

**INTRODUCTION**

**New for 2020:** We have added a special COVID-19 response section as part of Category 12: Business Process Alignment – at the end of the category to capture how local governments used technology to respond to the COVID-19 crisis. This section will be scored for completion only.

This Digital Cities Survey provides you with the opportunity to conduct an in-depth IT self-audit of your current operational status, accomplishments of the past year and future plans. It can also kickstart IT strategic planning exercises. The survey results enable you to benchmark your IT operations, accomplishments and plans against other cities in multiple ways. Additionally, you will have:

* **Nationwide recognition and possible awards for IT staff’s outstanding and improved performance**
* **A third-party report source that helps you build credibility with departments and leadership**
* **A launchpad for meaningful discussions with your stakeholders**
* **Ideas and lessons learned to continue improvements for the coming year**

The Center for Digital Government (CDG) survey identifies and promotes best and emerging practices in the public-sector IT community. It believes that a highly coordinated and consistent enterprise approach to the planning, governance and management of digital technologies and services delivers the greatest impacts for aligning and supporting your city’s priorities for improving citizen, business and employee experience with city government.

**The survey submission deadline is Wednesday, July 22, 2020.**

The Digital Cities Survey has been redesigned to more accurately reflect the most important characteristics of the digital city. To make completing the survey easier, questions have been organized into categories to reduce data redundancy and question overlap. Additionally, demographic and context questions at the end of the survey, provide the opportunity to increase understanding of your city’s IT operations and external and internal challenges that you faced in the past year. All of these changes will help you describe your accomplishments in succinct, concrete measurable terms so your submission can be evaluated fairly and objectively.

CDG thanks the following sponsors for underwriting the survey: Akamai, Amazon Web Services, Google Cloud, Laserfiche, Oracle, SHI, Spectrum Enterprise, TeamDynamix and Tyler Technologies. Without their support, the survey awards program and its outcome publications would not be possible.

**SURVEY STRUCTURE**

The survey is divided into 12 survey question categories with the goal to eliminate redundant and overlapping requests for information. The categories are:

Category 1: Aligned Leadership

Category 2: Citizen Centric

Category 3: Cybersecurity

Category 4: Data Governance/Transparency

Category 5: Data Driven Government

Category 6: IT Investment

Category 7: Sustainability

Category 8: Resilience

Category 9: Staff/Supported

Category 10: Continuous Innovation

Category 11: Connected Infrastructure

Category 12: Business Process Alignment

Public Safety and Transportation

At the beginning of each category, you will find:

* A category definition and terms used in category
* Instructions on how to complete the questions
* Identification of which questions will be scored or assigned completion credits

**IMPORTANT INFORMATION FOR COMPLETING THE SURVEY**

* **Current State** questions require narratives about priorities, policies, strategies and IT solutions in place today.
* **A****ccomplishment** questions require narratives about priorities, policies, strategies, new IT solutions or improvements to existing programs and installed IT solutions, completed in the last year.
* **Accomplishment** questions are structured to help you be brief, concise and accurate in documenting your accomplishments. The word limit is 300 words.
* **Future** questions ask about plans for the upcoming 12-18 months.
* Measurable performance improvement (demonstrated results) are critical to good survey scores so be sure to report concrete qualitative and quantitative data such as:
  + Cost savings or operational efficiencies
  + Increased citizen and/or staff satisfaction
  + Improved transaction processing or business decision making
  + Eased citizen burden or rework
  + Increased IT capacity
  + Enhanced city economic development opportunities

**SCORING OVERVIEW**

## Scoring Criteria

All responses to **Accomplishment** narrative questions will be scored by a team of evaluators using these criteria:

* Alignment with city priorities and policies
* Delivery of measurable concrete impacts
* Adoption of innovative approaches and/or technology solutions
* Demonstrated multi-departmental or multi-jurisdictional collaboration
* Demonstrated verifiable positive progress in the past year
* URL references can be included

## Scoring Method

Responses to all **Current State/Accomplishment narrative** questions will be scored. Together with completion credit points, they form the basis of assigning top ten rankings.

All **Accomplishment narrative** questions, will be scored as follows:

* Each Accomplishment question is scored as a whole. Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
* The Scoring Criteria listed above are not mutually exclusive.

**Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.

**Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**INSTRUCTIONS FOR USING THE SURVEY TOOL**

* The survey consists of ranked drag and drop, single choice, multiple choice and open-ended text answers.
* All text boxes may be expanded by clicking and dragging in the bottom right corner of the text box. **Please enter N/A in text boxes you will not be filling out.**
* This survey gives you the ability to **save and continue** **later.**Fill in the main survey contact information and click the **save and continue** button at the bottom of your screen to save your progress.
* Answer a few questions and a **"Save and continue later" bar** will pop up at the bottom of the screen. Enter your email and click "Save". Your unique link to the survey will be sent to you (check your spam in case) and can be used to return and open your survey link later, from the same or another device and browser. It will contain saved answers from your previous session (you may need to refresh to see them).
* Use the "Finalize" page to get a PDF of your answers that you have entered and before the final submission.
* Further instructions for completing the survey are located in the survey FAQs at: [www.govtech.com/cdg/digitalcitiesFAQs2020](http://www.govtech.com/cdg/digitalcountiesFAQs2020).

Survey Respondent Contact Information

**Primary respondent**:

[First and last name, title/role, city name, organization, email, phone, and mailing address]

**Backup for primary respondent**:

[First and last name, title/role, city name, organization, email, phone, and mailing address]

**Communications-Public Information Director**:

[First and last name, title/role, city name, organization, email, phone, and mailing address]

# Category 1: Aligned Leadership

**Definitions:**

* **Aligned Leadership**: IT strategy consistency and support of leadership’s priorities and the actions Enterprise IT takes to improve working relationships, planning, policies and coordination with departments.
* **Enterprise IT Leadership:** The CIO/IT Director and staff who provide direction and oversight of city IT operations.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document 1 or 2 narratives. Fewer narratives will not necessarily reduce your score for that question. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies and IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**1.1 Briefly describe any unique conditions, challenges and actions the Enterprise IT Leadership faced in attaining or maintaining their leadership and managing conditions and challenges.**

|  |
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**1.2 Rank in priority order the 1 to 5 most pressing challenges your city faced in the past year**.

* Department consolidations, mergers or eliminations
  + Conflicting leadership and legislative agendas
* Imposing federal policies and/or legal constraints
  + Loss of funding
  + Population demographic changes
  + Staff reductions and operating hours to cut costs
  + State mandated responsibilities transferred to cities
  + Tax-base reductions

**1.3 Rank in priority order the top 3 to 5 priorities that most closely match your leadership’s top priorities.**

* Address or increase responsiveness to crises affecting citizens and businesses
* Expand information transparency in government
* Expand, simplify and/or improve access to services available to citizens and businesses
* Expand economic development opportunities for citizens and businesses
* Improve citizen and business engagement with city government
* Increase citizen privacy and data security protections
* Increase citizen safety
* Increase sustainable and innovative solutions to citizen problems
* Increase department, county and/or state collaboration for more effective citizen experiences
* Modernize city physical infrastructure
* Reduce city business operating and/or long-term costs

**1.4 [Accomplishment] Briefly describe 1 to 2 of your city’s top priorities and policies and what Enterprise IT Leadership has done to support them. Programs and projects can be detailed later in the survey.**

**1.4.1** **City #1 top priority.**

|  |
| --- |
| City priority description:  City policies to support priority:  Enterprise IT Leadership response: |

**1.4.2 City #2 top priority.**

|  |
| --- |
| City priority description:  City policies to support priority:  Enterprise IT Leadership response: |

**1.5 [Accomplishment] Briefly describe what Enterprise IT Leadership did to develop and manage IT strategic plans and priorities and align them with the leadership’s priorities**.

|  |
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**1.6 Select the option that best describes current IT policy status in each of these IT work domains.**

|  | Policy Status Options | | | |
| --- | --- | --- | --- | --- |
| IT Work Domain | None | In Framework, but Voluntary Use | Implemented within Departments | Implemented by Enterprise IT |
| Acceptable Use |  |  |  |  |
| Applications Development |  |  |  |  |
| Citizen Engagement/Experience |  |  |  |  |
| Computing Infrastructure (Cloud, Services, Migration) |  |  |  |  |
| Compliance (HIPAA, ADA, CJIS) |  |  |  |  |
| Continuing Innovation |  |  |  |  |
| Cybersecurity |  |  |  |  |
| Data Governance (Open Data, Transparency, Protection, Records Retention) |  |  |  |  |
| Disaster Recovery, Continuity of Operations |  |  |  |  |
| Finance Oversight |  |  |  |  |
| Hiring/Retention of IT Staff |  |  |  |  |
| Legacy Technology Replacement |  |  |  |  |
| Mobile Device Management |  |  |  |  |
| Staff Augmentation (Confidentiality, Connectivity) |  |  |  |  |
| Shared/Collaborative Services |  |  |  |  |
| Sustainability (e.g., Energy, Physical Infrastructure) |  |  |  |  |
| Social Media |  |  |  |  |
| Strategic Planning |  |  |  |  |
| Other |  |  |  |  |

**1.7 [Accomplishment] From the list above, select and describe 1 significant IT policy change and its impact.**

|  |
| --- |
| IT work domain:  Date implemented:  Policy change made:  Change impact: |

**1.8 [Future] Rank in priority order (1=highest priority) the top 10 IT programs/projects that are likely to have an increased focus in the next 12-18 months.**

* Budget and Cost Control
* Business Intelligence/Analytics
* Business Process Automation
* Citizen Engagement/Experience
* Cloud Computing
* Cybersecurity
* Data Center Consolidation
* Data Governance: Transparency, Open Data
* Disaster Recovery/Continuity of Operations
* Hire/Retain/Nurture Competent IT Personnel
* Increased Departmental IT Collaboration
* IT Governance
* Infrastructure Modernization
* Introduction of Emerging Technologies
* Mobile Applications/Mobile Device Management
* Networks: Broadband, Connectivity, Addressing Digital Divide
* Portal/eGovernment
* Shared/Collaborative Services
* Smarter Physical Infrastructure/Internet of Things
* Virtualization: Servers, Desktops/Clients, Storage, Applications

**1.9 [Accomplishment] Briefly, as CIO/IT Director, describe the IT mission and vision for your city.**

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| --- |
|  |

**1.10 [Future] What are the top 1 to 3 priorities for improving Enterprise IT Leadership?**

* + Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**1.11 [Optional] Add any clarifying information for this category.**

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# Category 2: Citizen Centric

**Definitions:**

* **Citizen Centric**: Mobile and digital services that engage individual citizens/businesses. Solutions may focus on transactions, decision support and other interactions with government groups.
* **Citizen**: An individual or business entity. Citizens may be residents, visitors or others that must interact with city government.
* **Channel:** A method for engaging citizens/businesses and sharing information.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Citizen Centric Technologies:**

* **AI:** Artificial Intelligence
* **API:** Application Programming Interface. Code that lets applications communicate with each other.
* **MA:** Mobile Applications
* **SSO:** Single Sign On

**Question Notes:**

* **Accomplishment**: A narrative descriptions about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**2.1 Which of the following citizen/business experience strategies does your city have in place? (Select all that apply).**

* User experience strategy [channels and how they will be used]
* Content strategy [marketing, communications and content update schedules]
* Governance strategy [policies and practices and their mandates for use]
* Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* None

**2.2 [Accomplishment/Current State] Briefly describe what your city does to develop IT citizen engagement strategies and manage related programs/projects.**

|  |
| --- |
| Who is involved?  What is the job position responsible for architecting the user experience?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact on priorities? |

**2.3 Select the option that best describes the current status of each of the possible citizen experience channels.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| Citizen Experience Channel | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| **Web Experience** |  |  |  |  |
| Accessibility |  |  |  |  |
| Live Chat/Online Help |  |  |  |  |
| Location Services |  |  |  |  |
| Messaging Apps |  |  |  |  |
| Native Mobile Apps (MA) |  |  |  |  |
| Single Sign On (SSO) |  |  |  |  |
| Social Media |  |  |  |  |
| Text Message/SMS |  |  |  |  |
| Web Responsive Design |  |  |  |  |
| Website |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |
| **Emerging Experiences** |  |  |  |  |
| Amazon Echo/Alexa AI |  |  |  |  |
| Chatbots |  |  |  |  |
| Google Home/Google Assistant |  |  |  |  |
| Open API |  |  |  |  |
| SIRI SDK |  |  |  |  |
| Wearable Technologies (Apple Watch, Fitbit) |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |
| **Offline Experiences** |  |  |  |  |
| Digital Signage |  |  |  |  |
| Self-Service Kiosks/Terminals |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**2.4 Report your city’s most used citizen experience channels used in the last year.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Top Channels | Channel Name | URL/Reference | Avg. # Users/Month | # Services Available | Date Implemented |
| #1 |  |  |  |  |  |
| #2 |  |  |  |  |  |
| #3 |  |  |  |  |  |

**2.5 [Accomplishment] Describe a significant citizen centric accomplishment**.

Briefly describe this IT accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does this align with leadership priorities?  What were the impacts on citizen/business services?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**2.6 [Accomplishment] What does your city do to ensure consistency across experience channels?**

|  |
| --- |
|  |

**2.7 Do you gather and use citizen feedback on your citizen experience channels?**

* Yes
* No
* Under development

**2.8 [Accomplishment] Describe the methods in use to solicit citizen feedback including 311 mobile app, citizen surveys/crowd sourcing, online polling, public comment app, events/panels/forums and/or social media. Include how the methods are measured, evaluated and used.**

|  |
| --- |
|  |

**2.9 List up to five third parties you engage as public sector partners and briefly describe the work with your city. If none, enter NONE on the first line.**

| Public Sector Partner Name | Citizen Experience Work with City |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

**2.10 [Future] What are the top 1 to 3 priorities for improving citizen experience?**

* + Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**2.11 [Optional] Add any clarifying information for this category.**

|  |
| --- |
|  |

# Category 3: Cybersecurity

**Definitions:**

* **Cybersecurity**: Consistent, reliable, proactive and responsive actions to ensure city-wide protection of IT operational systems against internal and external threats.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**3.1 [Accomplishment/Current State] Briefly describe what your city does to develop Cybersecurity strategies and manage related programs/plans**.

|  |
| --- |
| Who is involved?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact? |

**3.2 Select the option that best describes your current status in each of the possible Cybersecurity programs/plans.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| Cybersecurity Programs and Plans | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| AI/Machine Learning |  |  |  |  |
| Application Visibility |  |  |  |  |
| Cloud Security |  |  |  |  |
| Cross Jurisdictional Coordination |  |  |  |  |
| Cross-Departmental Coordination |  |  |  |  |
| Cybersecurity Insurance |  |  |  |  |
| Cybersecurity Response Plan |  |  |  |  |
| Data Encryption Enforcement |  |  |  |  |
| End-Point Detection and Response |  |  |  |  |
| Enterprise Security Operation Centers |  |  |  |  |
| Enterprise-Wide Cybersecurity Training |  |  |  |  |
| External Cyber Resources |  |  |  |  |
| Governance Risk and Compliance (GRC) |  |  |  |  |
| Identity & Access Management (Multi-Factor Authentication, Password Management) |  |  |  |  |
| Incident Management |  |  |  |  |
| Intrusion Prevention System |  |  |  |  |
| IT Supply Chain |  |  |  |  |
| Micro-Segmentation |  |  |  |  |
| Outside Organization Coordination (FBI, MS-IAC, Fusion Centers, Exercises) |  |  |  |  |
| Regular Penetration Testing |  |  |  |  |
| Secure Application Development Operations |  |  |  |  |
| Security Information and Event Management (SIEM) |  |  |  |  |
| Security as a Service Utilization |  |  |  |  |
| Security Incident Response |  |  |  |  |
| Security Policy Orchestration |  |  |  |  |
| Security Server Patch Enforcement |  |  |  |  |
| Threat Intelligence |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**3.3 [Accomplishment] Describe a** **significant Cybersecurity accomplishment within or across the city.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does it align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**3.4 [Accomplishment] Describe any significant Cybersecurity accomplishment(s) across jurisdictions (federal, states, counties or cities) in which you participated. (Answer all that apply)**

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does it align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**3.5 [Future] What are the top 1 to 3 priorities for improving Cybersecurity?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**3.6 [Optional] Add any clarifying information for this category.**

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# Category 4: Data Governance/Transparency

**Definitions:**

* **Big Data:** Extremely large data sets that may be analyzed to reveal patterns, trends and associations.
* **Data Governance**: Using mechanisms to ensure data quality (complete, consistent and accurate) and privacy protection.
* **Data Transparency**: The ability to deliver trusted data to all users who are authorized to access it.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**4.1** **[Accomplishment/Current State] Briefly describe what your city does to develop Data Governance and Transparency strategies and manage related programs/projects.**

|  |
| --- |
| Who is involved?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact? |

**4.2 Select the option that best describes your current status in each of the possible Data Governance/Transparency programs/projects**.

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| Data Governance/Transparency Programs/Projects | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Big Data Infrastructure |  |  |  |  |
| Big Data Management (Non-Structured) |  |  |  |  |
| Data Analytics |  |  |  |  |
| Data Architecture |  |  |  |  |
| Data Classification/Usage Catalogs |  |  |  |  |
| Data Quality |  |  |  |  |
| Data Privacy |  |  |  |  |
| Data Sources Catalog |  |  |  |  |
| Data Transparency/Open Data |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**4.3 [Accomplishment] Describe a significant *Data Governance* accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does this align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**4.4 [Accomplishment] Describe a significant *Data Transparency* accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does this align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**4.5 [Future] What are the top 1 to 3 priorities for improving Data Governance and Data Transparency?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**4.6 [Optional] Add any clarifying information for this category.**

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# Category 5: Data Driven Government

**Definitions:**

* **Data Driven Government:** Systematic data based analytical mechanisms and techniques used to efficiently and effectively manage the city’s business as well as IT functions.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**5.1 [Accomplishment/Current State] Briefly describe what your city does to develop Data Driven Government strategies and manage related programs**.

|  |
| --- |
| Who is involved?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact? |

**5.2 Select the status option that best describes your current status in each of the possible Data Driven Government programs/projects.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| Data Driven Government Programs/Projects | Not in Use:  No plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Business Intelligence/Data Analytics |  |  |  |  |
| External Facing Dashboards |  |  |  |  |
| Internal Facing Dashboards |  |  |  |  |
| IT Finance Oversight |  |  |  |  |
| Key Performance Indicators (KPIs) |  |  |  |  |
| Performance Benchmarks, Measurement and Reporting |  |  |  |  |
| Project Management |  |  |  |  |
| City and Dept. Online Performance Report Publishing |  |  |  |  |
| Web Analytics |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**5.3 [Accomplishment] Describe a significant Data Driven Government accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does this align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**5.4 [Future] What are the top 1 to 3 priorities for improving Data Driven Government?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**5.5 [Optional] Add any clarifying information for this category.**

|  |
| --- |
|  |

# Category 6: IT Investment

**Definitions:**

* **IT Investment:** The management of IT budgets to align with city priorities, maintain sound programs/projects, execute smart procurements, and avoid costly overruns.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**6.1 [Accomplishment/Current State] Briefly describe what your city does to develop IT budgeting strategies and manage related programs.**

|  |
| --- |
| Who is involved?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact? |

**6.2 List the percentage (%) of city-wide IT budget spend in the following areas.**

(Budget should total to 100%, no budget = 0%)

|  |  |
| --- | --- |
| **Budget category** | **% of IT Budget** |
| Hardware (Leased, Purchased) |  |
| IT Contracted Staff |  |
| IT Internal Staff |  |
| IT Services (Cloud, Infrastructure Services) |  |
| IT Services (Contract Solutions Development) |  |
| Software (Licenses, Purchases) |  |
| Telecommunications |  |
| Total | 100 |

**6.3 What percent of the city-wide IT budget is spent on cybersecurity?**

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

**6.4 [Future] List the 1 to 3 IT priorities that will receive the largest increase in funding.**

|  |  |
| --- | --- |
| Priority | % Funding Increase |
|  |  |
|  |  |
|  |  |

**6.5 Select the option that best describes your current status in each of the possible IT Investment management programs/projects.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| IT Investment Management Programs/Projects | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Brokered Managed Service (CIO/IT Director as IT Services Broker) |  |  |  |  |
| Enterprise Architecture (EA) Model |  |  |  |  |
| Innovation Management Methodology |  |  |  |  |
| IT Steering Committee – Executive Level Membership |  |  |  |  |
| Multi-Year Capital Planning |  |  |  |  |
| Portfolio Management Model |  |  |  |  |
| Procurement Methodology |  |  |  |  |
| Project Management Methodology |  |  |  |  |
| Project Management Office |  |  |  |  |
| Project Reviews for Initiating and Overseeing IT Investments |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**6.6 [Accomplishment] Describe a significant IT Investment management accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does this align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**6.7 Select the option that best describes your current status in each of the possible sourcing/procurement mechanisms**.

|  | Status Selection Options | | | |
| --- | --- | --- | --- | --- |
| Sourcing/Procurement Mechanisms | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| CIO/IT Director Role and Authority as Broker |  |  |  |  |
| Governance Realignment |  |  |  |  |
| Managed Externally |  |  |  |  |
| Managed Internally |  |  |  |  |
| Managed Services Model |  |  |  |  |
| Outsourcing Model |  |  |  |  |
| Shared Services Model |  |  |  |  |
| Sourcing Policy, Strategy and/or Procedural Realignment |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**6.8 [Accomplishment] Describe a significant IT sourcing/procurement accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does this align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**6.9 [Future] What are the top 1 to 3 priorities for improving IT investment management and procurement?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**6.10 [Optional] Add any clarifying information for this category.**

|  |
| --- |
|  |

# Category 7: Sustainability

**Definitions:**

* **Sustainability**: IT programs/projects in energy conservation, environment management and the city’s modernization of its physical assets.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**7.1 Select the option that best describes IT Sustainability programs/plans alignment with those of the city?**

* No IT program in place
* IT program is under development
* IT program but not aligned
* IT program somewhat aligned with city plans
* IT program is fully aligned with city plans

**7.2 [Accomplishment/Current State] Briefly describe what your city does to develop Sustainability strategies and manage related programs/projects.**

|  |
| --- |
| Who is involved?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact? |

**7.3 [Accomplishment] Describe a significant IT Sustainability accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does it align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**7.4 [Future] What are the top 1 to 3 priorities for improving Sustainability efforts in the next 12-18 months?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**7.5 [Optional] Add any clarifying information for this category.**

|  |
| --- |
|  |

# Category 8: Resilience

**Definitions:**

* **Resilience:** The ability to recover from and maintain continuous IT and business operations during disasters and crisis conditions. The formal name for this work is Disaster Recovery/Continuity of Operations (DR/COO).
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**8.1 [Accomplishment/Current State] Briefly describe what your city does to develop DR/COO strategies and manage related programs/plans.**

|  |
| --- |
| Who is involved?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact? |

**8.2 Select the option that best describes your current status in each of the possible DR/COO programs/plans.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| DR/COO Programs and Plans | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Back-up of IT Systems and Data |  |  |  |  |
| Coordination with State and Local Disaster Response Authorities |  |  |  |  |
| Emergency Alert and Notification System |  |  |  |  |
| Inventoried: Mission Critical Systems and Established Continuity Plans |  |  |  |  |
| Live DR Tests |  |  |  |  |
| Needs Assessment Using GPS/Search Engine Tools Post Disaster |  |  |  |  |
| Redundant/Offsite Data Storage |  |  |  |  |
| Secure Communications and Data Access by City Authorities in Remote Locations |  |  |  |  |
| Social Media Use for Post Disaster Communications |  |  |  |  |
| Staffing Logistics (Travel, Coverage) |  |  |  |  |
| City DR/Emergency/Safety Crisis Management Plan |  |  |  |  |
| Tabletop DR Tests |  |  |  |  |
| Trained City Personnel on IT Systems Recovery |  |  |  |  |
| Volunteer Disaster Registries (Nurses, EMTs, Trained Citizens, etc.) |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**8.3 [Accomplishment] Describe a significant** **Cybersecurity DR/COO accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  How does it align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**8.4 [Accomplishment] Describe a significant facilities or environmenta****l DR/COO accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  How does it align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**8.5 [Future] What are the top 1 to 3 priorities for improving DR/COO?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**8.6 [Optional] Add any clarifying information for this category.**

|  |
| --- |
|  |

# Category 9: Staff/Supported

**Definitions:**

* **Staffed/Supported:** The ability to hire, retain, improve and empower competent IT personnel.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**9.1 [Accomplishment/Current State] Briefly describe what your city does to develop IT Staffing strategy and manage related programs/projects.**

|  |
| --- |
| Who is involved?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact? |

**9.2 Select the range that best describes the number of city employee IT staff (FTE equivalents).**

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

**9.3 Select the range that best describes the number supplemental contractor or outsourced vendor managed IT staff.**

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

**9.4 Do you intend to use supplemental contractors or outsourced IT staff in the next 12-18 months?**

* Yes – increase them
* Yes – maintain current levels
* No – reduce or eliminate them

**9.5 Select the IT disciplines that have at least 1 dedicated full-time/FTE position with city-wide responsibility. (Select all that apply).**

* Citizen Experience
* Cybersecurity
* Data Analytics/Business Intelligence
* Data Privacy (personal data protection)
* Enterprise Architecture
* Innovation
* Performance Metrics

**9.6 Select the option that best describes your city’s employee IT staff retirement in the next 12-18 months?**

* 0-4 %
* 5-10%
* 11-20%
* 21-30%
* 31-40%
* 41%+

**9.7 Select the disciplines in which you will have increasing needs for IT staffing in the next 12-18 months.**

* Application Building, Integration and Modernization
* Cybersecurity: Data Protection, Compliance Auditing, Mobile/Remote Security
* Data Analytics/Business Intelligence
* Data Center Operation/Consolidation
* Data Infrastructure Updates
* Enterprise Architecture
* IT Support and Helpdesk Activities
* Process Improvement and Modernization
* Shared IT Services
* Software Management

**9.8 Select the option that best describes your current status of** **in each of the possible IT Staffing programs/projects.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| IT Staffing Program/Projects | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Cyber Skills Development |  |  |  |  |
| Flexible Work Environments |  |  |  |  |
| Industry Certifications |  |  |  |  |
| IT Recruitment Strategies |  |  |  |  |
| IT Skills Assessment |  |  |  |  |
| IT Skills Development |  |  |  |  |
| IT Staffing Partnerships (Higher ED, Non-Profit, Private) |  |  |  |  |
| IT Staff Sharing Across Departments |  |  |  |  |
| IT Staff Sharing Across Jurisdictions |  |  |  |  |
| Leadership Skills Development |  |  |  |  |
| Outsourced IT Staff |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**9.9 [Accomplishment] Describe a significant IT Staffing accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does this align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**9.10 [Future] What are the top 1 to 3 priorities for improving IT Staffing?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**9.11 [Optional] Add any clarifying information for this category.**

|  |
| --- |
|  |

# Category 10: Continuous Innovation

**Definitions:**

* **Continuous Innovation**: The exploration, testing and appropriate application of Emerging Technologies beyond current operations to improve government services.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Emerging Technology Terms**:

* **Artificial Intelligence (AI)/Machine Learning:**  Digital machines that have the ability to work and react like humans. Examples: Speech recognition, problem solving, language processing.
* **Augmented Reality/Virtual Reality**: The ability to display partial or complete computer-generated images on a user's view of the real world. Examples: virtual tours, gaming such as Pokémon Go.
* **Blockchain:** A digital ledger that enables secure decentralized transaction recording, distribution, but not copying. Examples: Identity management, land registration, financial transactions.
* **Drones:** Unmanned aerial vehicles remotely controlled by humans from the ground. Examples: GIS photography, search & rescue operations.
* **Internet of Things/Edge Computing**: the ability of physical everyday objects to send and receive data via the internet. Example: traffic signals, robots, metering, sensors.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**10.1 [Accomplishment/Current State] Briefly describe what your city does to develop Emerging Technology strategies and manage related programs/projects.**

|  |
| --- |
| Who is involved?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact? |

**10.2 Select the option that best describes your current status in each of the possible Emerging Technology programs/projects.**

|  | Status Selection Options | | | |
| --- | --- | --- | --- | --- |
| Emerging Technologies  Programs and Projects | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Artificial Intelligence |  |  |  |  |
| Augmented Reality/Virtual Reality |  |  |  |  |
| Blockchain |  |  |  |  |
| Cross-Department, Business-Technology Innovation Collaboration |  |  |  |  |
| Digital Assistants (Alexa, Google Assistant, Siri) |  |  |  |  |
| Drones – Applications |  |  |  |  |
| Edge Computing |  |  |  |  |
| Internet of Things (IoT) |  |  |  |  |
| Piloting and Testbed Approach |  |  |  |  |
| Pubic-Private Partnerships |  |  |  |  |
| Shared Services Across Jurisdictions |  |  |  |  |
| Working with Start-ups |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**10.3 Select the option that best describes your current use of Emerging Technologies in these areas.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| Emerging Technology Application | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Analyzing Videos/Pictures |  |  |  |  |
| Automated Traffic Control |  |  |  |  |
| Benefits Eligibility |  |  |  |  |
| Client Behavior Analytics |  |  |  |  |
| Cybersecurity |  |  |  |  |
| Electronics Security/Management |  |  |  |  |
| Environmental Monitoring |  |  |  |  |
| Fraud Detection |  |  |  |  |
| Infrastructure Inspections |  |  |  |  |
| Infrastructure Monitoring |  |  |  |  |
| Machine Learning |  |  |  |  |
| Natural Language Processing/Speech Recognition |  |  |  |  |
| Predictive Analytics |  |  |  |  |
| Predictive Policing |  |  |  |  |
| Public Safety Surveillance |  |  |  |  |
| Records Management |  |  |  |  |
| Robotic Process Automation (RPA) |  |  |  |  |
| Robots, Robotic Controls |  |  |  |  |
| Serverless Architecture |  |  |  |  |
| Transportation System Monitoring |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**10.4 [Accomplishment] Describe a significant Emerging Technology** **accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  How does it align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**10.5 [Future] What are the top 1 to 3 priorities for Emerging Technologies?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**10.6 [Optional] Add any clarifying information for this category.**

|  |
| --- |
|  |

# Category 11: Connected Infrastructure

**Definitions:**

* **Connected Infrastructure**: IT enabled services – computing, storage and networks.
* **Enterprise Computing**: On-premise (data center) and/or off-premise, distributed (cloud) computing capabilities managed or owned by the CIO/IT Director Enterprise IT.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**11.1 [Accomplishment] Briefly describe what your city does to develop Connected Infrastructure strategies and manage related programs/projects.**

|  |
| --- |
| Who is involved?  What is the process?  Why does it work or not work well?  How mature is the process/strategy?  What is the measurable impact? |

**11.2 Select the option that best describes your current status in each of the possible Enterprise Computing programs/projects.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| Enterprise Computing  Programs/Projects | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Cloud Broker Services |  |  |  |  |
| DevOps Deployment Infrastructure |  |  |  |  |
| Existing Data Center Consolidation |  |  |  |  |
| Hybrid Cloud Management Infrastructure |  |  |  |  |
| Hyperconverged Infrastructure |  |  |  |  |
| Identity as a Service |  |  |  |  |
| On-Premise/Off-Premise Migration Strategies |  |  |  |  |
| Rapid Provisioning Software and Infrastructure |  |  |  |  |
| Security Management |  |  |  |  |
| Service Level Metrics-Reliability & Uptime |  |  |  |  |
| SLA Measurement & Reporting Software |  |  |  |  |
| Standard Migration to Cloud Process |  |  |  |  |
| Standard Process for Provisioning Applications |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**11.3 What percentage of the city’s current systems/applications have been migrated to the cloud?**

* Less than 10%
* 11-20%
* 21-30%
* 31-40%
* 41-50%
* More than 50%

**11.4 [Future] What percentage of the city’s current systems/applications can be migrated to the cloud?**

* Less than 10%
* 11-20%
* 21-30%
* 31-40%
* 41-50%
* More than 50%

**11.5 Rank in priority order (1=highest) the application systems under consideration for migration to cloud?**

* Application Development and Testing
* Environment
* Finance/Administration
* Geospatial Services
* Health and Human Services
* Human Resources
* Public Safety/Law Enforcement
* Transportation

**11.6 Select the option that best describes your current status in each of the possible Network programs/projects.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| Network  Programs and Projects | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Broadband Infrastructure |  |  |  |  |
| Collaboration Tools for Conferencing, Messaging, Data Sharing, etc. |  |  |  |  |
| Enterprise Wide Network Services |  |  |  |  |
| 5G Wireless |  |  |  |  |
| Incident Management |  |  |  |  |
| Next Generation LTE Networks |  |  |  |  |
| Right of Way Agreements |  |  |  |  |
| Software Defined Networks |  |  |  |  |
| Unified Communications – IP Network to Integrate Communication Services |  |  |  |  |
| Video Services |  |  |  |  |
| Voice Over Internet Protocol (VOIP) |  |  |  |  |
| Wireless Infrastructure |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**11.7 [Accomplishment] Describe a significant Infrastructure or Network accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does it align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**11.8 [Future] What are the top 1 to 3 priorities for Infrastructure or Networking?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**11.9 [Optional] Add any clarifying information for this category.**

|  |
| --- |
|  |

# Category 12: Business Process Alignment

**Definitions:**

* **Business Process Alignment**: The internal business processes and software systems **used primarily by city employees and their partners within large key departments** such asPublic Safety and Transportation.
* **Policy:** General or specific rules to guide what and how work is accomplished.
* **Strategy:** A blueprint or roadmap for attaining a goal or priority.
* **Priority:** The relative importance given to competing alternatives.
* **Program:** A collection of projects, practices or activities coordinated to attain a goal or run an operation.
* **Project:** A specific set of tasks assembled and coordinated to achieve a specific solution.

**Question Notes:**

* **Accomplishment**: A narrative description about priorities, policies, strategies, IT solutions or improvements completed in the last year. These responses are scored.
  + Accomplishment questions provide opportunities to document narratives. It is the quality of the narratives that affect your score.
  + Use the provided narrative subheadings to produce a high-quality response of up to 300 words.
* **Current State:** A narrative description about priorities, policies, strategies, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive one (1) completion credit point for each answer.
* **Optional** questions provide the opportunity to add context or additional information not covered in your responses to Accomplishment questions. They do not receive completion credits.

**12.1 Select the option that best describes your current status in each of the possible multi-department processing (ERP) systems programs/projects.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| Multi-Department Internal Application Systems Programs and Projects | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| ERP – Budget/Accounting |  |  |  |  |
| ERP – Human Resources |  |  |  |  |
| ERP – Procurement/Asset Tracking, etc. |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**12.2 Select the option that best describes your current status in each of the possible Public Safety, Emergency Management, Criminal Justice and Corrections (PS, EM, CJ&C) processing systems programs/projects**.

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| PS, EM, CJ&C Internal Application Systems Programs and Projects | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Behavior Predictive Analytics |  |  |  |  |
| Biometrics (Fingerprints, Mugshots, Facial Recognition) |  |  |  |  |
| Corrections Offender Management |  |  |  |  |
| Criminal Justice Information System |  |  |  |  |
| EsiNet |  |  |  |  |
| FirstNet |  |  |  |  |
| Fixed Surveillance (Video, Audio, etc.) |  |  |  |  |
| Geospatial Data Integration |  |  |  |  |
| Inmate Electronic Funds Transfer |  |  |  |  |
| Mobile Surveillance (Body Cameras, Drones) |  |  |  |  |
| Next Generation 911 |  |  |  |  |
| Real Time Criminal Database Integration |  |  |  |  |
| Citywide Interoperable Public Safety Communications |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**12.3 [Accomplishment] Describe a significant Public Safety, Emergency Management, Criminal Justice and Corrections accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does it align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**12.4 [Future] What are the top 1 to 3 priorities for improving Public Safety, Emergency Management, Criminal Justice and Corrections?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## 

**12.5 Select the option that best describes your current status in each of the possible Transportation & Motor Vehicles (T&MV) processing systems programs/projects.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| T&MV Internal Application Systems Programs/Projects | Not in Use:  No Plans | Not in Use: Implement in 12-18 mo. | In Use/Mature: No Plans to Upgrade in 12-18 mo. | In Use: Upgrade in 12-18 mo. |
| Autonomous/Connected Vehicle Support Infrastructure |  |  |  |  |
| Data Analytics |  |  |  |  |
| Intelligent Transportation Systems |  |  |  |  |
| Mobile Inspections |  |  |  |  |
| Real-Time Traffic Analytics |  |  |  |  |
| Traffic Webservice/Road Conditions |  |  |  |  |
| Video Surveillance |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**12.6 [Accomplishment] Describe a significant Transportation & Motor Vehicles** **accomplishment.**

Briefly describe this accomplishment and its impact. (Answer all that apply)

|  |
| --- |
| What was accomplished?  When was it accomplished?  Why was it done?  Does it align with leadership priorities?  What were the measurable performance improvement impacts?  How was the solution innovative?  What was the multi-departmental or multi-jurisdictional collaboration, if any?  Provide a verification URL: |

**12.7** [**Future] What are the top 1 to 3 priorities for improving Transportation & Motor Vehicles?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12.8 [Optional] Add any additional information for this category.**

|  |
| --- |
|  |

**COVID-19 Questions**

**New for 2020:** We have added a special COVID-19 response section as part of Category 12: Business Process Alignment – at the end of the category to capture how state and local governments used technology to respond to the COVID-19 crisis. This section will be scored for completion only.

**12.9 What were your most pressing *challenges*** **in responding to COVID-19? (Select all that apply)**

* + Access to supplies, such as IT hardware/equipment for remote work, etc.
  + Access/collaboration with other government departments
  + Citizen communication
  + Cultural changes
  + Cybersecurity
  + Digitizing governance process
  + Employee training
  + Impact on expenditures
  + Impact on revenues
  + Internet connectivity
  + Online service availability
  + Remote workforce management
  + Technology access for employees
  + Workforce availability
  + Other - specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12.10 What were your more pressing *policy needs* in responding to COVID-19? (Select all that apply)**

* + Crisis Communication Templates
  + Digital Governance/Remote Board Guidance
  + Election Suspension/Delays
  + Emergency Management Policies and Plans
  + Finance and Administrative Crisis Policies
  + Procurement Policies
  + Shelter-in-Place/Non-Essential Services Suspension
  + Telecommuting/Work-From-Home
  + Other - specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12.11 How did your department procure solutions related to COVID-19 response? (Select all that apply)**

* Formal Procurement (RFP, etc.)
* Pilot Agreement
* Deferred Payment
* Sole Source
* Pro Bono
* Existing Term Contract
* Other-specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12.12 Please describe your priorities and polices that were used to optimize your COVID-19 processes.**

|  |
| --- |
|  |

**12.13 Please select the channels you utilized to help communicate during the COVID-19 pandemic. (Select all that apply)**

* Call Center
* Live Chat/Online Help
* Messaging Apps (WhatsApp, Kik, Facebook Messenger, etc.)
* Native Mobile Application(s)
* Online Polling
* Social Media (Facebook, Twitter, etc.)
* Streaming Public Meetings
* Text Message/SMS
* Website
* Other-specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12.14 Please describe your COVID-19 current and/or future management processes and response programs including any innovative processes or technologies that were leveraged.**

|  |
| --- |
|  |

# City Demographic Background and Context for City IT

**Definition:**

* **Enterprise IT:** A city level central IT organization in which the CIO/IT Director position resides.
* **Enterprise IT Scope of Authority**: The extent to which IT operational, governance and administrative functions are distributed and managed by the CIO/IT Director across a city.

**Question Notes:**

* **These questions are not judged/scored**.
* Their purpose is to provide background and context for understanding your IT environment.
* One (1) completion credit is awarded for each answer.

**DB1 Enter your full city name:**

Enter your city name

**DB2 Select the population range of your city**.

* + Up to 75,000
  + 75,000 – 124,999
  + 125,000 – 249,999
  + 250,000 – 499,999
  + 500,000 or more

**DB3 Select the annual budget range for your city**.

* + Less than $25 million
  + $25 million – $99.9 million
  + $100 million – $499.9 million
  + $500 million - $999.9 million
  + $1 billion – $4.9 billion
  + More than $5 billion

**DB4 Is your Enterprise/head CIO/IT Director a department head?**

* + Yes
  + No

**DB5 Enter the percentage (%) of your city’s use of IT systems and solutions owned and operated by various entities**. (Usage must total to 100%, no usage = 0%)

|  |  |
| --- | --- |
| IT Owners and Operation Types | Percent |
| Outsourced to an industry partner |  |
| Outsourced to another government entity |  |
| City owned and city employee operated |  |
| Total | 100 |

**DB6 Select the Enterprise IT Scope of Authority that best describes your city’s Enterprise IT current operating approach**. Different cities have different operating approaches to achieve IT outcomes. The purpose of this question is to provide perspective and context.

* Decentralized

*Operational*: Departments operate independently. Enterprise IT provides IT infrastructure, cybersecurity, data management or IT application services support.

*Governance*: Enterprise IT has limited authority for IT policies and practices enforcement

*Administrative*: Departments may have their own IT staff and services. Enterprise IT may recommend policies and practices for department IT staff hiring and/or IT services, physical equipment and cloud procurement.

* Centralized

*Operational*: Enterprise IT owns and manages all physical and cloud infrastructure, cybersecurity, data management and application services.

*Governance*: Enterprise IT uses IT advisory and planning boards/councils but makes final decisions for all IT related strategic planning, priorities, and budget allocations. Monitors, manages and audits to enforce IT policies, standards and practices across all departments.

*Administrative*: Enterprise IT owns and manages all IT related labor services (contract and direct hires) whether located centrally or embedded within departments. It owns and manages all IT services and procurement.

**DB7 Did your Enterprise IT Scope of Authority change within the past year?**

* + Yes
  + No

Before you leave the survey, please answer these last two questions. Your responses will assist us in improving the Digital Cities Survey in the next cycle.

**What made this survey easy to complete? In other words, what worked well?**

|  |
| --- |
|  |

**What made this survey difficult to complete? What would you change for the next survey?**

|  |
| --- |
|  |

Thank you for completing the survey!

Be sure to enter your responses online at [www.govtech.com/cdg/digitalcities2020](http://www.govtech.com/cdg/digitalcities2020)

**The survey submission deadline is Wednesday, July 22, 2020**

For assistance, please contact Janet Grenslitt at [JGrenslitt@erepublic.com](mailto:JGrenslitt@erepublic.com).