



# Digital Strategy 2018 - 2022

## Cobb County

December 2018

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# Cobb County IS Mission and Vision

# Cobb County IS Mission And Vision

## Mission

*Partner with* County agencies, departments, and elected officials to deliver services and information to citizens and the business community through responsive, accessible, innovative, and cost-effective IT solutions. Provide a secure, reliable, agile IT infrastructure to support these solutions and the business operations of county government.

## Vision

*Enable* our partner agencies within Cobb County Government to securely leverage technology to make it easier for citizens to interact with their government – to allow individuals and businesses to access the information and services they need, when they need it, using the same methods (Internet, mobility, social media) they use to interact with the world around them.



## Cobb County Digital Strategy

# What Is Meant By Digital Government?

**Digital Government** is defined as the use of information and communication technology (ICT), especially the Internet, to improve government services for and interactions with citizens (G2C), business and industry (G2B), and different divisions of government (G2G) by simplifying processes and by integrating and eliminating redundant systems.

**Digital Government** is not an end goal, but a means to accomplish affordable and sustainable government services.

From an IT perspective, **Digital Government** can provide a framework for developing a strategy that enables agencies to leverage a digital environment for their goals and service.

# Digital Strategy Overview

Technology is **mission-critical** for the delivery of virtually all Cobb County services

Similarly, the embrace of technology into many aspects of the County's lives has **raised expectations** in terms of the reliability and breadth of digital services being provided now and in the near future for the citizenry by the County agencies and departments. Cobb County must be able to deliver information and services to its constituents **anytime, anywhere, and on any platform or device.**

IS has two primary roles in designing and implementing a digital strategy:

**Enabler:** Support stakeholders as they leverage technologies to improve service

**Driver:** Identify and address infrastructure required to meet stakeholder goals

# Elements Of A Digital Strategy



- The primary focus of the organization for the future
- Desired outcomes within each of the goals
- Specific plans designed for achieving the objectives
- Individual projects targeted at different aspects of the initiatives



## Cobb County Digital Strategy Goals

# Cobb County Digital Strategy Goals

## Solidify the Foundation

- A stable and flexible foundation will reduce the time spent on maintenance, better support new technologies and be more adaptable to change.

## Mature The Application Platform

- Upgrades or replacement of aging applications will reduce operational time spent on maintenance, provide new capabilities and improve agency operational efficiencies.

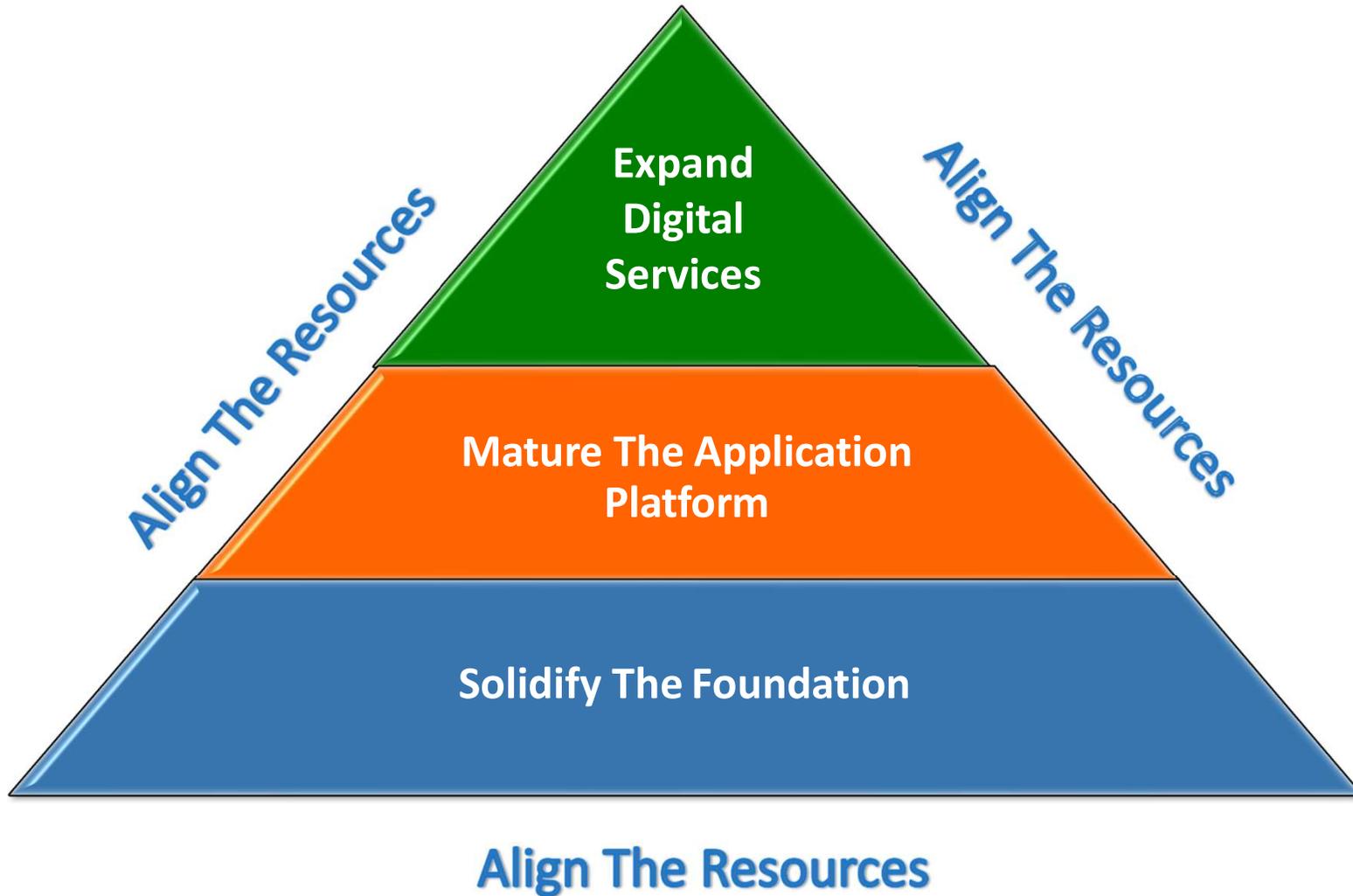
## Expand Digital Services

- Expanded digital capabilities in the areas of self-service, mobile, and data analytics will be delivered to support G2B, G2C, G2G and G2E.

## Align the Resources

- The IS team will transition from a focus on maintaining infrastructure and applications to driving leading deployment and adoption of enhanced digital capabilities.

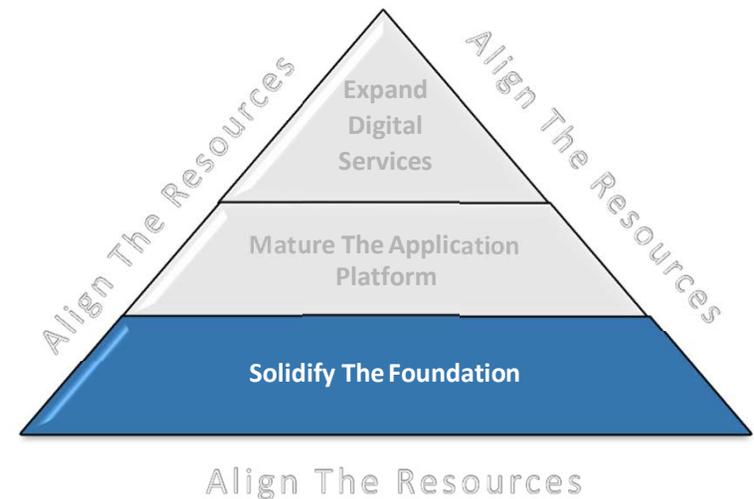
# Cobb County Digital Strategy Goals



# Solidify The Foundation

New and existing technologies and services require a reliable, stable, flexible, and secure infrastructure for rapid and agile growth.

- Cobb County IT is recovering from past constraints that delayed some **infrastructure upgrades**—these upgrades are needed for developing a sound foundation for Cobb County
- An enhanced multilayer **security** approach will minimize the risk of exposure or loss of Cobb County technology assets
- Flexible and responsive **guidelines** that will help drive the cost-effective usage and management of IT solutions
- An IS knowledge base of **policies and procedures** will help promote process improvement and ensure ongoing continuity of operations



# Solidify The Foundation

## Objectives

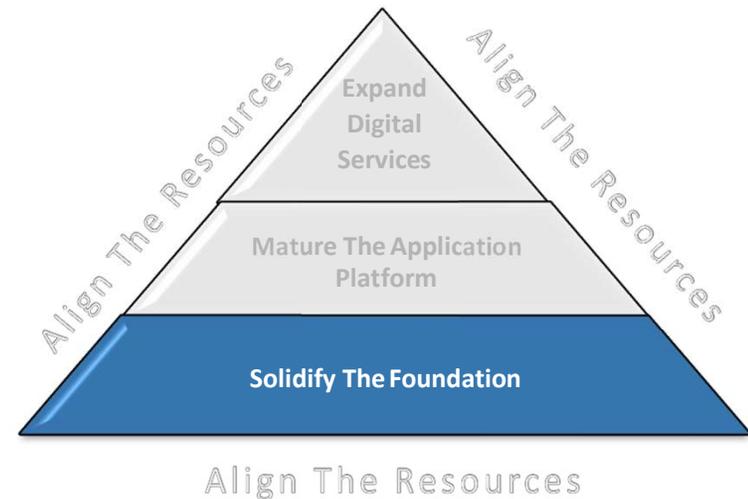
- Provide a reliable, stable, and agile technology environment
- Protect Cobb County's assets with a multilayer security approach
- Develop guidelines to drive cost-effective usage and management of IT systems
- Develop policies and procedures to ensure ongoing operational continuity

## Key Initiatives

- New data center
- Regulatory compliance
- IT service management
- IS knowledge base

## Benefits

- Stabilizes environment for legacy systems
- Provides strong and agile foundation to expand existing systems or build new
- Reduces ongoing operational support needs
- Enhances security posture



## Risks

- Inability to implement digital services due to an unstable technology environment
- Ransomware attack(s) on the county's most critical assets causing millions of dollars worth of damage

# Solidify The Foundation

IT Strategic Roadmap	2018				2019				2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Stable, Agile Technology Environment</b>																				
Define Infrastructure Design Criteria	Core Project	Core Project	Core Project	Core Project																
Data Center			Core Project																	
Lifecycle Management Program					Core Project	Core Project	Core Project													
Disaster Recovery					Core Project															
Review BCP Departmental Plans				Core Project	Core Project	Core Project														
Voice Refresh													Core Project	Core Project	Core Project	Core Project				
Network Edge Refresh							Core Project	Core Project	Core Project	Core Project										
Storage Strategy			Core Project	Core Project																
IoT Strategy									Core Project	Core Project	Core Project									

Legend	
Core Project	Ongoing



# Solidify The Foundation

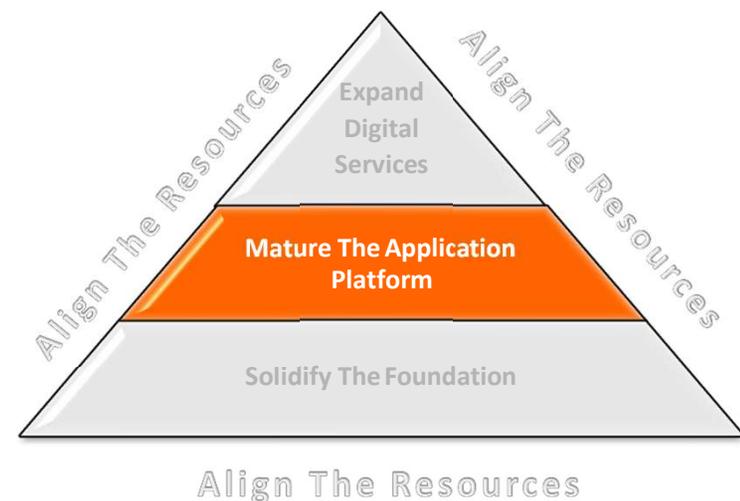
IT Strategic Roadmap	2018				2019				2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Multilayer Security Program</b>																				
Regulatory Compliance	Core	Core	Core	Core	Core	Core	Core	Ongoing												
Upgrade Cyber Security Posture	Core	Ongoing																		
<b>Governance</b>																				
Expand ITSM Capabilities	Core	Core	Core	Core																
Project Value Identification And Prioritization					Core	Core														
Capturing and Reporting Of IT Costs					Core	Core														
<b>Policies and Procedures</b>																				
Document Core IS Policies And Procedures					Core	Core	Core	Core												
IS Knowledge Base (Tool)									Core	Core										
IS Business Continuity		Core	Core	Core	Core															

Legend	
Core Project	Ongoing

# Mature the Application Platform

Upgrades or replacement of aging applications will reduce operational time spent on maintenance, provide new capabilities, and improve operational efficiencies

- **Legacy applications** built on dated, unsupported and/or inefficient platforms **require extensive support**
- Difficult and often **complex interfaces** re-direct IT resources from working on higher value tasks
- Defining **consistent standards** for processes and system interfaces speeds application integration and data accessibility
- **Application level security** helps ensure the county's assets are properly protected



# Mature the Application Platform

## Objectives

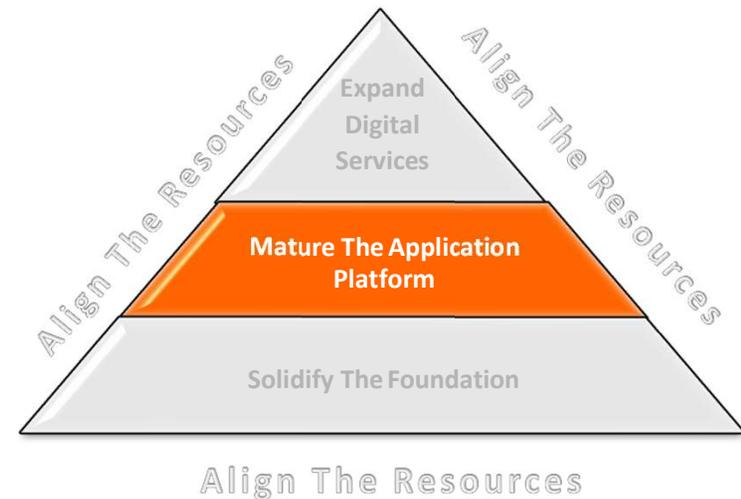
- Minimize cost to maintain applications
- Minimize the number of duplicate systems
- Provide user-friendly applications
- Enhance application level security

## Key Initiatives

- Upgrade legacy applications
- Consolidate duplicate systems
- Define application guidelines
- Implement application-level security controls

## Benefits

- Less time spent on application maintenance providing more time for innovation
- More secure environment
- More agile environment to support future needs



## Risks

- Cobb County IS cannot meet the increasing demands placed by the agencies and departments without a significant increase in human capital
- Agency operational cost increase

# Mature the Application Platform

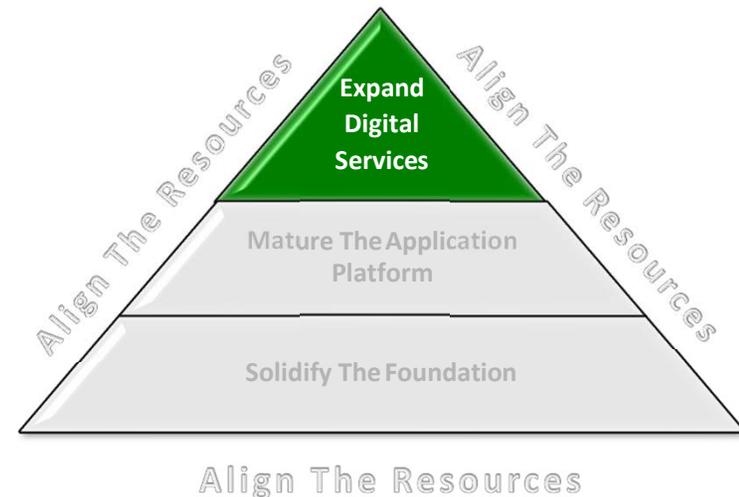
IT Strategic Roadmap	2018				2019				2020				2021				2022					
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4														
<b>Minimize Cost To Maintain And Operate Applications</b>																						
Upgrade Legacy Applications	Core Project																					
Software Licensing	Core Project	Core Project	Core Project	Core Project																		
<b>Minimize Duplicate Systems</b>																						
Consolidate Duplicate Systems	Core Project																					
Unified Court Case Management System	Core Project																					
<b>Provide User-Friendly And Self-Service Applications</b>																						
Define Application Guidelines				Core Project	Core Project	Core Project																
<b>Mature Application Security</b>																						
Evaluate Access And Security Controls							Core Project	Core Project	Core Project	Core Project												
Implement Application Security Plan										Core Project												

Legend	
Core Project	Ongoing

# Expand Digital Services

Expand digital services in an effort to make public services simpler, better, and more accessible

- Digital services are proving to be critical factors in increasing the public's view of government services through **ease-of-use and increased transparency**
- Digital services provide **economic benefits** by reducing resources required to deliver services and delivering the services faster.
- **Mobile-based** services coupled with more sophisticated applications will enable more **self-service** capabilities for government services users



# Expand Digital Services

## Objectives

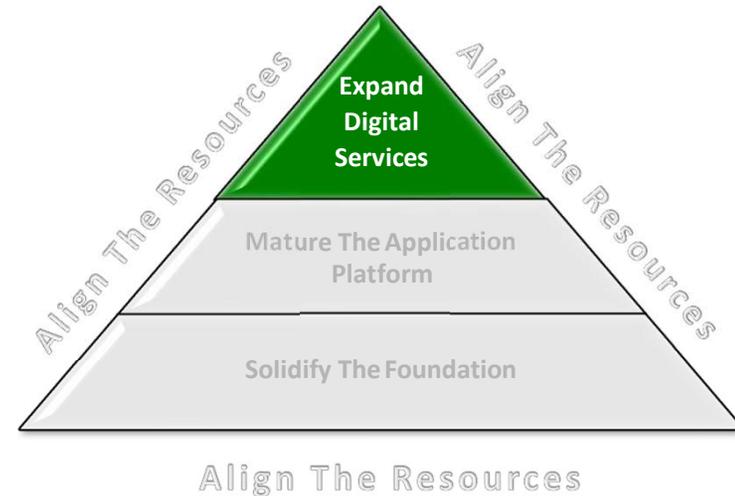
- Provide online access to information and services for employees and citizens anytime, anywhere on any device
- Increase the number and quality of services offered online for citizens and businesses
- Enable agencies to leverage technology to streamline their business processes
- Improve data-driven decision-making by providing analytics and measurement capabilities
- Facilitate and lead the development of county wide data management policy

## Key Initiatives

- Implement a CRM system
- Enable the mobile workforce
- Prioritize and implement self-service solutions
- Facilitate use of BI tools
- Provide a way to confirm users are who they say they are

## Benefits

- Streamlined processes
- Enhanced citizen experience
- 24x7 access to services without personnel overhead
- Mobile friendly



## Risks

- Failure to meet citizens expectations
- Adversely impact county cashflow
- Increase of county personnel cost

# Expand Digital Services

IT Strategic Roadmap	2018				2019				2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Online Access Anytime, Anywhere, Any Device</b>																				
Identity Management Solution							Core Project	Core Project	Core Project	Core Project										
CRM							Core Project													
Open Data Platform					Core Project	Core Project	Core Project													
Enable Mobile Workforce	Core Project																			
County Web Site	Core Project	Core Project	Core Project	Core Project																
Single Payment Solution	Core Project	Core Project	Core Project	Core Project	Ongoing	Ongoing	Ongoing	Ongoing												
<b>Increase Online Services</b>																				
Identify Self-Service Opportunities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing														
Implement Self-Service Capabilities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing														
Integrate Social Media Into Apps		Core Project																		
Collaboration Tools To Support G2C					Core Project	Core Project	Core Project	Core Project												

Legend	
Core Project	Ongoing

# Expand Digital Services

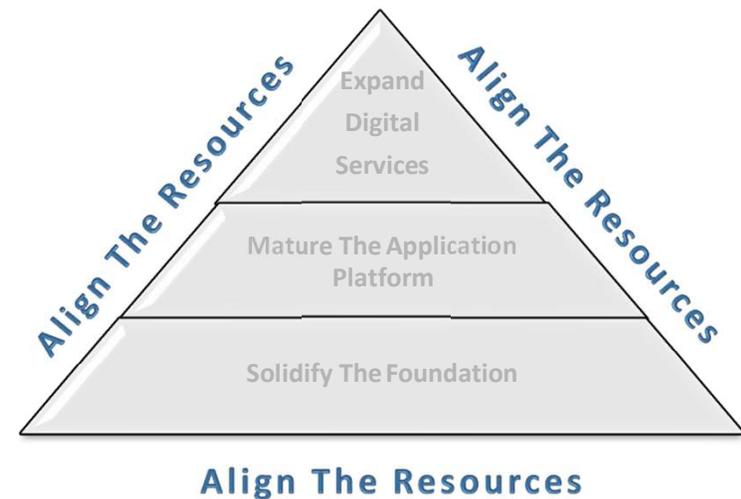
IT Strategic Roadmap	2018				2019				2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Data Analytics And Measurement Capabilities</b>																				
Expand The Use Of BI Tools	Core	Core	Core	Core	Core	Ongoing														
Initial Big Data Implementation	Core	Core	Core	Core	Core	Core														
<b>Data Management Policy</b>																				
Data Security Standards					Core	Core	Core	Core												
Data Integrity Standards							Core													
<b>Leverage Technology To Streamline Business Process</b>																				
Replace Business License Application		Core	Core	Core	Core	Core	Core	Core	Core											
Facilities Management System							Core	Core	Core	Core	Ongoing	Ongoing								
Standardize Document Capture And Access					Core	Core	Core	Core	Ongoing	Ongoing	Ongoing	Ongoing								
Collaboration Suite For G2E	Core	Core	Core	Core	Core	Core														

Legend	
Core Project	Ongoing

# Align The Resources

IS must align and train its resources to meet the growing and expanding demands on technology

- IS is **integrated** into **all aspects** of the government services
- The **dependency** on IS continues to **increase**
- The **function** of the IS staff continues to **evolve**
- We must have **well trained** staff to meet the demands of a digital government
- We must have **sufficient** staff meet the **growing** and **expanding needs** of the county



# Align The Resources

## Objectives

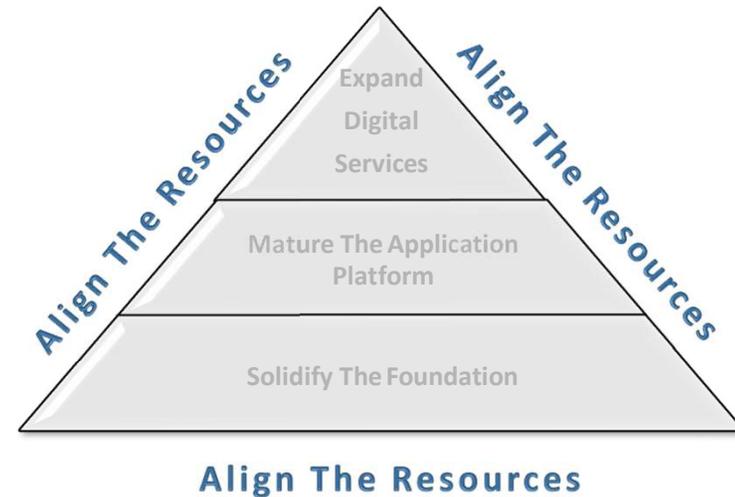
- Stay current with existing and future technologies
- Become more of a strategically oriented, collaborative and county business aware IT staff
- Maintain sufficient staff
- Reduce dependency on IS for operational support needs of agencies and departments

## Key Initiatives

- Expand technical skills
- Develop soft skills needed for changing role in IT
- Develop succession and career progression plan
- Develop operational support documentation

## Benefits

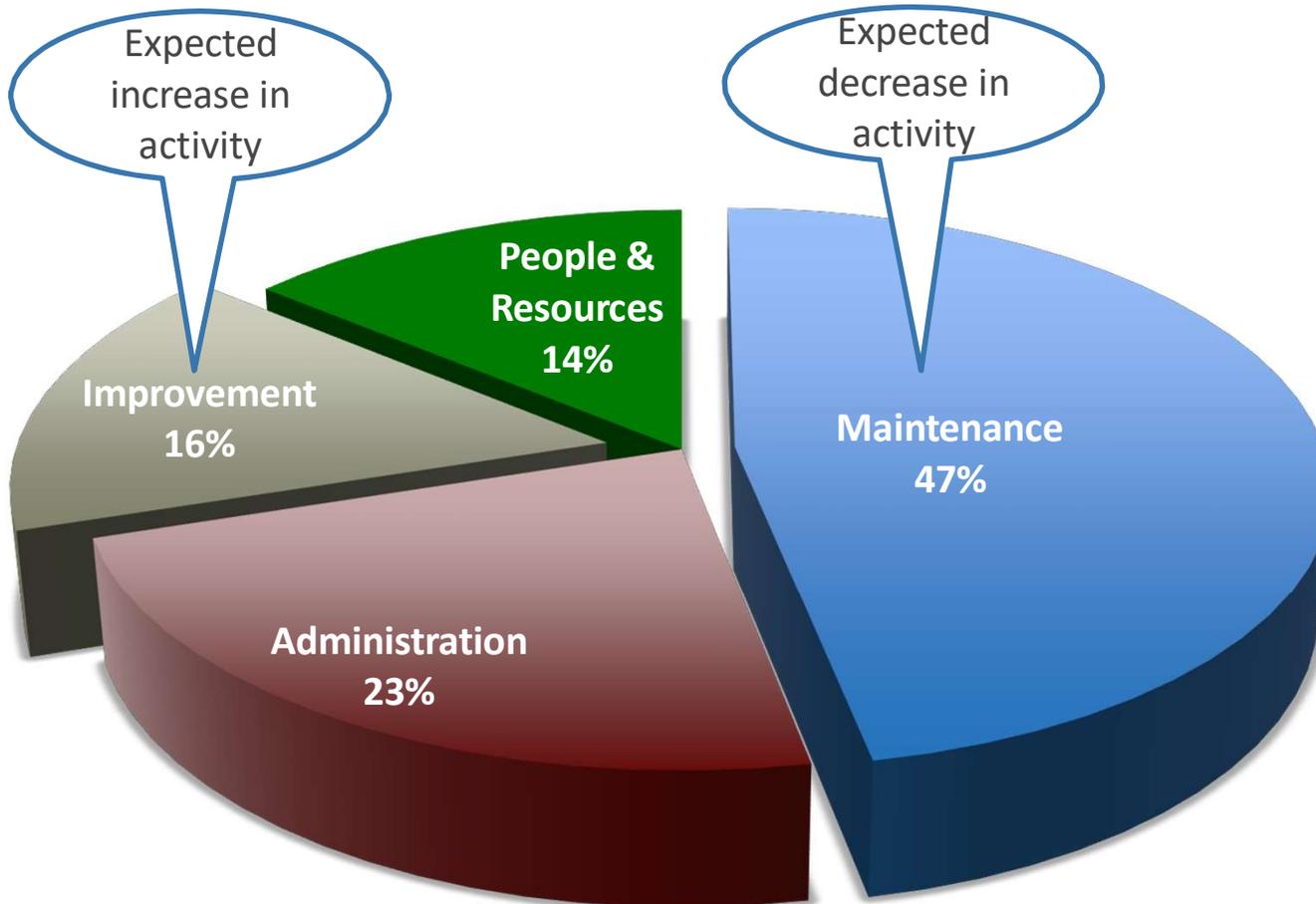
- Support organization better prepared to function as an enabler to better deliver digital services
- Improved job satisfaction



## Risks

- Inability to meet the growing technology demands of the county
- Departure of talent to other industries

# IS Time Spent By Activity—Future Direction



- ✓ Infrastructure updates to reduce ongoing maintenance
- ✓ Application upgrades and replacements to decrease the amount of operational time spent by IS
- ✓ Resource alignment to make the most effective use of the team
- ✓ Resource gap left due to growing and expanding technology demands

Source: InfoTech Self Assessment Survey

# Align The Resources

IT Strategic Roadmap	2018				2019				2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Maintain Skills To Support Existing And Future Technologies</b>																				
Department-Wide Skills Matrix					Core Project	Core Project														
Skills Gap	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Employee Training Strategy			Core Project	Core Project	Core Project	Core Project														
<b>Adapt Skills To The Changing Role Of IT</b>																				
Business Skills Training			Core Project	Core Project																
<b>Maintain Sufficient Staff</b>																				
Develop IS Succession Plan			Core Project	Core Project																
Develop Career Progression Plan					Core Project	Core Project														
<b>Reduce Operational Support Dependency On IS</b>																				
Develop Application Operational Support Documentation As Legacy Applications Are Updated	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Legend	
Core Project	Ongoing



## Supporting Finances

# Service Support Growth In Last Ten Years

	2007	2012	2017	2007-2012 % Increase	2012-2017 % Increase
PC's, Laptops, Tablets, Peripherals Supported	6,749	8,235	9,200	22%	12%
Public Safety Devices Supported	9	296	1,294	3189%	337%
Total Internet Bandwidth (Mbps)	3	120	2,530	3900%	2008%
Total Network Bandwidth (Mbps)	4,200	48,250	252,000	1049%	422%
Network Devices	258	547	994	112%	82%
Data Storage (TB)	50	136	1,529	172%	1024%
Wireless Access Points	6	225	535	3650%	138%
GIS Mapping Sites Maintained	4	12	46	200%	283%
Applications Supported	105	154	230	47%	49%
Users in OnBase	684	1,510	2,050	121%	36%
Records in OnBase	305,605	2,900,000	11,700,000	849%	303%
IT Full-time positions	100	85	103		

IS staff growth has remained flat as the number and variety of supported services have grown dramatically over the last ten years

# Budget Observations

## HISTORICAL OPERATING BUDGET

INFORMATION SERVICES DEPARTMENT	ACTUALS		Adopted	Future Needs
	FY16	FY17	FY18	FY19
<b>UNITS</b>				
<b>INFORMATION SERVICES – 0400</b>	\$16,198,654	\$16,241,561	\$16,223,142	\$17,362,278
Personal Services	10,356,875	10,668,470	11,115,347	11,310,690
Software/Hardware Maintenance Agreements	3,407,721	3,393,367	3,917,741	4,349,908
Voice/Data Charges	878,875	803,839	880,000	940,000
Other	591,818	963,069	310,054	761,680
Projects Funded from Reserves	963,659	412,816	**	
<b>RECORDS MANAGEMENT - 0915</b>	\$930,472	\$966,346	\$1,036,594	\$1,078,508
<b>MAIL SERVICES – 0917</b>	\$1,339,915	\$1,313,127	\$1,343,580	\$1,426,394
<b>TOTALS</b>	<b>\$18,469,041</b>	<b>\$18,521,034</b>	<b>\$18,603,316</b>	<b>\$19,867,180</b>

Includes Web team, does not include any additional personnel requested

**\*\* \$517,724 approved in March for Cybersecurity.**

# Budget Observations

## FY18 CAPITAL BUDGET INFORMATION SERVICES

CAPITAL	ADOPTED FY18	TOTAL REQUESTED FY19
CAPITAL IMPROVEMENTS	\$1,579,586	\$925,723
CAPITAL REPLACEMENTS	\$2,866,075	\$10,806,220
<b>TOTAL</b>	<b>\$4,445,661</b>	<b>\$11,731,943</b>

**Note: The \$10,806,220 does not include capital needed to build or lease a warehouse for physical records retention.**

# Budget Observations

Cobb County's IT budget has seen only modest growth in recent years while technology advances and usage in many areas have risen dramatically

Staff growth in the same period has remained static which is affecting current workloads and the ability of the department to adequately provide user and service support

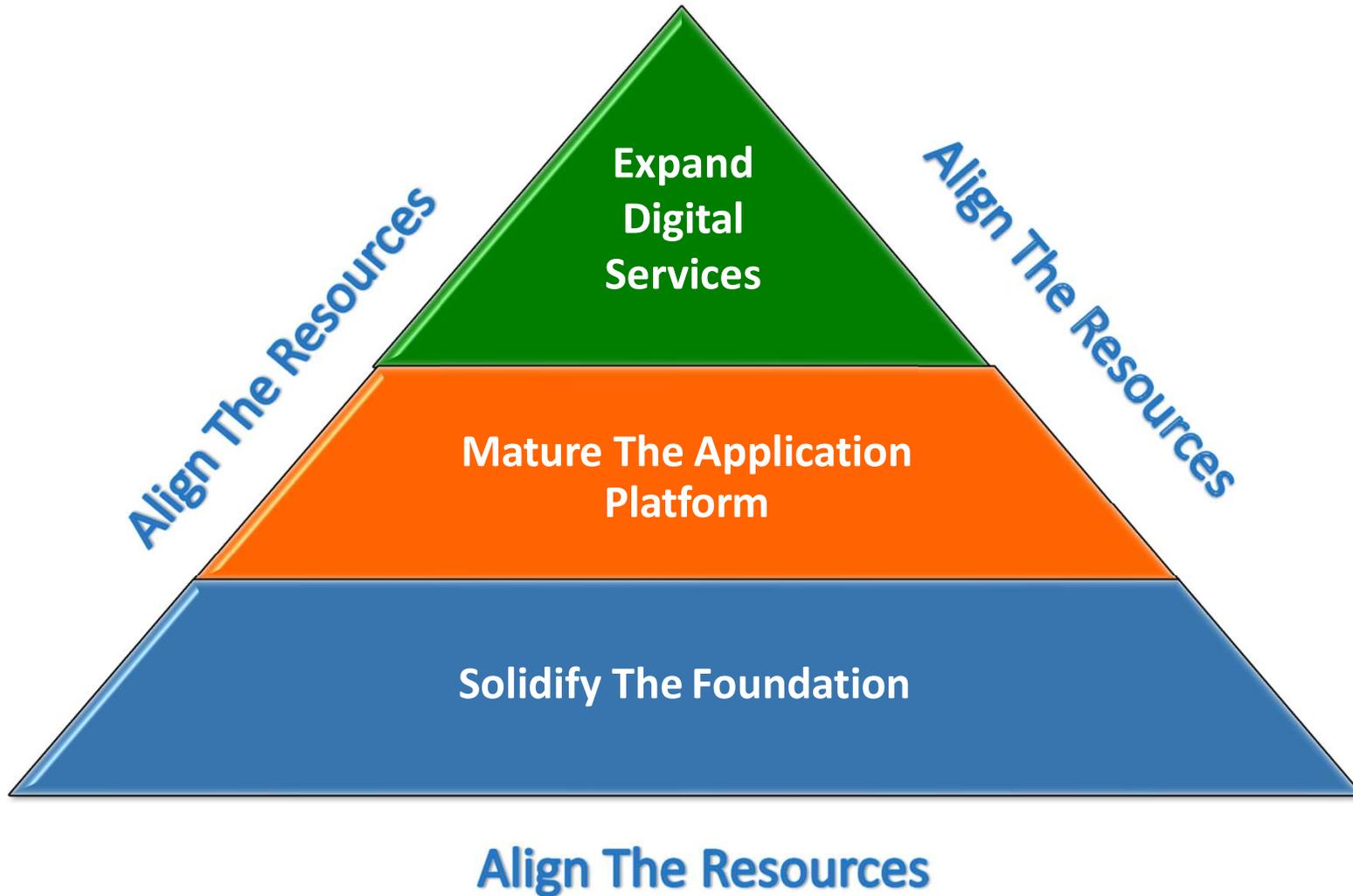
Implementation of the strategic plan will require additional funding for technology as well as additional staff even when coupled with labor-saving initiatives incorporated into the plan

While SPLOST has provided welcome relief for some critical projects, additional funding will be needed for capital to update existing infrastructure as well as supporting future strategic initiatives



## Digital Strategy Summary

# Cobb County Digital Strategy Goals



# Summary

We have created a plan that embraces the role of IS as:

- An **Enabler** of the county agencies to exceed their goals by providing a robust and agile platform to meet the needs of our citizens
- A **Driver** in the usage of technology by identifying, socializing and implementing technical solutions to current and future challenges.

Our strategy provides a roadmap for Cobb County IS to continue to expand the adoption of digital services for our citizens while also addressing improvements needed in the current environment. We understand investing in more technology that merely automates current government processes will fail to realize the value and expectations of the community and will continue to ‘rethink’ how government could operate. We will do this while continuing to meet the expectations of the community for efficiency, transparency, accessibility and accountability.



## Appendices

# Table Of Appendices

- A. Critical Areas of Focus (4 pages)
- B. Service Importance Rankings (5 pages)
- C. Digital Strategy Refresh Plan (1 page)

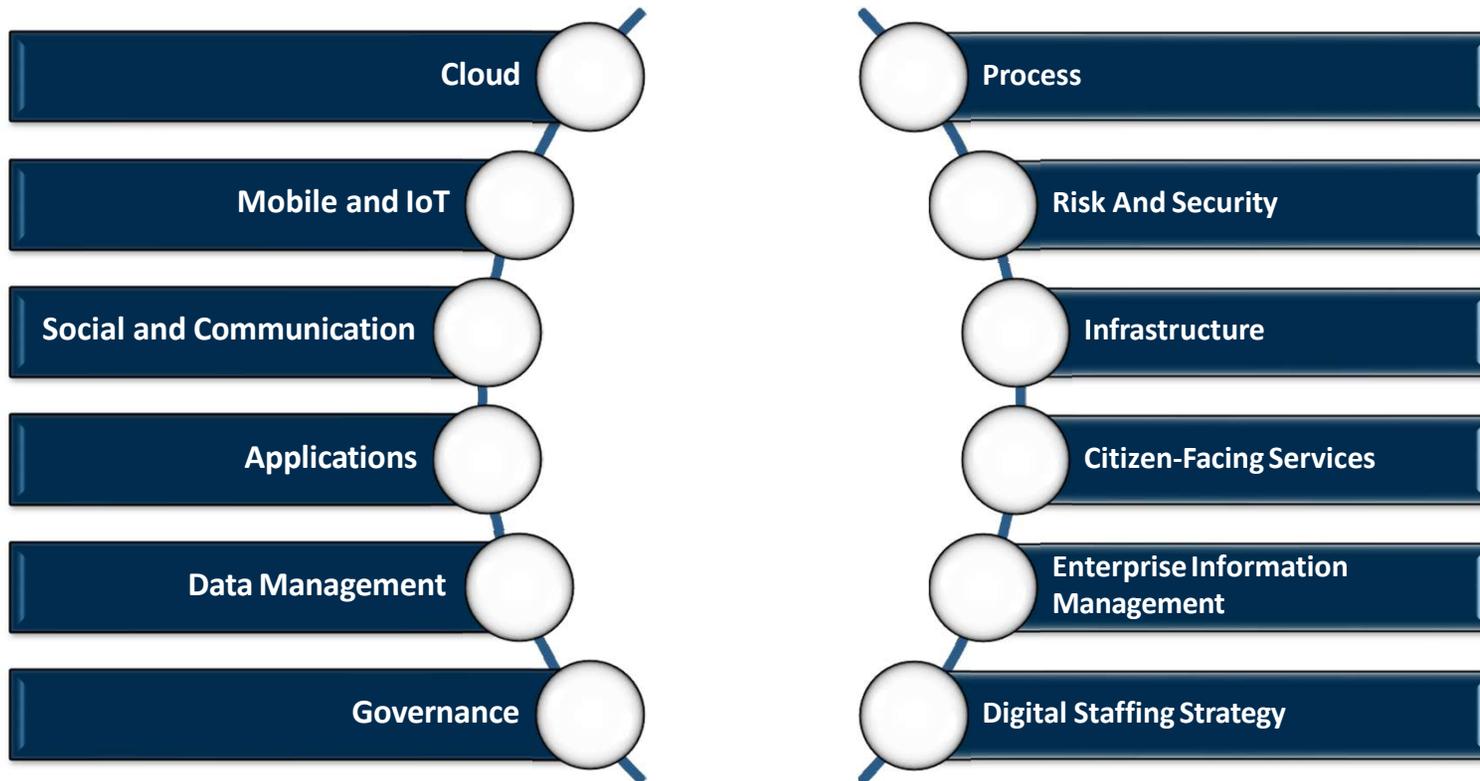
## Appendix A – Critical Areas of Focus

# Introduction – Critical Areas of Focus

- The 5-year IT digital strategy lays out a plan for updating many elements of the existing IT environment as well as presenting a suite of initiatives to introduce or expand digital services
- In addition to new skills, execution of the strategy will require mastering or expanding the IS department's maturity in a variety of technology-related areas
- This 'Critical Areas of Focus' section summarizes these areas and provides a self-assessment by the Cobb County IS department management of current maturity as well as a 5-year target maturity

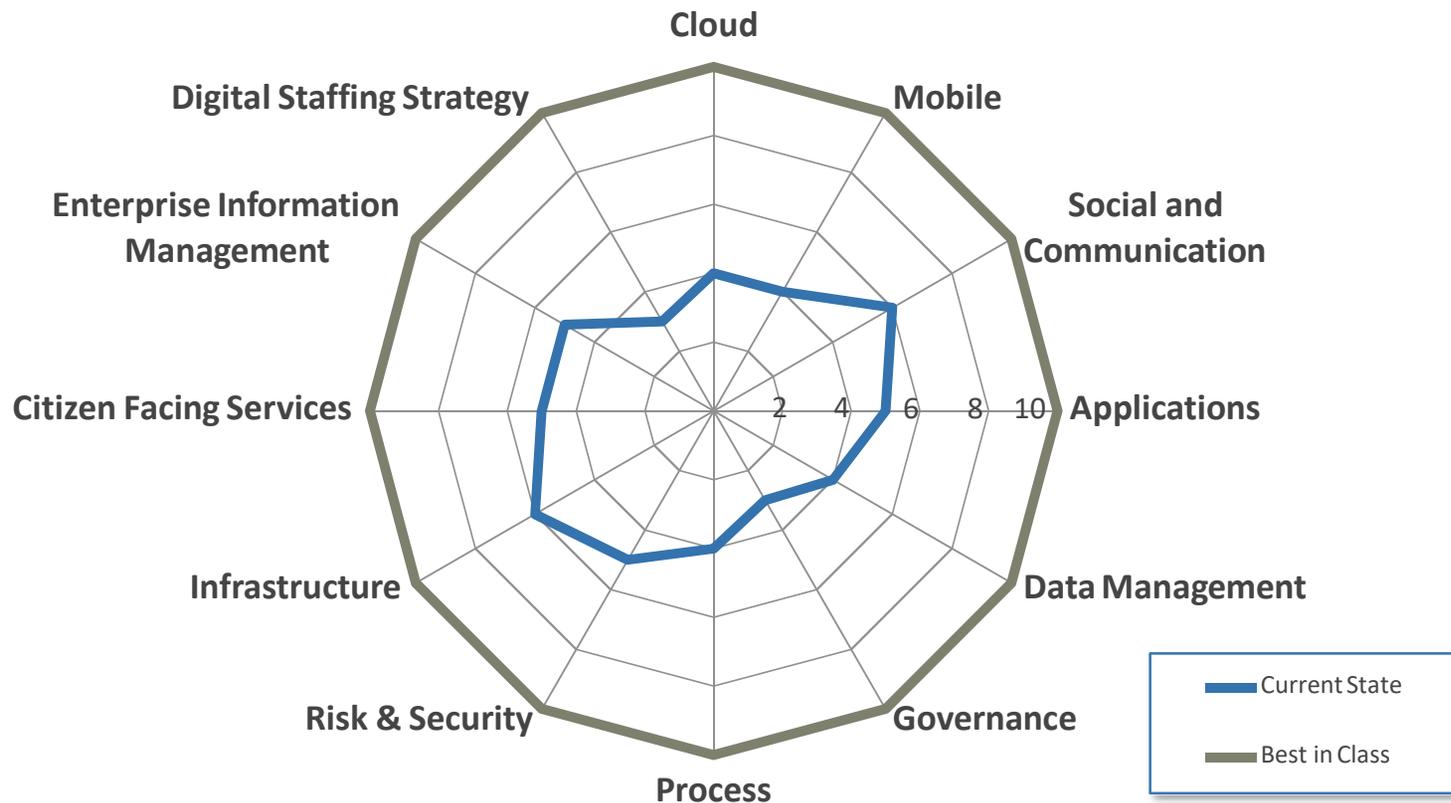
# Critical Areas of Focus For IS

The following areas are critical to the success of Cobb County's Digital Strategy



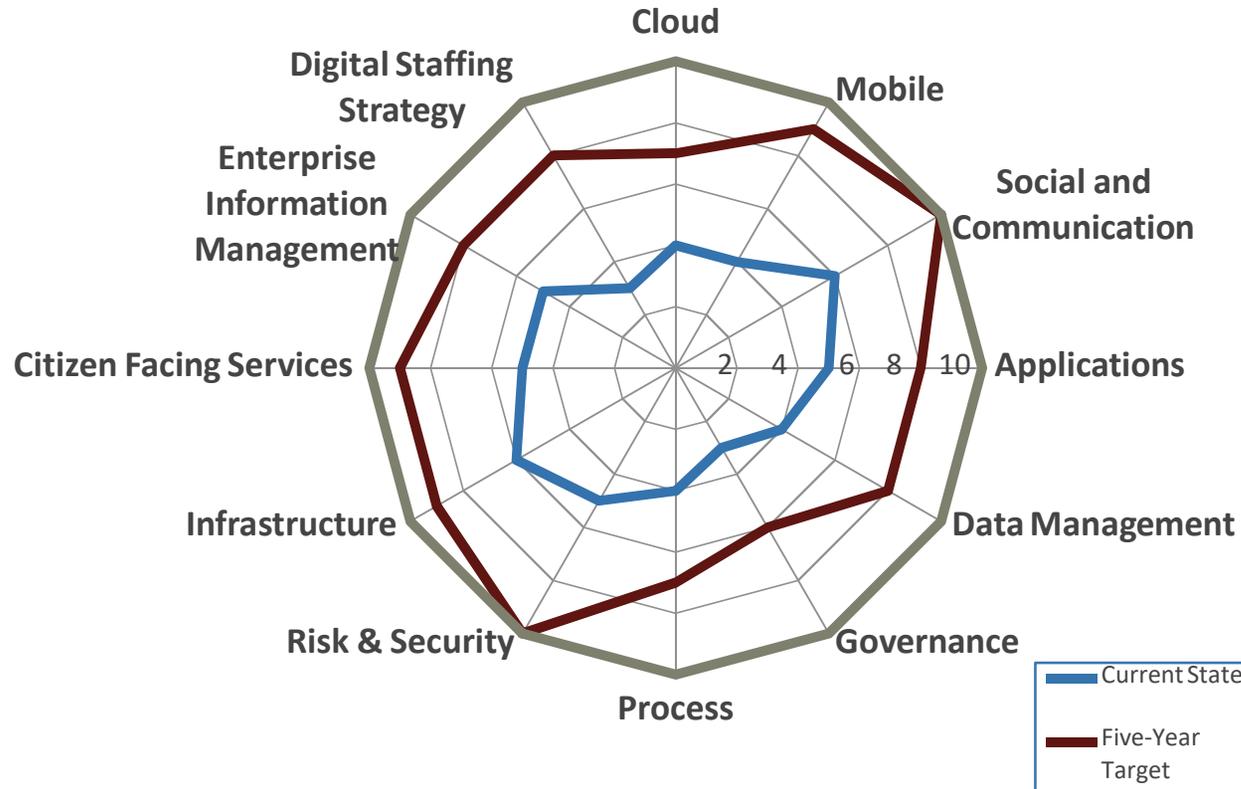
# IS Focus Area Maturity - Current State

Cobb County IS management assessed their 'Current State' of maturity for each of the key areas



# IS Focus Area Maturity - 5-Year Target

- Execution of the strategic plan will require bolstering IT capabilities in all sectors
- Best-In-Class is not required in all areas, instead focusing on those most critical to the plan's success



## **Appendix B – IS Customer Satisfaction & Priority Surveys**

# IS Customer Satisfaction & Priority Surveys

	Overall	911	Animal Control	Clerk of State Court	Community Development	County Clerk	DOT	DOT-Transit	Elections	EMA
<b>Network &amp; Comm. Infrastructure</b>	<b>1</b>	1	4	5	1	3	1	3	4	1
<b>Data Quality</b>	<b>2</b>	4	1	7	5	2	11	9	11	4
<b>Business Apps</b>	<b>3</b>	3	2	1	7	7	4	7	6	1
<b>Service Desk</b>	<b>4</b>	8	7	2	8	6	8	11	8	5
<b>Devices</b>	<b>5</b>	2	5	4	6	12	2	12	5	7
<b>Client-Facing Technology</b>	<b>6</b>	12	8	6	4	8	3	2	12	11
<b>Analytical Capability and Reports</b>	<b>7</b>	6	3	11	3	1	10	5	10	1
<b>IT Innovation Leadership</b>	<b>8</b>	10	12	9	2	4	6	6	1	12
<b>Projects</b>	<b>9</b>	4	10	8	11	5	7	1	2	10
<b>Work Orders</b>	<b>10</b>	11	6	3	9	10	9	10	9	6
<b>IT Policies</b>	<b>11</b>	9	11	12	12	9	12	4	7	8
<b>Requirements Gathering</b>	<b>12</b>	7	9	10	10	11	5	8	3	8

# IS Customer Satisfaction & Priority Surveys

	Overall	Finance	Fire	Fleet	Government Services	Human Resources	Internal Audit	Library	Parks (PRC)	Parks & Recreation	Police
Network & Comm. Infrastructure	1	3	1	3	1	1	1	2	2	1	2
Data Quality	2	7	3	4	1	3	11	7	3	10	4
Business Apps	3	2	10	7	7	4	8	4	4	5	6
Service Desk	4	6	4	5	5	6	3	3	11	2	3
Devices	5	8	8	12	3	2	5	6	6	3	1
Client-Facing Technology	6	4	6	11	10	9	12	10	1	4	5
Analytical Capability and Reports	7	10	5	10	4	5	10	8	6	9	10
IT Innovation Leadership	8	12	2	2	6	12	9	1	5	6	7
Projects	9	1	7	9	12	10	6	11	6	7	11
Work Orders	10	5	9	8	8	7	4	5	9	8	9
IT Policies	11	11	10	1	9	8	2	9	12	12	8
Requirements Gathering	12	9	12	6	10	11	7	12	10	10	12

# IS Customer Satisfaction & Priority Surveys

	Overall	Probate Court	Property Management	Public Safety	Public Services	Purchasing	Senior Services	Sheriff	Solicitor Office	State Court Administration	Tax Assessor	Water System
<b>Network &amp; Comm. Infrastructure</b>	<b>1</b>	7	1	2	4	4	1	1	1	4	1	12
<b>Data Quality</b>	<b>2</b>	5	1	7	3	2	1	2	2	1	6	8
<b>Business Apps</b>	<b>3</b>	4	6	3	2	8	5	6	6	2	8	6
<b>Service Desk</b>	<b>4</b>	9	4	10	8	7	12	5	6	7	2	4
<b>Devices</b>	<b>5</b>	12	8	12	5	11	4	3	11	5	7	2
<b>Client-Facing Technology</b>	<b>6</b>	1	7	5	1	5	6	7	3	8	12	7
<b>Analytical Capability and Reports</b>	<b>7</b>	3	4	10	9	1	8	12	8	3	9	1
<b>IT Innovation Leadership</b>	<b>8</b>	11	10	1	11	6	7	10	4	12	10	10
<b>Projects</b>	<b>9</b>	10	3	4	10	10	3	11	9	10	4	3
<b>Work Orders</b>	<b>10</b>	2	8	9	6	9	11	7	9	6	5	5
<b>IT Policies</b>	<b>11</b>	6	11	8	7	3	9	4	5	11	11	9
<b>Requirements Gathering</b>	<b>12</b>	8	12	6	12	12	9	7	12	9	3	11

# Stakeholders Satisfaction Survey Comparison

Cobb County IS Department compares favorably to Local Government and All Government in satisfaction surveys

Service	All Government		Local Government		Cobb County Sat Survey	
	Satisfaction	Importance	Satisfaction	Importance	Satisfaction	Importance
Service / Help Desk	80%	2	83%	2	86%	4
Network & Communications Infrastructure	76%	1	78%	1	81%	1
Devices	76%	4	78%	4	80%	5
Work Orders	75%	6	77%	6	84%	10
Data Quality	74%	5	76%	5	79%	2
Business Applications	73%	3	75%	3	78%	3
Requirements Gathering	70%	12	72%	12	79%	12
Projects	70%	9	72%	9	77%	9
IT Policies	69%	11	71%	11	77%	11
Analytical Capability	68%	10	68%	8	72%	7
IT Innovation Leadership	68%	8	70%	10	72%	8
Client-Facing Technology	66%	7	67%	7	62%	6

# Cobb County Agencies Dependency on IS

As reported in the 2017 IT Satisfaction Scorecard

Agencies' ability to deliver their services are "Very dependent" on IS

*...however...*

IS capacity limits are affecting agencies' ability to achieve their strategic goals



## Appendix C – Digital Strategy Refresh

# Digital Strategy Refresh Plan

Frequency	Activity	Audience
Annually	<ul style="list-style-type: none"> <li>○ Review the previous year's accomplishments</li> <li>○ Highlight issues or lessons learned</li> <li>○ Identify any changes to strategic goals, objectives or initiatives</li> <li>○ Determine impact on Digital Strategy (if any)</li> </ul>	IS Leadership County Manager
Quarterly	<ul style="list-style-type: none"> <li>○ Demonstrate previous quarter's accomplishments or issues</li> <li>○ Discuss upcoming quarter's initiatives or potential roadblocks</li> <li>○ Identify any agency or departmental changes that may have an effect on the Digital Strategy</li> </ul>	IS Leadership
Monthly	<ul style="list-style-type: none"> <li>○ Discuss strategic projects' status, potential roadblocks, etc</li> </ul>	IS Leadership