



MID-OHIO REGIONAL
MORPC
PLANNING COMMISSION

111 Liberty Street, Suite 100
Columbus, Ohio 43215
morpc.org

T. 614. 228.2663
TTY. 1.800.750.0750
info@morpc.org

NOTICE OF A MEETING
DATA POLICY NEEDS SURVEY & TOOLKIT WORKING GROUP MEETING
MID-OHIO REGIONAL PLANNING COMMISSION
111 LIBERTY STREET, SUITE 100, COLUMBUS, OHIO 43215
BUCKEYE CONFERENCE ROOM

October 30, 2019 2:00 pm – 3:30 pm

AGENDA

1. **Welcome & Introductions**
2. **Data Policy Needs Survey Development**
 - a. **Survey Data Use and Confidentiality**
 - b. **Collaborative Survey Protocol Document**
 - 1) **Survey Purpose Statement & Objectives**
 - 2) **Introduction and Data Use Statements**
 - 3) **Survey Questions (by Category)**
 - c. **Disclosure Statement**
 - d. **Review Digital States Survey 2016**
3. **Survey Work Session** (leave this item on per 10/16 notes)
4. **Local Government Data Resources**
 - a. **Sharepoint**
Review Recently Added Items
5. **New Members – Need Representatives from Smaller Jurisdictions**
6. **Other Business**
 - a. **Cadence of 2019 and 2020 Meetings**
7. **Adjourn**

Please notify Lynn Kaufman at 614-233-4189 or LKaufman@morpc.org to confirm your attendance for this meeting or if you require special assistance.

**The Next Meeting of the
Data Policy Needs Survey & Toolkit Working Group
DATE TBD**
111 Liberty Street, Suite 100, Columbus, Ohio 43215

William Murdock, AICP
Executive Director

Rory McGuinness
Chair

Karen J. Angelou
Vice Chair

Erik J. Janas
Secretary

PARKING AND TRANSIT: When parking in MORPC's parking lot, please be sure to park in a MORPC visitor space or in a space marked with a yellow "M". Handicapped parking is available at the side of MORPC's building.

MORPC is accessible by CBUS. The closest bus stop to MORPC is S. Front Street & W. Blenkner St. Buses that accommodate this stop are the Number 61 - Grove City, the Number 5 - West 5th Ave. /Refugee, and the Number 8 - Karl/S. High/Parsons. One electric vehicle charging station is available for MORPC guests.

Mid-Ohio Regional Planning Commission
111 Liberty Street
Columbus, Ohio 43215

Data Policy Needs Survey & Toolkit Working Group
Meeting Notes

October 16, 2019, 2:30 pm

Members Present

Christina Drummond, OSU, Moritz College
of Law

David Landsbergen, OSU, John Glenn College
Shaun Loftin, OSU, John Glenn College

Doug McCollough, Chair, City of Dublin
Christian Selch, City of Columbus
Rob Wesley, Illumination Works

Members Calling In

Mayor Tom Kneeland, City of Gahanna

MORPC Staff Present

Lynn Kaufman

Aaron Schill

Meeting Called to Order at 3:40 pm.

Welcome & Introductions

Members and staff introduced themselves.

Data Policy Needs Survey Development

Draft Survey Mailing List

Add Chief Legal, Vice-Mayor, Assistant CM, Chief Innovation Officer, County Administrator or if None, then Commissioners

The list has 165 contacts and is still being compiled. Staff will add MORPC members such as the Columbus Metropolitan Library, the Education Service Center of Central Ohio (which serves 70 area school districts), SWACO, COTA, and any other special districts. When the list is more complete, staff and members will work to categorize by roles, community type, and community size.

Staff will post the draft list on SharePoint for members to review and add contacts. The Working Group will review the mailing list at the first meeting in November.

Survey Data Use and Confidentiality

Data Use:

Working Group Use: The group's stated goal is to develop a toolkit as a resource for local governments, as informed by the survey and focus groups. The perspectives represented should be jurisdictionally correct, and provide information about who the survey was sent to, general demographics about the responses received, and the outcomes of the survey.

OSU Use: Research, which may be subject to an Institutional Review Board (IRB) approval. Typically, at the front end of this type of survey, OSU must give consent. There are questions that OSU must ask and then the protocol is submitted to an IRB within OSU to be approved.

Aaron Schill suggested that the Working Group be as transparent as possible by disclosing that the survey is being distributed for the development of a toolkit, and that the Working Group is in

partnership with OSU who may have an interest in doing further research. MORPC has a history of collecting information and then producing resources directly for the people who have responded.

Members discussed that MORPC is causing the record to be created and MORPC then controls how the record is shared. The survey may use language similar to what is used for Smart at Ohio State and SmartColumbus, “may be used for research purposes in aggregated de-identified and anonymous format”. If that language is included, then responders know that the data may be shared.

Confidentiality

Members discussed whether survey responses would be public record. A member of the public may ask to see a specific municipality’s response to the survey. However, since the survey will be distributed via Survey Monkey, the IP address will not be recorded from individual responses; it is not possible to trace answers back to a specific respondent.

Creating a public record depends on how the question is framed. If the survey asks questions that are an opinion, that’s one thing, but if the question asks if a municipality has a specific policy in place, that would be documenting a function of government. Most legal counsel would interpret that as subject to disclosure, because the respondent has documented how the government works. Christian Selch suggested that MORPC have counsel review the survey notice to ensure it is to form. The government participants would appreciate that, and it would show that the Working Group is being considerate and that there is understanding of the participants’ needs.

Members agreed to first complete the survey questions, and then revisit the confidentiality / anonymity / use issues.

Collaborative Survey Protocol Document

Chair McCollough noted that survey protocol is the entire process – the questions, the sampling method, how the survey was created and implemented, the survey window, what the follow up response will be. Aaron proposed that for demographics, the survey will ask the type of jurisdiction (county, city, village, township, other) and the size of the jurisdiction (number of staff, population, etc.).

Chair McCollough suggested that one of the members draft a disclosure statement stating that the survey will only collect anonymous data.

Survey Purpose Statement & Objectives

Christina Drummond, David Landsbergen, and Aaron Schill will work on this item

Introduction and Data Use Statements

Christina Drummond and David Landsbergen will work on this item

Survey Questions (by Category)

All group members will propose survey questions.

Survey Work Session

Demographics

Type of Jurisdiction – County, City, Village, Township, Other
Size of Jurisdiction (Measure by Staff, Population, Both?)

Respondent role – Highest Elected Official (Commissioner, Mayor, Trustee, etc.), Executive (Administrator, Manager), CIO/CTO/IT Director

General/Foundational Questions

Members agreed to begin drafting survey questions. At an earlier meeting, the Working Group considered the survey to take no more than 10 minutes to complete. Members will create as many draft questions as they wish, and then the Group will work to pare down the list.

Domains

Members decided:

- To remain focused on the data and data policy aspect of the survey questions, but to remember that many city departments rely on IT to describe the sufficiency of the practices of the overall data practices.
- That compliance questions should be asked at the end of the survey.
- To include an aspect of equity access and inclusion in the survey questions with questions about open data policies, and how the respondents make their data discoverable and usable.
- To include a few basic questions about data, and some opinion-based questions.
Example: “How would you raise your own comfort level with data policy?”

Authority

Survey Questions:

- What established your IT authority in your jurisdiction?
There will be some type of codification regarding who has responsibility for policy and issues around IT, how the jurisdiction invests in IT, and the scope of authority within the jurisdiction. This is typically is not expressed by policy, but by an executive order or some sort of legislation issued by governing body.
- Do you have a city-wide statement of responsibility for data?
- What are your general data management policies that are in place?

Compliance

Compliance is the responsibility of the owner of the data.

Personnel

Survey Questions:

- How do you permit telecommuting?
- What are the roles and responsibilities for ADA accommodations?
- Do you have security awareness training?

Typically, these items will be established in the form of a standard or a policy, and is information to be expressed to all workers, temp workers, contractors and volunteers. It would be a statement of what is considered acceptable use.

Public; Online / Mobile; Assets; Stack / Service Management; Sourcing / Licensing; Security / Privacy / Liability

Typically, these items will be established in the form of a standard or a policy. The Working Group will discuss at another meeting.

Information

Survey questions could relate to information sharing, data management. Example: -- data for EMS, for fire, and for mobility.

Economic development

Survey Questions:

- How do you deal with a third-party data source like Dun and Bradstreet?
Aaron suggested that the issue of third-party data be broadened to other municipal departments. This may be a subject for the Sourcing / Licensing domain.

Local Government Data Resources

SharePoint

Members are now able to drop reference items into SharePoint as they find them. Staff will add work items to SharePoint as requested.

New Members – Need Representatives from Smaller Jurisdictions

Members suggested inviting the City of Whitehall, the Village of Ostrander, a representative from Hocking County, or a representative from a small rural township. Members will work to identify a few interested parties and invite them to the October 30 meeting or to the first meeting in November.

Other Business

State of the State, Center for Digital Government

Christian will send the members an example of this survey. The survey will help to structure questions and will provide an example of how to use the survey as a benchmarking tool.

Adjourned at 4:05 pm.

DIGITAL STATES SURVEY

2016 Digital States Survey

The Center for Digital Government's Digital States Performance Institute (DSPI) identifies and promotes best and emerging practices in the public sector IT community. Central to that work is the Digital States Survey; the nation's original and only sustained assessment of state use of information and communications technology (ICT).¹

In 2016, the survey builds upon what we began in 2012 and continues to focus on outcomes (i.e. the results achieved through the use of technology). Specifically, our goal is to assess how technology is aligned with and is being used to achieve the stated policy objectives of the Governor. Maintaining this consistency of format was the clear consensus of states that participated in the survey review process.

Due to the upcoming presidential election and ensuing transition, there will be significant changes in the federal government. During this time of transition, many citizens will look to and rely even more on their state governments to provide a balance of both innovation and service provision. The 2016 survey benchmarks outline a roadmap for states seeking to make smart investments for the future that build upon and take full advantage of their legacy infrastructure, keeping in mind the end goal of improving public service.

The Center thanks Accela, Deloitte, EMC, NIC, SHI, Symantec, Veritas and Verizon for underwriting the 2016 Digital States Survey, and for supporting state governments and their efforts to better serve their constituents.

The deadline for submissions is Wednesday, June 15, 2016.

¹ Information and Communications Technology (ICT) connotes connectivity in multiple dimensions. It is used here to underscore the importance of connectivity, both in terms of the network infrastructure to make it work and the making of connections between government and citizens.

2016 DIGITAL STATES SURVEY

BACKGROUND INFORMATION AND RESOURCES FOR COMPLETING SURVEY

Overall Approach: For the main survey questions, answers are evaluated and scored. Points are awarded for participation by responding to the Trending Questions (at the beginning of the survey), and the 'For Data Collection Only' questions throughout. An Aggregated Benchmark Index Score compiled and calculated based on a number of third-party measures and evaluations is included this year.

In addition to the CIO's office responding, we recommend that the functional areas (survey questions two and three) be completed by individuals in the specific agencies involved to ensure that a business perspective is provided.

Digital States Survey: Programmatic Impacts and Transformation: *You are asked to complete questions 1, 2, 4 and 5, and for question 3, your choice of three of the five components. In answering all questions, please focus on outcomes and results!*

The survey includes questions about outcomes/results in each of the following areas:

- Trending Questions A-E (completion points only—not scored)
- Question 1. Adaptive Leadership in Information and Communications Technology (ICT)
 - A. Policy Alignment
 - B. Computing
 - C. Network
 - D. Applications
 - E. Data and Cyber Security
 - F. Smart and Sustainable
 - G. Governance, Project Management and Funding
 - H. Business Continuity and Disaster Recovery
 - I. Performance Benchmark Reporting
 - J. Policies and Best Practices
- Question 2. Specific Service Delivery Highlights
 - A. Finance, Administration, Procurement and Human Resource Management
 - B. Public Safety, Emergency Management, Criminal Justice and Corrections
 - C. Health, Social and Human Services
 - D. Transportation and Motor Vehicles
- Question 3. Specific Service Delivery Highlights-State Selections (Three of Five Required)
 - Licensing and Permitting—Non-DMV
 - Commerce, Labor and Taxation—Economic, Business and Workforce Development
 - Natural Resources, Parks, and Agriculture
 - Education
 - Legislative and/or Judiciary Branch Support
- Question 4 Citizen Engagement
 - A. Open and Transparent Government
 - B. Citizen Online Services
 - C. Mobile Services
 - D. Social Media
- Question 5 Innovation, Collaboration and Jurisdictional Differentiators
 - A. Innovation
 - B. Collaboration
 - C. Jurisdictional Differentiator (critical success factors)

Scoring and Criteria: *State Letter Grades and Awards*

- Responses to survey questions will be evaluated and scored except where otherwise noted. Please see Appendix A for criteria, points, and scoring methodology.
- Responses to the trending questions at the beginning of the survey and the 'For Data Collection Only' questions will not be scored but credit will be provided for completion.

Length of Responses: *Streamlining the Process, Shortening the Answers*

- The Center and DSPI recognize the commitment of time and expertise needed to complete the survey.
- Per feedback from the states, the 2016 survey retains the format of a streamlined number of narrative scored responses and matrices.

Sharing Lessons Learned/ Best and Emerging Practices

- Full state participation contributes to a complete view of the state landscape.
- We ask these questions to learn, and we learn so that we can give advice and contribute to informed collaboration among states and the identification of best and emerging practices.
- Aggregated results will be shared with participating states to encourage an ongoing dialogue among practitioners related to lessons learned and best (and emerging) practices; and provide examples of excellence for articles, reports, webinars, etc.

Recognition

- States will be recognized for strong overall performance. Responses to survey questions will be evaluated and scored by a team of evaluators and, together with credit-for-completion questions will be the basis of assigning a letter grade for overall performance. Scoring details are included in Appendix A of the survey.
- In addition to an overall grade, states will be awarded in functional categories, to be determined during the judging process.

Survey and all supporting documents

- *This document includes* all documents in Word; including the Survey Questions and all Appendices: Instructions for the online entry form, Scoring Criteria and the Glossary. Use the Word doc to compose responses and for a backup copy (it cannot be uploaded into the online survey form).

2016 Digital States Survey

- Adaptive Leadership
- Outcomes
- Results

The
Survey



Adaptive Leadership and Innovation in Information and Communications Technology (ICT)

A word of context about these questions:

Being a digital state is about bringing value quickly and consistently; it is also about adaptive CIO leadership, collaboration across the ICT community and creating trust among public officials – the state that does these things well is the 'Digital State'.

Since 1997, the Digital States Survey has measured and prodded in this direction. A "Digital State" recognizes the strategic transformational value of ICT and focuses on leveraging ICT investments to improve services and efficiencies across all aspects of government.

ICT agencies that can demonstrate this kind of value-added service will find themselves well positioned at the center of public service delivery within their state. Efficient and effective ICT implementation both meets the public's expectations and transcends partisanship, thereby presenting what is best about government.

Completing this survey provides the opportunity for states to assess and measure ICT progress against nationwide best practices. It is designed to respect the realities of differing priorities and organizational structures among states while consistently identifying states and programs that are worthy of being emulated. The survey is intended to bring positive recognition to those who have earned it and encouragement and guidance to those who can benefit from it.

Center for Digital Government's 2016 Digital States Survey

Registrant/Respondent (required):

First Name:
Last Name:
Title/Role:
Department/Agency:
Email:
Phone:
Address:
City/Town:
State:
ZIP Code:

Alternative state contact if the registrant is not available:

First Name:
Last Name:
Title/Role:
Department/Agency:
E-mail:
Phone:

Communications-Public Information Director:

First Name:
Last Name:
Title/Role:
Department/Agency:
Email:
Phone:

The contacts named above will be sent relevant information regarding the Center for Digital Government's Digital States Survey and Digital States Performance Institute.

Trending Questions-For trending purposes only, please answer questions A-E below (responses are not scored, but will receive credit-for-completion points). If any of these created a benefit or improved outcome, we invite you to discuss the benefits and improvements in the scored narrative questions that follow.

A. Please list in priority order the following technologies and initiatives which are likely to have an increased focus in the next biennium (two years). Click and drag (online) to the top to show priority order. For this document, we suggest numbering them 1 thru 18 (1 being highest priority).

- Shared or Collaborative services
- Hire and Retain Competent IT Personnel
- Business Intelligence/ Analytics
- Data Center Consolidation
- Virtualization: Server, Desktop/Client, Storage, Applications
- Mobility: Mobile Devices/ Applications
- Open Government / Transparency / Open Data
- Cyber Security
- Disaster Recovery/ Continuity of Operations
- Citizen Engagement
- Budget and Cost Control
- Governance
- Health Care
- Cloud Computing
- Networking: Broadband and Connectivity
- Portal/ E-government
- Business Process Automation
- Other: _____

A1. Of the above priorities, list your top five below, and slide the bar (online) and note the percentage of increased funding in the next 12-24 months:

#1 _____	% _____
#2 _____	% _____
#3 _____	% _____
#4 _____	% _____
#5 _____	% _____

A2. Please include additional clarifying information for the top priorities listed above:

B. Which of the following are the state's candidates for shared services in the next two years? Please select all that apply.

- Software Licenses
- Networks/ Telecomm
- Storage
- Disaster Recovery/ Back Up
- Data Centers
- Servers
- Security
- IT Development and Operations Staff
- Help Desk
- Email
- Automation Tools
- GIS
- Data Management
- Next Generation Networks
- All of the above
- None of the above (Please clarify below)

B1. Please include additional clarifying information for the selections above:

C. The Cloud - Many states are looking to ‘the cloud’ as part of their future infrastructure plans. Please let us know if the state is using or planning to use the cloud to deliver any of the technologies/ services listed below.

C1. Cloud environments: Please indicate which of the following cloud environments are being used: Select all that apply.

	Plans to Implement in the Next 18-24 Months	In Use Currently	Note the Percentage (of this item) of Total Systems In Use
On Premise Private Cloud (State Run)			
On Premise Private Cloud (Vendor Run)			
Off Premise Private Cloud			
Off Premise Public Cloud			

C2. Cloud Applications: Please indicate which of the following applications are CURRENTLY being serviced from the cloud. Select all that apply.

	On Premise Private Cloud (State Run)	On Premise Private Cloud (Vendor Run)	Off Premise Private Cloud	Off Premise Public Cloud
Enterprise Resource Planning (ERP)				
Customer Relationship Management (CRM)				
Email				
Content and Document Management				
Captured Video				
Business Intelligence				
Health Applications				
Geographic Information Systems (GIS)				
Licensing and Permitting				
Cybersecurity				
Case Management				
Identity Management				
Other: _____				

C3. Please indicate which of the following applications WILL BE serviced from the cloud in the NEXT 18-24 MONTHS. Select all that apply.

	On Premise Private Cloud (State Run)	On Premise Private Cloud (Vendor Run)	Off Premise Private Cloud	Off Premise Public Cloud
Enterprise Resource Planning (ERP)				
Customer Relationship Management (CRM)				
Email				
Content and Document Management				
Captured Video				
Business Intelligence				
Health Applications				
Geographic Information Systems (GIS)				
Licensing and Permitting				
Cybersecurity				
Case Management				
Identity Management				
Continuity of Operations/ Disaster Recovery				
Other: _____				

C4. Virtualized Environment: Please indicate which of the following “virtualized environments” are being used. Select all that apply.

	On Premise Private Cloud (State Run)	On Premise Private Cloud (Vendor Run)	Off Premise Private Cloud	Off Premise Public Cloud
Data Center / Server capacity				
Software as a Service (SaaS)				
Platform as a Service (PaaS)				
Infrastructure as a Service (IAAS)				
Backup as a Service (BaaS)				
Desktop Virtualization				
Storage				
Other: _____				

C5. The Cloud – Clarifying or additional information:

D. Information and Communications Technology Workforce

D1. For which of the following areas does the state have at least one dedicated FTE (full-time equivalent) position with state-wide responsibility for the area listed? (Select all that apply)

- Cybersecurity
- Data Analytics/ Business Intelligence
- Innovation
- Open Data
- Performance metrics
- Privacy – protection of personal information

D2. What percentage of the state IT workforce will be retiring in the coming year?

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

D3. Where do you see an increasing need for ICT workforce over the next few years? (Select all that apply)

- Business intelligence and data analytics
- Application building, integration, and modernization
- Software management
- Vendor-managed IT services
- Data infrastructure updates
- Cybersecurity: data protection, compliance auditing, mobile/remote security
- Data center operation consolidation
- IT support and helpdesk activities
- Shared IT services
- Hired contractors or temporary labor

D4. Due to the constant change in technology, most CIOs report that one of their greatest challenges is retraining a workforce and/or replacing an older, retiring workforce. Please identify the future training needs that you face and rank them in terms of priority (click and drag to the top to show priority order):

- Operating System Knowledge/Certifications – specify: _____
- Networking Knowledge/Certifications – specify: _____
- Cyber Security Knowledge/Certifications - specify: _____
- Application Systems Knowledge – specify: _____
- Project Management Knowledge/Certifications – specify: _____
- IT Services Contract Management – specify: _____
- Other (specify): _____

D5. Workforce Training – please discuss briefly how the state is currently meeting their training needs, and any additional clarifying information:

E. Are you actively considering the potential of the Internet of Things (IoT) in your strategic planning?

No
 Yes

E1. If yes, please discuss how you are planning for the IoT:

QUESTION 1: Adaptive Leadership and Innovation in Information and Communications Technology

Question 1 is all about how Information and Communications Technology (ICT) is aligned with the policy goals of the governor and his/her administration.

Question 1A is regarding the 'big picture' and is focused on the policy initiatives at the governor's level, what the governor has stated as specific goals, and the ICT actions taken to address the specific stated policy goals. It is designed to afford states the freedom and flexibility to tell their story. However, the key is to demonstrate alignment between ICT strategy and the administration's priorities.

In developing responses, consider the following:

- Describe the immediate challenges that the state is facing.
- Specific plans discussed in the most recent "State of the State" Address.
- Imperatives for openness, transparency and accountability. Is the state measuring and reporting performance outcomes?
- Assuming that ICT is being asked to be more efficient, how is it accomplishing that goal; was a target set, is it measured, and was it achieved? How is ICT providing leadership to other agencies in meeting their efficiency targets?
- Innovation - Is ICT leading innovation programs in the state?
- What improvements have been implemented to further collaboration across agencies and with other jurisdictions?

Questions 1B through 1J allow the state to discuss specific ICT initiatives. With the response to the 'big picture' question (1A) as context, we want to understand how those priorities and dynamics are aligned in the areas of ICT policy, strategy, governance, infrastructure, operations and development.

Please describe the major changes made in the last biennium, including the level of scope, collaboration, investment and the results that were achieved. Also where desired, describe major changes planned for the next year or two. While future plans may be important for context, scoring will be based on results and outcomes already achieved.

(Note scoring will be based on accomplishments, not future plans)

1A. The Big Picture: *What are the major policies that the governor has established and how is ICT being asked to respond? Specifically, list the policies of the administration (with a reference to a document or where this is publicly stated) and describe what the ICT leadership is doing to meet the demands of government programs as they change.*

Responses will be limited to 6,200 characters (as measured in the survey online form – character count will appear while inputting text online), approximately 1,000 words.

With the response to the 'big picture' question as context, we want to understand how those priorities and dynamics are playing themselves out in key areas of ICT infrastructure, operations and development.

In each of the nine questions below (1B-J), first identify in the matrix the status of the initiatives and technologies currently in place in that category, and in the narrative that follows, describe the major changes made in the last two years. Most importantly describe the outcomes achieved. Where appropriate include references to published reports/information (Web addresses or other publicly available information). The narrative should be specific and provide support for the responses in the matrix. See Appendix A – Criteria and Scoring - for additional information.

By design there is not enough room to address every initiative/application/technology in the matrix as part of the narrative, plus there may be accomplishments that are not listed in the matrix. Please select what is most innovative, most successful, most significant - the best solutions for your state – and concisely tell us about them.

1B. Computing

1B1. From an enterprise viewpoint, what is the status of the following computing initiatives and technologies? Select all that apply.	A) No Plans to Use/ Deploy	B) No Plans, but Considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18-24 mos.	D) In Use Now
1B1a. Consolidated IT Operations/Shared Services (if applicable, describe below):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B1b. Server Virtualization-- indicate % physical server reduction %	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B1c. Client Virtualization/Thin Clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B1d. Storage Virtualization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B1e. Bring Your Own Device (BYOD) Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B1f. Outsourcing (If applicable, describe in detail below):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B1g. Software-defined Data Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B1h. Converged Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B1i. Service Desk Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1B1j. Other (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1B2. Computing: Describe actions taken and results achieved including but not limited to consolidation, virtualization, co-location, shared services and combined (on premises, cloud, hybrid) services best suited to the needs and policy priorities of the state. Specify examples showing support for the above-identified initiatives and technologies.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

1C. Network

1C1. From an enterprise viewpoint, what is the status of the following network initiatives and technologies? <i>Select all that apply.</i>	A) No Plans to Use/ Deploy	B) No Plans, but Considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18- 24 mos.	D) In Use Now
1C1a. Enterprise-wide network service (if multiple networks in place explain below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1b. Unified Communications (using an IP network to integrate various communication services. Also see the Glossary Appendix E)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1c. Collaboration Tools (Audio/Web Conferencing, Instant Messaging, Internal Social Media Network, Data Sharing,) (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1d. Voice Over IP (VOIP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1e. Video Services (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1f. Broadband Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1g. Wireless Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1h. Next Generation – LTE (Long Term Evolution) Networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1i. Software-defined Networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1j. Incident Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1k. Right of Way Agreements (fiber, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1l. Edge computing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1C1m. Other (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1C2. Network: Describe actions taken and results achieved including but not limited to broadband and wireless initiatives. Specify examples showing support for the above initiatives and technologies.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

1D. Applications

1D1. From an enterprise viewpoint, what is the status of the following application initiatives and technologies? Select all that apply.	A) No Plans to Use/ Deploy	B) No Plans, but Considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18- 24 mos.	D) In Use Now
1D1a. ERP-Budgeting/Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1b. ERP-Human Resources & Payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1c. ERP-Procurement/Admin/Asset Tracking etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1d. Business Intelligence/ Advanced Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1e. Mobile Apps for Finance, Administration, Procurement & HR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1f. Mobile Apps for Public Safety, EM, Criminal Justice & Corrections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1g. Mobile Apps for Health, Social and Human Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1h. Mobile Apps for Transportation & Motor Vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1i. Application Modernization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1j. Multi-Agency Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1D1k. Other (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1D2. Applications: Describe actions taken and results achieved including but not limited to any of the above internal services - such as enterprise applications, internal line of business (LOB) services, business intelligence, and analytics; and external citizen and business-facing online services.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

1E. Data and Cyber Security

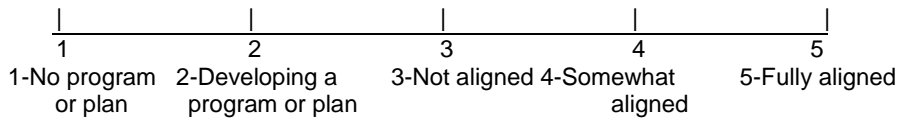
1E1. From an enterprise viewpoint, what is the status of the following Data Management and Cyber Security Technologies? Select all that apply.	A) No plans to use or deploy	B) No Plans, but considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18-24 months	D) In Use Now
1E1a. Intrusion Prevention System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1b. Data Encryption Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1c. Anti-Virus/End Point Protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1d. Security Server Patch Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1e. Public Key Infrastructure (PKI)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1f. Program Integrity Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1g. Identity/Access Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1h. Single Sign-On	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1i. Data Classification/Cataloging Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1j Security-as-a-Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1k. Big Data Management (non-structured data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1l. Data Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1m. Web Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1n. Cyber Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1E1o. Other (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1E2. Data and Cyber Security: *Describe actions taken and results achieved* including measures to increase the data and security availability, accuracy, integrity and share-ability (through common data standards, architectures, protocols and practices). Specify examples showing support for the above-identified technologies.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

1F. Smart and Sustainable

1F1. To what degree are the IT strategies and practices aligned with the state's sustainability program or climate action plan? (Select one)



1F2. Smart and Sustainable – Energy, Environment, Infrastructure Management: *Describe actions taken and results achieved in terms of sustainability, energy and environment conservation, and the state's physical and communications infrastructure; including both activities within the ICT domain, and other innovative programs within the government.*

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

1G. Governance, Management and Funding

1G1. From an enterprise viewpoint, what is the status of the following governance initiatives and methodologies? Select all that apply.	A) No Plans to Use/ Deploy	B) No Plans, but Considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18-24 mos.	D) In Use Now
1G1a. Project Review Mechanism for initiating and overseeing IT investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1G1b. IT Steering Committee with Executive Level Members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1G1c. Project Management Office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1G1d. Enterprise Architecture (EA) Model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1G1e. Portfolio Management Model (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1G1f. Agile Project Management Methodology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1G1g. Other (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1G2. Governance, Management and Funding: For the above initiatives, and any other governance initiatives, provide explanations of what was implemented in the most recent biennium; including structures, management disciplines and funding approaches that deliver sustained value and ensure the continued viability of ICT operations in an era of fiscal constraints and at a time when infrastructure, applications and data are shared across previously separate entities and governance structures. Specify examples showing support for the above-identified initiatives and methodologies.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

1H. Business Continuity and Disaster Recovery

1H1. **What steps has the state taken for business continuity and disaster recovery to ensure systems and data continuity? Select all that apply.**

- State disaster/emergency/safety crisis management plan is completed
- State has included cyber disruptions in its completed crisis management plan.
- Mission-critical systems have been inventoried and business continuity/ contingency plans have been established for them, including essential services
- Back-up for technology systems and data is in place
- State's plan has been coordinated with local disaster response authorities including interoperability communications plan
- State personnel have been trained on the plan's technology systems' recovery aspects
- Emergency alerting and notification system is in place
- State authorities can securely access communications and data from a remote or mobile location, in the event state facilities are affected by the emergency
- State's E 9-1-1 capability allows first responders to be dispatched to the exact location of the emergency
- None of the above

1H2. **Business Continuity and Disaster Recovery: Please elaborate on the above and other results achieved for the state's business continuity and disaster recovery efforts.**

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

1I. Performance Benchmark Reporting

1I1. **Has the state established a process for performance benchmark measurement and reporting? Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the improvements in the use of technology? (NOTE: this question applies to any responses to questions 1A-1H)**

- No
- Yes, but the results are not disclosed
- Yes, and results are public

1I2. **Performance Benchmark Reporting:**

Describe how data and performance reports have been used in decision-making (regardless of whether the results are public) over the past two years. For programs with publicly reported results, describe specific programs and include an http address or other reference to the location of such disclosure.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

1J. Policies and Best Practices

1J1. Select the status of state policies/ best practices listed below, then elaborate in question 1J2:
Select all that apply.

1J1. Policies/ Best Practices: Select the status of the state policies and best practices below. Select all that apply.	No Plans to Use/ Deploy	Reflected in ICT policy framework	Implemented in Single or Multiple Agencies	Implemented at Enterprise Level
1J1a. Have a Current (updated in 2014-2016) Strategic IT Plan URL:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1b. IT Investment Oversight/ Project Review Mechanism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1c. IT Security Policies, Plans and Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1d. Privacy and Data-sharing Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1e. Mobile Device Management Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1f. Social Media Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1g. Open Data / Transparency Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1h. NIST 800/171 (security framework- see the Glossary)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1i. SANS 20 (security framework- see the Glossary)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1j. Smart, Sustainable Initiatives (such as energy, infrastructure)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1k. NIMS (National Incident Management System) used in response plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1J1l. Other (describe below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1J2. Policies and Best Practices: For the above state policies and best practices listed, and any others you wish to include, provide explanations of what was accomplished and note which were accomplished in the most recent biennium. Specify examples showing support.

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

Question 2: Specific Service Delivery Highlights - Programmatic Impacts and Transformation (Required)

With the responses to the 'big picture' question and those about ICT as background, we want to understand how those priorities and dynamics are playing themselves out in the work of government through four important programmatic areas:

- 2A. Finance, Administration, Procurement and Human Resources Management
- 2B. Public Safety, Emergency Management, Criminal Justice and Corrections
- 2C. Health, Social and Human Services
- 2D. Transportation and Motor Vehicles

In each of the four questions below (2A-2D), first identify in the matrix the status of the initiatives and technologies currently in place in that category, and in the narrative that follows, describe the major changes made in the last two years. Most importantly describe the outcomes achieved. Where appropriate include references to published reports/information (Web addresses or other publicly available information). The narrative should be specific and provide support for the responses in the matrix.

By design there is not enough room to address every initiative/service in the matrix as part of the narrative; also there may be accomplishments/initiatives/ technologies that are not listed in the matrix that you wish to include in the narrative. Please select what is most innovative, most successful, most significant - the best solutions for your state – and concisely tell us about them.

2A: Finance, Administration, Procurement and Human Resources Management

2A1. From an enterprise viewpoint, what is the status of the following initiatives and technologies? Select all that apply.	A) No Plans to Use/ Deploy	B) No Plans, but Considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18-24 mos.	D) In Use Now
2A1a. Financial Transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2A1b. Data Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2A1c. eProcurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2A1d. Strategic Sourcing (provide specifics below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2A1e. Online Employee Self-service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2A1f. Unemployment Insurance Self-service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2A1g. MOBILE payment process for government business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2A1h Online Tax Revenue Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2A1i. Other (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Specific Service Delivery Highlight: Please describe the major changes made in the last two years in the category:

- **Finance, Administration, Procurement and Human Resource Management**

2A2. Finance, Administration, Procurement and Human Resource Management: Specify examples showing support for the above-identified initiatives and technologies. Please include scope (state-wide, specific agencies, etc.), level of collaboration, innovation, investment and specific outcomes achieved. If possible, please quantify the benefits. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note: scoring will be based on accomplishments, not future plans).

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

2A3. For Data Collection Only: Thinking about IT systems and infrastructure initiatives, what are the Top 5 priorities for the coming biennium in Finance, Administration, Procurement and Human Resources Management?

- 2A3 - 1)
- 2A3 - 2)
- 2A3 - 3)
- 2A3 - 4)
- 2A3 - 5)

2A4. For Data Collection Only: What plans or processes are in place to support the above priorities?

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

2B: Public Safety, Emergency Management, Criminal Justice and Corrections

2B1. From an enterprise viewpoint, what is the status of the following online initiatives and technologies? Select all that apply.	A) No Plans to Use/ Deploy	B) No Plans, but Considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18-24 mos.	D) In Use Now
2B1a. Integration with Real-time Criminal Data Bases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1b. Predictive Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1c. Criminal Justice Information System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1d. Corrections Offender Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1e. Inmate Electronic Funds Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1f. Geospatial Data Integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1g. Statewide Interoperable Public Safety Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1h. Next Generation 9-1-1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1i. FirstNet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1j. Redundant Off-site Data Storage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1k. Integrated Video Surveillance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1l. Body cameras	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1m. Fixed surveillance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1n. Drones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1o. Data Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2B1p. Other (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Specific Service Delivery Highlight: Please describe the major changes made in the last two years in the category:

- **Public Safety, Emergency Management, Criminal Justice and Corrections**

2B2. Public Safety, Emergency Management, Criminal Justice and Corrections: Specify examples showing support for the above-identified initiatives and technologies. Please include scope (state-wide, specific agencies, etc.), level of collaboration, innovation, investment and specific outcomes achieved. If possible, please quantify the benefits. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. In this question, additional value will be placed on examples that span multiple agencies. (Note: scoring will be based on accomplishments, not future plans).

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

2B3. For Data Collection Only: Thinking about IT systems and infrastructure initiatives, what are the Top 5 priorities for the coming biennium in Public Safety, Emergency Management, Criminal Justice and Corrections?

- 2B3 - 1)
- 2B3 - 2)
- 2B3 - 3)
- 2B3 - 4)
- 2B3 - 5)

2B4. For Data Collection Only: What plans or processes are in place to support the above priorities?

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

2C: Health, Social and Human Services

2C1. From an enterprise viewpoint, what is the status of the following online initiatives and technologies? Select all that apply.	A) No Plans to Use/ Deploy	B) No Plans, but Considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18- 24 mos.	D) In Use Now
2C1a. Benefits Eligibility, Application and Status Checking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1b. HHS Program Integrity Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1c. Case Management Integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1d. Data Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1e. Health Information Exchange	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1f. Health Insurance/ Health Benefits Exchange	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1g. Telemedicine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1h. Integrated Identity Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1i. Authentication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1j. Mobile device strategy in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2C1k. Other (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Specific Service Delivery Highlight: Please describe the major changes made in the last two years in the category:

- **Health, Social and Human Services**

2C2. Health, Social and Human Services: Specify examples showing support for the above-identified initiatives and technologies. Please include scope (state-wide, specific agencies, etc.), level of collaboration, innovation, investment, and specific outcomes achieved. If possible, please quantify the benefits. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. In this question, we are generally interested in work that spans multiple agencies (for example unified eligibility, case management, etc.) work that has been accomplished for Health Information Exchanges, and to meet the changes resulting from the Patient Protection and Affordable Care Act. (Note scoring will be based on accomplishments, not future plans.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

2C4. For Data Collection Only: Thinking about IT systems and infrastructure initiatives, what are the Top 5 priorities for the coming biennium in Health, Social and Human Services?

- 2C4 -1)
- 2C4 - 2)
- 2C4 - 3)
- 2C4 - 4)
- 2C4 - 5)

2C5. For Data Collection Only: What plans or processes are in place to support the above priorities?

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

SURVEY QUESTION 2D: Transportation and Motor Vehicles

2D1. From an enterprise viewpoint, what is the status of the following initiatives and technologies? Select all that apply.	A) No Plans to Use/ Deploy	B) No Plans, but Considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18-24 mos.	D) In Use Now
2D1a. Vehicle Registration Renewal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2D1b. Driver's License Renewal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2D1c. Traffic Web Service/ Road Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2D1d. Intelligent Transportation Systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2D1e. Vehicle Titling and Lien Processing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2D1f. Commercial Driver Testing Results Database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2D1g. Mobile Inspections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2D1h. Video Surveillance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2D1i. Data Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2D1j. Other (Describe below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Specific Service Delivery Highlight: Please describe the major changes made in the last two years in the category:

- **Transportation and Motor Vehicles**

2D2. Transportation and Motor Vehicles: Specify examples showing support for the above identified initiatives and technologies. Please include scope (state-wide, specific agencies, etc.), level of collaboration, innovation, investment and specific outcomes achieved. If possible, please quantify the benefits. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note: scoring will be based on accomplishments, not future plans.)

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

2D3. For Data Collection Only: Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in Transportation and Motor Vehicles?

- 2D3 - 1)
- 2D3 - 2)
- 2D3 - 3)
- 2D3 - 4)
- 2D3 - 5)

2D4. For Data Collection Only: What plans or processes are in place to support the above priorities?

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

SURVEY QUESTION 3: Specific Service Delivery Highlights – State Selections

With the responses to the ‘big picture’ question and those about ICT as background, we also want to understand how those priorities and dynamics are playing themselves out in the work of government through examples drawn from three important programmatic areas (self-selected from the following five areas):

1. Licensing and Permitting (non-DMV)
2. Commerce, Labor and Taxation—Economic, Business and Workforce Development
3. Natural Resources, Parks, and Agriculture
4. Education
5. Legislative and/or Judiciary Branch Support

3A. Please select one of the following categories for your response (to question 3A1 below) from the list:

(Drop-down menu online- one selection allowed):

- **Licensing and Permitting (non-DMV)**
- **Commerce, Labor and Taxation- Economic, Business, and Workforce Development**
- **Natural Resources, Parks, and Agriculture**
- **Education**
- **Legislative and/or Judiciary Branch Support**

3A1. Describe the major changes made in the past two years in initiatives/ services/ technologies in the category selected above; including scope, level of collaboration, innovation, investment and with what results. *In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note: scoring will be based on accomplishments, not future plans).*

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

3A2. For Data Collection Only: Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in the above-selected area?

- 3A2 - 1)
- 3A2 - 2)
- 3A2 - 3)
- 3A2 - 4)
- 3A2 - 5)

3A3. For Data Collection Only: What plans or processes are in place to support the above priorities?

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

3B. Please select one of the following categories for your response (to question 3B1 below) from the list:

(Drop-down menu online - one selection allowed):

- **Licensing and Permitting (non-DMV)**
- **Commerce, Labor and Taxation- Economic, Business, and Workforce Development**
- **Natural Resources, Parks, and Agriculture**
- **Education**
- **Legislative and/or Judiciary Branch Support**

3B1. Describe the major changes made in the past two years in initiatives/ services/ technologies in the category selected above; including scope, level of collaboration, innovation, investment and with what results. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note scoring will be based on accomplishments, not future plans).

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

3B2. For Data Collection Only: Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in the above-selected area?

- 3B2 - 1)
- 3B2 - 2)
- 3B2 - 3)
- 3B2 - 4)
- 3B2 - 5)

3B3. For Data Collection Only:

What plans or processes are in place to support the above priorities?

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

3C. Please select one of the following categories for your response (to question 3C1 below) from the list:

(Drop-down menu online - one selection allowed):

- **Licensing and Permitting (non-DMV)**
- **Commerce, Labor and Taxation- Economic, Business, and Workforce Development**
- **Natural Resources, Parks, and Agriculture**
- **Education**
- **Legislative and/or Judiciary Branch Support**

3C1. Describe the major changes made in the past two years in initiatives/ services/ technologies in the category selected above; including scope, level of collaboration, innovation, investment and with what results. In the case of a major multi-year program, please indicate the percentage of work completed to date, and an anticipated date for achievement of the stated goals. Please include Web addresses of any relevant documentation and also include quantitative examples of results whenever possible. (Note: scoring will be based on accomplishments, not future plans).

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

3C2. For Data Collection Only:

Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in the above-selected area?

- 3C2 - 1)
- 3C2 - 2)
- 3C2 - 3)
- 3C2 - 4)
- 3C2 - 5)

3C3. For Data Collection Only:

What plans or processes are in place to support the above priorities?

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

SURVEY QUESTION 4: CITIZEN ENGAGEMENT

Public disclosure, a hallmark of open government, was first codified at the state level a century ago. The origins of the modern sunshine laws in state and federal government date from the mid-1960s.² In the 1990s, the Internet rekindled the movement with a dual promise of digital government (information and transactions) and digital democracy (citizen participation and visibility on how decisions are made). In short order, it established the portal and online services as a permanent part of the service delivery landscape.

The practice of public disclosure of expenditures was made even more visible with the American Recovery and Reinvestment Act of 2009 when each state was required to publish through a website, information about the funds they had received, and how those funds were being used. Perhaps more than any other practice this placed an entirely new focus on open government reporting.

More recently, transparency and a campaign to make available and mash up government-held data – coupled with a rise in social media and the wide-scale adoption of mobile computing – has again begun to reset the public's expectations about its access to and interactions with its government. Taken together, it signifies tremendous opportunity and responsibility for government in the stewardship of the data and other information it holds.

In order to properly understand what each state is doing to foster citizen engagement we are asking questions in four critical areas:

- 4A. Open and Transparent Government
- 4B. Citizen Online Services
- 4C. Mobile Services
- 4D. Social Media

² Florida's tradition of open government dates back over a century to the passage of the Public Records Act in 1909. Its 1967 Sunshine Law is better known. At the federal level, Congress passed the Freedom of Information Act (FDIA) in 1966.

4. Citizen Engagement: <i>What is the status of the following citizen engagement methods? Select all that apply.</i>	A) No Plans to Use/ Deploy	B) No Plans, but Considering/ Under Discussion	C) Definite Plans to Procure/ Deploy/ Upgrade in next 18-24 mos.	D) In Use Now
4.1. Responsive Design/ Mobile-enabled Website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2. Mobile Applications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3. Social Networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4. GeoIP/ Location-based Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5. Integration with Call Center(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.6. Integration with One-Stop Service Centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.7. Customer Relationship Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.8. User Satisfaction Surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.9. Live Help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.10. Open Data (describe below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.11. Online Elections Management/ Citizen Voting Systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.12. Participatory Budgeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.13. Other (specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4A. Open and Transparent Government: *Please describe the state’s policy and approach (strategic and tactical) to citizen engagement through open and transparent government initiatives. Please be specific describing precisely what information is made public and in what format. Provide specific Web addresses of this data on the state Web portal. If data is provided in an open format to the general public, please explain what data is provided, how it has been used, and what benefits the public has realized as a result of these offerings.*

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

4B. Citizen Online Services: *Please describe how technology has been used to improve citizen engagement through online service delivery, and the effects of those changes on internal operations. Please include the benchmarks and metrics used to measure results including the number of actual services that are online, and the number that were implemented online in the last biennium. (For example only - citizen services management, 311 response, permitting requests.) (Include URLs in the response as appropriate.)*

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

4C. Mobile Services: Mobile devices and applications (apps) continue to grow in popularity, overtaking traditional online PC services in popularity. ***Please describe how mobile technology has been used to improve citizen engagement through online/ mobile service delivery, and the effects of those changes on internal operations.*** Please include the benchmarks and metrics used to measure results including both:

- the number of mobile apps/services, and
- the number provided in the last biennium.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

4D. Social Media: Web 2.0 technology is now fully established with social media, crowd sourcing and other two-way communications between government and its constituents becoming status quo. ***Please describe how social media has been used to improve citizen engagement and the effects of those changes on internal operations.*** Please include the benchmarks and metrics used to measure results.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

4E. For Data Collection Only:

Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in Citizen Engagement: Open and Transparent Government, Citizen Online Services, Mobile Services and Social Media?

- 4E - 1)
- 4E - 2)
- 4E - 3)
- 4E - 4)
- 4E - 5)

4F. For Data Collection Only:

What plans or processes are in place to support the above priorities?

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

QUESTION 5: Innovation, Collaboration and Jurisdictional Differentiator:

5A: Innovation: *Please tell us about the most innovative or greatest breakthrough ICT accomplishment in the last two years. How has ICT been used to create a new support or service capability or accomplish something organizationally never before thought possible? How is success being measured or demonstrated? Provide examples.*

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

5B: Collaboration: *Please provide examples where collaboration among multiple entities either within the state government executive branch, or outside the executive branch, or outside of the state government (multi-jurisdictional) resulted in a major improvement in governmental services in the past two years.*

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

5C. For Data Collection Only:

Thinking about IT systems and infrastructure initiatives what are the Top 5 priorities for the coming biennium in Innovation and Collaboration Initiatives?

- 5C - 1)
- 5C - 2)
- 5C - 3)
- 5C - 4)
- 5C- 5)

5D. For Data Collection Only:

What plans or processes are in place to support the above priorities?

Responses will be limited to 2,500 characters (as measured in the survey online form), approximately 300 words.

5E. Jurisdictional Differentiator: *What critical factors: for example; political, organizational, community, leadership or others have most contributed to overall ICT challenges and constraints, as well as success in the previous biennium? What are you most proud of and what makes your state unique in its approach to using ICT to support and improve the delivery of public service?*

Examples may include things leadership provided in the broader IT community; historical, technical or organizational barriers overcome; development of public/private partnerships or anything else you would like to submit for consideration.

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

For Context: Comments and Context about the responses:

Is there anything else we should know that provides context for your responses?

Responses will be limited to 3,100 characters (as measured in the survey online form), approximately 500 words.

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

www.govtech.com/cdg/DSS2016

DEADLINE: WEDNESDAY, JUNE 15, 2016

For assistance or feedback, please contact Janet Grenslitt, Director of Surveys and Awards, at jgrenslitt@centerdigitalgov.com

THANK YOU FOR YOUR PARTICIPATION IN THE DIGITAL STATES SURVEY!

Digital States Survey 2016



Appendix A – Criteria and Scoring

SCORING APPROACH

The Center for Digital Government generally believes that a highly coordinated and consistent or “enterprise” approach to the planning, acquisition, implementation and management of information and communications technology returns the best results. However, we also realize that in some cases the political and or operational reality of State structure makes this difficult or even impossible in some functional or programmatic areas. Therefore, we have implemented evaluation and scoring criteria that encourage and reward an enterprise approach while still leaving room to recognize and not penalize those states that operate, by necessity, in a more decentralized fashion.

The matrices contained in most questions provide benchmark areas/initiatives and context for the narrative responses. To receive maximum credit states are encouraged to connect the answers they give in each question’s matrices/selection lists with that question’s narrative response. Telling the state’s story well would mainly emphasize what the state is doing now (the “in use now” column of the matrix), and may also include where the state is headed in the future for context (the “in the next 18-24 months” column). You may provide links to specific examples or supporting documentation and/or **succinct** clarifying explanations/narratives. Questions that do not contain matrices will be evaluated on the content of the written response.

By design there is not enough room to address every initiative/application/technology in the matrix; also there may be accomplishments/ initiatives/ technologies that are not listed in the matrix that you wish to include in the narrative. Please select what is most innovative, most successful, most significant - the best solutions for your state – and concisely tell us about them.

The following criteria will be used to evaluate all scored responses.

CRITERIA

- Strategy, approach, implementation or actions are shown to be consistent with and in support of State priorities and policies to improve operations and/or services (30%)
- Provision of specific examples of your achievements in quantifiable and demonstrable return-on-investment, in hard dollar savings and/or soft dollar benefits that demonstrate that IT has increased government’s capacity to meet growing demand for service more efficiently (20%)
- Demonstrated and verifiable progress over the previous two years; either through a new initiative or through incremental improvement of an existing program or effort (15%)
- Innovation or creativity of solutions or approaches (15%)
- Demonstration of effective collaboration including multi-jurisdictional and inter-departmental (10%)
- Demonstration of successful measures of transparency, privacy and security (10%)

SCORING

- Responses to survey questions will be evaluated and scored by a team of evaluators and, together with completion credit will be the basis of assigning a letter grade for overall performance.
- Criteria are not mutually exclusive (e.g. unique forms of collaboration may also be considered innovative)
- Responses to the non-scored Trending and data collection questions will not be scored but contribute credit-for-completion points.

SCORED QUESTIONS

Survey Question # 1 has ten (10) scored components. The first (A) is worth up to 200 points; the remainder are worth up to 100 points each (B-J).

Combined Question Total = 1100

Survey Questions # 2-5 receive up to 100 points for each of the scored components:

Question 2 (four scored components)
Question 3 (three scored components)
Question 4 (four scored components)
Question 5 (three scored components)

Subtotal Fourteen (14) scored components

$$14 \times 100 = 1,400$$

Scored points total = 2,500

COMPLETION CREDIT:

The five "Trending" questions each earn 8 points for completion.

$$5 \times 8 = 40$$

The 18 "For Data Collection Only" questions each earn 5 points of completion credit.

$$18 \times 5 = 90$$

Completion credit points total = 130

Total Available Points: 2,630

Appendix B: Lessons Learned/ Best and Emerging Practices

The results of the survey will be the subject of reports, articles, conference sessions, Webinars and other media content.

Aggregated results will be shared with participating states to encourage an ongoing dialogue among practitioners related to lessons learned and best (and emerging) practices.

Appendix C: Instructions for the Online System

- The survey link: When you have opened your unique survey entry form, it is not necessary to complete the survey in one session. **As long as you are using the same computer or mobile device and browser each time, you may open the link and enter data at additional times** until you click on the Submit button on the last page, or until your cookies are cleared. If you open the link from another computer or device, you will not see your saved data - it will be a new entry form.
- The Center for Digital Government strongly recommends that you and your team use the Word document copy – linked to page four of the online survey - to compose and save your responses as a back-up to the online submission. **The Word document cannot be saved to the survey online; it should be downloaded and used as a backup copy of the online submission.**
- **Be sure to move forward one page to save responses before closing your browser.** When returning to the survey link online, it will open to the page you were on, or click the "Restart Survey" button at the top to go back to the beginning without deleting your responses. However, if you open the link from another computer or mobile device, you will not see your saved data - it will be a new entry form.

If you start the survey on your smart phone (not recommended), tablet, or computer/laptop, you must complete it from that same device and browser.

- **Back and Forward Arrows:** Use the arrows at the bottom of each page to navigate through the online entry form. **DO NOT USE the browser Back button.** Each time you click on the arrows it will save your responses up to that page. In order to save responses on the same page you entered them, click on the forward (">>") arrows.
- **Do not clear your cookies until after submission** as that will sever the link and delete your responses. However contact us if this happens as we may be able to recover your data and send it to you to complete.
- Please write clear, concise and plain language statements, and spell out or expand acronyms and initials on first use. *All narrative text is converted into one continuous paragraph within the text box for each question's response*, so if your response is lengthy, use a numbering system or all-capitals for each new topic (for increased readability).
- Tables, graphs, screen shots, etc. will not transfer into the online form, so if you wish to present them for judging, post them on your website or other location that will generate a URL, and include that URL/Web address in the online entry.
- Please note: The survey tool does not support embedded hyperlinks; the website addresses must be entered. **Do not list addresses of sensitive or protected data.**
- **The online submission is the complete, official entry.** You must click on the Submit button on the last page after completing your responses to submit your entry.
- **PDF of your response:** After you click "submit", you will see a copy of your response (with some extra survey tool numbering and statistics since it's the unformatted version). **CLICK ON THE TINY PDF ICON ON THE TOP RIGHT** (and select "portrait", then "Export", then open the PDF and save with your entry title) - to download a PDF initial copy of your submission.

AFTER SUBMISSION: Please wait three (3) minutes before closing your browser.

NOTE: Once you have submitted your entry you will need to contact Janet Grenslitt if it is necessary to edit your responses. Upon request a copy of your (formatted) submission will be available after the survey and awards process is complete.

For assistance, contact Janet Grenslitt, Surveys and Awards Director at jgrenslitt@centerdigitalgov.com.

Appendix D - 2016 Digital States Survey Glossary – Working Definitions

Agile Development: Agile software development is a group of software development methods based on iterative and incremental development, where requirements and solutions evolve through collaboration between self-organizing, cross-functional teams. It promotes adaptive planning, evolutionary development and delivery, a time-boxed iterative approach, and encourages rapid and flexible response to change. It is a conceptual framework that promotes foreseen interactions throughout the development cycle. (Wikipedia).

GeolP: GeolP (geographic Internet Protocol address) is the identification of the real-world geographic location of an Internet-connected computer, mobile device, website visitor or other. GeolP data can include information such as country, region, city, postal/zip code, latitude, longitude and time zone.

ICT – Information and Communications Technology: This term reflects the study of the technology used to handle information and aid communication. In addition to the subjects included in Information Technology (IT), ICT encompasses areas such as telephony, broadcast media and all types of audio and video processing and transmission.

NIST 800/171: National Institute of Standards and Technology standards to protect sensitive information not stored within federal systems. See http://www.nist.gov/itl/csd/20150618_sp800-171.cfm,

SAN: A storage area network (SAN) is a secure high-speed data transfer network that provides access to consolidated block-level storage. An SAN makes a network of storage devices accessible to multiple servers. SAN devices appear to servers as attached drives, eliminating traditional network bottlenecks. (Techopedia.com)

SANS 20: The SANS Institute's (a cooperative research and education organization providing security training and certification since 1989) standard of security exemplified in the [Twenty Critical Security Controls](#) – also commonly known as the "SANS 20".

Shared Services: Shared Services refers to the provision of a technology service by one part of an organization or group where that service had previously been found in more than one part of the organization or group. Thus the funding and resourcing of the service is shared and the providing department effectively becomes an internal service provider. The key is the idea of 'sharing' within an organization or group.

Unified Communications: Unified communications (UC) is the integration of real-time communication services such as instant messaging, presence information, telephony, video conferencing, call control and speech recognition with non-real-time communication services such as unified messaging (integrated voicemail, e-mail, SMS and fax). UC is not a single product, but a set of products that provides a consistent unified user interface and user experience across multiple devices and media types.