

**ALL U.S. counties are invited to participate in the Center for Digital Government and**

**National Association of Counties 2019 Digital Counties Survey!**

**The deadline for submissions is Thursday, April 4, 2019.**

“Digital Counties” have evolved to recognize the value of technology, empower their tech leaders and use new ideas to make life better for everyone who lives and does business in the county.

The Digital Counties Survey provides an annual measure of county performance and innovation in using technology. As counties are constantly evolving in their efforts to advance, the survey also evolves to assess and identify emerging best practices.

In this 17th annual survey, the Center for Digital Government (CDG) and the National Association of Counties (NACo) are looking for counties nationwide who align their technologies with county goals in order to improve the interactive experience for citizens and others doing business with the county; to save tax dollars through newfound efficiencies; boost transparency, cybersecurity, and engagement; and innovate through unique and exciting projects.

* Based on the 10 key characteristics of a Digital County below, you answer what the county has in place and accomplishments during the previous year; providing brief descriptions and some web addresses and respond to check-box matrices.

**Characteristics that comprise 2019 Digital Counties:**

**I. Leadership Alignment:** Strategy and actions consistent with county priorities/policies

**II. Citizen-centric:** Government Experience (Mobile, Engaged, Digital Services)

**III. Efficient**: Data-driven

**IV. Data Governance**: Utilization of data

**V. Secure**: Cybersecurity Measures/ Initiatives

**VI. Resilient**: Disaster Recovery/ Continuity of Operations

**VII. Staffed/ Supported**: Hiring and Retaining Competent IT Personnel

**VIII. Connected:** Connected Infrastructure and Bridging the Divide

**IX. Innovative:** Innovative Initiatives and New Technologies

**X. Best Practices**

* Also, you complete a self-assessment of trending issues and technologies in a simple check-box format. There are no wrong answers, and you will earn points for completion. Please see Appendix A in the linked Word doc for details on the scoring.

**ALL U.S. counties are invited to participate** including all smaller population-sized counties. Consolidated city/county governments may select and participate in one survey annually, either this Digital Counties Survey or the Digital Cities Survey conducted in the summer.

**Participation benefits:**

* Many counties use the survey as an annual tool for county-wide information gathering, self-assessment to identify achievements and deficiencies, benchmark the county nationally, and to validate staff for dedicated and productive improvements. It’s an opportunity to take stock of the county’s IT initiatives and to look to the future.
* Aggregated results will be shared with participating counties to encourage an ongoing dialogue among practitioners related to lessons learned and best (and emerging) practices; and to provide examples of excellence for articles, reports, webinars, and other media content.

Top-ranked counties in each of five population classifications will receive the Digital Counties Survey award and will be honored at a dinner during NACo’s annual conference July 12-15 in Las Vegas /Clark County, Nevada.  Additionally, winners will be featured on govtech.com, in *Digital Communities* articles and CDG’s best practices and thought leadership publications.

[The Center for Digital Government](http://www.centerdigitalgov.com) is a national research and advisory institute focused on technology policies and best practices in state and local government. The Center is a division of [e.Republic](http://www.erepublic.com), the nation’s only media and research company focused exclusively on state and local government and education.

The Center thanks Dell EMC, Laserfiche, Tanium and ZScaler for underwriting the 2019 Digital Counties Survey and for supporting county governments in their efforts to better serve their constituents.

**The deadline for submissions is Thursday, April 4, 2019.**

**Center for Digital Government’s 2019 Digital Counties Survey**

***Registrant/Respondent (required):***

First Name:

Last Name:

Title/Role:

Department/Agency:

Email:

Phone:

MAILING Address:

City:

State:

ZIP Code:

County Name:

County Website URL:

**Alternative contact if the registrant is not available (required):**

First Name:

Last Name:

Title/Role:

Department/Agency:

E-mail:

Phone:

MAILING Address:

City:

State:

ZIP Code

***Communications-Public Information Director:***

First Name:

Last Name:

Title/Role:

Department/Agency:

Email:

Phone:

Mailing Address:

City:

State:

ZIP Code

The contacts named above will be sent relevant information regarding the Center for Digital Government’s Digital Counties Survey and Digital Communities Program.

PLEASE NOTE: the online survey entry form does not support embedded hyperlinks; the website addresses must be entered. This Word doc cannot be uploaded into the survey entry form online – responses must be entered online. You can print a PDF of your responses from the survey tool after submission; however, some responses are occasionally not captured, **so please use this Word doc as a back-up copy of your submission.**

1. **COUNTY IT METRICS**

***A-1. Select a Population Classification (required):***

* 1) Up to 150,000
* 2) 150,000 – 249,999
* 3) 250,000 – 499,999
* 4) 500,000 – 999,999
* 5) 1,000,000 or more

**A-2. What is the county’s current official population? (required):**

***A-3. (For data only) How many staff (FTE equivalents) across the enterprise support county Information Technology (IT)? (required)***

Please select a range:

* + - 0-49
    - 50-99
    - 100-149
    - 150-199
    - 200+

***A-4. (For data only) For which of the following areas does the county have at least one dedicated FTE (full-time equivalent) position with county-wide responsibility for the area listed:*** *(Select all that apply)*

               \_\_\_ Cybersecurity

\_\_\_ Data Analytics/ Business Intelligence

\_\_\_ Innovation

\_\_\_ Citizen Experience

\_\_\_ Performance Metrics

\_\_\_ Privacy (protection of personal information)

***A-5. (For data only) What percentage of the county IT workforce will be retiring in the coming year?***

* + - Less than 5%
    - 5-10%
    - 11-20%
    - 21-30%
    - 31 - 40%
    - 41% or more

***A-6. (For data only) Where do you see an increasing need for IT workforce over the next few years?*** *(Select all that apply)*

\_\_\_\_Business intelligence and data analytics

\_\_\_\_Application building, implementation, integration, and modernization

\_\_\_\_Business Analysis

\_\_\_\_Citizen Centric Design

\_\_\_\_Innovative Technologies

\_\_\_\_Project Management

\_\_\_\_Vendor-managed IT services

\_\_\_\_Infrastructure updates

\_\_\_\_Cybersecurity

\_\_\_\_Compliance auditing

\_\_\_\_Data center operation/ consolidation

\_\_\_\_IT support and helpdesk activities

**10 KEY CHARACTERISTICS OF DIGITAL COUNTIES: IT INITIATIVES and ACCOMPLISHMENTS**

1. **LEADERSHIP ALIGNMENT – THE BIG PICTURE: GOVERNING BODY POLICIES and IT RESPONSE/ PROGRAMS**

**I. LEADERSHIP ALIGNMENT: *In thinking of the priorities of your elected body, what are the major policies that the county governing body/ Board of Supervisors/ and/or county administrator have established and how is IT responding?***

***List the Top 3 major county IT priorities and the major policies (and where publicly stated) and summarize for each what IT leadership is doing to support them. Further discussion may follow in any of the remaining survey topics/digital characteristics – let us know which topics.*** *For example, if the Board of Supervisors/administration has data governance as a top initiative, note the policies and summarize what IT is doing, then provide more information in the Data Governance/Section IV answers. In this question we are looking for the policy factors that determine that the projects you’re working on are aligned as vital county projects.*

***I-1. Top priority (1 of 3) of your elected body: what are the major policies that the county governing body/ Board of Supervisors and/or county administrator have established, and how IT is responding?***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate. To ease survey input, there are no character limits this year.* |

***I-2. Top priority (2 of 3) of your elected body: what are the major policies that the county governing body/ Board of Supervisors/ and/or county administrator have established, and how IT is responding?***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***I-3. Top priority (3 of 3) of your elected body: what are the major policies that the county governing body/ Board of Supervisors/ and/or county administrator have established, and how IT is responding?***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***I-4. Additional priorities of your elected body: what the major policies that the county governing body/ Board of Supervisors/ and/or county administrator have established, and how IT is responding:***

|  |
| --- |
| *Even if the county has many more than 3 top priorities, please keep this scored response to under 300 words and include county website addresses where appropriate.* |

**I-5. *IT Strategic Plans (credit-for-completion points): Please list the county’s plans, years covered and the URL/website address for credit – including the IT Strategic Plan, Enterprise IT Plan, County General Plan where IT is discussed (note page numbers), Business Continuity/Crisis Management Plan, etc.) – the ones in use for IT in your county.*** *(response required)*

|  |
| --- |
| Plan:  Years covered:  URL:  If not IT plan, page numbers covering IT: |

1. **CONTEXT: PRIORITIES, INITIATIVES, CHALLENGES**

**Responses to the following questions (section B) provide further context for understanding the county’s achievements and priorities. Responses will not be scored (there are no right or wrong answers) but respondents will receive credit-for-completion points. (**See Appendix A below for scoring details.)

***B-1.* *Please list in priority order the following technologies and initiatives which are likely to have an increased focus in the next year****. (online click and drag to the top to show priority order) In this doc just number the priorities 1 being highest.* ***(credit-for-completion points)***

\_\_\_\_\_Cybersecurity

\_\_\_\_\_Hire and Retain IT Personnel

\_\_\_\_\_Mobility: Mobile Applications

\_\_\_\_\_Citizen Experience/ E-Service Provision

\_\_\_\_\_Data Governance

\_\_\_\_\_ Business Intelligence/Analytics

\_\_\_\_\_ Shared or Collaborative Services

\_\_\_\_\_Infrastructure Modernization

\_\_\_\_\_Cloud Computing

\_\_\_\_\_Disaster Recovery/Continuity of Operations

\_\_\_\_\_ Budget and Cost Control

\_\_\_\_\_Increased Agency/ Department/ IT Collaboration

\_\_\_\_\_ Broadband/ Addressing the Digital Divide

\_\_\_\_\_ Smarter Infrastructure / Internet of Things

\_\_\_\_\_Introduction of Innovative Technologies – e.g. AI, Machine Learning

\_\_\_\_\_Other: List below

***B-1a. Additional clarifying information for the above priorities:***

|  |
| --- |
|  |

**B-1b. *Of the above priorities (question B-1), list the five that will receive the largest increase in funding in the next 12-18 months, and enter the percentage of increased funding (credit-for-completion points):***

     #1\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ %\_\_\_\_\_\_

#2\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ %\_\_\_\_\_\_

#3\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ %\_\_\_\_\_\_

#4\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ %\_\_\_\_\_\_

#5\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ %\_\_\_\_\_\_

***B-2. What percentage of the following IT systems and solutions does the county use? (If method is not used, enter zero – total must equal 100 percent.) (credit-for-completion points):***

    \_\_\_Owned by the county and operated by county employees %\_\_\_\_\_\_

\_\_\_Outsourced to another government %\_\_\_\_\_\_

\_\_\_Outsourced to industry partner %\_\_\_\_\_\_

     \_\_\_Other: Please specify below. %\_\_\_\_\_\_

     TOTAL %\_\_\_\_\_\_100

***B-2a. If Other was selected above, please explain, and* *include additional clarifying information:***

|  |
| --- |
|  |

***B-3. Approximately what percentage of the county’s current systems/applications have been migrated to the cloud? (Select one) (credit-for-completion points):***

* 10 percent or less
* 11-20 percent
* 21-30 percent
* 31-40 percent
* 41-50 percent
* more than 50 percent

***B-3a. Approximately what percentage of the county’s systems/applications ultimately can be migrated to the cloud? (Select one) (credit-for-completion points):***

* 10 percent or less
* 11-20 percent
* 21-30 percent
* 31-40 percent
* 41-50 percent
* more than 50 percent

***B-3b. Please rank the following systems/applications that are under consideration for migration to the cloud: Click and drag to the top in rank order when online: (credit-for-completion points):***

\_\_\_\_ Application Development and Testing

\_\_\_\_ Geospatial Services

\_\_\_\_ Health and Human Services

\_\_\_\_ Transportation

\_\_\_\_ Public Safety/ Law Enforcement

\_\_\_\_ Environment

\_\_\_\_ Finance and Administration

\_\_\_\_ Other (specify) \_\_\_\_\_\_\_\_\_\_\_

**B-4. *What percentage of the county-wide IT budget is spent on the following areas? (total must equal 100%) (credit-for-completion points):***

\_\_\_\_ IT Staff (internal)

\_\_\_\_ Telecommunications

\_\_\_\_ Hardware

\_\_\_\_ Software

\_\_\_\_ IT Services (Cloud and Infrastructure services)

\_\_\_\_ IT Services (solutions)

\_\_\_\_ Other \_\_\_\_\_\_\_\_\_\_\_

B-4a. Additional clarifying information for the above:

|  |
| --- |
|  |

**B-5. KEY PARTNERSHIPS/COLLABORATION: Please note the county’s key multi-jurisdictional initiatives (with the state/cities/other counties) and public/private partnerships: (credit-for-completion points):**

|  |
| --- |
|  |

**B-6. EXTERNAL CHALLENGES *(credit-for-completion points): Please rank the following external challenges the county has experienced:*** *Click and drag to the top in rank order, then describe the county’s initiatives below:*

\_\_\_\_ Adequate funding

\_\_\_\_ Executive sponsorship

\_\_\_\_State reductions in funding

\_\_\_\_State-mandated responsibilities transferred to counties

\_\_\_\_Population demographics change

\_\_\_\_Tax-base reductions

\_\_\_\_Reductions in staffing and operating hours

\_\_\_\_Agency consolidation, mergers and elimination

\_\_\_\_Federal policies and resources

\_\_\_\_Other: (describe below)

**B-6a. EXTERNAL CHALLENGES *(credit-for-completion points): Briefly describe the top 3 county initiatives undertaken to deal with the above external-based challenges:***

|  |
| --- |
|  |

**II. CITIZEN-CENTRIC: Government Experience - Web, Mobile, Social, Digital Services**

**II-1. Citizen-centric: Government Experience via Web, Mobile, Social Media, Digital Services - Initiatives/ Accomplishments in Place: include county website addresses where appropriate; and project dates. To receive credit, include dates.**

***II-1a. CITIZEN-CENTRIC: Describe the strategy, approach, implementation or actions for CITIZEN-CENTRIC-related programs and projects that are consistent with and in support of county priorities and policies.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate. To ease survey input, there are no character limits this year.* |

***II-1b. CITIZEN-CENTRIC: Describe progress over the previous year; either through a new initiative that is substantially completed; or through incremental improvement of existing CITIZEN-CENTRIC-related program or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***II-1c. (For data only) What are your top 3 priorities for improving citizen/ business experience in the next 12-18 months?*** *Priority # 1)  
 Priority # 2)  
 Priority # 3)*

***II-1d. CITIZEN-CENTRIC: Describe effective collaboration including multi-jurisdictional and inter-departmental and/or with private and nonprofit sectors.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

**Channel:** A path through which communication flows from government to citizens/businesses and back to government, such as the website, mobile devices, social media and more.

***II-2. List the top three channels/methods of government experience and fill in the matrix items below****. (DO NOT list web addresses/access to sensitive or protected data.)*

|  |  |  |  |
| --- | --- | --- | --- |
|  | Website address/URL (or address of screen shots/ references) | Average # of users per month | # of services that can be completed via the channel |
| ***II-2.1 List your First Top channel:*** |  |  |  |
| ***II-2.2 List your Second Top channel:*** |  |  |  |
| ***II-2.3 List your Third Top channel:*** |  |  |  |

**II-3. CITZEN-CENTRIC: Overall County Government Experience Channels**: ***Select the channels/methods that the county uses and will use in the next 12-18 months in the matrix below, then elaborate in question II-3a:*** (credit-for-completion points)

|  |  |  |  |
| --- | --- | --- | --- |
| **ITEM** | In Use Now | Plan to Implement/Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| **Web Experiences** | ---------- | ------------------------- | ---------- |
| II-3.1. Website |  |  |  |
| II-3.2. Citizen Account (Single-Sign-On) |  |  |  |
| II-3.3. Native Mobile Application(s) |  |  |  |
| II-3.4 311 app with tracking and reporting |  |  |  |
| II-3.5 Social Media (Facebook, Twitter, etc.) |  |  |  |
| II-3.6. Voice Messaging Apps (WhatsAp, Kik, Facebook Messenger, etc.) |  |  |  |
| II-3.7. Voice Navigation/ Smart Speakers |  |  |  |
| II-3.8. Video Chat |  |  |  |
| II-3.9. Text Message/ SMS |  |  |  |
| II-3.10. Citizen surveys/polling |  |  |  |
| II-3.11. Crowd-sourcing |  |  |  |
| II-3.12. Other Web Experiences: |  |  |  |
| **Emerging Experiences** | ---------- | ------------------------ | ----------- |
| II-3.13. Amazon Echo/ Alexa Skillsets |  |  |  |
| II-3.14. Microsoft Cortana SDK |  |  |  |
| II-3.15. Siri SDK |  |  |  |
| II-3.16. Google Home/ Google Now |  |  |  |
| II-3.17 Chatbots |  |  |  |
| II-3.18. Open API |  |  |  |
| II-3.19. Other Emerging Experiences or Platform: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |
| **Offline Experiences** | ---------- | ------------------------ | ------------- |
| II-3.20. Self-Service Terminal/ Kiosks |  |  |  |
| II-3.21. Digital Signage Way-finding (streets, sidewalks, public facilities) |  |  |  |
| II-3.22. Other Offline Experiences: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |

***II-3a. Additional clarifying information for the above:***

|  |
| --- |
|  |

**III. EFFICIENT: Data-Driven**

**III-1. EFFICIENT: Data-Driven: Initiatives/ Accomplishments in Place: include county website addresses where appropriate; and project dates. To receive credit, include dates.**

***III-1a. EFFICIENT: Describe the strategy, approach, implementation or actions for EFFICIENCY-related programs and projects that are consistent with and in support of county priorities and policies to improve operations and/or services. This includes budget and cost control measures, performance measures and reports, web and data analytics, etc.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate. To ease survey input, there are no character limits this year.* |

***III-1b. EFFICIENT: Note the quantifiable and demonstrable return-on-investment, in hard dollar savings and/or soft dollar benefits that has been achieved that demonstrates IT has increased government’s capacity to meet growing demand for service at less cost using EFFICIENCY-related programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate* |

***III-1c. EFFICIENT: Describe progress over the previous year; either through a new initiative that is substantially completed, or through incremental improvement of existing EFFICIENCY-related programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate* |

***III-1d. EFFICIENT: Discuss innovation or creativity of solutions or approaches.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate* |

***III-1e. EFFICIENT: Describe effective collaboration including multi-jurisdictional and inter-departmental and/or with private and nonprofit sectors.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate* |

**III-2. EFFICIENT: Data-Driven; Budget/Cost Control** (credit-for-completion points):

***Select the status of county initiatives in the matrix below, then elaborate in question III-2a:***

|  |  |  |  |
| --- | --- | --- | --- |
|  | In Use Now | Plan to Implement/Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| III-2.1 Business Intelligence/ Data Analytics |  |  |  |
| III-2.2 Key Performance Indicators (KPIs) Established, Defined, and Published (describe below): |  |  |  |
| III-2.3 Performance Benchmarks, Measurement & Reporting |  |  |  |
| III-2.4 Department Performance Reports published online |  |  |  |
| III-2.5 IT Investment Oversight/ Project Review Mechanism |  |  |  |
| III-2.6 E-Procurement |  |  |  |
| III-2.7 Dashboards |  |  |  |
| III-2.8 Web Analytics |  |  |  |
| III-2.9 Other (describe below) |  |  |  |

**III-2a*.* EFFICIENT: Data-Driven; Budget/Cost Control** Measures(credit-for-completion points):

***Please discuss future plans for the top 2 or 3 items selected in III-2 above for which the county has plans to upgrade or implement in the next 12-18 months****:*

|  |
| --- |
|  |

**IV. DATA GOVERNANCE: Utilization of Data**

**IV-1. DATA GOVERNANCE Initiatives/Accomplishments in Place: include county website addresses where appropriate; and project dates. To receive credit, include dates.**

***IV-1a.* *DATA GOVERNANCE: Describe the strategy, approach, implementation or actions of DATA GOVERNANCE programs or projects that are consistent with and in support of county priorities and policies to improve operations and/or services.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate. To ease survey input, there are no character limits this year.* |

***IV-1b. DATA GOVERNANCE: Note the quantifiable and demonstrable return-on-investment, in hard dollar savings and/or soft dollar benefits that has been achieved that demonstrates IT has increased government’s capacity to meet growing demand for service at less cost for DATA GOVERNANCE programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***IV-1c. DATA GOVERNANCE: Describe progress over the previous year; either through a new initiative that is substantially completed, or through incremental improvement of existing DATA GOVERNANCE programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***IV-1d. DATA GOVERNANCE: Discuss innovation or creativity of solutions or approaches.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***IV-1e. DATA GOVERNANCE: Describe effective collaboration including multi-jurisdictional and inter-departmental and/or with private and nonprofit sectors.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***IV-1f. DATA GOVERNANCE: What are the successful measures of transparency, privacy and security?***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

**IV-2.** ***DATA GOVERNANCE*:** (credit-for-completion points): ***Select the status of county initiatives in the matrix below, then elaborate in question IV-2a:***

|  |  |  |  |
| --- | --- | --- | --- |
|  | In Use Now | Plan to Implement/Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| IV-2.1 Big Data Infrastructure |  |  |  |
| IV-2.2 Open Data Sets/ Platform/ API Accessible |  |  |  |
| IV-2.3 Budget Dashboards published online |  |  |  |
| IV-2.4 Participatory Budgeting |  |  |  |
| IV-2.5 Department Performance Reports published online |  |  |  |
| IV-2.6 Board/ elected body Public Meetings Filmed, Archived, Searchable online |  |  |  |
| 1V-2.7 E-Participation (for example, public comment via mobile apps) |  |  |  |
| IV-2.8 Other (describe below) |  |  |  |

**IV-*2 a.******DATA GOVERNANCE****: (credit-for-completion points):*

***Please discuss future plans for the top 2 or 3 items selected in IV-2 above for which the county has plans to upgrade or implement in the next 12-18 months****:*

|  |
| --- |
|  |

**V. SECURE: Cybersecurity Measures - Initiatives/ Accomplishments in Place:**

**V-1. SECURE: Cybersecurity Measures/ Initiatives: include county website addresses where appropriate; and project dates. To receive credit, include dates*.***

***V-1a. SECURE: Without discussing or providing links to any sensitive or protected information, describe the strategy, approach, implementation or actions that are consistent with and in support of county priorities and policies to improve operations and/or services related to cybersecurity measures, programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate* DO NOT list web addresses or access to sensitive or protected information*. To ease survey input, there are no character limits this year.* |

***V-1b. SECURE: Note the quantifiable and demonstrable return-on-investment, in hard dollar savings and/or soft dollar benefits that has been achieved that demonstrates IT has increased government’s capacity to meet growing demand for service at less cost for cybersecurity measures, programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* DO NOT list web addresses or access to sensitive or protected information. |

***V-1c. SECURE: Describe progress over the previous year; either through a new initiative that is substantially completed, or through incremental improvement of existing cybersecurity measures, programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* DO NOT list web addresses or access to sensitive or protected information. |

***V-1d. SECURE: Discuss innovation or creativity of solutions or approaches.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* DO NOT list web addresses or access to sensitive or protected information*.* |

***V-1e. SECURE: Describe effective collaboration including multi-jurisdictional and inter-departmental and/or with private and nonprofit sectors.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* DO NOT list web addresses or access to sensitive or protected information. |

***V-1f. SECURE: What are the successful measures of transparency and privacy?***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* DO NOT list web addresses or access to sensitive or protected information. |

**V-2. SECURE: Cybersecurity Measures/ Initiatives** (credit-for-completion points)*:* ***Select the status of county initiatives in the matrix below, then elaborate in question V-2a:***

|  |  |  |  |
| --- | --- | --- | --- |
|  | In Use Now | Plan to Implement/ Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| **CYBERSECURITY STRATEGY (category- see below for selections)** | --------- | ------------- | ------- |
| V-2.1 Cybersecurity Response Plan |  |  |  |
| V-2.2 Cybersecurity Insurance |  |  |  |
| **CYBERSECURITY ACTION PLAN (category- see below for selections)** | --------- | ------------- | ------- |
| V-2.3 Enterprise-wide Cybersecurity Training Plan |  |  |  |
| V-2.4 Regular Penetration Testing |  |  |  |
| V-2.5 Cloud Security Plan |  |  |  |
| V-2.6 Identity and Access Management |  |  |  |
| V-2.7 Security Incident Response Plan |  |  |  |
| V-2.8 Ransomware Response Plan |  |  |  |
| V-2.9 Enterprise Security Operation Center(s) |  |  |  |
| **CYBERSECURITY COLLABORATION (category- see below for selections)** | --------- | ------------- | ------- |
| V-2.10 Coordination Across Departments |  |  |  |
| V-2.11 Cross-Jurisdiction Coordination: city, county, state |  |  |  |
| V-2.12 Coordination with Outside Organizations: MS-ISAC, FBI, Fusion Centers |  |  |  |
| V-2.13 Use of Security-as-a-Service |  |  |  |

***V-2a.* SECURE: Cybersecurity Measures/ Initiatives** (credit-for-completion points*)* ***Please discuss future plans for the top 3 or 4 items selected in V-2 above for which the county has plans to upgrade or implement in the next 12-18 months***

|  |
| --- |
|  |

**V-2b. (For data only) *What percentage of the county’s IT budget is being spent on cybersecurity measures?***

* + - Less than 1%
    - 1-5%
    - 6-10%
    - More than 10%

**VI. RESILIENT: Disaster Recovery/ Continuity of Operations**

The RESILIENT section consists of the matrix and future plans question below – please fill in for credit-for-completion points.

**VI-1. RESILIENT: Disaster Recovery/ Continuity of Operations** (credit-for-completion points):

***Select the status of county initiatives in the matrix below, then elaborate in question VI-1a:***

|  |  |  |  |
| --- | --- | --- | --- |
|  | In Use Now | Plan to Implement/Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| VI-1.1 Redundant/ Offsite Data Storage |  |  |  |
| VI-1.2 Mission-critical systems inventoried and business continuity plans established |  |  |  |
| VI-1.3 Back-up for technology systems and data is in place |  |  |  |
| VI-1.4 County disaster/ emergency /safety crisis management plan is completed |  |  |  |
| VI-1.5 Cyber disruptions are included in county’s Crisis/ Emergency Management Plan |  |  |  |
| VI-1.6 County personnel have been trained on the plan’s technology systems’ recovery aspects |  |  |  |
| VI-1.7 County’s plan has been coordinated with local disaster response authorities |  |  |  |
| VI-1.8 Emergency alerting and notification system is in place |  |  |  |
| VI-1.9 County authorities can securely access communications and data from a remote or mobile location |  |  |  |
| VI-1.10 Post-disaster Plans for Use of Social Media |  |  |  |
| VI-1.11 Post-disaster Needs Assessment via GPS/ Search Engine Tools |  |  |  |
| VI-1.12 Volunteer Disaster Registries (nurses, EMTs, trained citizens) |  |  |  |
| VI-1.13 Integrated Video Surveillance |  |  |  |
| VI-1.14 Other (describe below) |  |  |  |

**VI-1a. RESILIENT: Disaster Recovery/ Continuity of Operations** (credit-for-completion points):

***Please discuss future plans for the top 3 or 4 items selected in VI-1 above for which the county has plans to upgrade or implement in the next 12-18 months****:*

|  |
| --- |
|  |

**VII. STAFFED/ SUPPORTED: Hiring and Retaining Competent IT Personnel**

***VII-1.* STAFFED/ SUPPORTED: Hiring and Retaining Competent IT Personnel Initiatives/ Accomplishments in Place: include county website addresses where appropriate; and project dates. To receive credit, include dates.**

***VII-1a. STAFFED/ SUPPORTED: Describe the strategy, approach, implementation or actions that are consistent with and in support of county priorities and policies to improve operations and/or services related to STAFF/ SUPPORT measures, programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate. To ease survey input, there are no character limits this year.* |

***VII-1b. STAFFED/ SUPPORTED: Describe progress over the previous year; either through a new initiative that is substantially completed, or through incremental improvement of an existing program or effort related to STAFF/ SUPPORT measures, programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***VII-1c. STAFFED/ SUPPORTED: Discuss innovation or creativity of solutions or approaches.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***VII-1d. STAFFED/ SUPPORTED: Describe effective collaboration including multi-jurisdictional and inter-departmental and/or with private and nonprofit sectors.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

**VII-2. STAFFED/ SUPPORTED: Hiring and Retaining Competent IT Personnel** (credit-for-completion points):***Select the status of county initiatives in the matrix below, then elaborate in question VII-2a:***

|  |  |  |  |
| --- | --- | --- | --- |
|  | In Use Now | Plan to Implement/Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| VII-2.1 Cybersecurity Skills Development |  |  |  |
| VII-2.2 IT Skills Development Program |  |  |  |
| VII-2.3 Certifications |  |  |  |
| VII-2.4 IT Recruitment Strategies |  |  |  |
| VII-2.5 IT Retention Measures |  |  |  |
| VII-2.6 Flexible Work Environments |  |  |  |
| VII-2.7 Outsourcing |  |  |  |
| VII-2.8 IT Resource Sharing Across Jurisdictions |  |  |  |
| VII-2.9 Other (describe below) |  |  |  |

**VII-2a. STAFFED/ SUPPORTED: Hiring and Retaining Competent IT Personnel** (credit-for-completion points)***Please discuss future plans for the top 2 or 3 items selected in VII-2 above for which the county has plans to upgrade or implement in the next 12-18 months****:*

|  |
| --- |
|  |

**VIII. CONNECTED: Connected Infrastructure**

**VIII-1. CONNECTED: Connected Infrastructure Initiatives/ Accomplishments in Place: include county website addresses where appropriate; and project dates. To receive credit, include dates.**

***VIII-1a. CONNECTED: Describe the strategy, approach, implementation or actions that are consistent with and in support of county priorities and policies to improve operations and/or services related to Connected Infrastructure programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate. To ease survey input, there are no character limits this year.* |

***VIII-1b. CONNECTED: Note the quantifiable and demonstrable return-on-investment, in hard dollar savings and/or soft dollar benefits that has been achieved that demonstrates IT has increased government’s capacity to meet growing demand for service at less cost for Connected Infrastructure programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***VIII-1c. CONNECTED: Describe progress over the previous year; either through a new initiative that is substantially completed, or through incremental improvement of an existing program or effort related to Connected Infrastructure programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***VIII-1d. CONNECTED: Discuss innovation or creativity of solutions or approaches.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***VIII-1e. CONNECTED: Describe effective collaboration including multi-jurisdictional and inter-departmental and/or with private and nonprofit sectors.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.*  *.* |

**VIII-2. CONNECTED:** Connected Infrastructure (credit-for-completion points):

***Select the status of county initiatives in the matrix below, then elaborate in question VIII-2a****:*

|  |  |  |  |
| --- | --- | --- | --- |
|  | In Use Now | Plan to Implement/Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| VIII-2.1 Fully redundant infrastructure in case of disruption/ disaster |  |  |  |
| VIII-2.2 Software-defined Networks |  |  |  |
| VIII-2.3 Unified Communications |  |  |  |
| VIII-2.4 Smart Infrastructure |  |  |  |
| VIII-2.5 Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |

***VIII-2a.* CONNECTED:** Connected Infrastructure (credit-for-completion points):

***Please discuss future plans for the top 1 or 2 items selected in VIII-2 above for which the county has plans to upgrade or implement in the next 12-18 months****:*

|  |
| --- |
|  |

**VIII-3. CONNECTED:** Broadband and Digital Divide (credit-for-completion points):

***Select the status of county initiatives in the matrix below, then elaborate in question VIII-3a****:*

|  |  |  |  |
| --- | --- | --- | --- |
|  | In Use Now | Plan to Implement/Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| VIII-3.1 Next Generation – LTE (Long Term Evolution) Networks (4G, 5G) |  |  |  |
| VIII-3.2 Multi-jurisdictional Partnerships for Infrastructure |  |  |  |
| VIII-3.3 Multi-jurisdictional Partnerships on Digital Literacy Programs (narrowing the digital divide) |  |  |  |
| VIII-3.4 Right-of-Way Agreements (fiber, wireless, property, etc.) |  |  |  |
| VIII-3.5 Other (describe below) |  |  |  |

***VIII-2a.* CONNECTED:** Broadband Digital Divide (credit-for-completion points):

***Please discuss future plans for the top 1 or 2 items selected in VIII-3 above for which the county has plans to upgrade or implement in the next 12-18 months****:*

|  |
| --- |
|  |

**IX. INNOVATIVE: Innovative Initiatives and Emerging Technologies**

**IX-1. Describe county innovative initiatives/methodologies and/or emerging technologies that are in place now: include county website addresses where appropriate; and project dates. To receive credit, include dates.**

***IX-1a. INNOVATIVE: Describe the strategy, approach, implementation or actions that are consistent with and in support of County priorities and policies to improve operations and/or services related to INNOVATIVE programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate. To ease survey input, there are no character limits this year.* |

***IX-1b. INNOVATIVE: Note the savings, benefits and impact to citizens that have been achieved that demonstrates IT has increased government’s capacity for service delivery using new technologies and/or methodologies.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***IX-1c. INNOVATIVE: Describe progress over the previous year; either through a new initiative that is substantially completed, or through incremental improvement of existing INNOVATIVE programs or projects.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

***IX-1d. INNOVATIVE: Describe effective collaboration including multi-jurisdictional and inter-departmental and/or with private and nonprofit sectors.***

|  |
| --- |
| *Please keep this scored response to under 100-200 words and include county website addresses where appropriate.* |

**Matrix Emerging Technologies Terms and Examples:**

**Artificial Intelligence/ Machine Learning**: Example use-cases include Chatbots/ Contextual Self-service/ Natural Language Processing, Customer Behavior Analysis, GeoSpatial/ Mapping, Predictive Law Enforcement, Fraud Detection, eDiscovery, Cybersecurity, Predictive Analytics.

**Augmented Reality/ Virtual Reality**: Example use-cases include in Public Safety, Tourism/Economic Development, Transportation, Citizen Engagement and/or Asset Management.

**Blockchain: (**A digital ledger that servesas the underlying infrastructure for decentralized applications recorded chronologically and publicly) **E**xample use-cases include Identity Management, Smart Contracts, Accounting, Open Data, Payments/other transactions, Land Registration.

**Drones**: Example use-cases include Aerial Photography (GIS), Inspections, Public Safety (physical security, search and rescue), Supply Chain (warehouse logistics).

**Internet of Things (IoT) /Edge Computing**: Example use-cases include Smart Transportation (traffic counters, etc.), Smart Infrastructure (Advanced Metering Infrastructure (AMI), water leak sensors, etc.), Public Safety (e.g. cameras), Environmental (e.g. pollution), Wireless Connectivity.

**IX-2. *Innovation Initiatives and Emerging Technologies (credit-for-completion points): Select the status of county initiatives/ technologies in the matrix below, then elaborate in question IX-3a:*** *Select one status for each item.*

|  |  |  |  |
| --- | --- | --- | --- |
| ***ITEM*** | In Use Now | Plan to Implement/Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| IX-2.1 Innovation Management and Testbeds (includes public-private partnerships) |  |  |  |
| IX-2.2 Innovative Cross-Department Business/ Technology Collaboration |  |  |  |
| IX-2.3 Artificial Intelligence/ Machine Learning |  |  |  |
| IX-2.4 Augmented Reality/ Virtual Reality |  |  |  |
| IX-2.5 Blockchain |  |  |  |
| IX-2.6 Drones |  |  |  |
| IX-2.7 Internet of Things (IoT)/ Edge Computing |  |  |  |
| IX-2.8 Other\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |

**IX-2b. (For data only) *Is the county actively considering the potential of the Internet of Things (IoT) in its strategic planning?***

* + No
  + Yes

***IX-3. Please select which of the following artificial intelligence (AI) items the county is or will be using, then elaborate in question IX-3a:*** *(Select all that apply):* (credit-for-completion points):

|  |  |  |  |
| --- | --- | --- | --- |
| ***ITEM*** | In Use Now | Plan to Implement/Upgrade in Next 12-18 mos. | Currently No Plans to Use |
| IX-3.1 Benefits Eligibility |  |  |  |
| IX-3.2 Client Behavior Analytics |  |  |  |
| IX-3.3 Predictive Analytics |  |  |  |
| IX-3.4 Predictive Policing |  |  |  |
| IX-3.5 Natural Language Processing / Speech Recognition |  |  |  |
| IX-3.6 Fraud Detection |  |  |  |
| IX-3.7 Cybersecurity |  |  |  |
| IX-3.8 Infrastructure Inspections |  |  |  |
| IX-3.9 Automated Traffic Control |  |  |  |
| IX-3.10 Physical/Digital Robotic Controls, Robots (including Humanoid Robots) |  |  |  |
| IX-3.11 Other \_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |

**IX-3a. *Innovative Initiatives and Emerging Technologies*** *(credit-for-completion points)*

***Please discuss future plans for the top 3-5 items selected in questions IX-2 AND IX-3 above for which the county has plans to upgrade or implement in the next 12-18 months****:*

|  |
| --- |
|  |

***X*. BEST PRACTICES: Best Practices and Emerging Best Practices:**

***X. Describe county best practices and emerging best practices in your county that are not otherwise covered in survey responses.*** (credit-for-completion points): *For example,**Strategic IT Planning; IT Investment; Technology and Innovation Management; Cloud Strategy; Social Media Strategies; Business Intelligence/ Analytics Strategy, and/or Smart, Sustainable Strategies.*

|  |
| --- |
| Response receives credit-for-completion points. |

1. **CONTEXT: IT INITIATIVES**

**Responses to the following questions (section C) will not be scored - respondents will receive credit-for-completion points. (**See Appendix A below for scoring details.)

**C-1 Which systems are most important to integrate with Content Services Platform (CSP) or Enterprise Content Management (ECM) when optimizing citizen services?** (credit-for-completion points):

|  |
| --- |
|  |

**C-2. Please rank the county’s priorities for its CSP/ECM system for the next 12-18 months:** (Rank from 1 to 5, 1 being the highest priority) (Click and drag to the top online) (credit-for-completion points):

\_\_\_\_ Disaster Recovery/Continuity of Operations

\_\_\_\_ Shared/Collaborative Services

\_\_\_\_ Citizen Engagement and Experience

\_\_\_\_ Cloud Computing

\_\_\_\_ Transparency/Open Data/Data Governance

\_\_\_\_ Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**C-3. Where can analytics and reporting capabilities help CSP or ECM users make more informed decisions?** (Rank 1-5, 1 being the highest priority – click and drag to the top online) (credit-for-completion points):

\_\_\_\_ Budgeting & Contracting

\_\_\_\_ Hiring & Retaining Government Personnel

\_\_\_\_ Permitting & Licensing

\_\_\_\_ Case Management

\_\_\_\_ Other (specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**C-4. (Optional) Please provide any feedback you would like on the survey or survey process while it’s recent. We appreciate your input to help us improve the survey.**

|  |
| --- |
|  |

***You have reached the end of the survey response back-up document. Be sure to enter your responses online at:***

[www.govtech.com/cdg/digitalcounties2019](http://www.govtech.com/cdg/digitalcounties2019)

***DEADLINE: THURSDAY, APRIL 4, 2019***

***You should receive an FAQ link shortly after survey release which will contain participant’s questions and responses for all to review.***

For assistance or feedback, please contact Janet Grenslitt, Director of Surveys and Awards, at [jgrenslitt@centerdigitalgov.com](mailto:jgrenslitt@centerdigitalgov.com)

**THANK YOU FOR YOUR PARTICIPATION IN THE DIGITAL COUNTIES SURVEY 2019!**

**APPENDIX A: CRITERIA AND SCORING**

SCORING CRITERIA FOR TOP 10 IT RESULTS – SCORED QUESTIONS

* Strategy, approach, implementation or actions are shown to be consistent with and in support of County priorities and policies to improve operations and/or services

* A quantifiable and demonstrable return-on-investment, in hard dollar savings and/or soft dollar benefits has been achieved that demonstrates IT has increased government’s capacity to meet growing demand for service at less cost
* Demonstrated and verifiable progress over the previous year; either through a new initiative that is substantially completed or through incremental improvement of an existing program or effort
* Innovation or creativity of solutions or approaches
* Demonstration of effective collaboration including multi-jurisdictional and inter-departmental and/or with private and nonprofit sectors
* Demonstration of successful measures of transparency, privacy and security

SCORING

* The survey responses will be scored by a team of evaluators and be the basis of assigning a rank for overall performance
* Responses to the non-scored data collection questions contribute credit-for-completion points where noted

*Survey points are assessed on each type of question as follows:*

The 10 Characteristics of a Digital County (8 scored characteristics)

Each characteristic may receive up to 72 points x 8 = 576 points

(scoring status is noted for each question)

Section VI and X receive 35 completion points each = 70 points

Additional Completion Points:

II-IX Matrices (8); Question I-5; Question IX-3;

Section B questions (6); Section C questions (3) = 19

Each question (19) receives 3 points 57 points

TOTAL POINTS **703 total points**

**APPENDIX B - INSTRUCTIONS FOR THE ONLINE SYSTEM**

* The survey link: When you have opened your unique survey entry form online, it is not necessary to complete the survey in one session**. As long as you are using the same computer or mobile device and browser each time, you may open the link and enter data at additional times**until you click on the Submit button on the last page, or until your cookies are cleared.
* **Be sure to move forward one page to save responses before closing your browser**. When returning to the survey, it will open to the page you were on, or click the "Restart Survey" button at the top to go back to the beginning without deleting your responses. However, if you open the link from another computer or mobile device, you will not see your saved data - it will be a new entry form. Please use the Word doc offered to create a copy.
* If you start the survey on your smart phone, tablet, or computer/laptop, you must complete it from that same device and browser.
* **Back and Forward Arrows**: Use the arrows at the bottom of each page to navigate through the online entry form: **DO NOT use the browser Back button**. Each time you click on the arrows it will save your responses up to that page. In order to save responses on the same page you entered them, click on the forward (">>") arrows.
* **Do not clear your cookies until after submission*,***as that will sever the link and delete your responses. However, contact us if this happens as we may be able to recover your data and send you a new link to complete.
* **Please note:** The survey tool does not support embedded hyperlinks; the website addresses must be entered. **Do not list the addresses of sensitive or protected data**.
* Please write clear, concise and plain language statements, and spell out or expand acronyms and initials on first use. *All narrative text is converted into one continuous paragraph within the text box for each question’s response,* so if your response is lengthy use numbering or all-capitals for each new topic (for increased readability).
* Tables, graphs, screen shots, etc. will not transfer into the online form, so if you wish to present them for judging, post them on your website or other location that will generate a URL, and include that URL/ Web address in the online entry.
* **The online submission is the complete, official entry.**You must click on the SUBMIT button on the last page to submit your entry.
* **PDF of your response. Note: if using IE as your browser, please contact Janet Grenslitt to receive an accurate copy of your submission.**After you click "submit", you will see a copy of your response. CLICK ON THE “DOWNLOAD PDF” button on the top right to download a PDF initial copy of your submission.  
    
  **NOTE: Once you have submitted your entry** you will need to contact Janet Grenslitt if it is necessary to edit your responses. Upon request a copy of your (formatted) submission will be available after the survey and awards process is complete.

**Please wait three (3) minutes before closing your browser.**  
  
For questions or assistance, please contact Janet Grenslitt, Director of Surveys and Awards, at [jgrenslitt@centerdigitalgov.com](mailto:jgrenslitt@centerdigitalgov.com).