

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
<p>Information Technology Services</p> <p>Recorder's Court</p> <p>Police</p> <p>Sheriff</p>	<p>Aggressive implementation of an e-Citation and records management system led by the DoITS, in conjunction with the Recorders Court, Police Department and Sheriff's Office.</p>	<p>In Progress</p>	<p>We are in the final stages of an RFP process to select a system and implementation vendor(s) for both components of this implementation. Once a vendor is selected, and the Board of Commissioner approves the contract, we will work with the vendor and all stakeholders to move this project along as aggressively as possible.</p> <p>Though SPLOST funds have been set aside for the procurement and implementation of the system, the funding for the ongoing annual Maintenance and Operations (M&O) costs will need to be added to the post year Department of Information Technology Services (DoITS) operations budget. The County has been working with the State Legislature to try and fund the M&O required to support this solution through a technology fee, but was unable to get approval during the 2011 legislative session. Efforts will continue.</p> <p>It is important to note, in order to facilitate issuance of citations electronically, wireless modems will need to be procured and installed in all vehicles. Though the modems and installation and first year cellular fees would be covered out of the capital project, an ongoing cost of \$480,000 will need to be funded. Beginning in 2013, if a technology fee is not approved by the legislature, this cost would need to be paid for out of DoITS general fund budget allocations.</p>	
<p>Financial Services</p> <p>Information Technology Services</p>	<p>Recognize cost savings derived through process improvement and streamlined operation efficiencies by department budget reductions to ensure that tax payers receive the benefits of the savings that have been created.</p>	<p>In Progress</p>	<p>The DoITS will work with the Department of Financial Services to evaluate and adjust processes, as appropriate, in order to facilitate operational reductions in those areas where technology is deployed to enable such reductions. This methodology will be integrated into the Business Planning and Budget Planning processes.</p>	
<p>Information Technology Services</p>	<p>We recommend that each County Department/Office review, for every situation where it is determined that mobile communicating equipment is required for the conduct of a job, whether the employee can be given the choice to use a county owned device or a privately owned one, which could be reimbursed in a fashion that is in compliance with IRS rules and regulations as well as Georgia Open Records laws.</p>	<p>In Progress</p>	<p>The DoITS will work with the County Administrator's Office, Department of Financial Services (DoFS), Human Resources (HR) Department and Law to determine the feasibility of implementing a system that will conform to all rules, regulations and applicable laws.</p>	

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	In order to ensure that the costs of administering this type of a system are minimized, we recommend that the DoITS investigate ways to automate the process of bill and usage compliance reviews, and deploy a cost effective system that will help facilitate administrative efficiencies.	In Progress	DoITS has made some strides in terms of automating the delivery of bills to Departments and Offices for review, and has worked with the County Administrator's Office and established an updated policy (CA-ADM-201) that governs mobile device allocation and usage. Section XVII of the policy establishes criteria for determining the need for wireless/mobile devices, and Section XVIII identifies that each Department/Office "shall manage and monitor use of communications equipment and services for the purpose of minimizing cost". DoITS will coordinate with the County Administrator's Office and DoFS to analyze potential solutions.	
Information Technology Services	We recommend that the County's DoITS continue to pursue the innovative use and deployment of cost effective mobile devices, and evaluate the use of mobile enabled applications that will create efficiencies.	In Progress	DoITS is evaluating various types of Mobile devices including iPhones, Android Phones, Tablets and other mobile technologies to determine how they might create efficiencies and/or reduce costs. At this time, iPhones and Android devices are being leveraged by DoITS staff to manage CRM tickets, as well as to manage network gear, while out in the field. As part of an overall e-government/m-government strategy review, DoITS will work in collaboration with the Communications Division and other key stakeholders, to determine what applications should be deployed and be "mobile enabled" based on an ROI analysis, to deliver services to citizens and constituents.	
Information Technology Services	We also recommend that the County continue to have the mobile device carriers support the hardware and carrier network, while County staff only supports the County applications that are delivered to these devices.	Complete	DoITS has contracts and service level agreements in place ensuring that the carriers are responsible for resolving network issues. Hardware issues are also the responsibility of the carriers, however the cost associated with fixing a hardware issue is contingent upon warranties that are in place and insurance coverage that has been opted for.	
Information Technology Services	This task force recommends that the County's Chief Financial Officer (CFO), Chief Information Officer (CIO) and Department of Financial Services (DoFS) Director lead the charge to leverage the best practices and lessons learned from the automation of water bills to expand to other County bill systems. Further, we recommend that they also collaborate with departments and offices as needed, to explore a single payment processing system which would consolidate all County payments systems into one transaction processing solution. A single payment processing system would increase efficiency, lower cost and help manage risks associated with Payment Card Industry (PCI) compliance standards.	In Progress	This recommendation is currently under review. During the 2012 Business Planning Process, a capital project may be established. Whether or not this project is something that can be implemented will depend on available funding, prioritization and a return on investment evaluation.	

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Recorder's Court	Continue to expand the scope of the uncollected citation to include all bench warrants which has a revenue potential of \$12m (with 32,632 citations on file).	In Progress	The Recorder's Court has indicated that Sentinel, the probation company that they contract with, is collecting for the County on their bench warrants, including those from 2010. Now that the process has been ironed out, the Recorder's Court is in the process of sending them older warrants to collect on. In addition, they have also asked for Sentinel to collect on red light camera cases that are in default.	
Recorder's Court	Further, we recommend that a regular collection system be implemented which will condense the collection time and provide a steady revenue source.	In Progress	This is a methodology and project that the Recorder's Court would like to begin pursuing later this year.	
Information Technology Services	All expenses related to the use of the 800 MHZ radio system should be equitably shared by all users, to include the expenses associated with maintenance and operations.	In Progress	DoITS is coordinating with Law and the County Administrator's Office to determine how best to implement this recommendation. All Gwinnett County Departments and agencies already are contributing their equitable share. A review of all current and expired agreements with non-County entities is being conducted, and as agreements are renewed or created, it is our intent to include contractual language to ensure that all expenses are allocated equitably across all users.	
Information Technology Services	The DoITS should continue to conduct Business Partner meetings, but also should expand these elements to have regularly scheduled meetings at which all government offices and agencies in Gwinnett County can participate. By having meetings that focus on how agencies are leveraging innovation in their organization, the entire community of government agencies can reap the benefits of many of these discussions.	In Progress	<p>This recommendation is under review to determine how best to facilitate. One option that is being reviewed is to have a "technology" day that DoITS would establish in conjunction with vendors. This would enable the County to demonstrate various technologies, systems and processes used by all county departments. This would be an excellent way to help make each department aware of the resources we have available, and to look at emerging technologies as well.</p> <p>In addition, we are looking at leveraging collaboration tools and other internal "social media" capabilities such as SharePoint to keep our internal business partners aware of technologies, and to provide a feedback mechanism that can be viewed and shared by all staff.</p>	
Information Technology Services	The County should engage in regularly scheduled meetings with technology leadership from the Board of Education, Board of Health, Public Library System and any other governmental agency that would add value to share best practices, lessons learned, and discuss how joint collaborations might create synergies.	In Progress	The CIO has established contact with each of these agencies, and is establishing a meeting schedule.	

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	Due to the fact that information technology is such an integral part of the inner workings of County government, we recommend that the County explore the value of creating a technology advisory committee that could provide citizen and corporate input to ensure that the County government keeps pace with appropriate emerging trends in information.	In Progress	DoITS is developing the necessary resolution for consideration by the Board of Commissioners (BOC) which outlines the creation of the group, composition, terms, nominating process, purpose, and other relevant governance matters.	
Support Services	The DoITS should coordinate with the DoSS Fleet Division to analyze fleet management and automation technologies, and determine which ones could be enhanced and/or evaluated for future implementation.	In Progress	DoITS and Fleet Services have been working towards identifying enhancements for the current Fleet Automation system. Currently, DoITS is working with Fleet Services to implement the “Notifications” module, improve several crystal reports and is putting together a plan to upgrade the system utilizing virtual servers and a fresh install to increase the stability and reliability of the system. Fleet and DoITS have also identified several modules and improvements to be made over the next few years. Among these are an effort to improve the Automation of fuel reconciliation; storage and retrieval of vehicle supporting documentation within the current system; implementation of the “Dashboard” module; analyze the feasibility of the “Motor Pool” module; investigate GPS system integration; and investigate the possibility of SAP integration.	
County Administrator	The County Administrator’s office should put together a working team to evaluate the disparate business processes and technology tools that are being used to manage capital projects today, and task this team to come up with a proposal that would facilitate a capital project management system methodology and platform to deliver project accountability, transparency and reporting across the lifecycle of all projects.	In Progress	This recommendation is under review.	
Financial Services	DoFS should investigate opportunities, in collaboration with the DoITS and other stakeholders, to implement a county-wide budgeting solution.	In Progress	DoFS and DoITS have conducted numerous evaluations of budgeting solutions. The selection and implementation of a solution has been put off for at least a year, based on resource availability, funding and competing priorities.	
Communications Information Technology Services	The County, spearheaded by the Communications Division and DoITS should expand its e-government strategy to address the increasing mobile government demands of citizens and constituents.	In Progress	This recommendation is under review.	

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Communications Information Technology Services	County staff should finalize the Social Media Strategy policy, and aggressively pursue the use of social media tools to provide ways to build community and officially and rapidly communicate directly with stakeholders, partners, the general public and the media as part of online communications.	In Progress	This recommendation is under review.	
Communications County Clerk Information Technology Services Law	The County's Communications Division, Law Department, County Clerk and DoITS should evaluate the viability of developing some of its own processes and tools that can be managed in compliance with Georgia Open Records Laws to conduct electronic town hall meetings and other two-way communications via the Internet.	In Progress	This recommendation is under review.	
Communications Information Technology Services	The County should engage a social media consultant, who has both private and public sector experience, to leverage best practices and lessons learned that they can provide through their experiences to help increase the likelihood of expedited success.	In Progress	This recommendation is under review.	
Information Technology Services	Collaborate with the Gwinnett School of Mathematics, Science, and Technology. This educational institution provides broad, rigorous exposure to global and cultural issues as they enhance student achievement in engineering, biosciences, and emerging technologies. By developing a partnership with them, we can leverage some of the County's brightest young citizens, who represent the up and coming generation of social media users.	In Progress	The CIO is actively coordinating with Dr. Jeff Mathews to determine ways that the Gwinnett School of Mathematics, Science and Technology can be engaged in this initiative.	
Information Technology Services	Collaborate with the Gwinnett County Chamber of Commerce to begin marketing some of the technology capabilities that make this county a great place to live, work and play.	In Progress	The CIO is actively coordinating with the Chamber of Commerce on this recommendation.	

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	We understand that Technology support has already been consolidated across all Board of Commissioner Departments, including Police, Fire and Corrections with great success. These consolidation efforts should extend to any remaining agencies who still have their own IT organization, and address the coordinated consolidation of personnel as well as the integration, and standardization of IT systems, networks, hardware, applications, and other technology components. Service Level Agreements (SLA) should be modified and/or added to ensure that the requirements of the currently decentralized agencies are addressed.	In Progress	This recommendation is under review.	
Financial Services Information Technology Services	The DoITS in coordination with the DoFS should evaluate and redefine as needed, a new funding model that will reward cost-effective IT spending and discourage non-strategic IT spending. This model should also remove disincentives and institutional barriers to acceptance of shared services and infrastructure.	In Progress	This recommendation is under review.	
Financial Services Information Technology Services	The DoITS and DoFS should evaluate and adopt a plan by which a portion of the cost savings associated with technology innovation projects is reinvested back into the DoITS budget to underwrite the research, development and implementation costs associated with out-year innovative technology investments. On all future projects, staff and budgets should be evaluated and appropriate reductions implemented, to ensure that cost savings specific to technology innovation are actualized.	In Progress	The DoITS will coordinate with the CFO and DoFS to determine the best way to accomplish this. One potential option to be reviewed is utilizing a contingency account in DoITS' existing hardware/software capital budget. The unused funds would expire at mid-year the following year. Movement from contingency to an actual project would require appropriate approvals by the CIO, Director of Finance, CFO and County Administrator.	
Information Technology Services	The value of IT should be marketed/communicated throughout the county.	In Progress	The DoITS, in coordination with the Communications Division, will evaluate options to communicate the value of IT throughout the County. This is something that can be accomplished fairly easily leveraging various social media tools.	
Information Technology Services	A project management process should be developed and implemented to ensure every project has a project owner and project governance structure.	Complete	DoITS has implemented a project management process that is now being used for all technology projects under its auspices and/or that it becomes involved with. The process is based on best practices from the Project Management Institute (PMI) and other similar government organizations.	

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Financial Services Information Technology Services	Every project should have a defined ROI that considers the life of the assets and the recurring annual operating expenses.	Complete	An ROI model has been developed based on best practices and lessons learned, derived from other governmental entities who have already implemented a similar review process. This model has been developed jointly between DoITS and DoFS, and is being incorporated into the Business Planning and Budget Planning processes, as well as for other projects that may arise.	
County Administrator Financial Services Information Technology Services	Project sponsors should be accountable for results including savings and benefits. Every project should include a post implementation audit to ensure that requirements were met and benefits were delivered, especially staff expense reductions, and revenue enhancements.	In Progress	This recommendation is under review.	
Financial Services Information Technology Services	A thorough review of IT implementations should occur to make sure the project process would address issues, and to require that financial benefits have been realized. Budget and staffing levels should be adjusted to reflect implemented efficiencies.	In Progress	This recommendation is under review.	
Information Technology Services	All existing project requests should be reprioritized using the project process and timelines should be modified to accelerate financial benefits.	In Progress	This recommendation is under review.	
Financial Services Information Technology Services	The DoITS, in collaboration with the DoFS and other stakeholders should implement an ROI evaluation that also includes a post implementation audit of each initiative to ensure that the actual results of the project were delivered as expected.	Complete	An ROI model has been developed based on best practices and lessons derived from other governmental entities who have already implemented a similar review process. This model has been developed with support from DoFS, and is being incorporated into the Business Planning and Budget Planning processes, as well as for other projects that may arise.	
Financial Services Information Technology Services	It is imperative that cost savings are offset by cost reductions in the areas that reap the benefit of automation.	In Progress	This recommendation is under review.	

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	The DoITS should consider adoption and implementation of a service delivery framework which will facilitate higher levels of efficiency and potential cost savings.	In Progress	DoITS has established a Service Catalog along with associated Service Level Agreements. DoITS is currently reviewing all aspects of service delivery, leveraging the Information Technology Infrastructure Library (ITIL) framework. ITIL is a set of concepts and practices for Information Technology Services Management (ITSM), Information Technology (IT) development and IT operations, that will enable DoITS to enhance our delivery of service, ensure consistency of service and refine processes to enable maximum efficiency.	
Information Technology Services	The DoITS should carefully consider the following areas for potential outsourcing; Help desk operations, Computer support and maintenance and Printer management including support and maintenance.	In Progress	As a component of the review we are conducting related to service delivery framework, we are also evaluating outsourcing options for all commoditized service offerings, including help desk operations, computer support and printer management.	
Information Technology Services	The DoITS should evaluate the move of basic commodity systems and services (such as email) to a public cloud based service provider.	In Progress	As a component of the review we are conducting related to service delivery framework, we are also evaluating outsourcing options for all commoditized system offerings and evaluating whether public or hybrid cloud offerings make sense. It is important to note, cost and potential savings are not the only factors that will impact this evaluation. There are a number of legal and security concerns that will weigh into the decision making process.	
Information Technology Services	Private cloud based services should also be evaluated for system administration and security sensitive related functions.	In Progress	As a component of the review we are conducting related to service delivery framework, we are also evaluating outsourcing options for all commoditized system offerings and evaluating whether private or hybrid cloud offerings make sense. It is important to note, cost and potential savings are not the only factors that will impact this evaluation. There are a number of legal and security concerns that will weigh into the decision making process.	
Information Technology Services	Evaluations of complete/partial and public/private cloud service opportunities should be conducted with appropriate ROI analysis.	Complete	Though the actual review and evaluation of options is not yet complete, DoITS has established parameters and procedures that will ensure all technology evaluations are conducted with an appropriate ROI analysis as well as an understanding of the Total Cost of Ownership.	
Information Technology Services	The establishment of standardized service processes and service delivery expectations for the DoITS in order to be able to achieve these SLAs. Use of standard processes enables an organization to evaluate and manage service delivery based on benchmarks and improve on efficiency.	In Progress	DoITS is currently reviewing all aspects of service delivery, leveraging the Information Technology Infrastructure Library (ITIL) framework. ITIL is a set of concepts and practices for Information Technology Services Management (ITSM), Information Technology (IT) development and IT operations, that will enable DoITS to enhance our delivery of service, ensure consistency of service and refine processes to enable maximum efficiency.	

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	SLAs must also be required for all contracts with service providers, with monetary penalties for failure to meet the agreed levels. In addition, service providers should conform to the standard service framework adopted and implemented within the County.	In Progress	DoITS has established SLAs with most of its vendors; however we do not currently have an effective process for monitoring to ensure compliance. Typically, the only time an SLA is tested, is when a service outage occurs. DoITS is including SLA review as a component of our service delivery framework review.	
County Administrator Information Technology Services	The DoITS, in conjunction with the County Administrators Office, should consider the following as ways to reduce the cost and complexity associated with managing the client computing environment: <ul style="list-style-type: none"> • Establish and adopt a policy that eliminates the issuance of both a desktop and notebook computer. 	In Progress	DoITS will coordinate with the County Administrator's Office and evaluate this recommendation. If it is deemed that a policy change should be made, it could easily be incorporated into the current County Administrator policy (CA-ADM-201) which governs Technology Utilization across the enterprise.	
Information Technology Services	The DoITS in conjunction with the County Administrators Office should consider the following as ways to reduce the cost and complexity associated with managing the client computing environment: <ul style="list-style-type: none"> • Perform an ROI study of the use of Windows or Linux terminals at remote locations such as fire stations, police precincts, and parks. 	In Progress	DoITS is currently reviewing its entire client computing environment as a component of its service delivery review. DoITS has established a pilot of a virtual desktop infrastructure, and is working on an ROI model to determine cost effectiveness.	
Information Technology Services	Conduct a feasibility study of leasing excess data center capacity to municipalities, Gwinnett County BOE, Gwinnett County Public Library System, and the Gwinnett Medical Center.	In Progress	This recommendation is under review.	
Information Technology Services	Revise the existing disaster recovery plan to incorporate a variety of Recovery Time Objectives (RTO) scenarios.	In Progress	This recommendation is under review.	
Information Technology Services	Conduct disaster recovery testing on an established schedule sufficient to ensure key business systems can be recovered as expected.	In Progress	This recommendation is under review.	

Excellence Through Innovation Recommendations Status – Information Technology Services

Established 2011 – 2nd Quarter

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	Conduct ROI studies that include the use of virtualization and energy efficient technologies to enhance performance, reduce power consumption, and minimize operating cost.	In Progress	This recommendation is under review.	
Financial Services Information Technology Services	Compare all bids and proposals for commodity items to existing contracts such as those sponsored by the State of Georgia, Gwinnett County BOE and/or Western States Contracting Alliance (WSCA).	Complete	The DoITS, in collaboration with the DoFS conducts research to determine whether there are existing contracts in place that could help create efficiencies and/or ensure cost savings that can be derived from volume discounts. In fact, while recently evaluating mobile services contracts with our current carriers, it was determined that there was no need to issue an RFP, as all carriers concurred, that the best rate possible for Gwinnett County would be derived by “piggy-backing” on the existing State of Georgia contract.	
Information Technology Services	Expand the use of Time and Materials (T&M) support for non-enterprise level hardware and software.	In Progress	This recommendation is under review.	
Financial Services Information Technology Services	Provide contract negotiation training for all senior DoITS and DoFS staff members that focuses on technology related contracts and agreements.	In Progress	<p>Gwinnett County Purchasing buyers who are involved in the buying function and negotiations receive Certified Professional Public Buyers (CPPB) certification from the National Institute of Governmental Purchasing (NIGP). This certification program requires extensive course training, formal education, purchasing experience and passing a comprehensive exam. Ongoing training is required to maintain this certification. A component of this training/certification program is a Contracts Management course that includes discussions on Negotiation Skills.</p> <p>Cost Negotiations is an important goal for Purchasing (as well as the County) and we are always looking for ways to enhance our negotiation skills. Routinely, the Buyers negotiate with our vendors for cost savings on RFP awards & renewals for Bids and RFPs. The Buyers also conduct Market Analysis to analyze the market conditions to compare product availability and to ensure we are receiving the best prices offered. In partnership with the departments, we are always looking for new ways to maximize our cost savings opportunities; not only through negotiations, but also through looking for more effective and efficient ways to procure goods and services for the County. In 2010, the Purchasing Staff negotiated in excess of \$1.7 million in cost savings for the County, with a 2011 goal to increase those savings.</p> <p>It is also important to note, the CIO, who is also involved in negotiations related to IT products and services, has also received negotiations training as part of the Certified Government Chief Information Officer program.</p> <p>We will continue to pursue more concentrated/in-depth training.</p>	