
County of Gwinnett, GA

Information Technology Strategic Plan

Executive Summary Presentation



Background

- + The County engaged the services of a consultant (Plante & Moran) to assist in the development of an IT Strategic Plan.
- + During the course of six months (January – June, 2009), Plante & Moran worked with the County's IT Steering Committee to conduct discovery activities and develop an IT Strategic Plan (ITSP).
- + Leadership in ITS and other County stakeholders are in the process of implementing the recommendations identified in the One-Year Tactical Plan which accompanied the ITSP.

DoITS Information Technology Vision / Mission

VISION

6 *Gwinnett County will be a leader as a model of excellence in the use of technology which enables business practices that foster better government.*

MISSION

6 *Provide collaborative solutions for all facets of County government in order to ensure their business problems and goals are being met.*

6 *Consider all of the opportunities for consolidation, convergence, and connectivity offered by technology and sound business practices.*

6 *Satisfy customers' demands for technology services that will enhance the lives of the citizens and constituents of Gwinnett County.*

DoITS – Wide Information Technology Vision / Mission

GOALS

- 6 Solution Delivery.** Enhance constituent interaction by providing solutions that will improve the quality and efficiency of services using technology, where appropriate.
- 6 Enterprise Architecture.** Provide and support a current, stable, secure, flexible and supportable standards-based technology infrastructure.
- 6 Centralized Technology Funding.** Maintain a centralized IT funding model, enabling timely strategic investments.
- 6 Governance.** Provide enabling IT policies and procedures that encourage collaboration and guide County organizations in planning, deployment and maintenance of IT solutions.
- 6 Privacy and Security.** Provide centralized technology security oversight and direction.
- 6 Information Technology Workforce Management.** Implement strategies to recruit, retain and invest in a highly skilled technology workforce that is available, trained and effectively employed to efficiently achieve countywide objectives.

Project Background & Approach

6 Purpose: Provide a County-wide information technology vision and mission.

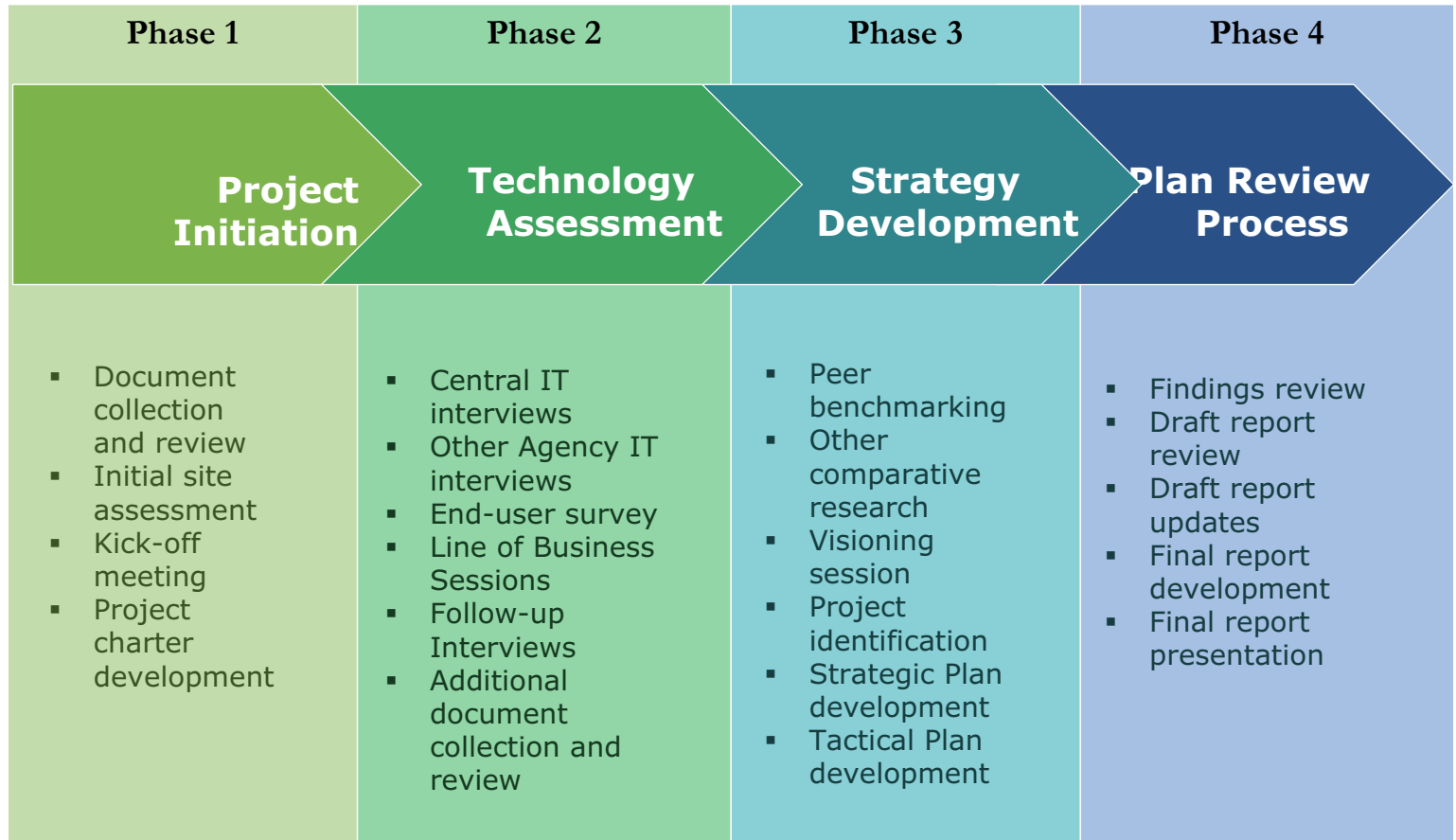
6 Problem: Slowed population growth over the next 25 years coupled with poor current economic conditions requires the County to deliver a higher level of service with less resources.

6 Solution: Information technology (IT) can improve productivity, collaboration, quality of services, and information availability, while reducing on-going costs.

6 Process:

- + Assessment and benchmarking of existing infrastructure and operations, as well as analysis of the market.
- + Opportunities were identified and aligned with the County's business and strategic planning. Eight IT strategies were developed.
- + Short-term (one to two year) tactical action items were identified and a Plan was established.

Approach



IT Assessment Results

Topical Area	Maturity Rating
Governance and Coordination	★ ★ ★ ★ ★
IT Staffing	★ ★ ★ ★ ★
End User Services	★ ★ ★ ★ ★
IT Operations	★ ★ ★ ★ ★
Management of IT	★ ★ ★ ★ ★
Technology Infrastructure	★ ★ ★ ★ ★
Data Center Management	★ ★ ★ ★ ★
Enterprise Application Deployment	★ ★ ★ ★ ★

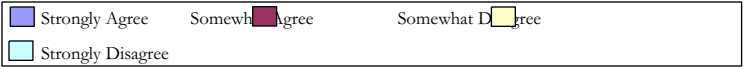
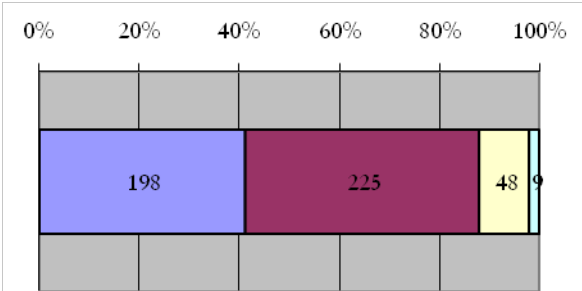
Maturity Description	Level
Best Practice in the Industry	★ ★ ★ ★ ★
Mature or Fully Implemented	★ ★ ★ ★ ★
As Expected/Fair	★ ★ ★ ★ ★
Improvements Identified	★ ★ ★ ★ ★
Needs Significant Improvement	★ ★ ★ ★ ★

Sample User Survey Results Summary

Service & Support

Agreement

15. Overall, I am satisfied with the level of service and support from the IT staff.



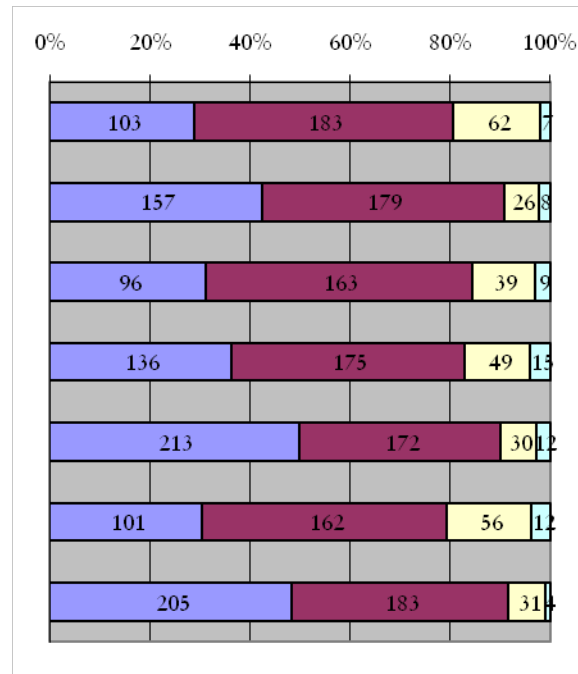
Sample User Survey Results Summary

General Technology

The following General technology is adequate for my current and future needs:

1. Business Applications
2. Computer Data Security
3. Content Management System
4. Data Storage
5. Email and Calendaring
6. Imaging Technology
7. Internet Access

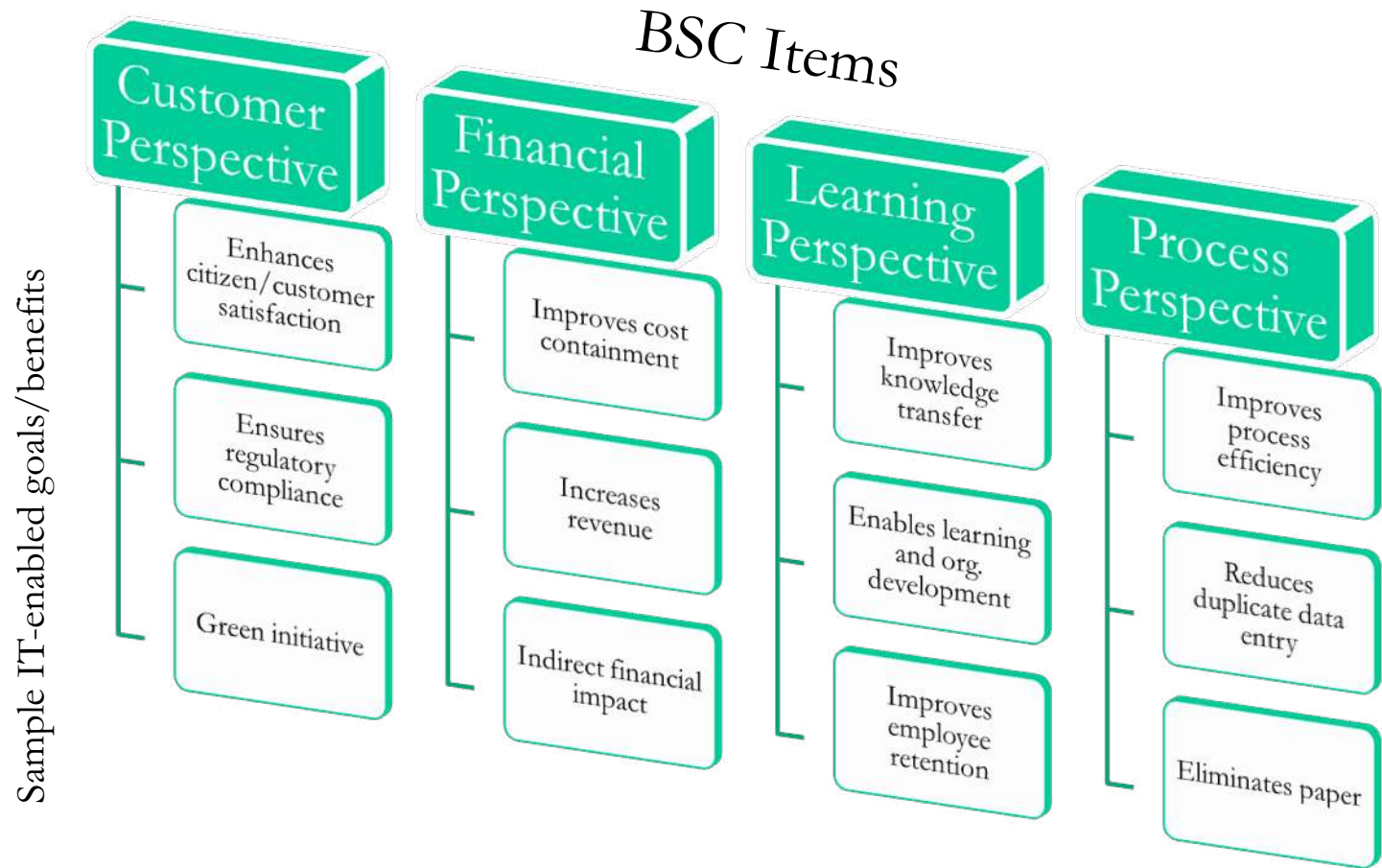
Agreement



Alignment with County Business Planning Process



Alignment with Balanced Scorecard (BSC)



IT Strategies Summary

#	IT Strategy	Business Plan Alignment
1	e-Government	Citizens / Customer Perspective
2	Enterprise Content Management	Internal Process Perspective
3	IT Organizational Alignment	Citizens / Customer Perspective, Internal Process Perspective, Financial Perspective, Learning Perspective
4	County-Wide IT Governance	Internal Process Perspective, Citizens / Customer Perspective, Learning / Growth Perspective
5	Project Portfolio Management	Internal Process Perspective
6	Solution Optimization	Internal Process Perspective, Citizens / Customer Perspective
7	Cost Containment	Financial Perspective
8	Collaboration	Internal Process Perspective, Learning / Growth Perspective

IT Strategy 1: e-Government

6 Alignment: Citizens / Customer Perspective

6 Description:

- + Expand existing on-line services and offer them through a single “portal” rather than by department
- + Provide citizens / customers with real-time information and media-content on-demand
- + Utilize forums and social media sites to facilitate collaboration between members and the County

6 Sample Metrics:

- + Number of services available on-online
- + Web site traffic

IT Strategy 2: Enterprise Content Management

6 Alignment: Internal Process Perspective, Learning / Growth Perspective, Citizen / Customer Perspective

6 Description:

- + Define and execute a strategy that includes three major technologies integral to Gwinnett County's ECM strategy:
 - ! Geographic Information System: Establish addressing standard
 - ! Internet/Intranet: Ensure relevant and timely content is published for citizens / customers
 - ! IBM FileNet: Optimize use through establishing clear operational, procedural, and technical plans.

6 Sample Metrics:

- + Number of document types used
- + Reduction in paper storage costs

IT Strategy 3: IT Organizational Alignment

6 Alignment: Learning / Growth Perspective, Internal Process Perspective

6 Description:

- + Continue to consolidate the IT function into DoITS
- + Review and potential eliminate redundant IT infrastructure components

6 Sample Metrics:

- + SLA metrics
- + Percent of projects appropriately assigned a project manager
- + RFQ turnaround time

IT Strategy 4: County-Wide IT Governance

6 Alignment: Internal Process Perspective, Citizens / Customer Perspective, Learning / Growth Perspective

6 Description:

- + Establish a more formal IT Governance structure
- + Ensure defined projects and technology initiatives are aligned with overall IT goals and support the general business goal for the county
- + Include representation from all stakeholder Departments

6 Sample Metrics:

- + Percentage of departments assigned business analyst

IT Strategy 5: Project Portfolio Management

6 Alignment: Internal Process Perspective

6 Description:

- + Implement a comprehensive and unified approach toward identifying and prioritizing IT projects
- + Formalize a structured project portfolio management process that includes identification, analysis, cost justification, approval, and implementation
- + Track and measure progress and customer feedback to improve the PPM process

6 Sample Metrics:

- + # of projects completed on-time

IT Strategy 6: Solution Optimization

6 Alignment: Internal Process Perspective, Citizens / Customer Perspective

6 Description:

- + Leverage existing technologies though:
 - ! Prioritizing “pain points” within the County
 - ! Alignment of resources
 - ! Establishment of a “Center of Excellence” for SAP
 - ! Establishment of a migration path and process for SAP
 - ! Investments in new SAP technology
 - ! Communication planning

6 Sample Metrics:

- + Customer satisfaction with Applications

IT Strategy 7: Cost Containment

6 Alignment: Financial Perspective

6 Description:

- + Consider methods of cost savings and cost avoidance with respect to:

- ! Staffing

- ! Technology obsolescence

- ! Project risk, especially in regards to large-scale projects

- ! Technology standardization and synergies

- ! Selection and implementation of technology-based solutions

6 Sample Metrics:

- + Energy cost reduction

- + External support cost reduction

IT Strategy 8: Collaboration

6 Alignment: Internal Process Perspective, Learning / Growth Perspective

6 Description:

- + Utilize Microsoft SharePoint as a primary tool for collaboration on projects. Set up the following within SharePoint:
 - ! Wikis
 - ! Blogs
 - ! Document repositories
 - ! Calendars
- + Utilize instant messaging or other network-based communication and collaboration tools

6 Sample Metrics:

- + Number of SharePoint sites

IT Tactical Plan

- 656 short term action items with a focus on results in the near term (one to two years)
- 6Provides the necessary steps to implement specific IT Strategic
- 6Items are aligned with County business goals (i.e., Financial Perspective)
- 6Identifies the risks, timing, estimated costs, and on-going capital costs
- 6Allows for prioritization based on the ability of tactical items to support the IT Strategies

IT Tactical Plan

- 6 Estimated capital cost\$775,000 to \$2,450,000
- 6 Estimated operating cost \$75,000 to \$240,000
- 6 Additional resources required to implement (initial)Low to moderate
- 6 Additional resources required to implement (on-going) ...Low

Conclusion / Next Steps

Questions?