovation

#1 CRM Company Worldwide (Gartner) Most Innovative Company (Forbes x 7 Years) Government Cloud (FedRAMP/DoDIL4) 1:1:1 Philanthropy Model

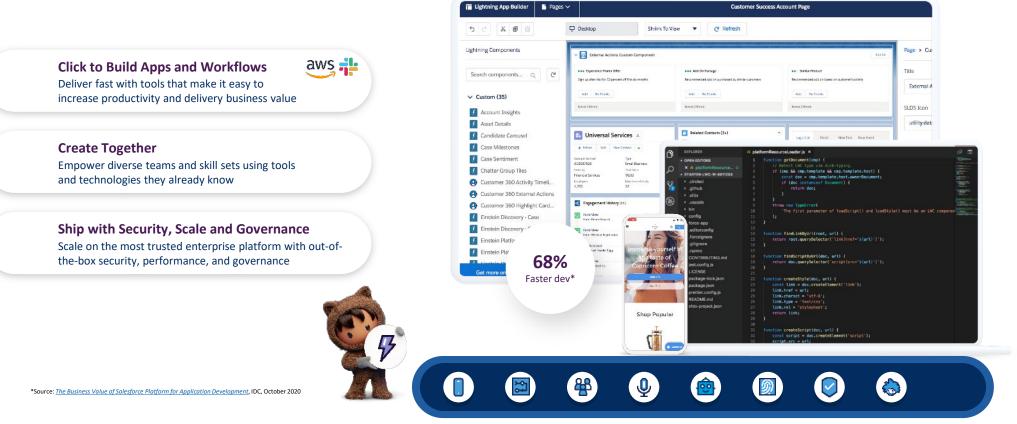






#### **Salesforce Platform**

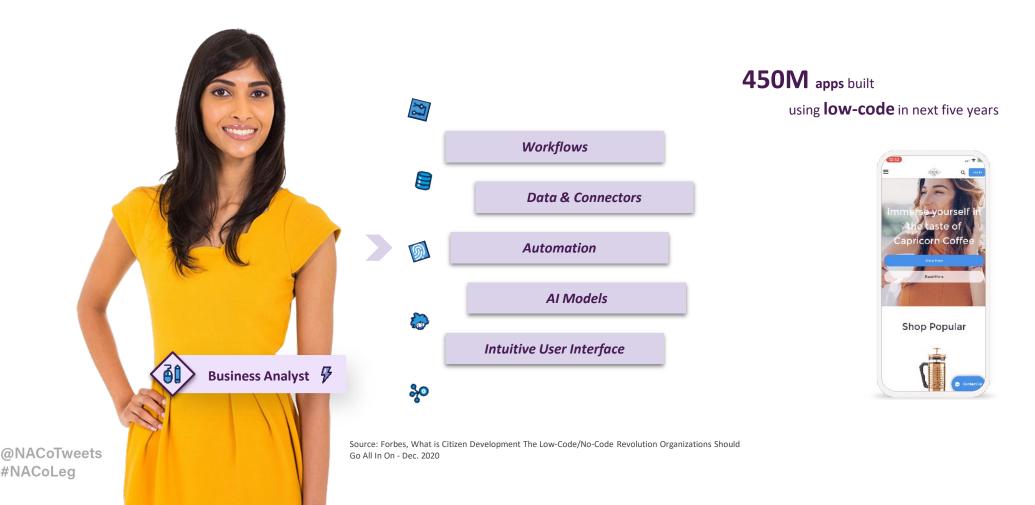
#### Create & Automate on the #1 Low-Code Platform



@NACoTweets #NACoLeg



#### **Build Rich User Experiences and Apps Fast**





#### Local Governments Can Go Digital Fast With Salesforce Customer 360 Platform

Across City Government, the Platform Enables Faster, Easier & Simpler Issue Resolution

Average improvements<sup>1</sup> reported by Salesforce customers:

- +30<sup>%</sup> Citizen Satisfaction
- +27<sup>%</sup> Agent Productivity
- +29<sup>%</sup> Faster Case Resolution
- +27<sup>%</sup> Faster Decision Time
- +31<sup>%</sup> Employee Engagement

<sup>1</sup> Source: FY21 Success Metrics Pulse Survey conducted in 2020 amongst 3,177 customers, randomly selected. Response sizes per question vary. [Sept. 10, 2020]







2022 NACo LEGISLATIVE CONFERENCE S @NACoTweets #NACoLeg



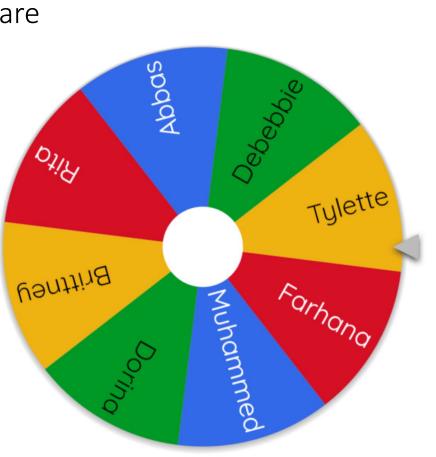
# **Panel Discussion**





Break

 All Registered Attendees are listed

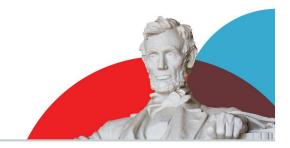


Wheel of Prizes









# **Elections Security Tabletop**



 Mr. Tim Rahschulte, CEO, Professional Development Academy



 Ms. Kathryn Boockvar, Vice President of Election Operations, Center for Internet Security

- Hon. Ricky Hatch, Auditor/Clerk, Weber County, Utah
- Eugene Kipniss, Director of Partnerships and Stakeholder Maturity for the Multi-State Information Sharing and Analysis Center, Center for Internet Security
  - Rita Reynolds, CIO, NACo
  - Seamus Dowdall, Legislative Associate, NACo
  - Guy from CISA- Scott to confirm









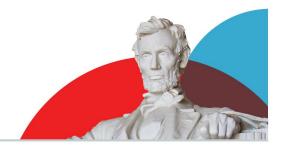
# **Elections Security Tabletop - Scenario**

- Pictoria County, Tennessee is a medium size county outside of a metropolitan area.
- Total population is around 220,000 and contains 150 voting precincts.
- Many of the precinct locations are either in community, school, or church buildings.
- The Election Office is a separate office with an Election Director who reports to the Board of Commissioners.
- There are 10 Election Office staff.
- The county has about 20 IT staff. Leading up to the election, the IT staff assist with testing the election voting equipment and helping on the day of the election.
- Responsibilities include IT support
  - To ensure that each location has good internet connection for the electronic poll books
  - Running video conferencing (or zoom) with the Election Director to address and make decisions on election day
    questions including voter verification issues.
  - Testing, monitoring, and fixing if any issues with the scanners, uploads to election night returns sites, other outward facing websites









## **Elections Security Tabletop - Scenario**

- The Fall election is upon us and includes several high-profile positions (county commissioner, state legislature). There is also a snowstorm forecast for the day before the election. However, the county isn't too concerned as the weather models keep changing and are showing that the snowstorm will probably not hit Colorado at all.
- (NOTE: THIS COULD ALSO BE A DIFFERENT WEATHER EVENT FOR THOSE AREAS THAT DON'T USUALLY HAVE SNOW – HURRICANE, SEVERE FLOODING)









# **Elections Security Tabletop – Injection #1**

- The day prior to the Fall election, the forecast took a turn for the worse and now an unprecedented snowstorm has hit central Colorado.
- The Election Director has called the IT Director to notify him/her that calls are coming in from four voting locations that their power is out. This means that internet access may not work on Election Day and further asks how the IT Director is going to ensure that all the voting equipment is delivered to all 95 voting precincts.
- After the IT Director hangs up with the Election Director, an IT member comes into the office and shares that several employees received an email that appeared to come from the County IT department asking them to change their password as this is best practice right before an election. The link was included, and one employee followed through.

This employee happened to be in the Election Office and now his laptop (which he takes to one of the polling locations) has him locked out and a ransom message is up on the screen.
NACo.









# **Elections Security Tabletop – Injection #1 Questions**

- How will all the voting equipment be delivered on time? If you are a county that doesn't typically have snow, what if the weather event was severe rains and massive flooding)
- What are some options to addressing the power outages at the four voting locations? And what contingencies for this scenario have been discussed prior to the situation occurring?
- Who should be notified of the security incident with the election staff employee? This employee happened to be in the Election Office and now his laptop (which he takes to one of the polling locations) has him locked out and a ransom message is up on the screen.
- What steps should be taken to mitigate the situation with the laptop? What county employees should be part of these discussions? Does your county have a security response team and/or a continuity plan that sets out who should be contacted in situations like this?



•Each table discusses question for 8 minutes •Five Groups will report out to the entire group







# **Elections Security Tabletop – Injection #2**

- Later in the evening the IT Director gets a call from the County Communications Director to say that information is showing up on Facebook that voting equipment has not been delivered to all voting locations because of the snowstorm.
- Further, there have been three more employees (one out of the commissioner's office) that received the "change password" email
- Two of them followed through.
- They are also locked out of their computers and can't access their email even from a web browser.









# **Elections Security Tabletop – Injection #2 Questions**

- What steps should be taken to mitigate the misinformation that is showing up on Facebook?
- What stakeholders should be contacted at this point?
- What could have mitigated the situation with the employees changing their password
- For IT staff, what tools could be used, or steps should be taken to ensure that the county network (including the website) are not affected or will not be affected by the security incident



•Each table discusses question for 8 minutes •Five Groups will report out to the entire group







### **Elections Security Tabletop – Resources**

#### Hot Wash

Hot Wash How-To Published Fall, 2017

#### What is a Hot Wash?

A "Hot Wash" is a post-action review completed ideally wit exercise (or as soon as practical) to identify strengths and effort, to verify that response and recovery goals are met, I performance, and to identify areas for improvement. It is in kept positive in tone; finger-pointing is not constructive anc dialog required for improvement.

#### Who participates in the Hot Wash?

It may be run by the exercise planner, system owner or a r participants should be responders, participants and stakeh systems or facilities. Not everyone who participated in or \ needs to attend, but the group should represent most of th internal and external participants.

#### What needs to be done prior to Hot Wash?

A short event synopsis should be prepared. A meeting ne agenda created. The Event Synopsis and Agenda need to participants.

#### What is on the Agenda?

- The agenda on page 3 is an example; use the agenda forr place of work.
- Introductions: Identify the groups affected and thos
- What happened? What was the scope in staff, facil systems?
- Why did it happen? What the cause of the outage of cascade failures?
- What needs to be done? Identify ways to improve and our own preparation. Should there be more tra
- Moving Forward: Assign Action Items including a m their completion.



Hot Wash How-To Published Fall, 2017 WIS-ISAC<sup>™</sup> Multi-State Information Sharing & Analysis Center\*

| Meeting Name: Hot Wash / After Action Review of Some Event or Exercise |  |  |  |  |  |
|--|--|--|--|--|--|
| Date: Meeting Date Time: Start-End                                     |  | Facilitator: Primary Facilitator/Incident<br>Commander |  |  |  |
|  |  | Scribe: Person who takes notes                         |  |  |  |

#### Distribution & Attendee List

| Name               | Department   | Attendance | Name        | Department   | Attendanc<br>e |
|--------------------|--------------|------------|-------------|--------------|----------------|
| Incident Commander |              |            | Responder 1 | Network Team |                |
| System(s) Owner    |              |            |             |              |                |
| Team Lead          | Network Team |            |             |              |                |

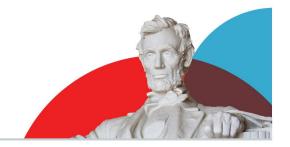
| ID | Item                              | Estimated<br>Time | Discussion  |
|----|-----------------------------------|-------------------|---|
| 1. | Introductions                     |                   | <ul><li>Introductions</li><li>Statement of purpose for the meeting</li></ul>  |
| 2. | What happened,<br>What did we do? |                   | <ul> <li>Overview from synopsis and timeline</li> <li>Corrections and additions</li> <li>Three Up, three Down: 3 things we did right/wrong from each participant</li> </ul> |
| 3. | Why did it happen                 |                   | Overview from preliminary root cause analysis   |
| 4. | What needs to be<br>done?         |                   | Identify Action Items   |
| 5. | Moving Forward                    |                   | Assign Action Items   |

| Actio | Action Item List    |        |               |  |  |
|-------|---------------------|--------|---------------|--|--|
| ID    | Item                | Due by | Assigned to:  |  |  |
| 1.    | Improvement Item    | Date   | Specific Name |  |  |
| 2.    | After Action Report | Date   | Specific Name |  |  |









# **Elections Security Tabletop – Resources**

- CISA Resources
- MS-ISAC/EI-ISAC Resources
- NACo Resources





CIO Forum





 Mr. Shannon Brewster, Director, AT&T Cybersecurity

## **Maximizing ARPA**



 Mr. Nathan Wiebe, Chief Information Security Officer, Contra Costa County, Calif.



 Mr. William R. Denny, Partner, Potter Anderson & Corroon LLP

 Mr. Michael Hojnicki, Chief of Technology and Administrative Services, New Castle County, Del.









## **Motivating and Retaining Current Staff**



 Todd Bonlarron, Assistant County Administrator for Palm Beach County



 Mr. John Matelski, Chief Innovation & Information Officer, Department of Innovation & Technology, DeKalb County, GA



 Ms. Deborah Stoutamire, Ph.D. Chief Administrative Officer, NACo



 Mr. Carlos Greene, Senior Program Director Retirement Solutions, NACo FSC









## Dinner



 Start back with our closing fireside chat of County ClOs





CIO Forum



# **Thriving - County Technology Priorities**





 Ms. Sybil Gurney, Assistant CIO, Information Technology Department, Alameda County, Calif.



 Mr. Mike Taylor, Chief Information Officer, Pitt County, Ga.



 Ms. Elizabeth Lo, IT Director, Bedford County, Va



 Mr. Tim Oliver, Chief Information Officer, Horry County, S.C.

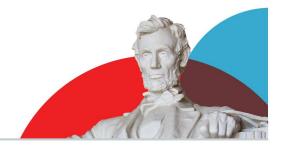


 Hon. Joe Briggs, County Commissioner, Cascade County, Mont.







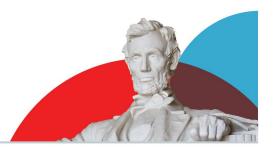


# **Tech Prize Drawings**





## **IT ADVISORY COUNCIL**



# **Closing Remarks**

- Weekend Meetings
  - Technology and Telecommunications Policy Steering Saturday: 12:30 pm to 5:00 pm EST, International Ballroom West, Concourse Level
  - GIS Subcommittee Sunday 9:30 am to 10:45 am EST Columbia 3 & 4, Terrace Level
  - IT Standing 11:00 am to 1:30 pm EST, Columbia 3 & 4, Terrace Level
  - How to Maximize American Rescue Plan Act (ARPA) Funds for Cyber and Technology Modernization, Monday, 3:15 pm to 4:30 pm EST, Columbia 5 & 7, Terrace Level





