

**IOWA COUNTIES INFORMATION
TECHNOLOGY
(ICIT)**

**STRATEGIC PLANNING REPORT
2014**



Facilitated by:
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**IOWA COUNTIES INFORMATION TECHNOLOGY
(ICIT)
STRATEGIC PLANNING SESSION
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(ICIT)
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Introduction

The Board of Directors of the Iowa Counties Information Technology Organization (ICIT) requested the Institute of Public Affairs (IPA) to assist ICIT with strategic planning. IPA agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to be sent to the ICIT Board, past officers, and committee chairs regarding: the key purposes of the organization, recent accomplishments, issues/trends/concerns/opportunities, potential new initiatives, and programs, or policies and suggestions to improve organizational effectiveness. The responses to the questionnaire would serve as input for the strategic planning session.
2. Conduct a strategic planning session with ICIT's Board of Directors.
3. Preparation of this report.

Strategic Planning Session

A strategic planning session with the ICIT Board of Directors was held on October 22, 2014, at the Iowa State Association of Counties (ISAC) offices in West Des Moines.

The following persons were in attendance and participated at this meeting: Alissa Julius - IT Director, Dickinson County; Amy Sathoff – IT Director/Auditor's Office, Emmet County; Shawn Olson – IT/GIS Director, Plymouth County; Micah Van Maanen – IT Director, Sioux County; Jon Bailey – IT Director, Marshall County; Jon Lubke – GIS/IT Director, Winneshiek County; Paul Culver – IT Director, Wapello County; Jeff Miller – GIS Coordinator, Dubuque County; Eric Guth – IT Director, Winnebago County; Jason Siebrecht – GIS Administrator, Linn County; Wayne Chizek – GIS Director, Marshall County; Joel Rohne – Tech Director, Worth County; Micah Cutler – GIS Coordinator, Hardin/Franklin Counties; Michelle Fields – IT/GIS Manager, Greene County; Kelsi Jurik – GIS Technician, Polk County; Jeff Rodda – Property Description Specialist, Polk County; Kim Veeder – IT Director/GIS, Black Hawk County; Gabe Johanns – IT Director, Franklin County, and Robin Harlow – ISAC Staff.

Key Purposes of the Organization

The participants confirmed ICIT's previously established Key Purpose Statement as follows:

Key Purpose Statement: The purpose of this organization is to promote professionalism, cooperation, mutual assistance, continuing education and sharing of knowledge and experience. This organization is committed to provide a forum for the exchange of ideas, information, and technology as they relate to county government activities and statewide legislation. This organization is formed for the benefit of participating county technology representatives.

After reviewing the responses from the pre-session questionnaire regarding the key purposes of the organization, the participants agreed to consider at a later date whether the following comment should be included in the Key Purpose Statement:

ICIT serves as a resource to other ISAC affiliates for training, technical issues and projects, and providing representation on their committees

Recent Accomplishments

The following were identified as major accomplishments of ICIT during the past several years:

- Pay IT Forward Tech Team Assessments
 - Tech Teams – Services that are intended to provide an unbiased review and recommendation of Technologies within a County
 - Accomplishments and national recognition by NACo
- Respect within the ISAC organization as a strong viable group
- Impact on the development/implementation of technology within ISAC, its affiliates and various committees.
- Quality educational experiences for ICIT members:
 - At ISAC conferences
 - ICIT's mid-year conference
- Bringing in vendors in an interactive manner & better content each year.
- Quality educational experiences for non-members:
 - Presentations at ISAC schools to elected officials
 - Affiliate Trainings for Treasurers, Recorders, Supervisors and other Affiliates.
 - Discussions on data requests
 - GIS / Real Estate Training in conjunction with other affiliates
- GIS Data Repository
- Organizational commitment to give back and share with others the knowledge and information that the organization collectively has.
- Cooperation with Iowa Department of Administrative Services re EVMS (Environmental Vulnerability Management Systems)
- Organization helping each other in all forms of Technology
 - Tech Team evaluations,
 - Email question
 - Phone calls
- Leadership on various Boards and with various affiliates
Increased membership in ICIT
- Cyber Security Awareness
 - Helping new county employees gain valuable information in a short time about county workings, news, trials and tribulations to overcome, and hurdles IT and GIS face every day.
- Enhanced ICIT list serve for quick answers
- Increased networking opportunities
- ISAC tech scholarship
- Developing a relationship with State CIO

Issues, Concerns, Trends and Opportunities

The following were identified as issues, concerns, trends, and opportunities that may affect future ICIT services, policies, programs or operations:

Purpose and Objectives/Focus

- Believe there has been a shift in ICIT's Purpose and Objectives as outlined in the By-Laws – Not sure if it is due to changing environment or just a lack of understanding by leadership.
- Less national focus, more local county to county projects
- Need to focus more on member services

Training and Development

- Need to provide a blend of training to serve both larger and smaller counties; both more generic and specialized training.
 - Standards and best practices need to be established
- Not enough training for members, specifically hands-on software training
Cost of Mid-Year continues to rise - will it become too expensive for members to attend?

Membership Participation/Development/Recruitment

- How do we find an acceptable balance between our outreach efforts and providing value back to our membership?
 - County, IT/GIS Department, general members return on investment (ROI) – What does ICIT offer to my County or more specifically to my County IT/GIS? Most of the other affiliates tend to take care of their own; however ICIT helps with others before tending to our own needs.
 - Supervisors that do not see the direct benefits to their county; providing tangible benefits to members
- We have a diverse membership (Urban and more rural Counties, various staff levels, various technology vendor relationships and support or no support among their local officials). How can we identify their perspectives and needs, let alone try to meet those needs
- How do continue to educate and support our own members.
 - Succession Planning. How to communicate the need and engage some of the younger/newer members to take over those roles?
 - Continuing to instill in their members the value of sharing their knowledge with others and finding the time and resources to do that
 - Lack of involvement of from “newer” County IT/GIS professionals. There is a core group that is shrinking. We seem have lost to many of the major workers in the organization. Who is stepping up?
 - Getting the membership involved, communication across the organization, becoming a constant and stable resource for the other affiliates

Issues, Concerns, Trends and Opportunities (continued)

- Need to make sure the smaller counties that don't have a separate IT or GIS Departments that they are welcomed to ICIT.
 - Make sure there is training for them - some classes are more advanced than what they can understand and that are why they do not attend our meetings.
 - Besides having one day trainings in GIS is there one day trainings for IT?
 - Maybe tips and tricks in Active Directory, Exchange, SQL.
 - Conferences not appealing to all members (i.e. too advanced, not advanced enough, too IT heavy)
- Have a lot of key members that do a lot of the volunteering for boards and tech teams - need to work to get more people involved so it is not always the same people giving all their time
- Membership is more hands off than in previous years. Volunteer services are having a harder time finding individuals to participate. Many of the past projects / tasks have been conducted and maintained by many of the same people year after year...this is a great thing because there is experience involved; however, it can be detrimental because those individuals either get burnt out, move on, or have other commitments they have to attend to and the projects / tasks can start to become "faded" or "unfocused".
- Replacement of IT and GIS people with consultants
Continuing to recruit members outside of IT and GIS departments (and keep those members)
- Some members are highly involved, others are rarely or never involved
- Turnover of key members/leaders
 - Split of newer members and older members
 - Have some kind of "mentoring system"
 - Same members continuously on boards, committees and Tech Teams. If this continues in this manner, there's likely to be burn out.
- Need training to work on increasing participation in leadership activities, additional opportunities

Paying IT Forward Program

- Uncertainty regarding sustainability of the Paying IT Forward program
- Interest from cities or non-county entities in the Paying IT Program (this is a trend, opportunity and concern all in one.)

Finance/Resources

- Continuing to find the resources and energy to continue with the aggressive set of services they provide to their members and other members of the county government family.
- Budgetary constraints affecting counties
- Loss of funding at the county level
- Non- Funded Legislative Mandates

Issues, Concerns, Trends and Opportunities (continued)

IT/GIS

- Striking the right balance between IT and GIS within the organization, ensuring all counties within Iowa are well represented within ICIT leadership
- Concern we have to make a better outreach to new tech/GIS personnel in the counties
- Although it's not a big issue, but incorporating a fair mix of GIS and IT into the overall operation of ICIT can be tricky. However, ICIT has great leadership that understands that both GIS and IT complement each other very well.

Rumblings of IT and GIS not always feeling like their voice is heard or one side is dominating ICIT

- There's the split of GIS and IT. At one point these positions were probably held by the same person in a county. Now that's not the case as much.
 - Focus of our internal education and outreach has seemed to be primarily IT focused while limiting how our solely GIS members can be involved (that is until we started doing more GIS education to other affiliates).

County Issues (from ISAC survey)

- Major concerns over requests for data
- Several counties mentioned high cost of information technology (staffing, systems maintenance, vendors)
- Many smaller counties do not have IT department and lack resources to create one
- Still have work to do to not rely on a particular County's infrastructure

Collaboration/Cooperation/Consolidation

- More collaboration between Counties: shared infrastructure, personnel, purchasing power, etc. (Maybe something like the Engineer's Service Bureau that would program and develop applications.)
- Consolidation of county services/regionalization (mental health, PSAPs, etc.) and how it will affect services provided by county IT.

Issues, Concerns, Trends and Opportunities (continued)

Communication

- Communications issues (email storms, lack of web based documentation and resources)
- Reliance on Marshall County (who I love) for our web and email services. It's a burden for them and a potential risk for ICIT.
- A better centralized website / database of best practices, policies, job descriptions, etc.
- Need to provide timely information to members, officers, affiliates, ISAC, counties, as appropriate.

Organizational Issues

- Officers and directors don't necessarily lead or provide leadership.
 - There is really not any officer or organizational goals, objectives and/or priorities set and they are definitely not evaluated, gauged or monitored.
 - If anything is accomplished it is strictly on the committee level.
- Organizationally we need to have a shared vision and/or specific objects, put someone or a committee in charge, provide a timeline and review them periodically for progress and that they are still pertinent.
- Small core group making decisions for the whole
- Possibility of a paid employee?

Other

- Network Security and Intrusion Awareness
- Loss of excitement/energy from county officials

Strategic Focus Areas

The participants were requested to select what they considered the four most important issue areas on which the ICIT strategic plan should focus.

The participants selected the following strategic focus areas:

- Communication
- Education/Training/Development
- Membership Development/Participation/Services
- Organizational Effectiveness

PRIORITY INITIATIVES

To address these strategic focus areas, the participants identified the following priority initiatives, programs, activities and policies that should be undertaken during the five year planning period of the Strategic Plan:

Communication

- Improve web presence; hire someone to design website and show off some of the thing we have done
 - Create membership-wide bulletin/message board online
- Provide the membership and possibly others regular reports that shares ICIT Board minutes, Committee reports, various activities ICIT is involved with and upcoming events.
- Enhance communication resources available to ICIT members, affiliates, ISAC, and counties (on-going)

Education/Training/Development

- Reconsider how its Mid-Year Conference committee is formed. (It is becoming apparent that some districts can no longer fully staff such a committee.)
 - Keep getting new blood involved in conference planning
- Continuation of GIS and IT education co-chairs,
- Continue to increase coordination and participation of ISAC affiliates in planning educational workshops (on-going)
- Continue to encourage and support District-level educational opportunities (on-going)

Membership Development/Participation/Services

- Document vault for best practices online (templates, white papers, experiences)
 - Develop an ICIT Information Security website that will be a central repository for sharing information regarding security information procedures and processes
- Fully fund staff such as the tech advocate position) through grants and fees
- Recommend, educate and market national data standard efforts
- Implement an IT/GIS leadership development and mentoring program for ISIT
- Evaluate feasibility/ work on consolidated/joint purchasing– need to identify core benefits and get large county buy-in in order to meet or exceed State contract purchase pricing.
- Investigate alternative forms for remote conferencing; members should have access to better video conferencing and collaborative software to reduce travel expenses.; more flexible options for meetings
- Encourage Districts to hold meetings at least on an annual basis.
- Utilize District reps more efficiently – provide outreach to new IT/GIS personnel in Districts
- Set up program for shepherding/introducing “first-timers” at conferences
- Continue to increase membership in ICIT (on-going)

Organizational Effectiveness

- Make a concerted effort to broaden and diversify the ICIT Board and committees to include various ICIT members so they are more active in ICIT and yet the responsibilities can be shared by more individuals.
- Establish annual Budget
- Finalize Tax-Exempt status
- Encourage participation in board and committee roles (on-going)

Strategies/Actions to Accomplish Priority Initiatives

It is recommended that ICIT establish a special planning committee to prepare an “action plan” for accomplishing the strategic priority initiatives. The action plan would define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and establish a timeline for accomplishment.

Final Comments

It was a pleasure to assist the ICIT Board of Directors with this project. I was extremely impressed with the level of cooperation and positive attitudes of the participants at the session.

It is recommended that the results of this strategic planning process be broadly disseminated to the organization’s membership, county officials, ISAC Board of

Directors and staff, appropriate affiliates and other strategic partners, and other key stake holders.

It is also recommended that the ICIT Board carefully and regularly review and monitor the status of implementation of these goals.

Jeff Schott
Institute of Public Affairs
University of Iowa
October 22, 2014

Exhibit A

COMPILATION OF RESPONSES FROM QUESTIONNAIRES AND RELATED STRATEGIC PLANNING INFORMATION

I. Key Purposes

Key Purpose Statement: The purpose of this organization is to promote professionalism, cooperation, mutual assistance, continuing education and sharing of knowledge and experience. This organization is committed to provide a forum for the exchange of ideas, information, and technology as they relate to county government activities and statewide legislation. This organization is formed for the benefit of participating county technology representatives.

- To be the primary technology resource for our members, ISAC, ISAC Affiliates and county government in general.
- To promote current and new technology implementation within Counties and ISAC.
- To educate and support our members on technology issues, implementation, legislation and professionalism.
- To better facilitate the flow of best practices, assistance, knowledge and ideas of technology within Iowa county government while encouraging an atmosphere of comradery.
- Our voice is stronger as a group.
- There is greater buying and negotiating power with vendors.
- Members have an opportunity to leverage educational opportunities that may not be as readily available or affordable on an individual basis
- To advance the use of technology by county officials and provide assistance to them in implementing appropriate technologies
- Collaborate and network with fellow IT and GIS professionals that work for other Iowa Counties.
- Parties!
- Technology education and knowledge sharing for all levels and type of professionals within the County structure.
- Serve as a platform to discuss important topics as they affect county government; to discuss issues that affects us as a unified front to the State or another affiliate.
- Best resource for Iowa county government and its officials in regards to technology, technology innovation, and its application. As technology evolves and grows ICIT will be the lead and involved in many projects.
- It gives Counties a voice on Technology /GIS needs and allow counties to share a multitude of expertise to all counties

- This organization can use various forms of technology to enhance and ultimately gain efficiency in any area of public service.
- To provide a free forum for the sharing of information.
- Facilitate partnerships between counties, and between counties and vendors.
- Allow counties without the resources of a fully staffed and/or funded IT or GIS dept. to gain insight and knowledge in how other counties have solved similar issues.
- Create a pool of knowledge for fellow IT folks who don't have expertise in every possible technology arena.
- Resource to other affiliates for training, technical issues and projects, providing representation on their committees and training opportunities, or just asking questions.
- To exist as a liaison for those counties who are either completely without or are limited in technological resources
- Be an advocate for technology advances in County government.
- I think ICIT is a great group of county employees that work together for the common good. There are countless benefits that result from meeting as a group, sharing information through email and making connections.
- Have an ability to lobby and discuss IT and GIS topics in way that just an "IT club" would not be able to.
- The experts in our field - working within county government makes us just a little bit different.
- Provide a voice on the ISAC and CoSTAR boards from an IT/GIS perspective.
- Bridge to facilitate communication between IT personnel and county officials regarding security threats that may be affecting counties.
- A professional organization that is unique to county employees, not just IT or GIS specifically. Our skills and tasked are rooted in local government and the benefits/strains that come with it. Ninety-nine counties have a history of being "silos" and ICIT helps bring those individuals together into a cohesive unit. Often we are staffs of one or two people and ICIT helps us have the knowledgeable colleagues we might not otherwise have.
- ICIT is the only organization in ISAC that can cross platforms (departments) and embed their skills that allows the county government entity to run more efficiently and effectively.

2009 ICIT Business Plan- Review

I. Organizational Development

- Increase coordination and participation of ISAC affiliates in planning educational workshops
- Improve communications resources available to ICIT members
- Increase membership of ICIT
- Encourage participation on board and committee roles

II. Education at all Levels

- Encourage and support District level educational opportunities
- Increase attendance from other ISAC affiliates and county leaders at Mid-Year Conferences
- Create “Trending Topics” articles
- Build and maintain a knowledge base on the web

III. Broad Band

- Develop recommended Broad Band standards for county government
- Educate ICIT members on why Broad Band is important to county governments
- Identify technology advocate in each county (may or may not be a county employee) to serve on the local Connect A Nation Broad Band Deployment Task Force
- Advocacy and outreach regarding application and benefits of Broad Band access

IV. Information Security

- Develop an ICIT Information Security website that will be a central repository for sharing information regarding security information procedures and processes
- Develop an RSS feed to share quality information and security news through the ICIT Information Security website
- Provide a security “min-set” presentation to other ISAC affiliates to develop a better understanding by county officials as to the importance of information security
- Research and develop an IDS Sensor Network to improve overall knowledge

III. Recent Accomplishments

- Pay IT Forward Tech Team Assessments
 - Tech Teams – Services that are intended to provide an unbiased review and recommendation of Technologies within a County
 - Accomplishments and national recognition
- Impact on the development/implementation of technology within ISAC, its affiliates and various committees.
- Quality educational experiences for ICIT members:
 - At ISAC conferences
 - ICIT's mid-year conference
- Bringing in vendors in an interactive manner & better content each year.
 - ICIT annual training in June
- Quality educational experiences for non-members:
 - Presentations at ISAC schools to elected officials
 - Affiliate Trainings for Treasurer's, Recorder's, and Supervisor's Affiliates.
 - Discussions on data requests
 - GIS / Real Estate Training in conjunction with other affiliates
- GIS training classes
- GIS Data Repository
- Respect within the ISAC organization as a strong viable group
- Respect from vendors, even those that wish the group was never formed...
- Organizational commitment to give back and share with others the knowledge and information that the organization collectively has.
- Counties now having full time IT as a direct result of Tech Team visits.
- NACo Award 2014
- EVMS
- District Meetings
- How the organization help each other in all forms of Technology
 - Tech Team evaluations,
 - Email question
 - Phone calls
- TIGER Teams
- Leadership on various Boards and with various affiliates
In a short period of time we have grown from a small group of people to a group that is widely respected in ISAC.
- Cyber Security Awareness
 - Helping new county employees gain valuable information in a short time about county workings, news, trials and tribulations to overcome, and hurdles IT and GIS face every day.
- ICIT list serve for quick answers
 - Our work with SANS is probably our most major accomplishment – bringing security to a wider audience.
- Being recognized by ISAC (and being influential in committees)
- Organizing many successful conferences

Hosting hospitality room at ISAC (networking)

ISAC tech scholarship

- Developing a relationship with State CIO

IV. Issues, Concerns, Opportunities, and Trends

Purpose and Objectives/Focus

- Believe there has been a shift in ICIT's Purpose and Objectives as outlined in the By-Laws – Not sure if it is due to changing environment or just a lack of understanding by leadership.
- Less national focus, more local county to county projects

Training and Development

- Larger counties need to consider smaller when planning training
 - More generic and specialized training.
 - Have a list of training courses that all County IT people should be versed and certified in. Could ICIT buy training modules?
 - Standards and best practices need to be established
- Not enough training for members, specifically hands-on software training
Cost of Mid-Year continues to rise - will it become too expensive for members to attend?
- How do continue to educate and support our own members.

Membership Participation/Development/Recruitment

- How do we find an acceptable balance between our outreach efforts and providing value back to our membership?
 - County, IT/GIS Department, general members return on investment (ROI) – What does ICIT offer to my County or more specifically to my County IT/GIS? Most of the other affiliates tend to take care of their own; however ICIT helps with others before tending to our own needs.
 - Burnout from contributors; supervisors that do not see the direct benefits to their county; providing tangible benefits to members
- We have a diverse membership (Urban and more rural Counties, various staff levels, various technology vendor relationships and support or no support among their local officials). How can we identify their perspectives and needs, let alone try to meet those needs
 - Succession Planning. How to communicate the need and engage some of the younger/newer members to take over those roles?
 - Continuing to instill in their members the value of sharing their knowledge with others and finding the time and resources to do that
 - Lack of involvement of from “newer” County IT professionals. There is a core group that is shrinking.
 - Getting the membership involved, communication across the organization, becoming a constant and stable resource for the other affiliates
 - We seem have lost to many of the major workers in the organization. Who is stepping up?
 - Need to make sure the smaller counties that don't have a separate IT or GIS Departments that they are welcomed to ICIT.

- Make sure there is training for them - some classes are more advanced than what they can understand and that are why they do not attend our meetings.
- Besides having one day trainings in GIS is there one day trainings for IT?
- Maybe tips and tricks in Active Directory, Exchange, SQL.
- Conferences not appealing to all members (i.e. too advanced, not advanced enough, too IT heavy)
- Have a lot of key members that do a lot of the volunteering for boards and tech teams - need to work to get more people involved so it is not always the same people giving all their time
- Membership is more hands off than in previous years. Volunteer services are having a harder time finding individuals to participate. Many of the past projects / tasks have been conducted and maintained by many of the same people year after year...this is a great thing because there is experience involved; however, it can be detrimental because those individuals either get burnt out, move on, or have other commitments they have to attend to and the projects / tasks can start to become “faded” or “unfocused”.
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Continuing to recruit members outside of IT and GIS departments (and keep those members)
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- Need training to work on increasing participation in leadership activities, additional opportunities

IT/GIS

- Striking the right balance between IT and GIS within the organization, ensuring all counties within Iowa are well represented within ICIT leadership
- Concern we have to make a better outreach to new tech/GIS personnel in the counties
- Although it's not a big issue, but incorporating a fair mix of GIS and IT into the overall operation of ICIT can be tricky. However, ICIT has great leadership that understands that both GIS and IT complement each other very well.

Rumblings of IT and GIS not always feeling like their voice is heard or one side is dominating ICIT

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 - Focus of our internal education and outreach has seemed to be primarily IT focused while limiting how our solely GIS members can be involved (that is until we started doing more GIS education to other affiliates).

Paying IT Forward Program

- Uncertainty regarding sustainability of the Paying IT Forward program
- Interest from cities or non-county entities in the Paying IT Program (this is a trend, opportunity and concern all in one.)

Finance/Resources

- Continuing to find the resources and energy to continue with the aggressive set of services they provide to their members and other members of the county government family.
- Budgetary constraints affecting counties
- Loss of funding at the county level
- Non- Funded Legislative Mandates

County Issues (ISAC survey)

- Major concerns over requests for data
- Several counties mentioned high cost of information technology (staffing, systems maintenance, vendors)
- Many smaller counties do not have IT department and lack resources to create one
- Still have work to do to not rely on a particular County's infrastructure

Collaboration/Cooperation/Consolidation

- More collaboration between Counties: shared infrastructure, personnel, purchasing power, etc. (Maybe something like the Engineer's Service Bureau that would program and develop applications.)
Consolidation of county services/regionalization (mental health, PSAPs, etc) and how it will affect services provided by county IT.

Communication

- Communications issues (email storms, lack of web based documentation and resources)
- Reliance on Marshall County (who I love) for our web and email services. It's a burden for them and a potential risk for ICIT.
- A better centralized website / database of best practices, policies, job descriptions, etc.

Organizational Issues

- Officers and directors don't necessarily lead or provide leadership.
 - There is really not any officer or organizational goals, objectives and/or priorities set and they are definitely not evaluated, gauged or monitored.
 - If anything is accomplished it is strictly on the committee level.
- Organizationally we need to have a shared vision and/or specific objects, put someone or a committee in charge, provide a timeline and review them periodically for progress and that they are still pertinent.
- Small core group making decisions for the whole
- Possibility of a paid employee?

Other

- Network Security and Intrusion Awareness
- Loss of excitement/energy from county officials

Strategic Focus Areas

V. On-Going Priorities/Commitments

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VI. Significant **NEW** Initiatives, Programs, Policies, Activities

- Start task force regarding records/data requests
- Consider the development of a joint statewide or maybe regional data centers. This would provide fewer contact points for entities wanting/needing our county data resources, would decrease the amount of time county staff spend on data requests and could provide a higher level of cyber security to county data, because there are few access points
- Form databases
- Searchable FAQ on legal topics on website
- Create method to enable sharing of information amongst different counties and affiliates
- Create membership-wide bulletin/message board online
- Develop/find additional resources (money and people) to put it on a more stable foundation and continue the effort into the foreseeable future for Paying 'IT' Forward Tech Team Assessments
- Expanding Paying IT Forward, More lab/classroom offerings for our members, possibly hiring staff to work on projects, utilizing district reps more efficiently
- Continue tech evals, try to include all counties to make state better as a whole
- Implement a leadership development program.
- Consider migrating county GIS Real Estate data and to some degree the related database tables to a National or at least a State standard.
- Fully fund the tech advocate position through grants and fees
- Use cyber security issue to drive technology resources into counties
- Have a county IT professional available in all 99 counties
- Develop a shared IT resource template that contains recommended organization structure and governance for sharing an IT resource between various entities.
- Develop a CIO/Director certification process for county IT personnel.
- Work with CoSTAR to develop, implement, and maintain an IT white pages for county government. Would list the vendors and their products and the counties that are currently using them.
- Develop more of a relationship in the Technology Association of Iowa that would enhance the number of vendors interested in doing business with the counties and highlight the great things that those in county IT are doing for the public.
- Document vault for best practices online (templates, white papers, experiences)

Evaluate ways to institutionalize the set of services they are providing to members and others outside their organization. (The organization operates on a totally volunteer basis and given the limited number of available resources that exist within the organization, it will be important to find a partner that can provide resources and support to carry out the innovative ideas being generated within ICIT)

- Recommend, educate and market national data standard efforts
- May help with potential State mandates of data request if we work within our organization to drive
 - GIS community work to adopt County data model for Iowa Counties – similar to ESRI’s local government data model
 - Potentially serve as a guide for all major map layers and attributes.
 - Work on consolidated purchasing powers, i.e. VM, HP, Security, Orthophoto, etc. – need to identify core benefits and get large county buy-in in order to meet or exceed State contract purchase pricing.
 - Emergency Readiness and Response
 - Next GEN 911 GIS centralized database.
 - Centralized cyber security appliances and support staff.
 - Become more involved in policy making at the ISAC level (State level too?)

Organization licensing or training on more advanced software options, like ArcGIS Server - maybe show & tell at can they obtain it without starting from ground zero

Have a stronger voice in such topics as the Department of Revenue wanting shapefile data - not just an Assessor issue.

- Establish A mentorship program where experienced members are paired up with inexperienced members and take them through what ICIT does and how they can help.
- Better web presence; hire someone to design website and show off some of the thing we have done
- Become a leader for Iowa counties (and other gov. agencies) in the area of drone usage in the next several years – make it a legislative priority and provide practical educational opportunities on this topic as it evolves.

Training:

Continue with trainings like we have. Make sure as an organization we have a good balance of helping other Counties and Organizations so we do not get people burned out or in trouble with their County for being gone a lot.

- Continue to try to educate our affiliates but I think we also need to focus on the education of our members.
- Continuing education for other affiliates is extremely important. The more we stay involved with other affiliates, the better off we, as an organization, will be.
- Continuing education for our affiliate, in both GIS & IT, needs to be a focus. We need to help ourselves before we can successfully continue to focus on others.
- I would like to see training aimed at IT folks with suggested topics of SQL, networking basics, security issues, etc.

Expansion of training to elected officials. Expand audience even more.

- Organize more technical training for our members.
- Training within the group and through vendors focused on new technology
- HIPAA training - Policies and Procedures as it affects IT

Outreach:

- Expand outreach efforts to:
 - to Counties that are not currently in our membership
 - Give back training opportunities to ICIT members (could be done with outside security pros, to GIS experts and database experts)
 - Outreach to ISAC Affiliates (Auditors, Treasurers, etc.)
 - Outreach to IGIC, League of Cities, State-level technology persons, and those at the Federal level.

VII. Organizational Effectiveness

SET ANNUAL ICIT BOARD AND COMMITTEE OBJECTIVES/GOALS, ASSIGN RESPONSIBILITIES AND SET STANDARDS TO MEASURE SUCCESS. - PUBLISH THEM ON THE WEBSITE

- Make a concerted effort to broaden and diversify the ICIT Board and committees to include various ICIT members so they are more active in ICIT and yet the responsibilities can be shared by more individuals.
- Provide the membership and possibly others a quarterly newsletter or report that shares ICIT Board minutes, Committee reports, various activities ICIT is involved with and upcoming events.
- Make it a continuous endeavor to improve communications and build relationships with ISAC, CoSTAR and the other ISAC Affiliates.
- More district meetings - many districts are simply not having any.

FIGURE OUT A BETTER WAY TO COMMUNICATE IDEAS. THERE ARE TIMES WHEN A GOOD QUESTION IS ASKED AND THEN BURIED BY 50 RESPONSES.

- Continuation of GIS and IT education co-chairs, mentoring program for new and younger members
 - Maybe tiered grouping, larger counties work together on their items, and smaller counties work on different priorities.
 - There are a lot of times where the discussions do not apply because I don't have the kind of resources the bigger counties have.
- Get our less-involved, veteran members, more involved; and our young new members up to speed.
 - Excellent group of people of which I am proud to be a member, but often I feel like I am standing on the sidelines watching things that don't apply to me.
 - Find and identify resources to help implement ideas and work plans. One challenge in pursuing partnerships to expand their capacities through partnerships with others, will be finding the balance to maintain their identity and control over the processes.
 - Establish annual Budget
 - Improve Business meeting
 - Enhance Committee reports – should have at least 2 major updates recorded in minutes each year – too many occurrences of no activity ought to be cause to review if committee is needed or just needs a change in members.
 - Increase Membership
 - Better communication with the members, buying groups and discounts
 - Keep joint meetings with the boards of supers at fall and spring school and figure a way to bottle Joel's outgoing drive for all of us..
 - Finalizing Tax-Exempt status
 - Members should have access to better video conferencing and collaborative software to reduce travel expenses.; more flexible options for meetings
 - Have the minutes or discussions of the board meetings sent to all members so we all can stay informed.

- Grow more leaders or people willing to be involved, even if they think they don't have the knowledge to be in a group, as we have lost several people the last year to new jobs and soon some to retirement.
- Better communicate with the rest of the membership after decisions have been made.
- An increase in both small group and large group interactive projects. Cooperative hands on learning would help build teamwork and lasting relationships. The GIS training days are great for exercises for this.
- We have an outstanding collection in our leadership group right now. To continue at that level we need to bring in newer members and have networking opportunities to develop the relationships for transferring that leadership in the future.
- Educating other county departments in our field of expertise and how it can make their jobs easier and work more efficient is an important goal that ICIT must initiate.
- The board needs to communicate better with the rest of the membership. Board meetings seem to be happening, but nobody ever hears about them.
- Reiterate that you don't have to be specifically in IT or GIS to be part of the group – we accept members from all affiliates
- Maybe have a map or list of ICIT members and specific things each feel that they know a lot about (i.e. don't call me with cartography questions, but I'm happy to answer any geocoding questions, etc.)
- Reconsider how its Mid-Year Conference committee is formed. It is becoming apparent that some districts can no longer fully staff such a committee.
 - Keep getting new blood involved in conference planning
 - Engineer Service Bureau as a model. The website needs to be a resource.
 - Become more proactive in communication with members. (Push out e-mails about meeting notices/agendas, minutes of meetings.
 - More intentional and more frequent communication regarding projects or other initiatives so that members who are less involved can still keep up with what other group members are doing. This may encourage them to become more involved at the same time.)