

**REPORT OF THE
VIRGINIA SECRETARY OF TECHNOLOGY**

**Feasibility of Developing a
Standard Software Package
for Local Governments
(HJR 130, 2010)**

**TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA**



HOUSE DOCUMENT NO. 7

**COMMONWEALTH OF VIRGINIA
RICHMOND
2011**

Final Report

HJ130 - Feasibility of Developing a Standard Software Package for Local Governments

Presented to:

**Governor Robert F. McDonnell and
Members of the Virginia General Assembly**

**January 12, 2010
Richmond, Virginia**

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Legislative Mandate

HJ130 (Poindexter, 2010) Study; feasibility of developing a standard software package for local governments; report.

Requests the Secretary of Technology to study the feasibility of developing a standard software package for local governments. The Secretary of Technology shall also study the feasibility of identifying, developing, and customizing software applications that will improve the administration and operation of local programs and services, while providing cost savings.

Work Group and Advisors

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Process

In order to collect the largest amount of data possible in a limited amount of time, the Working Group opted to develop a custom assessment (see **Appendix One** for assessment and summary results) designed to capture information about “how” local government entities plan for, procure, and perform day-to-day IT functions. The instrument was administered online (using SurveyMonkey) and promoted through VML, VACO, and VALGITE.

Specifically, the work group wanted to examine the challenges and opportunities associated with the IT procurement process and to determine areas of commonality across unmet needs and to assess the level of interest surrounding possible collaboration with state resources and assets. Beyond the legislative mandate, the work group sought to identify opportunities where creative resources, strategies, projects, and/or policy initiatives that, if brought to fruition, would ease the economic and/or human capital requirements of IT deployment.

During the course of the year, the work group collaborated to develop the findings of this report which represent an “honest” representation of how local government entities manage IT operations, and a first-generation list of topic-specific resources, initiatives, and recommendations that can provide the basis for future IT collaborations in the Commonwealth.

Observations:

Observation #1: There is no “one-size-fits-all” solution for local Government IT. IT management, practices, staffing, and spending levels are as varied as the constituencies they represent.

Observation #2: Growing sentiment in the Commonwealth that universal access to affordable broadband and the ability to deploy citizen-centric IT-based applications are a prerequisite for economic growth, educational excellence, healthcare reform, and job creation; crux of concern is the many small and rural communities continue to lack access (to affordable broadband infrastructure) and staff to realize the full potential of IT.

Observation #3: Local Government IT executives are resourceful and creative. Absent the presence of a “formal” platform for sharing applications, IT leaders routinely find opportunities to share applications (locally developed or interfaces) and leverage assets across geopolitical boundaries.

Observation #4: Due to the decentralized nature of local government IT procurements, local government IT executives place a premium on those opportunities that eliminate duplicative procurement efforts (contracts/negotiations) and provide a vehicle to participate in pre-negotiated contract vehicles (such as statewide or GSA contracts) for preferential pricing

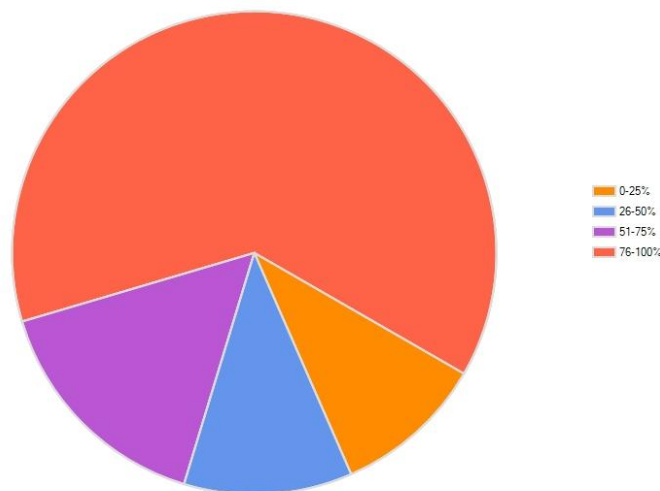
Observation #5: Cloud-based and hosted applications did not appear as commonly leveraged options for services/products however, the need to balance the ever-increasing demand to deliver more (and more) citizen-centric services and shrinking discretionary spending is causing local government IT executives to pro-actively pursue applications and environments “in the cloud” as a means of increasing service-offerings without incurring large capital outlay for hardware.

Observation #6: General consensus amongst respondents, expressed through assessment results and independent correspondence, indicates that there are both opportunities for, and interest in pursuing collaborative relationships – locality to locality and locality with the Commonwealth.

Survey Results Highlights¹

- 132 responses including towns, cities, counties, social service departments, planning district commissions, and a health department.
- Majority of respondents indicated that locality IT services were largely centralized (few departments such as public safety retaining IT staff) or completely centralized under one department.
- Sixty percent of respondents indicated that their IT group provides services for “locality based” state services such as Social Services, Health Departments, or Circuit Courts
- As shown in the figure below, a majority of the respondents indicated that they purchase services/products from vendors instead of designing them in house.
- Only 14.5% (of the 83 respondents to the question) indicated that their general government IT department also supports the k-12 function.
- For those localities responding that they do NOT use social media for citizens and outreach, the most commonly cited reasons were a lack of staff time to implement and lack of having established governance policies to regulate it.
- “Not needed” and “Handled Manually” were common responses to questions related to financials and human resource management (including debt and management, budgeting, payroll, training, benefits)
- Localities regularly selected “Custom Developed” and COTS as the two most common responses for questions related to geospatial and land development activities.

For new projects, what percentage (%) are purchased from vendors as opposed to being designed in house?



¹ Summary results by question are available in Appendix One of this report.

Recommendations for Potential Standardization Opportunities

The Work Group posed three open-ended questions to solicit recommendations for candidate processes, procurements, and services to be considered for standardization.

What centralized processes, procurements, standardization or services by VITA should be considered that would be of value to all localities?

- Telecommunications, including expanded broadband funding and solutions
- Aggressive state contracts for all IT commodities including hardware, software and peripherals.
- Cost effective disaster recovery services
- More standardization and services for security.
- IT training for both IT professionals and end users
- Cloud services for functions currently duplicated across the state.
- Centralized platform for cataloging locality controlled applications that are available for sharing and best practices

What do you think the top COTS packaged systems (and vendors) that would be candidates for standardization around the Commonwealth for all localities?

- GIS products including ESRI and Pictometry
- Information security products such as anti-virus software, firewalls, intrusion prevention systems, etc.
- Cisco Products
- MUNIS for HR/Payroll, financials, procurement, time and attendance, etc.
- Student Information System (s/be run by DOE)
- Tax billing and collection
- Public Safety applications
- 311 and CRM
- CAD
- Social Service case management
- Microsoft cloud based e-mail services
- Cloud-based storage/back-up solutions (including those offered by Rackspace and Jungle Disk)

What custom-developed systems would be the best candidate for standardization?

- GIS
- Tax assessment, billing and collection
- 911 dispatch
- Permitting software
- Complaint/work order management (with or without CRM)
- AJIS (Alexandria Justice Information System)
- CAD2CAD (Governor's Technology Award Winner) Computer Aided Dispatch to Computer Aided Dispatch exchange that allows emergency response information to be shared and updated between the operational CAD Systems of Alexandria, Arlington and Fairfax.
- Comprehensive Services Act software
- Public Safety Reporting

- Emergency operating systems for Emergency Operations Centers (EOCs)
- FOIA tracking
- Web-based 311 systems
- ARRA Stimulus Reporting (Richmond's version)

Recommendation:

Direct the Secretary of Technology to assemble a technical working group, consisting of, and staffed by, local government IT professionals, and representatives from VALGITE, VML, VACO and VITA to perform a detailed evaluation and implementation of opportunities brought forth during the initial assessment including:





- a. Developing a catalog of systems/services that are: 1. Currently being leveraged across geographical boundaries, 2. Available for leverage, or 3. Desirable to be made available through a hosted "app store" or "cloud" environment.
- b. Developing an information clearing-house for IT-related data, information, best practices, and sample contracting vehicles that can be accessed by local government IT professionals
- c. Determining which applications would provide the greatest value by being placed on a statewide contract vehicle
- d. Exploring opportunities for enterprise application/service deployment including disaster recovery/back-up
- e. Investigating potential alignment and/or partnerships with similar initiatives such as the Internet2 Cloud Demonstration project to compare priorities and solutions related to disaster recovery and on-demand computing resources for universities.

Conclusion

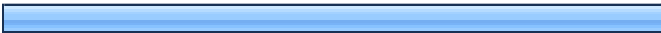



Based upon the analysis of survey responses, the working group believes that a standard software package for all local governments is unlikely to meet the diverse needs and requirements of those local governments. Not only are the needs and complexities widely divergent, but available resources (human and capital) also vary widely. However, the analysis did lead the working group to conclude that opportunities do exist to facilitate local government acquisition and usage of various software packages. Not only is there potential for additional cooperative procurement, thereby leveraging buying power, but also potential to share existing custom applications. Such custom applications would need to be catalogued (including associated architecture and legal agreements) and then shared with the local government technology community. This work could be undertaken by the technical working group recommended in the previous paragraph.

Survey Responses



| 1. Name of locality | | Response Count |
|---------------------|-------------------|----------------|
| | | 134 |
| | answered question | 134 |
| | skipped question | 0 |

| 2. Provide contact information of the person filling out this survey. | | Response Percent | Response Count |
|---|--|------------------|----------------|
| Name |  | 100.0% | 134 |
| Address |  | 100.0% | 134 |
| E-mail address |  | 100.0% | 134 |
| Telephone |  | 100.0% | 134 |
| | answered question | | 134 |
| | skipped question | | 0 |





3. Provide the name, title and contact information for the senior IT professional in your locality.

| | | Response Percent | Response Count |
|--------------------------|--|------------------|----------------|
| Name |  | 100.0% | 89 |
| Title |  | 92.1% | 82 |
| E-mail address |  | 92.1% | 82 |
| Telephone |  | 91.0% | 81 |
| answered question | | | 89 |
| skipped question | | | 45 |



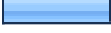

4. Enter the total number of IT staff employees for FY11 and FY09




| | | Response Percent | Response Count |
|--------------------------|--|------------------|----------------|
| FY11 |  | 100.0% | 90 |
| FY09 |  | 98.9% | 89 |
| answered question | | | 90 |
| skipped question | | | 44 |



5. Degree of centralization of IT services in your locality (excluding schools). Please select the one description below that best fits your locality.

| | | Response Percent | Response Count |
|--|--|--------------------------|----------------|
| Very little centralization. Most departments do their own thing. |  | 7.9% | 7 |
| Some IT functions, like e-mail and network infrastructure are centralized. Many departments have their own data closets, servers, IT staff. |  | 15.7% | 14 |
| Majority of IT functions are centralized with one main data center, consolidated storage array network, one help desk, some departments (such as public safety) have a few IT staff. |  | 33.7% | 30 |
| All IT functions are centralized under one department. |  | 42.7% | 38 |
| | | answered question | 89 |
| | | skipped question | 45 |

6. For new projects, what percentage (%) are purchased from vendors as opposed to being designed in house?

| | | Response Percent | Response Count |
|----------------|---|--------------------------|----------------|
| 0-25% |  | 10.1% | 9 |
| 26-50% |  | 11.2% | 10 |
| 51-75% |  | 15.7% | 14 |
| 76-100% |  | 62.9% | 56 |
| | | answered question | 89 |
| | | skipped question | 45 |



| 7. Does your locality have an IT or technology plan? | | | |
|---|---|------------------|----------------|
| | | Response Percent | Response Count |
| No, and we have no plans to construct one. |  | 41.6% | 37 |
| No, but we are working on one. |  | 33.7% | 30 |
| Yes, please provide the web address below or e-mail separately to info@vaco.org . |  | 24.7% | 22 |
| | (Web address of IT plan) | | 10 |
| | answered question | | 89 |
| | skipped question | | 45 |

| 8. Does your IT group provide support to any “locality-based” state agencies, such as Social Services, the Health Department or Circuit Court? | | | |
|--|---|------------------|----------------|
| | | Response Percent | Response Count |
| No |  | 39.8% | 35 |
| Yes (please describe below) |  | 60.2% | 53 |
| | If yes, list the agency names | | 51 |
| | answered question | | 88 |
| | skipped question | | 46 |


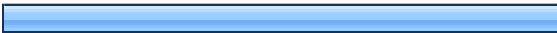

9. Describe the data storage implementation for your locality (centralized storage area network, discreet storage for servers, etc).



| | Response Count |
|-------------------|----------------|
| | 80 |
| answered question | 80 |
| skipped question | 54 |

10. Provide the name of your wireless/cell phone carrier and the type of contract.



| | | Response Percent | Response Count |
|-------------------|--|------------------|----------------|
| Wireless provider |  | 100.0% | 85 |
| Contract type |  | 71.8% | 61 |
| | answered question | | 85 |
| | skipped question | | 49 |

11. For the locality internet connection, please indicate:






| | | Response Percent | Response Count |
|--|--|------------------|----------------|
| Vendor |  | 98.9% | 88 |
| Type of link |  | 84.3% | 75 |
| Speed (please use the "e-corridors" speed test through Virginia Tech, if necessary.) |  | 69.7% | 62 |
| | answered question | | 89 |
| | skipped question | | 45 |



| 12. Do any individual departments manage their own independent links to the internet? | | | |
|---|--|------------------|----------------|
| | | Response Percent | Response Count |
| Yes |  | 26.1% | 23 |
| No |  | 73.9% | 65 |
| answered question | | | 88 |
| skipped question | | | 46 |



| 13. Provide the name of the vendor(s) used to connect your organization's buildings and facilities via local telecommunications lines (TLS, T1, etc.). | | Response Count |
|--|--|----------------|
| | | 78 |
| answered question | | 78 |
| skipped question | | 56 |



| 14. Does your locality operate its own fiber optic network or provide dark fiber in any part of the locality? | | | |
|---|---|------------------|----------------|
| | | Response Percent | Response Count |
| Yes |  | 47.7% | 41 |
| No |  | 52.3% | 45 |
| answered question | | | 86 |
| skipped question | | | 48 |



| 15. List the source for telecommunications contracts (State, GSA, locally competed, etc.) | | Response Count |
|---|-------------------|----------------|
| | | 70 |
| | answered question | 70 |
| | skipped question | 64 |

| 16. Specify the range for the total amount of money to be spent in your local government and school system for IT, including staff salaries, benefits, capital investment in IT projects, and annual budgets. Base your selection on FY11. | | Response Percent | Response Count |
|--|---|------------------|----------------|
| \$0 - \$500K |  | 48.6% | 36 |
| \$501K - \$5M |  | 32.4% | 24 |
| \$5M - \$15M |  | 6.8% | 5 |
| \$15M - \$30M |  | 8.1% | 6 |
| More than \$30M |  | 4.1% | 3 |
| | answered question | | 74 |
| | skipped question | | 60 |






| 17. Does your locality have a capital funding plan for IT initiatives? | | Response Percent | Response Count |
|--|---|------------------|----------------|
| Yes |  | 46.3% | 38 |
| No |  | 53.7% | 44 |
| | answered question | | 82 |
| | skipped question | | 52 |

| 18. Do you have a technology governance body, steering committee or other planning group that guides the IT investment for your locality? | | | |
|---|--|------------------|----------------|
| | | Response Percent | Response Count |
| No |  | 73.5% | 61 |
| Yes (describe below) |  | 26.5% | 22 |
| If yes, description of technology governance body | | | 23 |
| answered question | | | 83 |
| skipped question | | | 51 |









| 19. Does the general government IT department support the K-12 school function? If so, describe how it does so below. | | | |
|---|--|------------------|----------------|
| | | Response Percent | Response Count |
| No |  | 85.5% | 71 |
| Yes (describe below) |  | 14.5% | 12 |
| If yes, description of IT support for schools | | | 14 |
| answered question | | | 83 |
| skipped question | | | 51 |

| 20. Does your locality use social media for communications and citizen outreach? | | | |
|--|---|------------------|----------------|
| | | Response Percent | Response Count |
| Yes |  | 54.1% | 46 |
| No |  | 45.9% | 39 |
| answered question | | | 85 |
| skipped question | | | 49 |

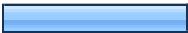






21. If your locality does NOT use social media for communications and citizen outreach, what barriers are preventing that from happening? Check all that apply.

| | | Response Percent | Response Count |
|--|---|-----------------------------|---------------------------|
| No need for it. |  | 23.7% | 9 |
| No policy established to regulate it. |  | 55.3% | 21 |
| Inadequate funding. |  | 42.1% | 16 |
| Lack of staff time to implement. |  | 68.4% | 26 |
| Concerns about FOIA, First Amendment or records retention. |  | 28.9% | 11 |
| | | answered question | 38 |
| | | skipped question | 96 |

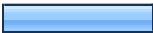







22. ADMINISTRATION -- Do you provide IT services for citizen relationship management?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 18.9% | 14 |
| Yes -- Custom developed. |  | 14.9% | 11 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 4.1% | 3 |
| No -- Not needed. |  | 17.6% | 13 |
| No -- Handle it manually, works for us. |  | 20.3% | 15 |
| No -- Too much culture change for adoption. |  | 4.1% | 3 |
| No -- Needed, but no funding. |  | 16.2% | 12 |
| No -- Needed, but no one to manage the implementation. |  | 4.1% | 3 |
| answered question | | | 74 |
| skipped question | | | 60 |

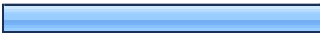






23. ADMINISTRATION -- Do you provide IT services for public meeting agenda management?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 27.6% | 21 |
| Yes -- Custom developed. |  | 26.3% | 20 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 5.3% | 4 |
| No -- Not needed. |  | 7.9% | 6 |
| No -- Handle it manually, works for us. |  | 21.1% | 16 |
| No -- Too much culture change for adoption. |  | 1.3% | 1 |
| No -- Needed, but no funding. |  | 10.5% | 8 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 76 |
| skipped question | | | 58 |

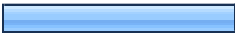






24. ADMINISTRATION -- Do you provide IT services for public meeting video production?

| | | Response Percent | Response Count |
|--|---|--------------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 22.4% | 17 |
| Yes -- Custom developed. |  | 10.5% | 8 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 5.3% | 4 |
| No -- Not needed. |  | 38.2% | 29 |
| No -- Handle it manually, works for us. |  | 6.6% | 5 |
| No -- Too much culture change for adoption. |  | 2.6% | 2 |
| No -- Needed, but no funding. |  | 13.2% | 10 |
| No -- Needed, but no one to manage the implementation. |  | 1.3% | 1 |
| | | answered question | 76 |
| | | skipped question | 58 |

25. ADMINISTRATION -- Do you provide IT services for security management?

| | | Response Percent | Response Count |
|--|---|--------------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 48.1% | 37 |
| Yes -- Custom developed. |  | 13.0% | 10 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 1.3% | 1 |
| No -- Not needed. |  | 18.2% | 14 |
| No -- Handle it manually, works for us. |  | 10.4% | 8 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 7.8% | 6 |
| No -- Needed, but no one to manage the implementation. |  | 1.3% | 1 |
| | | answered question | 77 |
| | | skipped question | 57 |






26. ADMINISTRATION -- Do you provide IT services for public information management?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 35.1% | 26 |
| Yes -- Custom developed. |  | 17.6% | 13 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 6.8% | 5 |
| No -- Not needed. |  | 17.6% | 13 |
| No -- Handle it manually, works for us. |  | 12.2% | 9 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 9.5% | 7 |
| No -- Needed, but no one to manage the implementation. |  | 1.4% | 1 |
| answered question | | | 74 |
| skipped question | | | 60 |

27. TAXES -- Do you provide IT services for tax bill processing?

| | | Response Percent | Response Count |
|--|--|--------------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 48.6% | 36 |
| Yes -- Custom developed. | | 33.8% | 25 |
| Yes -- Custom developed by another locality. | | 1.4% | 1 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 10.8% | 8 |
| No -- Handle it manually, works for us. | | 4.1% | 3 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 74 |
| | | skipped question | 60 |

28. TAXES -- Do you provide IT services for any of the following: personal property, business license, other local tax assessments?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 51.4% | 38 |
| Yes -- Custom developed. |  | 35.1% | 26 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 8.1% | 6 |
| No -- Handle it manually, works for us. |  | 4.1% | 3 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 74 |
| skipped question | | | 60 |

29. TAXES -- Do you provide IT services for real estate assessments?

| | | Response Percent | Response Count |
|--|--|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). | | 48.6% | 36 |
| Yes -- Custom developed. | | 24.3% | 18 |
| Yes -- Custom developed by another locality. | | 1.4% | 1 |
| Yes -- Cloud or hosted service. | | 2.7% | 2 |
| No -- Not needed. | | 17.6% | 13 |
| No -- Handle it manually, works for us. | | 4.1% | 3 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 74 |
| | | skipped question | 60 |

30. PUBLIC SAFETY -- Do you provide IT services for your Police Department?

| | | Response Percent | Response Count |
|--|--|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). | | 47.2% | 34 |
| Yes -- Custom developed. | | 12.5% | 9 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 1.4% | 1 |
| No -- Not needed. | | 37.5% | 27 |
| No -- Handle it manually, works for us. | | 1.4% | 1 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 0.0% | 0 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 72 |
| skipped question | | | 62 |

31. PUBLIC SAFETY -- Do you provide IT services for your Sheriff's Office?

| | | Response Percent | Response Count |
|--|--|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). | | 48.6% | 36 |
| Yes -- Custom developed. | | 14.9% | 11 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 32.4% | 24 |
| No -- Handle it manually, works for us. | | 1.4% | 1 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 1.4% | 1 |
| | | answered question | 74 |
| | | skipped question | 60 |

32. PUBLIC SAFETY -- Do you provide IT services for jail management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 27.0% | 20 |
| Yes -- Custom developed. | | 6.8% | 5 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 66.2% | 49 |
| No -- Handle it manually, works for us. | | 0.0% | 0 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 0.0% | 0 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 74 |
| skipped question | | | 60 |




33. PUBLIC SAFETY -- Do you provide IT services for any of the following: fire / EMS / Patient Care Reporting?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 46.6% | 34 |
| Yes -- Custom developed. | | 11.0% | 8 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 2.7% | 2 |
| No -- Not needed. | | 35.6% | 26 |
| No -- Handle it manually, works for us. | | 2.7% | 2 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 73 |
| skipped question | | | 61 |

34. PUBLIC SAFETY -- Do you provide IT services for any of the following: fire marshal, tracking, enforcement?

| | | Response Percent | Response Count |
|--|--|--------------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 37.8% | 28 |
| Yes -- Custom developed. | | 9.5% | 7 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 45.9% | 34 |
| No -- Handle it manually, works for us. | | 6.8% | 5 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 0.0% | 0 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 74 |
| | | skipped question | 60 |

35. PUBLIC SAFETY -- Do you provide IT services for a 911 center?

| | | Response Percent | Response Count |
|--|---|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). |  | 55.4% | 41 |
| Yes -- Custom developed. |  | 12.2% | 9 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 32.4% | 24 |
| No -- Handle it manually, works for us. | | 0.0% | 0 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 0.0% | 0 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 74 |
| | | skipped question | 60 |

36. PUBLIC SAFETY -- Do you provide IT services for public safety communications systems (radio, etc.)?

| | | Response Percent | Response Count |
|--|--|--------------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 49.3% | 37 |
| Yes -- Custom developed. | | 8.0% | 6 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 41.3% | 31 |
| No -- Handle it manually, works for us. | | 0.0% | 0 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.3% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 75 |
| | | skipped question | 59 |

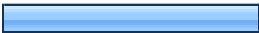





37. PUBLIC SAFETY -- Do you provide IT services for reverse 911 or other citizen notification system?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 44.0% | 33 |
| Yes -- Custom developed. | | 6.7% | 5 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 5.3% | 4 |
| No -- Not needed. | | 37.3% | 28 |
| No -- Handle it manually, works for us. | | 1.3% | 1 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 5.3% | 4 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 75 |
| skipped question | | | 59 |

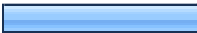






38. PUBLIC SAFETY -- Do you provide IT services for juvenile justice and probation?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 12.2% | 9 |
| Yes -- Custom developed. | | 9.5% | 7 |
| Yes -- Custom developed by another locality. | | 1.4% | 1 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 68.9% | 51 |
| No -- Handle it manually, works for us. | | 5.4% | 4 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 1.4% | 1 |
| answered question | | | 74 |
| skipped question | | | 60 |

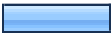





39. INFORMATION TECHNOLOGY -- Do you provide IT services for Help Desk management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 38.7% | 29 |
| Yes -- Custom developed. |  | 20.0% | 15 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 1.3% | 1 |
| No -- Not needed. |  | 25.3% | 19 |
| No -- Handle it manually, works for us. |  | 12.0% | 9 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 2.7% | 2 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 75 |
| skipped question | | | 59 |

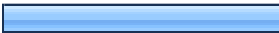





40. INFORMATION TECHNOLOGY -- Do you provide IT services for service request management?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 29.3% | 22 |
| Yes -- Custom developed. |  | 16.0% | 12 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 1.3% | 1 |
| No -- Not needed. |  | 32.0% | 24 |
| No -- Handle it manually, works for us. |  | 17.3% | 13 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 2.7% | 2 |
| No -- Needed, but no one to manage the implementation. |  | 1.3% | 1 |
| answered question | | | 75 |
| skipped question | | | 59 |

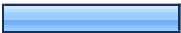






41. INFORMATION TECHNOLOGY -- Do you provide IT services for wireless expense management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 15.8% | 12 |
| Yes -- Custom developed. |  | 7.9% | 6 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 1.3% | 1 |
| No -- Not needed. |  | 48.7% | 37 |
| No -- Handle it manually, works for us. |  | 21.1% | 16 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 5.3% | 4 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 76 |
| skipped question | | | 58 |










42. INFORMATION TECHNOLOGY -- Do you provide IT services for mobile device management?

| | | Response Percent | Response Count |
|--|--|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). |  | 41.9% | 31 |
| Yes -- Custom developed. |  | 9.5% | 7 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 2.7% | 2 |
| No -- Not needed. |  | 21.6% | 16 |
| No -- Handle it manually, works for us. |  | 16.2% | 12 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 8.1% | 6 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 74 |
| | | skipped question | 60 |

43. INFORMATION TECHNOLOGY -- Do you provide IT services for application development?

| | | Response Percent | Response Count |
|--|---|--------------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 26.3% | 20 |
| Yes -- Custom developed. |  | 22.4% | 17 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 38.2% | 29 |
| No -- Handle it manually, works for us. |  | 2.6% | 2 |
| No -- Too much culture change for adoption. |  | 1.3% | 1 |
| No -- Needed, but no funding. |  | 6.6% | 5 |
| No -- Needed, but no one to manage the implementation. |  | 2.6% | 2 |
| | | answered question | 76 |
| | | skipped question | 58 |

44. INFORMATION TECHNOLOGY -- Do you provide IT services for information security management?

| | | Response Percent | Response Count |
|--|---|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). |  | 48.7% | 37 |
| Yes -- Custom developed. |  | 13.2% | 10 |
| Yes -- Custom developed by another locality. |  | 1.3% | 1 |
| Yes -- Cloud or hosted service. |  | 3.9% | 3 |
| No -- Not needed. |  | 18.4% | 14 |
| No -- Handle it manually, works for us. |  | 6.6% | 5 |
| No -- Too much culture change for adoption. |  | 1.3% | 1 |
| No -- Needed, but no funding. |  | 5.3% | 4 |
| No -- Needed, but no one to manage the implementation. |  | 1.3% | 1 |
| | | answered question | 76 |
| | | skipped question | 58 |

45. FACILITIES -- Do you provide IT services for energy management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 29.3% | 22 |
| Yes -- Custom developed. | | 4.0% | 3 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 42.7% | 32 |
| No -- Handle it manually, works for us. | | 9.3% | 7 |
| No -- Too much culture change for adoption. | | 1.3% | 1 |
| No -- Needed, but no funding. | | 12.0% | 9 |
| No -- Needed, but no one to manage the implementation. | | 1.3% | 1 |
| answered question | | | 75 |
| skipped question | | | 59 |

46. FACILITIES -- Do you provide IT services for building management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 32.9% | 24 |
| Yes -- Custom developed. | | 9.6% | 7 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 1.4% | 1 |
| No -- Not needed. | | 31.5% | 23 |
| No -- Handle it manually, works for us. | | 11.0% | 8 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 12.3% | 9 |
| No -- Needed, but no one to manage the implementation. | | 1.4% | 1 |
| answered question | | | 73 |
| skipped question | | | 61 |

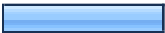





47. FACILITIES -- Do you provide IT services for fleet management?

| | | Response Percent | Response Count |
|--|--|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). | | 36.5% | 27 |
| Yes -- Custom developed. | | 2.7% | 2 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 29.7% | 22 |
| No -- Handle it manually, works for us. | | 20.3% | 15 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 10.8% | 8 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 74 |
| | | skipped question | 60 |

48. FACILITIES -- Do you provide IT services for GPS systems?

| | | Response Percent | Response Count |
|--|--|--------------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 44.0% | 33 |
| Yes -- Custom developed. | | 10.7% | 8 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 1.3% | 1 |
| No -- Not needed. | | 34.7% | 26 |
| No -- Handle it manually, works for us. | | 2.7% | 2 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 6.7% | 5 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 75 |
| | | skipped question | 59 |

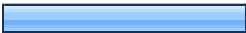




49. FACILITIES -- Do you provide IT services for either waste or landfill management?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 24.0% | 18 |
| Yes -- Custom developed. |  | 16.0% | 12 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 49.3% | 37 |
| No -- Handle it manually, works for us. |  | 8.0% | 6 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 1.3% | 1 |
| No -- Needed, but no one to manage the implementation. |  | 1.3% | 1 |
| answered question | | | 75 |
| skipped question | | | 59 |

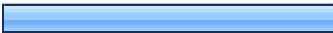




50. FINANCIALS -- Do you provide IT services for either of the following: procurement or purchase order processing?

| | | Response Percent | Response Count |
|--|--|------------------|----------------|
| Yes -- Commercial off the shelf (COTS). | | 54.1% | 40 |
| Yes -- Custom developed. | | 13.5% | 10 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 12.2% | 9 |
| No -- Handle it manually, works for us. | | 13.5% | 10 |
| No -- Too much culture change for adoption. | | 1.4% | 1 |
| No -- Needed, but no funding. | | 4.1% | 3 |
| No -- Needed, but no one to manage the implementation. | | 1.4% | 1 |
| answered question | | | 74 |
| skipped question | | | 60 |

51. FINANCIALS -- Do you provide IT services for debt management?

| | | Response Percent | Response Count |
|--|--|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). |  | 36.5% | 27 |
| Yes -- Custom developed. |  | 16.2% | 12 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 18.9% | 14 |
| No -- Handle it manually, works for us. |  | 23.0% | 17 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 5.4% | 4 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 74 |
| skipped question | | | 60 |






52. TAXES -- Do you provide IT services for cash management?

| | | Response Percent | Response Count |
|--|--|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). |  | 50.0% | 36 |
| Yes -- Custom developed. |  | 16.7% | 12 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 12.5% | 9 |
| No -- Handle it manually, works for us. |  | 18.1% | 13 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 2.8% | 2 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 72 |
| | | skipped question | 62 |

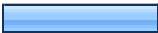





53. FINANCIALS -- Do you provide IT services for budgeting?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 56.8% | 42 |
| Yes -- Custom developed. | | 25.7% | 19 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 1.4% | 1 |
| No -- Not needed. | | 6.8% | 5 |
| No -- Handle it manually, works for us. | | 8.1% | 6 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 74 |
| skipped question | | | 60 |

54. FINANCIALS -- Do you provide IT services for financial report production?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 59.5% | 44 |
| Yes -- Custom developed. |  | 24.3% | 18 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 6.8% | 5 |
| No -- Handle it manually, works for us. |  | 8.1% | 6 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 74 |
| skipped question | | | 60 |

55. FINANCIALS -- Do you provide IT services for grants management?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 23.3% | 17 |
| Yes -- Custom developed. |  | 16.4% | 12 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 21.9% | 16 |
| No -- Handle it manually, works for us. |  | 27.4% | 20 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 8.2% | 6 |
| No -- Needed, but no one to manage the implementation. |  | 2.7% | 2 |
| answered question | | | 73 |
| skipped question | | | 61 |

56. FINANCIALS -- Do you provide IT services for either payroll or time and attendance?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 67.6% | 50 |
| Yes -- Custom developed. | | 21.6% | 16 |
| Yes -- Custom developed by another locality. | | 1.4% | 1 |
| Yes -- Cloud or hosted service. | | 2.7% | 2 |
| No -- Not needed. | | 4.1% | 3 |
| No -- Handle it manually, works for us. | | 2.7% | 2 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 0.0% | 0 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 74 |
| skipped question | | | 60 |

57. HUMAN RESOURCE MANAGEMENT -- Do you provide IT services for employment recruiting?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 30.6% | 22 |
| Yes -- Custom developed. | | 8.3% | 6 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 15.3% | 11 |
| No -- Not needed. | | 25.0% | 18 |
| No -- Handle it manually, works for us. | | 18.1% | 13 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 2.8% | 2 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 72 |
| skipped question | | | 62 |








58. HUMAN RESOURCE MANAGEMENT -- Do you provide IT services for training?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 25.0% | 18 |
| Yes -- Custom developed. | | 15.3% | 11 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 1.4% | 1 |
| No -- Not needed. | | 18.1% | 13 |
| No -- Handle it manually, works for us. | | 22.2% | 16 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 16.7% | 12 |
| No -- Needed, but no one to manage the implementation. | | 1.4% | 1 |
| answered question | | | 72 |
| skipped question | | | 62 |








59. HUMAN RESOURCE MANAGEMENT -- Do you provide IT services for employee benefits tracking?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 50.7% | 37 |
| Yes -- Custom developed. | | 13.7% | 10 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 4.1% | 3 |
| No -- Not needed. | | 11.0% | 8 |
| No -- Handle it manually, works for us. | | 12.3% | 9 |
| No -- Too much culture change for adoption. | | 2.7% | 2 |
| No -- Needed, but no funding. | | 5.5% | 4 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 73 |
| skipped question | | | 61 |

60. HUMAN SERVICES -- Do you provide IT services for mental health services?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 11.1% | 8 |
| Yes -- Custom developed. |  | 1.4% | 1 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 1.4% | 1 |
| No -- Not needed. |  | 70.8% | 51 |
| No -- Handle it manually, works for us. |  | 9.7% | 7 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 2.8% | 2 |
| No -- Needed, but no one to manage the implementation. |  | 2.8% | 2 |
| answered question | | | 72 |
| skipped question | | | 62 |

61. HUMAN SERVICES -- Do you provide IT services for senior citizen outreach and communications?

| | | Response Percent | Response Count |
|--|---|--------------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 8.5% | 6 |
| Yes -- Custom developed. |  | 5.6% | 4 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 5.6% | 4 |
| No -- Not needed. |  | 50.7% | 36 |
| No -- Handle it manually, works for us. |  | 19.7% | 14 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 5.6% | 4 |
| No -- Needed, but no one to manage the implementation. |  | 4.2% | 3 |
| | | answered question | 71 |
| | | skipped question | 63 |

62. HUMAN SERVICES -- Do you provide IT services for library circulation?

| | | Response Percent | Response Count |
|--|--|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). | | 31.9% | 23 |
| Yes -- Custom developed. | | 2.8% | 2 |
| Yes -- Custom developed by another locality. | | 1.4% | 1 |
| Yes -- Cloud or hosted service. | | 1.4% | 1 |
| No -- Not needed. | | 61.1% | 44 |
| No -- Handle it manually, works for us. | | 1.4% | 1 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 0.0% | 0 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 72 |
| skipped question | | | 62 |








63. HUMAN SERVICES -- Do you provide IT services for library patron management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 31.0% | 22 |
| Yes -- Custom developed. | | 4.2% | 3 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 2.8% | 2 |
| No -- Not needed. | | 57.7% | 41 |
| No -- Handle it manually, works for us. | | 1.4% | 1 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 1.4% | 1 |
| answered question | | | 71 |
| skipped question | | | 63 |

64. HUMAN SERVICES -- Do you provide IT services for parks and recreation management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 39.2% | 29 |
| Yes -- Custom developed. | | 13.5% | 10 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 5.4% | 4 |
| No -- Not needed. | | 17.6% | 13 |
| No -- Handle it manually, works for us. | | 13.5% | 10 |
| No -- Too much culture change for adoption. | | 2.7% | 2 |
| No -- Needed, but no funding. | | 5.4% | 4 |
| No -- Needed, but no one to manage the implementation. | | 2.7% | 2 |
| answered question | | | 74 |
| skipped question | | | 60 |

65. HUMAN SERVICES -- Do you provide IT services for Health Department (state agency at the local level)?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 8.6% | 6 |
| Yes -- Custom developed. | | 0.0% | 0 |
| Yes -- Custom developed by another locality. |  | 1.4% | 1 |
| Yes -- Cloud or hosted service. |  | 1.4% | 1 |
| No -- Not needed. |  | 82.9% | 58 |
| No -- Handle it manually, works for us. |  | 2.9% | 2 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. |  | 1.4% | 1 |
| answered question | | | 70 |
| skipped question | | | 64 |

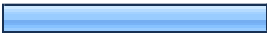





66. HUMAN SERVICES -- Do you provide IT services for the Social Services Department?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 28.8% | 21 |
| Yes -- Custom developed. | | 16.4% | 12 |
| Yes -- Custom developed by another locality. | | 2.7% | 2 |
| Yes -- Cloud or hosted service. | | 2.7% | 2 |
| No -- Not needed. | | 47.9% | 35 |
| No -- Handle it manually, works for us. | | 0.0% | 0 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 73 |
| skipped question | | | 61 |

67. GEOSPATIAL-- Do you provide IT services for GIS management?

| | | Response Percent | Response Count |
|--|--|-----------------------------|---------------------------|
| Yes -- Commercial off the shelf (COTS). | | 60.8% | 45 |
| Yes -- Custom developed. | | 17.6% | 13 |
| Yes -- Custom developed by another locality. | | 1.4% | 1 |
| Yes -- Cloud or hosted service. | | 2.7% | 2 |
| No -- Not needed. | | 13.5% | 10 |
| No -- Handle it manually, works for us. | | 1.4% | 1 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 2.7% | 2 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| | | answered question | 74 |
| | | skipped question | 60 |

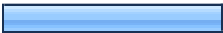







68. GEOSPATIAL-- Do you provide IT services for custom layer development?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 39.7% | 29 |
| Yes -- Custom developed. |  | 31.5% | 23 |
| Yes -- Custom developed by another locality. |  | 1.4% | 1 |
| Yes -- Cloud or hosted service. |  | 2.7% | 2 |
| No -- Not needed. |  | 17.8% | 13 |
| No -- Handle it manually, works for us. | | 0.0% | 0 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 6.8% | 5 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 73 |
| skipped question | | | 61 |

69. GEOSPATIAL-- Do you provide IT services for aerial photography?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 41.9% | 31 |
| Yes -- Custom developed. | | 8.1% | 6 |
| Yes -- Custom developed by another locality. | | 1.4% | 1 |
| Yes -- Cloud or hosted service. | | 2.7% | 2 |
| No -- Not needed. | | 39.2% | 29 |
| No -- Handle it manually, works for us. | | 4.1% | 3 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 2.7% | 2 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 74 |
| skipped question | | | 60 |

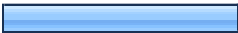






70. LAND DEVELOPMENT -- Do you provide IT services for comprehensive plan development?

| | | Response Percent | Response Count |
|--|---|--------------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 32.9% | 24 |
| Yes -- Custom developed. |  | 12.3% | 9 |
| Yes -- Custom developed by another locality. |  | 1.4% | 1 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 13.7% | 10 |
| No -- Handle it manually, works for us. |  | 26.0% | 19 |
| No -- Too much culture change for adoption. |  | 1.4% | 1 |
| No -- Needed, but no funding. |  | 9.6% | 7 |
| No -- Needed, but no one to manage the implementation. |  | 2.7% | 2 |
| | | answered question | 73 |
| | | skipped question | 61 |








71. LAND DEVELOPMENT -- Do you provide IT services for zoning applications?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 39.4% | 28 |
| Yes -- Custom developed. | | 21.1% | 15 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 2.8% | 2 |
| No -- Not needed. | | 14.1% | 10 |
| No -- Handle it manually, works for us. | | 15.5% | 11 |
| No -- Too much culture change for adoption. | | 1.4% | 1 |
| No -- Needed, but no funding. | | 4.2% | 3 |
| No -- Needed, but no one to manage the implementation. | | 1.4% | 1 |
| answered question | | | 71 |
| skipped question | | | 63 |

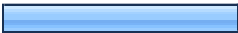




72. LAND DEVELOPMENT -- Do you provide IT services for subdivision and site planning?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 35.2% | 25 |
| Yes -- Custom developed. |  | 15.5% | 11 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 15.5% | 11 |
| No -- Handle it manually, works for us. |  | 21.1% | 15 |
| No -- Too much culture change for adoption. |  | 1.4% | 1 |
| No -- Needed, but no funding. |  | 8.5% | 6 |
| No -- Needed, but no one to manage the implementation. |  | 2.8% | 2 |
| answered question | | | 71 |
| skipped question | | | 63 |

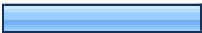




73. LAND DEVELOPMENT -- Do you provide IT services for building / construction permitting?

| | | Response Percent | Response Count |
|--|--|------------------|----------------|
| Yes -- Commercial off the shelf (COTS). |  | 47.9% | 35 |
| Yes -- Custom developed. |  | 24.7% | 18 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. |  | 4.1% | 3 |
| No -- Not needed. |  | 13.7% | 10 |
| No -- Handle it manually, works for us. |  | 5.5% | 4 |
| No -- Too much culture change for adoption. |  | 1.4% | 1 |
| No -- Needed, but no funding. |  | 2.7% | 2 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 73 |
| skipped question | | | 61 |

74. UTILITIES -- Do you provide IT services for wastewater management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 35.2% | 25 |
| Yes -- Custom developed. |  | 16.9% | 12 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 39.4% | 28 |
| No -- Handle it manually, works for us. |  | 7.0% | 5 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 71 |
| skipped question | | | 63 |

75. UTILITIES -- Do you provide IT services for either water supply or water plant management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 29.6% | 21 |
| Yes -- Custom developed. |  | 16.9% | 12 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 47.9% | 34 |
| No -- Handle it manually, works for us. |  | 4.2% | 3 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. |  | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 71 |
| skipped question | | | 63 |

76. UTILITIES -- Do you provide IT services for utility billing?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 41.7% | 30 |
| Yes -- Custom developed. | | 22.2% | 16 |
| Yes -- Custom developed by another locality. | | 1.4% | 1 |
| Yes -- Cloud or hosted service. | | 1.4% | 1 |
| No -- Not needed. | | 31.9% | 23 |
| No -- Handle it manually, works for us. | | 0.0% | 0 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 72 |
| skipped question | | | 62 |

77. UTILITIES -- Do you provide IT services for power management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 12.3% | 9 |
| Yes -- Custom developed. | | 1.4% | 1 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 78.1% | 57 |
| No -- Handle it manually, works for us. | | 5.5% | 4 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 0.0% | 0 |
| No -- Needed, but no one to manage the implementation. | | 2.7% | 2 |
| answered question | | | 73 |
| skipped question | | | 61 |

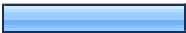







78. UTILITIES -- Do you provide IT services for telecommunications (internet or telephone)?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 40.3% | 29 |
| Yes -- Custom developed. | | 12.5% | 9 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 2.8% | 2 |
| No -- Not needed. | | 36.1% | 26 |
| No -- Handle it manually, works for us. | | 6.9% | 5 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 72 |
| skipped question | | | 62 |

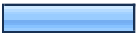






79. UTILITIES -- Do you provide IT services for premium television service?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). | | 5.6% | 4 |
| Yes -- Custom developed. | | 0.0% | 0 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. | | 91.7% | 66 |
| No -- Handle it manually, works for us. | | 1.4% | 1 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 72 |
| skipped question | | | 62 |

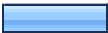





80. CONSTITUTIONAL OFFICERS and OTHERS -- Do you provide IT services for election management?

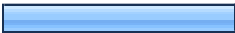



| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 27.4% | 20 |
| Yes -- Custom developed. |  | 9.6% | 7 |
| Yes -- Custom developed by another locality. |  | 5.5% | 4 |
| Yes -- Cloud or hosted service. |  | 4.1% | 3 |
| No -- Not needed. |  | 39.7% | 29 |
| No -- Handle it manually, works for us. |  | 11.0% | 8 |
| No -- Too much culture change for adoption. |  | 1.4% | 1 |
| No -- Needed, but no funding. |  | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 73 |
| skipped question | | | 61 |

81. CONSTITUTIONAL OFFICERS and OTHERS -- Do you provide IT services for courtroom systems?

| | | Response Percent | Response Count |
|--|---|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 19.7% | 14 |
| Yes -- Custom developed. |  | 9.9% | 7 |
| Yes -- Custom developed by another locality. |  | 2.8% | 2 |
| Yes -- Cloud or hosted service. |  | 1.4% | 1 |
| No -- Not needed. |  | 63.4% | 45 |
| No -- Handle it manually, works for us. |  | 1.4% | 1 |
| No -- Too much culture change for adoption. |  | 1.4% | 1 |
| No -- Needed, but no funding. | | 0.0% | 0 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 71 |
| skipped question | | | 63 |

82. CONSTITUTIONAL OFFICERS and OTHERS -- Do you provide IT services for juror management?

| | | Response Percent | Response Count |
|--|--|---------------------|-------------------|
| Yes -- Commercial off the shelf (COTS). |  | 15.3% | 11 |
| Yes -- Custom developed. |  | 9.7% | 7 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 65.3% | 47 |
| No -- Handle it manually, works for us. |  | 6.9% | 5 |
| No -- Too much culture change for adoption. |  | 1.4% | 1 |
| No -- Needed, but no funding. |  | 1.4% | 1 |
| No -- Needed, but no one to manage the implementation. | | 0.0% | 0 |
| answered question | | | 72 |
| skipped question | | | 62 |

| 83. CONSTITUTIONAL OFFICERS and OTHERS -- Do you provide IT services for land record management? | | | |
|--|---|--------------------------|----------------|
| | | Response Percent | Response Count |
| Yes -- Commercial off the shelf (COTS). |  | 35.1% | 26 |
| Yes -- Custom developed. |  | 25.7% | 19 |
| Yes -- Custom developed by another locality. | | 0.0% | 0 |
| Yes -- Cloud or hosted service. | | 0.0% | 0 |
| No -- Not needed. |  | 35.1% | 26 |
| No -- Handle it manually, works for us. | | 0.0% | 0 |
| No -- Too much culture change for adoption. | | 0.0% | 0 |
| No -- Needed, but no funding. | | 0.0% | 0 |
| No -- Needed, but no one to manage the implementation. |  | 4.1% | 3 |
| | | answered question | 74 |
| | | skipped question | 60 |

| 84. What do you think are the top COTS packaged systems (and vendors) that would be candidates for standardization around the Commonwealth for all localities? | | Response Count |
|--|--|--------------------------|
| | | 41 |
| | | answered question |
| | | 41 |
| | | skipped question |
| | | 93 |

| 85. What custom-developed systems would be the best candidates for standardization? | |
|--|-----------------------|
| | Response Count |
| | 37 |
| answered question | 37 |
| skipped question | 97 |

| 86. What centralized processes, procurements, standardization or services by VITA should be considered that would be of value to all localities? | |
|---|-----------------------|
| | Response Count |
| | 38 |
| answered question | 38 |
| skipped question | 96 |

