

**INTRODUCTION**

This Digital States Survey (DSS) provides you with the opportunity to conduct an in-depth IT statewide self-audit of your current operational status, accomplishments of the past two years 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 states 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 agencies, governor and legislature**
* **A launchpad for meaningful discussions with your stakeholders**
* **Ideas and lessons learned to continue improvements for next two years**

The Center for Digital Government (CDG) 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 state’s priorities for improving citizen, business and employee experience with state government.

The DSS is underwritten by seven sponsors: AWS, Deloitte, McAfee, NIC, Nutanix, SHI and Verizon. Without their support, the survey and its outcome publications would not be possible.

The DSS has been redesigned to more accurately reflect the most important characteristics of the digital state. 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 state’s IT operations and external and internal challenges that you faced in the past two years. All of these changes will help you describe your accomplishments in succinct, concrete measurable terms so your submission can be evaluated fairly and objectively.

**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, Health and Human Services, Transportation, and Programmatic selections

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 two years**.
* **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 (aka 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 state 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 state priorities and policies
* Delivery of measurable concrete impacts
* Adoption of innovative approaches and/or technology solutions
* Demonstrated multi-agency or multi-jurisdictional collaboration
* Demonstrated verifiable positive progress in past two years
* 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 a letter grade for overall performance.

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

* Each Accomplishment question is scored as a whole. Accomplishment questions provide opportunities to document 1, 2 or 3 narratives. Fewer narratives will not necessarily reduce your score for that question. 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 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.

## State Grade Definitions

The evaluators will award grades as defined below. Variations within a grade (e.g., + or - ) will be based on the strength of accomplishments since last survey.

**A:** Demonstrated very strong innovation, high performing solutions with verifiable impacts across all categories. Excellent practices have been applied in all aspects of their operations, governance and administration. Best practices are exemplified. Exceeded all expectations.

**B:** Demonstrated appropriate, solid and consistent approaches that met all criteria in all categories. Verifiable impacts proven. Standard good government practices applied in all aspects of state operations, governance and administration.

**C:** Demonstrated appropriate approaches, consistently meeting many criteria in a number of categories. However, some categories had incomplete/nonexistent programs that have impacted overall effectiveness. Verifiable impacts need to be further developed.

**D:** Reported accomplishments, but difficult to see measurable impacts and consistency of approaches. Multiple weaknesses were identified which have limited programmatic effectiveness.

**F:** Failed to demonstrate consistent or solid accomplishments across the categories.

**INSTRUCTIONS FOR USING THE SURVEY TOOL**

(To be added based on the selected survey tool. )

*The survey begins on the next page*

Survey Respondent Contact Information

**Primary respondent**:

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

**Backup for primary respondent**:

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

**Communications-Public Information Director**:

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

# Category 1: Aligned Leadership

**Definitions:**

* **Aligned Leadership**: IT strategy consistency and support of the Governor’s priorities and the actions Enterprise IT takes to improve working relationships, planning, policies and coordination with agencies.
* **Enterprise IT Leadership:** The CIO and staff who provide direction and oversight of state 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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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 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 [Accomplishment/Current State] Briefly describe any unique conditions, challenges and actions the Enterprise IT Leadership faced in attaining or maintaining their leadership and managing conditions and challenges.**

**1.2 Rank in priority order the 1 to 5 most pressing challenges your state faced in the past two years**.

* Agency consolidations, mergers or eliminations
  + Conflicting governor 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 counties and/or cities
  + Tax-base reductions
  + Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**1.3 Rank in priority order the top 3 to 5 priorities that most closely match your governor’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 state government
* Increase citizen privacy and data security protections
* Increase citizen safety
* Increase sustainable and innovative solutions to citizen problems
* Increase agency, county and/or city collaboration for more effective citizen experiences
* Modernize state physical infrastructure
* Reduce state business operating and/or long-term costs

**1.4 [Accomplishment] Briefly describe 1 to 3 of your state’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** **State #1 top priority.**

State priority description:

State policies to support priority:

Enterprise IT Leadership support:

**1.4.2 State #2 top priority.**

State priority description:

State policies to support priority:

Enterprise IT Leadership support:

**1.4.3 State #3 top priority.**

State priority description:

State policies to support priority:

Enterprise IT Leadership support:

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

**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 Agencies | Implemented by Enterprise IT |
| Applications Development |  |  |  |  |
| Citizen Engagement/Experience |  |  |  |  |
| Computing Infrastructure (Cloud, Services, Migration) |  |  |  |  |
| Compliance (HIPAA, ADA, CJIS) |  |  |  |  |
| Continuing Innovation |  |  |  |  |
| Cybersecurity |  |  |  |  |
| Data Governance (Open Data, Transparency, Protection) |  |  |  |  |
| Disaster Recovery, Continuity of Operations |  |  |  |  |
| Finance Oversight |  |  |  |  |
| Hiring/Retention of IT Staff |  |  |  |  |
| Legacy Technology Replacement |  |  |  |  |
| Mobile Device Management |  |  |  |  |
| 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 to 3 significant IT policy changes and impacts.**

**1.7.1 IT Policy Change #1.**

**1.7.2 IT Policy Change #2.**

IT work domain:

Date implemented:

Policy change made:

Change impact:

IT work domain:

Date implemented:

Policy change made:

Change impact:

**1.7.3 IT Policy Change #3.**

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 Competent IT Personnel
* Increased Agency/Department 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
* Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

**1.10 [Future] What are the top 3 to 5 priorities for improving Enterprise IT Leadership?**

* + Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

# 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 state 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.
* **SSO:** Single Sign On

**Question Notes:**

* **Accomplishment**: A narrative descriptions about priorities, policies, strategies, IT solutions or improvements completed in the last two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 state 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 state 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 |  |  |  |  |
| Single Sign On (SSO) |  |  |  |  |
| Social Media |  |  |  |  |
| Text Message/SMS |  |  |  |  |
| Web Responsive Design |  |  |  |  |
| Website |  |  |  |  |
| **Emerging Experiences** |  |  |  |  |
| Amazon Echo/Alexa AI |  |  |  |  |
| Chatbots |  |  |  |  |
| Google Home/Google Now |  |  |  |  |
| Open API |  |  |  |  |
| SIRI SDK |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |
| **Offline Experiences** |  |  |  |  |
| Digital Signage |  |  |  |  |
| Self-Service Kiosks/Terminals |  |  |  |  |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

**2.4 Report your state’s most used citizen experience channels used in the last two years.**

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

**2.5 [Accomplishment] Describe 1 to 3 significant citizen centric accomplishments**.

**2.5.1 Citizen centric accomplishment #1**

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 governor priorities?

What were the impacts on citizen/business services?

How was the solution innovative?

Is this a best practice? Why?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**2.5.2 Citizen centric accomplishment #2**

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 governor priorities?

What were the impacts on citizen/business services?

How was the solution innovative?

Is this a best practice? Why?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**2.5.3 Citizen centric accomplishment #3**

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 governor priorities?

What were the impacts on citizen/business services?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

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

**2.7 [Accomplishment] Describe the data integration technologies that support your channel experiences (e.g. API, SSO, third party/other):**

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

* Yes
* No
* Under development

**2.9 [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.**

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

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

**2.11 [Future] What are the top 3 to 5 priorities for improving citizen experience?**

* + Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

# Category 3: Cybersecurity

**Definitions:**

* **Cybersecurity**: Consistent, reliable, proactive and responsive actions to ensure state-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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 state 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-Agency 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) |  |  |  |  |
| Identify & Access 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 1 to 3** **significant Cybersecurity accomplishments within or across the state.**

**3.3.1 Cybersecurity** **accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**3.3.2 Cybersecurity accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**3.3.3 Cybersecurity accomplishment #3**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency 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 governor priorities?

What were the measurable performance improvement impacts?

How were the solutions innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**3.5 [Future] What are your top 3 to 5 priorities for improving Cybersecurity?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

# 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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 state 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 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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency 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?

How does it align with governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**4.5 [Future] What are your top 3 to 5 priorities for improving Data Governance and Data Transparency?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

# Category 5: Data Driven Government

**Definitions:**

* **Data Driven Government:** Systematic data based analytical mechanisms and techniques used to efficiently and effectively manage the state’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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 state 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 |  |  |  |  |
| State, Agency and Dept. Online Performance Report Publishing |  |  |  |  |
| Web Analytics |  |  |  |  |
| Other |  |  |  |  |

**5.3 [Accomplishment] Describe 1 to 3 significant Data Driven Government accomplishments.**

**5.3.1 Data Driven Government accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**5.3.2. Data Driven Government accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**5.3.3 Data Driven Government accomplishment #3**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**5.4 [Future] What are the top 3 to 5 priorities for improving Data Driven Government?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**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 state 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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 state 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 state-wide IT budget spend in the following areas.**

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

|  |  |
| --- | --- |
| **Budget category** | **% of IT Budget** |
| Hardware (Leased, Purchases) |  |
| 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 state-wide IT budget is spent on cybersecurity?**

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

**6.4 [Future] List the 1 to 5 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 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 1 to 2 significant IT Investment management accomplishments.**

**6.6.1 IT Investment** **accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**6.6.2 IT Investment accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency 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 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 one significant IT sourcing/procurement accomplishment.**

**6.8.1 IT sourcing/procurement accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**6.9 [Future] What are the top 1 to 5 priorities for improving IT investment management and procurement?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**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 state’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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 the those of the state?**

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

**7.2 [Accomplishment/Current State] Briefly describe what your state 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 1 to 2 significant IT Sustainability accomplishments.**

**7.3.1 IT Sustainability accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**7.3.2 IT Sustainability accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**7.4 [Future] What are your top 3 to 5 priorities for improving Sustainability efforts in the next 12-18 months?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 state 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 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 State Authorities in Remote Locations |  |  |  |  |
| Social Media Use for Post Disaster Communications |  |  |  |  |
| State DR/Emergency/Safety Crisis Management Plan |  |  |  |  |
| Tabletop DR Tests |  |  |  |  |
| Trained State 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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency 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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**8.5 [Future] What are your top 3 to 5 priorities for improving DR/COO?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 state 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 state employee IT staff (FTE equivalents).**

* 0-249
* 250-499
* 500-749
* 750-999
* 1000+

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

* 0-99
* 100-199
* 200-299
* 300-399
* 400+

**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 state full-time/FTE position state-wide responsibility.**

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

**9.6 Select the option that best describes your state’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 Agencies |  |  |  |  |
| IT Staff Sharing Across Jurisdictions |  |  |  |  |
| Outsourced IT Staff |  |  |  |  |
| Other |  |  |  |  |

**9.9 [Accomplishment] Describe 1 to 2 significant IT Staffing accomplishments.**

**9.9.1 IT Staffing accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**9.9.2 IT Staffing accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**9.10 [Future] What are your top 3 to 5 priorities for improving IT Staffing?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 state does to develop Emerging Technology strategies and manages 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-Agency, Business-Technology Innovation Collaboration |  |  |  |  |
| 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 1 to 3 significant Emerging Technology** **accomplishments.**

**10.4.1 Emerging Technology accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**10.4.2 Emerging Technology accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**10.4.3 Emerging Technology accomplishment #3**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**10.5 [Future] What are your top 3 to 5 priorities for Emerging Technologies?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**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 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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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 state 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 state’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 state’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
* Other

**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 1 to 3 significant Infrastructure or Network accomplishments.**

**11.7.1. Infrastructure or Networking accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**11.7.2 Infrastructure or Networking accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**11.7.3 Infrastructure or Networking accomplishment #3**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**11.8 [Future] What are your top 3 to 5 priorities for Infrastructure or Networking?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**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 state employees and their partners within key large agencies** such asPublic Safety, Health and Human Services, Transportation and Programmatic selections
* **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 two years. These responses are scored.
  + Accomplishment questions provide opportunities to document 1, 2 or 3 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, IT solutions already in place.
* **Future:** Plans for the upcoming 12-18 months.
* **Future, all** **multiple choice, matrix, selection and ranking** questions receive 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-agency processing (ERP) systems programs/projects**.

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| Multi-Agency 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. |  |  |  |  |

**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 |  |  |  |  |
| 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 |  |  |  |  |
| Statewide Interoperable Public Safety Communications |  |  |  |  |
| Other |  |  |  |  |

**12.3 [Accomplishment] Describe 1 to 2 significant Public Safety, Emergency Management, Criminal Justice and Corrections accomplishments.**

**12.3.1** **Public Safety, Emergency Management, Criminal Justice and Corrections accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**12.3.2. Public Safety, Emergency Management, Criminal Justice and Corrections accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**12.4 [Future] What are your top 3 to 5 priorities for improving Public Safety, Emergency Management, Criminal Justice and Corrections?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12.5 Select the option that best describes your current status in each of the possible Health & Human Services (HHS) processing systems programs/projects.**

|  | Status Options | | | |
| --- | --- | --- | --- | --- |
| HHS 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. |
| Authentication |  |  |  |  |
| Benefits Eligibility, Application and Status Checking |  |  |  |  |
| Case Management Integration |  |  |  |  |
| Child Support System |  |  |  |  |
| Comprehensive Child Welfare System |  |  |  |  |
| Data Analytics |  |  |  |  |
| HHS Program Integrity Strategy |  |  |  |  |
| Infectious Disease Control |  |  |  |  |
| Integrated Identity Management |  |  |  |  |
| Medicaid Maintenance Management System |  |  |  |  |
| Mobile Device Strategy in Place |  |  |  |  |
| Telemedicine |  |  |  |  |
| Other |  |  |  |  |

**12.6 [Accomplishment] Describe 1 to 2 significant** **Health & Human Services accomplishments.**

**12.6.1 Health & Human Services accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**12.6.2 Health & Human Services accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**12.7 [Future] What are your top 3 to 5 priorities for improving Health & Human Services?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12.8 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 |  |  |  |  |
| Commercial Driver Testing Results Database |  |  |  |  |
| Data Analytics |  |  |  |  |
| Driver’s License Renewal |  |  |  |  |
| Intelligent Transportation Systems |  |  |  |  |
| Mobile Inspections |  |  |  |  |
| Real-Time Traffic Analytics |  |  |  |  |
| Traffic Webservice/Road Conditions |  |  |  |  |
| Vehicle Registration Renewal |  |  |  |  |
| Vehicle Titling and Lien Processing |  |  |  |  |
| Video Surveillance |  |  |  |  |
| Other |  |  |  |  |

**12.9 [Accomplishment] Describe 1 to 2 significant Transportation & Motor Vehicles** **accomplishments.**

**12.9.1.** **Transportation & Motor Vehicles accomplishment #1**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**12.9.2. Transportation & Motor Vehicles accomplishment #2**

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 governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**12.10** [**Future] What are your top 3 to 5 priorities for improving Transportation & Motor Vehicles?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12.11 Select a Programmatic area from the dropdown list**

|  |
| --- |
| Commerce, Labor & Taxation – Economic, Business and Workforce Development (includes Tourism) |
| Education |
| Legislative and/or Judiciary Branches |
| Licensing (non-DMV) & Permitting |
| Natural Resources, Utilities, Parks & Agriculture |

**12.11.1 [Accomplishment] Programmatic area accomplishment**

Briefly describe an accomplishment in this programmatic area and its impact. **(Answer all that apply)**

What was accomplished?

When was it accomplished?

Why was it done?

Does it align with governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**12.12 [Accomplishment] Select a Programmatic area from the drop down list**

|  |
| --- |
| Commerce, Labor & Taxation – Economic, Business and Workforce Development (includes Tourism) |
| Education |
| Legislative and/or Judiciary Branches |
| Licensing (non-DMV) & Permitting |
| Natural Resources, Utilities, Parks & Agriculture |

**12.12.1. Programmatic area accomplishment**

Briefly describe an accomplishment in this Programmatic area and its impact. **(Answer all that apply)**

What was accomplished?

When was it accomplished?

Why was it done?

Does it align with governor priorities?

What were the measurable performance improvement impacts?

How was the solution innovative?

What was the multi-agency or multi-jurisdictional collaboration, if any?

Provide a verification URL:

**12.13 [Future] What are your top 3 to 5 priorities for improving Programmatic areas?**

* Priority 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 3: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 4: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Priority 5: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

# State Demographic Background and Context for State IT

**Definition:**

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

**Question Notes**

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

**DB1 Select your state name from the drop-down list.**

Enter your state name

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

* + Less than 5 million
  + 5 million – 9.9 million
  + 10 million – 19.9 million
  + 20 million – 29.9 million
  + More than 30 million

**DB3 Does your state’s population increase and decrease more than 10% seasonally?**

* + Yes
  + No

**DB4 Select the annual budget range for your state (including federal funding)**.

* + Less than $20 billion
  + $20 billion – $49.9 billion
  + $50 billion – $99.9 billion
  + $100 billion – $199.9 billion
  + More than $200 billion

**DB5 Select the population distribution that best describes your state**.

* Primarily rural with sparsely scattered towns and small cities.
* A mix of rural areas with one or two densely populated urban areas.
* Primarily urban areas.

**DB6 Is your Enterprise/head CIO a cabinet position?**

* + Yes
  + No

**DB7 Enter the percentage (%) of your state’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 |  |
| State owned and state employee operated |  |
| Other |  |
| Total | 100 |

**DB8 Select the Enterprise IT Scope of Authority that best describes your state’s Enterprise IT current operating approach**. Different states have different operating approaches to achieve IT outcomes. The purpose of this question is to provide perspective and context.

* Decentralized

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

*Governance*: Enterprise IT has no direct authority for IT policies and practices enforcement. The CIO uses personal relationship building to coordinate agency IT strategic planning, procurement and budgets. Multi-agency IT boards or councils are in their infancy or do not exist.

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

* Limited Association

*Operational*: Enterprise IT provides limited operational infrastructure, cybersecurity, data management and application services to agencies who participate voluntarily. Larger agencies may operate independently.

*Governance*: Enterprise IT provides some monitoring, management or audit authority with limited enforcement power. The CIO uses a personal relationship building to coordinate agency IT strategic planning, procurement and budgets. Multi-agency IT advisory boards/councils are established in key programs/projects.

*Administrative*: Agencies have their own IT staff and services. Enterprise IT recommends policies and practices for agency IT staff hiring and for agency IT services, hardware and cloud procurement.

* Associated

*Operational*: Enterprise IT manages most if not all operational, IT infrastructure services, but may not own them. Enterprise IT enforces state-wide policies and practices for cybersecurity, data management and application services. Larger agencies may have application services. Smaller ones use Enterprise IT services.

*Governance*: Enterprise IT leads state-wide IT advisory and planning boards/councils and formally collaborates with agencies for joint decision making for IT related strategic planning, prioritization and IT budgets. Enterprise IT monitors, manages, audits with enforcement IT policies and practices across agencies.

*Administrative:* Agencies may have their own IT staff and services. Enterprise IT enforces policies and practices for agency IT staff hiring and provides oversight for all IT services and hardware and cloud procurement.

* Limited Centralization

*Operational:* Enterprise IT owns and manages all physical and cloud infrastructure, cybersecurity and data management. Agencies are required to use enterprise infrastructure. Offers application services upon agency request. Agencies are charged back based on utilization. Agencies may have their own applications services.

*Governance*: Enterprise IT leads IT advisory and planning boards/councils and formally collaborates with agencies on all IT related strategic planning, prioritization and IT budgets. Enterprise IT monitors, manages, audits with enforcement of IT policies and practices across agencies.

*Administrative*: Enterprise IT owns and manages all IT services, hardware and cloud procurement. Enforces policies and practices for agency IT staff hiring. Agencies may have their own application development staff.

* 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 agencies.

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

**DB9 Did your Enterprise IT Scope of Authority change within the past two years?**

* + Yes
  + No

Before you leave the survey, please answer these last two questions. Your responses will assist us in improving the Digital State 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!

**The survey submission deadline is: May 15, 2020**

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