

**INTRODUCTION**

This Digital Counties 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 counties 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, in partnership with the National Association of Counties (NACo), 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 county’s priorities for improving citizen, business, and employee experience with county government.

**The extended survey submission deadline is Friday, April 2, 2021.**

The Digital Counties Survey has been redesigned to more accurately reflect the most important characteristics of the digital county. 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 county’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 corporate members for underwriting the survey: Amazon Web Services, Crown Castle, Dell Technologies, EasyVote, Medallia, Microsoft, Oracle, Pure Storage, ServiceNow, SHI, Spectrum Enterprise, TeamDynamix, and Yubico. Without their support, the survey awards program and its outcome publications would not be possible.

**Instructions for Using the Survey Tool (Online)**

* FIRST: Fill in the primary contact (required) and click on the **save and continue** button at the end. This will take you to the TABLE OF CONTENTS and INITIAL SURVEY INFORMATION (pages 3-4 below).
* The survey consists of ranked drag and drop, single choice, multiple choice, and open-ended text answers.
* Further instructions for completing the survey are located on page 4 below and in the survey FAQs at: [www.govtech.com/cdg/digitalcountiesFAQs2021](http://www.govtech.com/cdg/digitalcountiesFAQs2021).

**Survey Respondent Contact Information**

**Primary respondent/CIO or equivalent** **technology leader:**

COUNTY NAME:

First and last name:

Title:

IT department/division:

Email:

Phone:

Ship to/mailing address (no P.O. box #s):

City, State and Zip:

**Backup for primary respondent:**

First and last name:

Title:

IT department/division:

Email:

Phone:

Ship to/mailing address (no P.O. box #s):

City, State and Zip:

**Communications-Public Information Director:**

First and last name:

Title:

Department/division:

Email:

Phone:

Ship to/mailing address (no P.O. box #s):

City, State and Zip:

**Survey Structure**

The survey is divided into 11 survey question categories with the goal to eliminate redundant and overlapping requests for information. The categories are:

**Overview:** Big Picture/Summary

**Category 1:** Aligned Leadership

**Category 2:** Citizen/Customer Centric

**Category 3:** Cybersecurity

**Category 4:** Data Governance/Transparency

**Category 5:** Data Driven Government

**Category 6:** IT Investment

**Category 7:** Resilience

**Category 8:** Staff/Supported

**Category 9:** Continuous Innovation

**Category 10:** Connected Infrastructure

**Category 11:** Business Process Alignment

At the beginning of each category, you will find:

* A category “Definitions and Notes” used in each category
* Instructions on how to complete the questions
* Identification of which questions will be scored or assigned completion points

**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 county economic development opportunities
* Please note, anything COVID-19 response-related should be included in the relevant category.

**Scoring Overview**

Scoring Narrative Questions

Responses to **Accomplishment** narrative questions will be scored by a team of evaluators. Each question will have specific components that will be included. For example:

* Alignment with county 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 **Accomplishment/Current State** 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:

* Accomplishment questions provide opportunities to document all narratives. It is the quality of the narratives that affects your score.

**Future, multiple choice, matrix, selection, ranking, and informational** 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**

* 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 in**.
* This survey gives you the ability to save and continue later. At the end of the Table of Contents page, 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). You only need to send your link once.
* 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 such as formatting and Tips, and a copy of the survey in Word for download, are located in the survey FAQs at [www.govtech.com/cdg/digitalcountiesFAQs2021](http://www.govtech.com/cdg/digitalcountiesFAQs2021).
* SELECT “ANSWER” ON THE TABLE OF CONTENTS TO NAVIGATE to that category.

**SURVEY QUESTIONS**

**Overview: Big Picture/Summary**

Question Note: The Overview questions are required entries and will receive one completion credit point each.

***Briefly give an overview of the county’s overall mission and how you are using technology to make it a reality. This is your opportunity to summarize the county’s approach to supporting your mission through technology.***

*Insert your narrative response below (max* ***500*** *words):*

***County IT Strategic Plan*** *(required if available)*

*Please list the county’s IT Strategic Plan, or General Plan if it is contained within – and the URL:*

***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/customer 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/e-government
* Shared/collaborative services
* Smarter physical infrastructure/internet of things
* Virtualization: servers, desktops/clients, storage, applications

*Copy and paste the program/project into the box below based on your priority ranking (please only choose from the list above). Note: in the online survey you will need to drag and drop your 10 selections.*

|  |  |
| --- | --- |
| **Priority** | **Program/Project** |
| **#1** |  |
| **#2** |  |
| **#3** |  |
| **#4** |  |
| **#5** |  |
| **#6** |  |
| **#7** |  |
| **#8** |  |
| **#9** |  |
| **#10** |  |

**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 county 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 all 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, and IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, multiple choice, matrix, selection, ranking, and informational** 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 Who sets the priorities for the county’s technology organization? (Select all that apply).***

Board of Supervisors/ County Commission (legislative body)  
 Local/Regional Board

County Executive (chief elected official)

County Administrator

Chief Information Officer

Department Head

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

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

*Insert your narrative response below (max 300 words):*

***1.3 Rank in priority order the 1 to 5 most pressing challenges your county faced in the past year.***

* Department consolidations, mergers, or eliminations
* Conflicting leadership and legislative agendas
* Impact of extreme crises on citizens and businesses
* 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 counties and/or cities
* Tax-base reductions

*Copy and paste your 5 most pressing challenges into the box below (please only choose from the list above). Note: in the online survey you will need to drag and drop your selections.*

|  |  |
| --- | --- |
| **Priority** | **Challenges** |
| **#1** |  |
| **#2** |  |
| **#3** |  |
| **#4** |  |
| **#5** |  |

***1.4 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 county government
* Increase citizen privacy and data security protections
* Increase citizen safety
* Increase sustainable and innovative solutions to citizen problems
* Increase department, state and/or city collaboration for more effective customer experiences
* Modernize county physical infrastructure
* Reduce county business operating and/or long-term costs

*Copy and paste your top 3 to 5 leadership priorities into the box below (please only choose from the list above). Note: in the online survey you will need to drag and drop your selections.*

|  |  |
| --- | --- |
| **Priority** | **Program/Project** |
| **#1** |  |
| **#2** |  |
| **#3** |  |
| **#4** |  |
| **#5** |  |

***1.5 [Accomplishment] Briefly describe two of your county’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.***

***1.5.1*** ***County #1 top priority.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *County priority description:*
* *County policies to support priority:*
* *Enterprise IT Leadership response:*

*Insert your narrative response below (max 300 words):*

***1.5.2 County #2 top priority.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *County priority description:*
* *County policies to support priority:*
* *Enterprise IT Leadership response:*

*Insert your narrative response below (max 300 words):*

***1.6 [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.***

*Insert your narrative response below (max 300 words):*

***1.7 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/Customer Engagement/Experience |  |  |  |  |
| Computing Infrastructure (Cloud, Services, Migration) |  |  |  |  |
| Compliance (HIPAA, ADA, CJIS) |  |  |  |  |
| Continuing Innovation (Emerging Technologies) |  |  |  |  |
| Cybersecurity |  |  |  |  |
| Data Governance (Open Data, Transparency, Protection, Records Retention) |  |  |  |  |
| Disaster Recovery, Continuity of Operations |  |  |  |  |
| Finance Oversight |  |  |  |  |
| Hiring/Retention of IT Staff |  |  |  |  |
| Modernization Legacy Technologies |  |  |  |  |
| Mobile Device Management |  |  |  |  |
| Remote/Flexible Work |  |  |  |  |
| Shared/Collaborative Services |  |  |  |  |
| Social Media |  |  |  |  |
| Staff Augmentation (Confidentiality, Connectivity) |  |  |  |  |
| Strategic Planning |  |  |  |  |
| Other |  |  |  |  |

***1.8 [Accomplishment] From the list above, select and describe one significant IT policy change within the last year and its impact.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *IT work domain:*
* *Date implemented:*
* *Policy change made:*
* *Change impact:*

*Insert your narrative response below (max 300 words):*

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

*Insert your narrative response below (max 300 words):*

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

*Directly input your priorities into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **Enterprise IT Leadership** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Category 2: Citizen/Customer Centric**

**Definitions:**

* **Citizen/Customer Centric**: Mobile and digital services that engage individual citizens/businesses/non-profits. Solutions may focus on transactions, decision support, and other interactions with government groups.
* **Customer**: An individual, business entity, or non-profit. Customers may be residents, visitors, or others that must interact with county 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/Customer-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, multiple choice, matrix, selection, ranking, and informational** 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 [Accomplishment/Current State] Briefly describe what your county does to adapt and sustain IT citizen/customer-engagement strategies and manage related programs/projects.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *Why does it work or not work well?*
* *How mature is the process/strategy?*
* *How do you evaluate and create measurable objectives?*
* *What are the measurable objectives?*

*Insert your narrative response below (max 300 words):*

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Status Options** | | | | |
| **Citizen/Customer 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 (ADA Compliance) |  |  |  |  |
| Live Chat/Online Help |  |  |  |  |
| Location Services |  |  |  |  |
| Messaging Apps |  |  |  |  |
| Multi-Lingual Capabilities |  |  |  |  |
| Native Mobile Apps (MA) |  |  |  |  |
| Personalized Experience |  |  |  |  |
| Single Sign On (SSO) |  |  |  |  |
| Social Media |  |  |  |  |
| Text Message/SMS |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |
| **Emerging Experiences** |  |  |  |  |
| Amazon Echo/Alexa AI |  |  |  |  |
| Chatbots |  |  |  |  |
| Google Home/Google Assistant |  |  |  |  |
| Open API |  |  |  |  |
| Third Party Service Provider (e.g. Do Not Pay) |  |  |  |  |
| Translation - Machine |  |  |  |  |
| Translation – Native or Human |  |  |  |  |
| Wearable Technologies (Apple Watch, Fitbit) |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |
| **Offline Experiences** |  |  |  |  |
| Digital Signage |  |  |  |  |
| Self-Service Kiosks/Terminals |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

***2.3 Excluding your website, please report your county’s citizen/customer experience channels most used in the last year.***

|  |  |  |  |
| --- | --- | --- | --- |
| **Top Channels** | **Channel Name** | **URL/Reference** | **Avg. # Users/Month** |
| **#1** |  |  |  |
| **#2** |  |  |  |
| **#3** |  |  |  |

***2.4 [Accomplishment] Briefly describe a significant citizen/customer-centric accomplishment.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

***2.5 [Accomplishment] What does your county do to ensure consistency of design and experience across departments and elected officials? (for example, brand guidelines, look and feel)***

*Insert your narrative response below (max 300 words):*

***2.6 Do you gather and use customer feedback on your citizen/customer-experience channels?***

Yes

No

Under development

***2.7 [Accomplishment] Briefly describe the methods in use to solicit citizen/customer feedback. Include how the pertinent methods are measured, evaluated, and used.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *311 mobile app*
* *citizen surveys/crowd sourcing*
* *events/panels/forums*
* *online polling*
* *public comment app*
* *social media*

*Insert your narrative response below (max 300 words):*

***2.8 List up to five third parties you engage with on your citizen/customer experience and describe briefly the work they do with your county. If none, enter NONE on the first line.***

| **Public Sector Partner Name** | **Citizen/Customer Experience Work with County** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

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

*Directly input your priorities for improving the citizen/customer experience into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **Citizen/Customer Experience** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Category 3: Cybersecurity**

**Definitions:**

* **Cybersecurity**: Consistent, reliable, proactive, and responsive actions to ensure county-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, multiple choice, matrix, selection, ranking, and informational** 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 county does to develop Cybersecurity strategies and manage related programs/plans.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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?*

*Insert your narrative response below (max 300 words):*

***3.2 Select the status of all the Cybersecurity programs/plans below that apply.***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Status Options** | | | | |
| **Cybersecurity Programs and Plans** | **Not in Use: No Plans** | **Not in Use:**  **Implement in 12-18 mos.** | **In Use/Mature:**  **No Plans to Upgrade** | **In Use:**  **Upgrade in 12-18 mos.** |
| AI/Machine Learning |  |  |  |  |
| Application Security (API/Developer) |  |  |  |  |
| Application Visibility |  |  |  |  |
| Behavioral Analytics |  |  |  |  |
| Cloud Security |  |  |  |  |
| Crisis Management/Communication Policy |  |  |  |  |
| Cross-Departmental Coordination |  |  |  |  |
| Cross-Jurisdictional 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 Mngt.) |  |  |  |  |
| Identity Proofing |  |  |  |  |
| Incident Management |  |  |  |  |
| Intrusion Prevention System |  |  |  |  |
| IT Supply Chain |  |  |  |  |
| Micro-Segmentation |  |  |  |  |
| Mobile Device Security |  |  |  |  |
| Outside Organization Coordination (FBI, MS-IAC, Fusion Centers, Exercises) |  |  |  |  |
| Pen/Red Team Testing |  |  |  |  |
| Regular Penetration Testing |  |  |  |  |
| Run-time Application Self-Protection (RASP) |  |  |  |  |
| 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 |  |  |  |  |
| SOAR (Security Orchestration Automation and Response) |  |  |  |  |
| Threat Intelligence |  |  |  |  |
| Zero Trust Model |  |  |  |  |
| Wireless Security |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

***3.3 [Accomplishment] Briefly describe a*** ***significant Cybersecurity accomplishment within or across the county.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

***3.4 [Accomplishment] Briefly describe any significant Cybersecurity accomplishment(s) across jurisdictions (federal, states, counties, or cities) in which you participated.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

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

*Directly input your priorities for improving Cybersecurity into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **Cybersecurity** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**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, multiple choice, matrix, selection, ranking, and informational** 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 county does to develop Data Governance and Transparency strategies and manage related programs/projects.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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?*

*Insert your narrative response below (max 300 words):*

***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.** |
| Data Analytics |  |  |  |  |
| Data Architecture |  |  |  |  |
| Data Classification/Usage Catalogs |  |  |  |  |
| Data Infrastructure |  |  |  |  |
| Data Management  (Non-Structured) |  |  |  |  |
| Data Ownership |  |  |  |  |
| Data Privacy |  |  |  |  |
| Data Quality |  |  |  |  |
| Data Sources Catalog |  |  |  |  |
| Data Transparency/Open Data |  |  |  |  |
| Other:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

***4.3 [Accomplishment] Briefly describe a significant Data Governance accomplishment.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

***4.4 [Accomplishment] Briefly describe a significant Data Transparency accomplishment.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

***4.5 [Future] What are the top 1 to 3 priorities for improving Data Governance and Data Transparency?*** *Directly input your priorities for improving Data Governance and Data Transparency into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **Data Governance and Data Transparency** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Category 5: Data Driven Government**

**Definitions:**

* **Data Driven Government:** Systematic data-based analytical mechanisms and techniques used to efficiently and effectively manage the county’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, multiple choice, matrix, selection, ranking, and informational** 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 county does to develop Data Driven Government strategies and manage related programs.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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?*

*Insert your narrative response below (max 300 words):*

***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 |  |  |  |  |
| Customer Digital Usage Analytics |  |  |  |  |
| External-Facing Dashboards |  |  |  |  |
| Government and Department Online Performance Report Publishing |  |  |  |  |
| Internal-Facing Dashboards |  |  |  |  |
| IT Finance Oversight |  |  |  |  |
| Key Performance Indicators (KPIs) |  |  |  |  |
| Performance Benchmarks, Measurement and Reporting |  |  |  |  |
| Project Management |  |  |  |  |
| Situational Awareness |  |  |  |  |
| Other\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

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

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

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

*Directly input your priorities for improving Data Driven Government into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **Data Driven Government** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Category 6: IT Investment**

**Definitions:**

* **IT Investment:** The management of IT budgets to align with county 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, multiple choice, matrix, selection, ranking, and informational** 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 county does to develop IT budgeting strategies and manage related programs.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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?*

*Insert your narrative response below (max 300 words):*

***6.2 List the percentage (%) of county-wide IT budget spend in the following areas. (Budget should total to 100%)***

|  |  |
| --- | --- |
| **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%** |

***6.2a. If the categories in 6.2 do not reflect all of the categories of your budget, Do NOT use 6.2, rather, list those that apply and add the other categories in the chart below to achieve 100% of county-wide IT budget spend. (Budget should total to 100%)***

|  |  |
| --- | --- |
| **Budget Category** | **% of IT Budget** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| **Total** | **100%** |

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

Less than 1 percent

1-5 percent

6-10 percent

More than 10 percent

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

*Directly input your IT priorities that will receive the largest increase in funding into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **IT Priorities with Largest Funding Increases** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

***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/Project Management Methodology |  |  |  |  |
| Procurement Methodology |  |  |  |  |
| Project Management Office |  |  |  |  |
| Project Reviews for Initiating and Overseeing IT Investments |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

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

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **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 |  |  |  |  |
| Managed Externally |  |  |  |  |
| Managed Internally |  |  |  |  |
| Managed Services Model |  |  |  |  |
| Outsourcing Model |  |  |  |  |
| Shared Services Model (Collaborative/Cooperative) |  |  |  |  |
| Other\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

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

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

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

*Directly input your priorities for improving IT Investment management and procurement into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **IT Investment Management and Procurement** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Category 7: 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, multiple choice, matrix, selection, ranking, and informational** 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 [Accomplishment/Current State] Briefly describe what your county does to develop DR/COO strategies and manage related programs/plans.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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?*

*Insert your narrative response below (max 300 words):*

***7.2 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 |  |  |  |  |
| Disaster Recovery Exercise/Tests (Table-Top) |  |  |  |  |
| Emergency Alert and Notification System |  |  |  |  |
| Government DR/Emergency/Safety Crisis Management Plan |  |  |  |  |
| Inventoried: Mission Critical Systems and Established Continuity Plans |  |  |  |  |
| Redundant/Offsite Operational Capacity |  |  |  |  |
| Secure Communications and Data Access in Remote Locations |  |  |  |  |
| Social Media Use for Disaster Communications |  |  |  |  |
| Staffing Logistics (Travel, Coverage) |  |  |  |  |
| Trained Personnel on IT Systems Recovery |  |  |  |  |
| Volunteer Disaster Registries (Nurses, EMTs, Trained Citizens, etc.) |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

***7.3 [Accomplishment] Briefly describe a significant*** ***Cybersecurity DR/COO accomplishment.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

***7.4 [Accomplishment] Briefly describe a significant facilities or environmenta******l DR/COO accomplishment.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words):*

**7.5 [Future] What are the top 1 to 3 priorities for improving DR/COO?***Directly input your priorities for improving DR/COO into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **DR/COO** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Category 8: Staff/Supported  
  
Definitions:**

* **Flexible Work Environment**: The ability to perform work functions outside of normal business hours (flexible hours).
* **Flexible Work Location**: The hiring of IT staff to work remotely. Staff may be geographically located anywhere.
* **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, multiple choice, matrix, selection, ranking, and informational** 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 county does to develop IT Staffing strategy and manage related programs/projects.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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?*

*Insert your narrative response below (max 300 words).*

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

0-49  
 50-99

100-149

150-199

200 or more

***8.3 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 or more

***8.4 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

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

Citizen/Customer Experience

Cybersecurity

Data Analytics/Business Intelligence

Data Privacy (personal data protection)

Enterprise Architecture

Innovation

Performance Metrics

***8.6 Select the option that best describes your IT staff retirement in the next 12-18* months?**

0-4 percent  
 5-10 percent

11-20 percent  
 21-30 percent

31-40 percent  
 41 percent or more

***8.7 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

***8.8 Select the option that best describes your current status of*** ***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 Environment |  |  |  |  |
| Flexible Work Location |  |  |  |  |
| 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 |  |  |  |  |
| Remote Work Environments |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

***8.9 [Accomplishment] Briefly describe a significant IT Staffing accomplishment.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words).*

***8.10 What percentage of the county’s workforce is working remotely?***

Less than 10 percent

11-20 percent

21-30 percent

31-40 percent

41-50 percent

More than 50 percent

***8.11 What percentage of the county’s workforce could work remotely, given the proper tools and policies in place?***

Less than 10 percent

11-20 percent

21-30 percent

31-40 percent

41-50 percent

More than 50 percent

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

*Directly input your priorities for improving IT Staffing into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **IT Staffing** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Category 9: 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, multiple choice, matrix, selection, ranking, and informational** 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 county does to develop Emerging Technology strategies and manage related programs/projects.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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?*

*Insert your narrative response below (max 300 words).*

***9.2 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.** |
| Advanced Data Analytics |  |  |  |  |
| Artificial Intelligence/Machine Learning |  |  |  |  |
| 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) |  |  |  |  |
| Low Code/No Code Development |  |  |  |  |
| Natural Language Processing/Speech Recognition |  |  |  |  |
| Piloting and Testbed Approach |  |  |  |  |
| Public-Private Partnerships |  |  |  |  |
| Robotic Process Automation (RPA) |  |  |  |  |
| Serverless Architecture |  |  |  |  |
| Shared Services Across Jurisdictions |  |  |  |  |
| Working with Start-ups |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

***9.3 [Accomplishment] Briefly describe a significant Emerging Technology accomplishment.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words).*

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

*Directly input your priorities for improving Emerging Technologies into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **Emerging Technologies** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Category 10: Connected Infrastructure**

**Definitions:**

* **Connected Infrastructure**: IT enabled services – computing, storage, and networks.
* **Enterprise Computing**: On-premises (data center) and/or off-premises 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, multiple choice, matrix, selection, ranking, and informational** 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] Briefly describe what your county does to develop Connected Infrastructure strategies and manage related programs/projects.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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?*

*Insert your narrative response below (max 300 words).*

***10.2 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 |  |  |  |  |
| Data Center Consolidation |  |  |  |  |
| Data Center Energy Savings Program |  |  |  |  |
| Development Operations Deployment Infrastructure |  |  |  |  |
| Hybrid Cloud Management Infrastructure |  |  |  |  |
| Hyperconverged Infrastructure |  |  |  |  |
| Identity as a Service |  |  |  |  |
| On-Premises/Off-Premises Cloud Migration Strategies |  |  |  |  |
| Rapid Provisioning Software and Infrastructure |  |  |  |  |
| Security Management (Digital, Physical) |  |  |  |  |
| Service Level Agreement Measurement & Reporting Software |  |  |  |  |
| Service Level Metrics - Reliability & Uptime |  |  |  |  |
| Standard Process for Provisioning Applications |  |  |  |  |
| Other\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

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

Less than 10 percent

11-20 percent

21-30 percent

31-40 percent

41-50 percent

More than 50 percent

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

Less than 10 percent

11-20 percent

21-30 percent

31-40 percent

41-50 percent

More than 50 percent

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

* Application development and testing
* Environment
* Finance/administration
* Geospatial services
* Health and human services
* Human resources
* Public safety/law enforcement
* Transportation

*Copy and paste in priority order the application systems under consideration for migration to the cloud into the box below (please only choose from the list above). Note: in the online survey you will need to drag and drop your selections.*

|  |  |
| --- | --- |
| **Priority** | **Priority Systems for Migration to the Cloud** |
| **#1** |  |
| **#2** |  |
| **#3** |  |
| **#4** |  |
| **#5** |  |

***10.6 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.** |
| 5G Wireless |  |  |  |  |
| Broadband Infrastructure |  |  |  |  |
| Collaboration Tools for Conferencing, Messaging, Data Sharing, etc. |  |  |  |  |
| Enterprise-Wide Network Services |  |  |  |  |
| Network 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 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

***10.7 [Accomplishment] Briefly describe a significant Infrastructure or Network accomplishment.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words).*

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

*Directly input your priorities for improving Infrastructure or Networking into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **Infrastructure or Networking** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Category 11: Business Process Alignment**

**Definitions:**

* **Business Process Alignment**: The internal business processes and software systems **used primarily by county 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, multiple choice, matrix, selection, ranking, and informational** 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 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 – Employee Self-Help |  |  |  |  |
| ERP – Human Resources |  |  |  |  |
| ERP – Procurement/Asset Tracking, etc. |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

***11.2 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 |  |  |  |  |
| Inmate Telemedicine |  |  |  |  |
| Inmate Video Visitation |  |  |  |  |
| Interoperable Public Safety Communications |  |  |  |  |
| Mobile Surveillance (Body Cameras, Drones) |  |  |  |  |
| Next Generation 911 |  |  |  |  |
| Real Time Criminal Database Integration |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

***11.3 [Accomplishment] Briefly describe a significant Public Safety, Emergency Management, Criminal Justice and Corrections accomplishment.***

*The following list is a guide and are example topics you may include in your response (topics are optional).*

* *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:*

*Insert your narrative response below (max 300 words).*

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

*Directly input your priorities for improving Public Safety, Emergency Management, Criminal Justice and Corrections into the box below based on your priority ranking.*

|  |  |
| --- | --- |
| **Priority** | **Public Safety, Emergency Management, Criminal Justice and Corrections** |
| **#1** |  |
| **#2** |  |
| **#3** |  |

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

*Insert your narrative response below (max 300 words):*

**Demographic Background and Context for County IT**

**Definition:**

* **Enterprise IT:** A county-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 county.

**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 question answered.

***DB1. Enter your full, official county name:***

*Insert your full, official county name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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

Up to 150,000

150,000 – 249,999

250,000 – 499,999

500,000 – 999,999

1,000,000 or more

***DB3. Select the county annual overall budget range.***

Less than $25 million

$25 million – $99.9 million

$100 million – $499.9 million

$500 million – $999.9 million

More than $1 billion

***DB3a. What is your total county IT budget? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

***DB4. Select the population distribution that best describes your county.***

Primarily rural with sparsely scattered towns and small cities.

A mix of rural areas with one or two densely populated urban areas.

A comparable mix of rural and urban areas.

Primarily urban areas.

***DB5. Is your Enterprise/head CIO/IT Director a department head?***

Yes

No

***DB6. Enter the percentage (%) of your county’s use of IT systems and solutions owned and operated by various entities. (Usage should total 100%)***

|  |  |
| --- | --- |
| **IT Owners and Operation Types** | **Percent** |
| Outsourced to an industry partner |  |
| Outsourced to another government entity |  |
| County owned and county employee operated |  |
| **Total** | **100%** |

***DB7. Who were the county’s top five private sector IT partners and the associated projects in the past year?***

|  |  |
| --- | --- |
| **Private Sector Partner** | **Project** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

***DB8. Select the Enterprise IT Scope of Authority that best describes your county’s Enterprise IT current operating approach. Different counties 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.

***DB9. Did your Enterprise IT Scope of Authority change within the past year?***

Yes

No

**Before you leave the survey, please answer the last three questions. Your responses will assist us in improving the Digital Counties Survey in the next cycle.**

***How did you become aware of this survey? (Please select all that apply.)***

Prior year participant

Center for Digital Government email  
 Center for Digital Government letter

Center for Digital Government website

Government Technology newsletter  
 Government Technology social media

Peer groups/colleagues  
 Professional association

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

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

*Insert your response below:*

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

*Insert your response below:*

Thank you for completing the survey!

Be sure to enter your responses online at [www.govtech.com/cdg/digitalcounties21](http://www.govtech.com/cdg/digitalcounties21)

**The survey submission deadline is Thursday, March 18, 2021**

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