Prepared and Administered by
Institute for Law and Justice
1018 Duke Street
Alexandria, Virginia
Phone: 703-684-5300
Fax: 703-739-5533
E-Mail: **ilj@ilj.org**

Prepared for
Office of Community Oriented Policing Services
U.S. Department of Justice

COPS Interoperable Communications Technology Program (ICTP) Assessment

Telephone Survey Guide

December 30, 2006

Interview Report Cover Sheet

Grant Award Information

Grant ORI # _____

Lead Agency: _____

Grant Amount: _____

Award Date: __03   __04   __05   ___06

Types of Communications Enhancements: ___ voice ___ data ___video
          ___other:_____

Expected Ending Date (M/Y)_____   **or**   Date Grant was Closed (M/Y)_____

Interviewer: Name_____

                 Phone_____ Email_____

Summary of Interviews (attach additional sheet if needed)

1.   Name: _____
      Title: _____
      Agency/Organization: _____
      Phone: _____Email:_____
      Interview Date:_____

2.   Name: _____
      Title: _____
      Agency/Organization: _____
      Phone: _____Email:_____
      Interview Date:_____

3.   Name: _____
      Title: _____
      Agency/Organization: _____
      Phone: _____Email:_____
      Interview Date:_____

4.   Name: _____
      Title: _____
      Agency/Organization: _____
      Phone: _____Email:_____
      Interview Date:_____

5.   Name: _____
      Title: _____
      Agency/Organization: _____
      Phone: _____Email:_____
      Interview Date:_____

ICTP Assessment Telephone Survey Guide

Overview of Project Goals and Implementation Status

Need for the Grant

We are aware of some of the interoperability issues you faced before the ICTP grant award, based on your jurisdiction's grant application to COPS. But we would like to start by making sure we have the viewpoints of as many project partners and key personnel as possible.

1. Interoperability issues. How would you describe the main interoperability issues that *your organization* wanted to resolve with ICTP grant funding?

_____
_____
_____
_____

    Example(s). What are some specific examples of how these issues affected your agency's or other agencies' ability to effectively handle various types of emergencies—for example, planned events? day-to-day emergencies? major critical incidents or disasters?

    _____
    _____
    _____
    _____

2. Pre-grant needs assessment. In addition to the materials in your grant application package, were any other needs assessments prepared before the grant was awarded, or in the planning phase of your project?

      ___N

      ___Y: _____

| REQUEST MATERIALS | **Ask for copies of any reports that include baseline data/information about the efficiency and effectiveness of pre-grant communications.**

Overview of Grant Implementation

We want to make sure we have accurate information about the technologies (to be) purchased and, if more than one set of major purchases is involved, a better understanding of your timeline

for each. (Later in the survey, we'll explore some issues related to each main stage of the process—planning, acquisition, implementation, etc.)

3. ICTP grant-supported technologies. What are the primary technologies, equipment, and related services that were (will be) purchased with ICTP grant funds, and where are you now in the process?

Current Status (check one)

Main Purchases	(1) Early planning/ agreement phase	(2) Needs analysis/ research	(3) RFP develop-ment	(4) Vendor selection/ contract negotiation	(5) Imple-mentation	(6) Testing, acceptance, training	(7) Fully operational	(8) Ongoing main-tenance
A.								
B.								
C.								
D.								
E.								

Comments:
_____
_____
_____
_____
_____

4. Changes in plans for technologies. Do any of the technologies, equipment, or services (noted in Q #3 above) that you purchased (plan to purchase) differ substantially from those proposed in your original grant application? If so, why was the change made?

_____ A. No changes made or planned.

_____ B. Yes, the following changes were made:_____
_____

_____ C. Yes, the following changes are planned: _____
_____

REASONS (check best response and explain under "comments" below):

_____ 1. Reconsideration of what was needed

_____ 2. Purchases were made from other sources (e.g., local funds)

_____ 3. Other equipment, technology, or services represented an opportunity for cost savings.

_____ 4. Other reasons: _____

Comments:

_____
_____
_____

5. **Financial support for interoperability.**

   A. Local ICTP match. What is the source of local matching funds for the ICTP grant?
   _____

   B. Other funding sources. In addition to the ICTP grant, what other funds are currently supporting interoperability enhancements in your jurisdiction?
   _____

Funding Source (check all that apply)	**Amount (approx.)**	**Main Purpose/Purchases**
___ other DOJ grant: _____		
___ U. S. DHS UASI grant		
___ other U. S. DHS grant**:_____**		
___ state DHS grant		
___ local funding:_____		
___ other: _____		
___ other: _____		

Comments:

_____
_____
_____
_____

Grant Application, Award, and Administration

6. Experiences and recommendations. An important task for this assessment is to recommend how federal agencies—not only COPS but also other Department of Justice and Department of Homeland Security agencies—can improve and better coordinate grant application, award, administration, and support processes for future interoperability grants.

A. Please let us know about your ICTP grant experiences with the following:

Elements of Grant Application and Award Process	Excellent	Good	Fair	Poor	N/A
1. Time between invitation to apply and application due date					
2. Clarity between ICTP grant requirements and other communications interoperability grant opportunities or projects.					
3. Timeliness of COPS staff responses to questions or requests					
4. Experiences in negotiating changes to proposed tasks or budget					
5. Experiences in drawing down grant funds in a timely manner					

B. Did you experience difficulties in obtaining the required 25 percent local match for this project? _____ N   _____ Y. Please explain:
_____
_____

C. What recommendations do you have for improving any elements of the grant application or award process that you identified as a problem?
_____
_____
_____

7. Local administration. Have there been any changes since the time of grant award in local administrative responsibility for this grant (e.g., project moved from police department to city IT department)?

___ N

___ Y: Type of change: _____

            Reason for change:_____

8. Kick-off training. As you know, COPS and SEARCH provided a kick-off training conference for ICTP grantees.

   A. Did you attend the kick-off training?   _____N   _____ Y

   B. How would you rate the *timing* of the required training provided by SEARCH/COPS?

      ___ too soon   ___ about right   ___ too late

   C. Comments on timing, convenience, or quality of kick-off training and related materials (e.g., Was the training useful? Did you gain new knowledge? Were the right topics covered?):

   _____
   _____
   _____

9. Technical assistance (TA) for planning activities. Did your project use <u>on-site</u> SEARCH/COPS individualized TA services during the startup or planning phases of your project (i.e., at any point before beginning work on the RFP/acquisition process)?

      __ N
            ____ Not needed during that timeframe.
            ____ Used another resource for TA: _____
            ____ Other reasons:_____
      __ Y: Primary issues addressed: _____
                  _____

Comments on the TA's value for the project:

_____
_____
_____
_____

Did you use any other TA from SEARCH (other than on-site)?

_____ N   _____ Y: Please describe: _____
                           _____

Governance Structure, Leadership

REQUEST MATERIALS **Ask for copies of charter, MOU/MOA, list of governing body membership (agencies and positions), list of project participants (agencies), etc.**

10. Composition of governing body.

___ N/A. Governing body not yet established.

Reasons_____

Name of governing body: _____

Chair (name/position, e.g., county manager, chief of police, assistant city manager, etc.):

_____

Summary of Membership of Governing Body			
Composition/characteristics	**N**	**Y**	**COMMENTS**
Multi-disciplinary			
Law enforcement, local			
Law enforcement, state			
Law enforcement, tribal			
Law enforcement, federal			
Fire			
EMS			
Other: _____			
Other: _____			
Other: _____			
Multiple levels of government			
City/town government			
County government			
State government			
Tribal government			
Federal government			
More than one state represented?			States involved:
Private sector members			
Vendor(s)			
Other:_____			
Other:_____			

List all agencies that participate in the communications interoperability project:

11. Governing body formation and scope of work. For this question, we'd like to know more about the process of forming the governing body and its members' prior working relationships.

A. When was the ICTP project's governing body formed, and what is its overall scope of work/authority?
    ___ Formed prior to the ICTP project in (M/Y)_____to
        ___ oversee earlier technology initiatives
        ___ other: _____

    ___ Formed at the time of grant application, specifically for the ICTP project, and
        ___ governs only this project
        ___ has expanded to govern other projects in addition to ICTP
        ___ completed the ICTP grant project, then disbanded
        ___ disbanded before completion of ICTP grant project

B. For either case above, was there a specific incident or crisis that motivated formation of the governing body? ___N   ___ Y: Please explain: _____
_____

C. Comments on working relationships among governing body members on *prior,* related projects (benefits, drawbacks of having prior associations/joint projects):
_____
_____
_____

12. Commitment. What types of commitments have governing body members made to the ICTP project? (**Note to interviewer:** What we are looking for here is the degree of formality of the participants' commitment to work together.)
    ___ Informal commitments or no formal commitments beyond letter of support for ICTP
       grant application
    ___ Formal (written) agreements/MOUs between/among some members
    ___ Formal project charter or similar written statement of scope, objectives, etc., to which
       ___most or ___all members have agreed
    ___ Other:_____

13. Effectiveness. (**Note to interviewer:** Ask this question of several respondents so that answers can be compared.)
    A. How would you describe the governing body's effectiveness to date in the following aspects of the project?

.

Governing Body Roles	Very Effective	Somewhat Effective	Not Effective	Not yet addressed	Not in scope of work
1. Launching the project					
2. Gaining financial support for the project					
3. Garnering political support for the project					
4. Developing a decision making structure/process					
5. Developing policies					
6. Fostering communication among agencies and jurisdictions					
7. Coordinating local, regional, and state-level systems					
8. Other:_____					

Comments:

_____
_____
_____
_____

B. Lessons learned/recommendations. How would you recommend improving the governing body's effectiveness in the areas you noted as weaknesses?

_____
_____
_____

14. Missing partners. Are there agencies, levels of government, or organizations that should be part of the governing body but are not members?
_____ N
_____ Y: _____

Comments:

_____
_____
_____

Strategic Vision and Project Planning

Strategic Vision/Plan

15. Part of strategic plan. Is the ICTP project part of an overall strategic plan for interoperable public safety communications…

        in your own agency?   Y   N
        in your region?   Y   N
        in your state?   Y   N

Comments:

_____
_____
_____

16. Coordination with other initiatives. (Refer to response to Q 5-B on other funding sources for interoperability). How was (is) the ICTP project coordinated with other initiatives to enhance interoperability in your region (e.g., same governing body, same project manager)?

_____
_____
_____

What challenges are associated with coordinating these projects (e.g., fragmented funding schedules, conflicting or differing grantor requirements, competition for same funds, drain on staff time, incompatible technologies, etc.)

_____
_____
_____

17. Agency goals. What are *your agency's* longer-term communication goals for interoperability (such as organizational goals, technological goals, or operational goals), and how does the primary technology acquired under ICTP (_____) fit with those long-range plans? (**Note to interviewer:** focus on *future* applications.)

_____
_____
_____
_____

18. Regional goals. What are the longer-term goals for interoperability *in your region* (among multiple agencies, disciplines, and/or jurisdictions)? How does the primary technology acquired under ICTP fit with those long-range goals? (**Note to interviewer:** focus on *future* applications.)

_____
_____
_____

Planning Steps and Performance Measures

The initial COPS/SEARCH training for ICTP grantees emphasized an 8-step "roadmap" for IT projects; and 5 of the 8 steps relate to planning that would be done before starting the procurement process. The first steps have to do with (1) initiating the project and (2) setting up a decision making structure (via the governing body discussed earlier).

The next questions have to do with the other planning steps. We realize that planning for your project may not have been done in exactly the same manner or order as described in the "roadmap."

| REQUEST MATERIALS | **Ask for copies of documents noted in Q's 19-22 below: project charter, needs analysis, business process plan, project plan, performance measures.**

19. Project charter (roadmap step 3). Do you have a charter for your project? (defined as a document that states the project scope and objectives, and that serves as a reference point for measuring project activities)

   __ N Comments:_____
   __ Y (**request a copy**)
        Comments on benefits: _____
        Comments on difficulties in reaching agreement: _____

       _____

20. Needs analysis (roadmap step 4). *After your project was up and running,* did you conduct a needs analysis as part of your planning process?
   __ N
      __ conducted before grant application was submitted
      __ not needed
      ___ plan to conduct it later
      __ other: _____
   __ Y (**request a copy**)

   If yes:
   A. Did the needs analysis include a business process plan (flow diagrams of current system vs. planned)? ___ N   ___Y (**request a copy**)

   B. How did the needs analysis results affect your original plan?

_____
_____
_____
_____

21. Project plan (roadmap step 5). Did you develop a project plan to guide the next steps for acquiring, implementing, and managing the new technology?

   __ N

      __ plan is contained in the grant application

      __ not needed

      __ other: _____

   __ Y (**request a copy**)

Comments on benefits, challenges involved in developing the project plan:
_____
_____
_____

22. Performance measures. Does the project plan, charter, or some other document contain specific performance measures that have been adopted for this project?

   __ N

   __ Y (**request a copy**)

How did you develop those measures? Are you using them?

Comments:
_____
_____
_____
_____

23. Lessons learned/recommendations.   Based on your experiences, what lessons learned or advice do you believe is most important for others to consider when planning this type of project?

_____
_____
_____
_____

Acquisition Process

REQUEST MATERIALS | Ask for copies of RFP and contract.

24. RFP development.

A. What problems, if any, did you experience (do you anticipate) in developing the RFP for the main technology(ies)/equipment funded by the ICTP grant?

_____

_____

B. Did you receive (do you anticipate receiving) outside technical assistance with developing the RFP?

    ___ N

    ___ Y   TA provider, e.g., SEARCH, paid consultant, independent expert, other:

       _____

C. Did the process of developing the RFP take

    ___ longer than expected?   Reasons:_____

    ___ about as much time and effort as expected?

    ___ less time than expected?   Reasons_____

25. Vendor selection.

A. What problems, if any, did you experience (do you anticipate) in selecting a vendor for the primary equipment (and/or services) funded by the ICTP grant?

_____

_____

B. Was the vendor _____ selected competitively OR _____ a sole source contractor?

    If sole source, were there any issues with gaining approvals from the city/county or the COPS Office? ___ N   ___Y.   Please explain:

_____

_____

C. Did you receive (do you anticipate receiving) outside technical assistance with the vendor selection process?

    ___ N

    ___ Y   TA provider, e.g., SEARCH, paid consultant, independent expert, other:

       _____

D. Did your project team visit other projects implemented by the vendors under consideration?   ___ N   ___ Y

Comments (value of doing this): _____
_____

   E. Did you experience any difficulties in the contract negotiations?

     _____ N   _____ Y: please describe: _____
_____

   F. Did your project make progress or milestone payments? ___ N   ___ Y

26. **Lessons learned/recommendations:** Based on your experiences, what advice or lessons learned about the acquisition process do you think are most important for others who are getting ready to purchase similar technologies, equipment, or services?

_____
_____
_____
_____

Project Management/Personnel

The next set of questions has to do with the personnel responsible for day-to-day project management and for the many technical, coordination, and other activities that must be completed to achieve the project's objectives. We will want to contact a number of these individuals for more detailed information during the course of the assessment.

27. Project manager. What level of experience did the project manager have prior to the ICTP award with respect to *managing IT/communications projects*:

      ___ 0-1 years
      ___ 2-5 years
      ___ 6 or more years _____

     How has the project manager's experience (and/or other qualifications, such as training/education, decisionmaking authority, general management skills/experience) benefited or inhibited progress on this project?

_____
_____
_____

28. Technical team. What qualifications and experience did the in-house technical team bring to the project?

_____
_____
_____

How has this benefited or inhibited progress?

_____
_____

29. Turnover. Please note all positions in which there has been turnover during the course of the project. What has the impact been in terms of delays in reaching major milestones?

Positions Experiencing Turnover	Related Delays in Reaching Milestones			
___ governing body leadership	None	Minor	Moderate	Major
___ police chief /sheriff, lead agency				
___ project mgr, lead agency				
___ project mgr/coordinator, other agencies				
___ technical team leader, lead agency				
___ technical team leader, other agencies				
___ other:				
___ other:				

Comments:

_____
_____
_____

30. Input from end users. Please indicate the extent to which end users *in your own agency* were (will be) involved in providing input into various phases of the project.

Stages	Level of Input			
	None	Minimal	Moderate	Extensive
Planning (e.g., needs assessment, project plan development, etc.)				
Acquisition process				
Implementation tasks				
Testing				
Policy development				
Development of SOPs				
Evaluation/performance measurement				
Other				

Comments: Focusing on areas where end users had (will have) more than minimal input, please explain how this was accomplished and the benefits and/or drawbacks of their involvement.

_____
_____
_____

31. Input from upper management. Please indicate the extent to which upper management *in your own agency* has been (will be) involved in providing input into various phases of the project.

Stages	Level of Input			
	None	Minimal	Moderate	Extensive
Planning (e.g., needs assessment, project plan development, etc.)				
Acquisition process				
Implementation tasks				
Testing				
Policy development				
Development of SOPs				
Evaluation/performance measurement				
Other				

Comments: Please comment on the main benefits and/or drawbacks of upper management's involvement in the project.

_____
_____

32. **Outside technical assistance.** Did you receive (do you anticipate receiving) outside technical assistance with project management?

       ___ N

       ___ Y   TA provider, e.g., SEARCH, paid consultant, independent expert, other:

          _____

Technology Implementation and Testing

33. Implementation. What approach was (will be) used for implementation (check all that apply)?

____ Implemented in all agencies all at once

____ Did a pilot test, then expanded to the rest of the agencies

____ Implemented geographically (in one area after another)

____ Implemented only some of the capabilities of the system, with plans to expand at a future date

____ Other: _____

Comments:

_____
_____
_____

34. Vendor performance.

A. For the primary technologies/equipment purchased under ICTP (listed in Q 3), please indicate the extent to which the selected vendor met your performance expectations.

Performance factors	Did not meet expectations	Met expectations	Exceeded expectations	Not in scope of work
Overall timeliness of work				
Quality of the technology product/equipment				
Coordination with agency tech staff				
Communicating about problems encountered, delays, costs, etc.				
Testing process				
Training				
Maintenance				
Overall value for money spent				
Project management				
Other				

B. Please comment on any of the factors above where the vendor exceeded or met your expectations.

_____
_____

C. If you were particularly dissatisfied with certain aspects of the vendor's performance or technology selected, what (if anything) could have been done earlier in the project to prevent those problems (e.g., better leadership, needs analysis, RFP, personnel, etc.).

_____
_____
_____
_____

35. **Outside technical assistance?** Did you receive (do you anticipate receiving) outside technical assistance with technology implementation and/or testing?

      ___ N

      ___ Y   TA provider, e.g., SEARCH, paid consultant, independent expert, other:

           _____

36. Lessons learned/recommendations. What lessons or advice about the implementation phase do you have for others who are considering similar technologies/equipment?

_____
_____
_____

37. Initial testing.

A. Please describe the initial testing process for the new technologies/equipment and any difficulties associated with the process (e.g., disruptions in services).

    _____
    _____

B. Were any significant modifications/changes made based on the testing results?

      ___ N

      ___ Y: _____

    If Yes, how did this affect your project timeline?
        __ no related delays
        __ created minor or anticipated delays
        __ resulted in major delays: _____

Policies and Procedures

REQUEST MATERIALS   **Ask for copies of SOPs, policies.**

38. Standard operating procedures (SOPs). The DHS SAFECOM continuum suggests five progressively hard-to-achieve milestones with respect to SOPs for interoperability. Please consider the event categories listed below and indicate whether there are related policies and procedures in place for interoperability with *other disciplines* (police, fire, EMS) and *across jurisdictions*.

| | | Interop Policies in Place? | | | |
| | | I=Informal   F=Formal (written, active) | | | |
Situations Requiring Interoperability	**No**	**Yes (I)**	**Yes (F)**	**W/ other disciplines**	**Across jurisdictions**
Planned events					
Day-to-day events (vehicle pursuits, multi-station responses)					
Out of the ordinary events (mass casualties, flipped tanker on highway, etc.)					
Catastrophic events (e.g., massive biochemical attack)					

39. ICTP impact on policy development. To what extent did the ICTP initiative (collaborative process, new technologies) influence development of the formal policies noted above?

_____

40. **NIMS interoperability policies.** On the DHS SAFECOM continuum, the "optimum" with respect to SOPs is to have interoperability command and control policies that are NIMS (National Incident Management System) compliant.

   A. Does your region have NIMS-compliant interoperability policies at this time?

     ___   Y
     ___   N. How long do you expect it will take to achieve this? _____
     ___   Don't know

   B. What are the main challenges you faced (expect to face) in achieving SAFECOM's "higher levels" with regard to SOPs (regional set of SOPs, NIMS-compliant SOPs)?

     _____
     _____
     _____

41. **Agency policies.** How did *your own agency's* policies and procedures change because of introduction of the new ICTP technologies/equipment?   ___ No changes

_____
_____
_____

Training and Exercises

42. Training delivered. This question concerns the training that has been delivered to date on the use of the new system, who delivered the training, and who was trained.

Audience Trained	Tech- nology	ICS	Trainer	#of Hrs	Training Format	Training Effective- ness
Police personnel						
1. Patrol officers/deputies						
2. Field supervisors						
3. Command staff						
4. Agency administrators						
5. Dispatchers/call takers						
6. IT personnel						
7. Other:						
Fire personnel						
8. First responders						
9. Field supervisors						
10. Command staff						
11. Agency administrators						
12. IT personnel						
13. Other:						
EMS personnel						
14. First responders						
15. Field supervisors						
16. Administrators						
17. Other						
Local government personnel						
18. IT personnel						
19. Other:						

 NOTES: **Trainer** can be coded as V (Vendor), A (Academy), P (Project Personnel), C (City/County personnel), I (Independent Trainer), O (Other).
Format can be coded as C (Classroom), T (Tabletop), F (Field exercises, drills), O (Other)
Effectiveness can be coded as 1 (inadequate), 2 (adequate), 3 (good), or 4 (excellent)

Comments:

_____
_____
_____
_____

Results/Impact

43. Usage.

   A. How is the new technology/equipment currently being deployed in the field (check all that apply)

     ___ planned events
     ___ day to day events
     ___ out of ordinary events
     ___ field exercises, drills
     ___ other:_____

   B. What additional usage is planned?_____
     Anticipated starting date: _____

   C. If the new technology/equipment is not used daily in the field, how frequently is it tested (daily, twice weekly, monthly, etc.)? _____.
     Who participates in the testing process (all involved agencies, a sample of agencies, etc.):
     _____
     _____

44. Organizational culture. In what ways has the organizational culture in your agency influenced acceptance of—or resistance to—the new technology/equipment?

_____
_____

   If resistance is an issue, how is this being addressed?

_____
_____
_____

Efficiency, Effectiveness, and Operational Impact

REQUEST MATERIALS **Ask for copies of any data or reports related to ICTP project results: e.g., reports on improved efficiency or effectiveness of *communications interoperability* and/or *public safety operations;* surveys on satisfaction of end users (first responders, communications personnel); news articles; formal project evaluation report; etc.**

45. Availability of data. What data or reports are available about the efficiency and effectiveness of the new technology (**request copies of reports**)? _____
_____

46. Efficiency.

   A. How has the new ICTP technology improved the efficiency of *communications interoperability* in your jurisdiction/region? What are some specific examples?

   _____
   _____
   _____

   B. How has the new ICTP technology improved the efficiency of *public safety operations* in your jurisdiction/region? What are some specific examples?

   _____
   _____
   _____

47. Effectiveness.

   A. How has the new ICTP technology improved the effectiveness of *communications interoperability* in your jurisdiction/region? What are some specific examples?

   _____
   _____
   _____

   B. How has the new ICTP technology improved the effectiveness of *public safety operations* in your jurisdiction/region? What are some specific examples?

   _____
   _____
   _____

48. Enabling effects. (If not discussed in previous response:)

   A. What are some of the most important, specific things that first responders can do now that they could not do before the ICTP technology was implemented?

   _____
   _____
   _____

B. How have these new capabilities affected public safety operations?

_____
_____
_____

49. Evaluation.

Has there been any formal evaluation of the entire project (e.g., by university-based or other researchers)?

___   N
___   Y (**request a copy**)

50. End user satisfaction.

A. In what ways have you measured first responders' satisfaction with the technology?

__ Informal measures (observing, asking informally, etc.)
__ Meetings, debriefings, focus groups
__ Survey (**request a copy of survey/results**)
__ Other:_____

B. What do first responders report are the new technology's greatest benefits?

_____
_____

C. What are the greatest drawbacks that first responders have identified with the technology?

_____
_____
_____

D. In what ways have you measured dispatchers/communications personnel's satisfaction with the technology?

__ Informal measures (observing, asking informally, etc.)
__ Meetings, debriefings, focus groups
__ Survey (**request a copy of survey/results**)
__ Other:_____

E. What do dispatchers report are the new technology's greatest benefits?

_____
_____

F. What are the greatest drawbacks that dispatchers have identified with the technology?

_____
_____
_____

51. Success stories. Do you have any success stories to share that illustrate how lives were saved or crises were controlled or averted because of the new technologies or equipment acquired with ICTP funds?

_____
_____
_____

52. Community policing.

    A. Please comment on any ways in which community policing in your jurisdiction benefited the ICTP grant project (e.g., with partnership formation, information sharing, joint planning, etc.).

       _____
       _____

    B. Please comment on any ways in which the new ICTP technology has enhanced your agency's community policing capabilities.

       _____
       _____
       _____

53. Citizen satisfaction. What evidence do you have of citizen satisfaction with or understanding of the new level of interoperability achieved through the ICTP project? (**request articles, reports**)

_____
_____

Impact on Multi-Agency, Multi-Jurisdictional Partnerships

A key objective for this assessment is to determine what impact the ICTP project has had on the working relationships among the many partners in these projects.

54. Collaboration. Please indicate the extent to which you agree or disagree that your ICTP project is characterized by the following. (Responses will remain anonymous and will be reported in statistical form only.) (**Note to interviewer:** Ask this question of several respondents so that answers can be compared.)

Partnership Characteristics	Strongly Agree	Agree	Disagree	Strongly Disagree
Regular communication				
Effective communication				
Effective decision making structure				
Means to solve problems at various stages				
Agreement among partners that project is achieving mutual goals				
Willingness of partners to give up a measure of control for the common good				

Comments:_____
_____
_____

Sustainability

55. Future changes.
   Have you made any plans to upgrade, change, or replace the system in the future?
   ____ N
   ____ Y: Please explain: _____
   _____
   _____

56. Governing body.
   A. Has the governing body continued operate after the ICTP grant project ended?
   ____ N   Reasons:
   _____
   _____
   ____ Y

   If Yes

B. What role does it play with respect to maintaining the ICTP acquisitions? With respect to expanding on the capabilities acquired through ICTP?

_____
_____

C. What other interoperability (or other IT) initiatives does it currently have oversight for?

_____
_____

57. Funding.

A. Is funding in place for maintaining the ICTP acquisitions? __N __Y
Upgrading them? ___ N __ Y
Eventually replacing the new systems/equipment ___N   ___ Y
Comments:

_____
_____

B. To what extent do plans for future interoperability improvements depend on the availability of
Federal funds?
State funds?
Local funds?
Comments:

_____
_____

58. Future federal funding for interoperability.
This ICTP assessment project is charged with providing recommendations to DOJ, DHS, and Congress with respect to future interoperability grant funding initiatives. Based on your experiences, and your anticipated needs, what are the top three recommendations you would like to see included?

1._____
2._____
3._____

Comments:

_____
_____
_____
_____

59. State and local support for interoperability.   How can local and state government better support interoperability initiatives in your region?

_____
_____
_____
_____

60. Other comments on the ICTP project or assessment?

_____
_____
_____
_____
_____
_____
_____
_____