Technology is the Pulse of Marion County

Marion County
Information Technology
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Information Technology

Strategic Operational Plan

FY 2024 - 2028

Contents

Executive Summary

I am pleased to present the 2024 Information Technology (IT) Five-Year Operational Plan. Technology is the heart and the lifeblood of the County and it determines the pulse of the organization. Therefore, it is imperative that we make our technology connect with our customers by adding back the human element and removing friction points to define the overall customer experience. This operational plan provides a vision for the future of Marion County's technology initiatives.

IT has partnered with Gartner, Inc., a worldwide technology research and consulting firm, with over 16,000 employees, to serve as an extension of our team. Gartner provides the County with vendor-neutral expert analyst advice, benchmarks, frameworks, rankings, and practical solutions needed to transform our mission-critical priorities into measurable business results. Research they provided contributed to the development of this operational plan.

IT continues to evolve at an astonishing rate. This evolution will necessitate the periodic review and update of this operational plan as the County moves forward. Today, we collaborate with the world around us using a multitude of connected devices, known as the Internet of Things (IoT). These devices range from security systems, traffic cameras, and automobiles; all which can be accessed and controlled through the cloud using a connected device, such as a smart phone. Moving forward, intelligent cloud-based applications will empower our workforce to remain connected while conducting County business from any geographic location.

To ensure the organization maximizes its technology investments, this plan provides a roadmap to modernize County staff's technological skills, by better equipping them for the adoption and efficient use of their daily business tools.

Sincerely,

Tom Northey
Information Technology Director

Who We Serve

Marion County Information Technology (IT) delivers and supports secure, reliable, and innovative technological solutions in a cost-effective manner to the Board of County Commissioners, its departments, and other local governmental agencies to help them serve the citizens of Marion County. The Information Technology Department serves three main consumer groups:

- **Internal Departments** – This includes all departments under the Board of County Commissioners. These departments are geographically dispersed over more than a hundred locations throughout the county.
- **External Agencies** – Several external agencies such as the Clerk of the Court, State Attorney, and Public Defender receive partial IT services while other agencies such as Guardian ad Litem, Transportation Planning Organization *(TPO)*, and District 5 Medical Examiner's Office *(MEO)* receive full technical support.
- **External Consumers** – Citizens, businesses, and visitors of Marion County are served through many of the services offered on the County's website and the supporting technology throughout the organization.

Each of these consumer groups have unique needs and requirements that IT continually addresses and prioritizes. IT supports everything from network architecture and design, to managing and supporting servers, computers, telephones, mobile devices, live video production, web services, printers, and many other technologies.

Customer List	Systems	Servers	Network	Phones	Applications	GIS
County Departments	✓	✓	✓	✓	✓	✓
Clerk of Courts				✓	O	
Court Administration				✓		
External Customers					O	O
Guardian ad Litem	✓		✓	✓	O	
Health Department					O	
Medical Examiner	✓	✓	✓	✓	✓	
Public Defender				✓		
Sheriff's Office		O	O		O	O
State Attorney Office				✓		
Transportation Planning Organization	✓	✓	✓	✓	✓	✓

✓ **Full Support** O **Partial Support**

What We Support

1,746 User Accounts
1,802 Windows Computers
149 Tablet Computers
562 Mobile Phones
94 Million Emails
28 Million Files
260 Windows Servers
1,695 Desk Phones
243 Mobile Hotspots
233 Routers and Switches
160 Wireless Access Points
767,000 GB Network Data

**Statistics as of February 2023*

Stakeholders

County Commissioners
County Departments
Clerk of the Courts
Court Administration
Guardian ad Litem
Marion County Citizens
Medical Examiner's Office
Public Defender
Sheriff's Office
State Attorney
Transportation Planning Org

Preferred Vendors

Adobe
APC
Apple
AudioCodes
Autodesk
Avaya
AXIS
Beyerdynamic
BIS Digital
BlackBerry
Bluebeam
BMI Solutions
CentralSquare
CenturyLink
Citrix
Chameleon
Cisco
CommScope
Commvault
Crown
Dell
Document Technologies
Encore
Envisionware
ESO Solutions Inc.
ESRI
FireHouse
Firstwatch Solutions Inc.
Fuel Master
Granicus
HP
JBL
KnowBe4
LastPass
Lucity
Microsoft
Network Solutions
NewTek
Ocala Fiber Network
Panasonic
Paymentus
PC Scales
Plantronics
PreSonus
QLess
Samsung
Sierra Wireless
Tyler
Ubiquiti
UKG
Verizon
VertiQ
VMware
ZOLL Data Systems Inc.

Who We Are

Information Technology is currently comprised of 11 areas of specialization: Application Services, Data & Reporting Services, Geographic Information Systems (GIS), Inventory & Logistics, Networking Services, Office Support, Project Management, Security Services, Servers & Enterprise Storage, Technical Services, and Web & Multimedia Productions.

Each of these areas of expertise provides specialized products and services to our customers. The IT staff bring decades of institutional and technical knowledge to the organization.

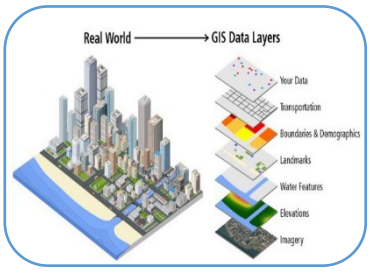
Areas of Specialization

Applications Services

The Applications Services area is responsible for providing application support, business systems and data analysis, database support, and project coordination. This area assists end-users in the management and maintenance of the software applications they utilize in their day-to-day business processes.

Data & Reporting Services

The Data & Reporting Services area is responsible for assisting with the analysis, conversion, integrity, and maintenance of business systems' databases. This area is also responsible for gathering requirements and creating custom reports to assist the County in improving its overall operational efficiency.



Geographic Information Systems (GIS)

The GIS area is responsible for the creation, management, and maintenance of the County's Enterprise GIS system. These individuals provide customer support to the County's GIS users, maintain the County's Interactive Mapping applications, and provide spatial data analysis to assist in decision making.

Inventory & Logistics

The Inventory and Logistics area is responsible for ordering technological inventory and supplies for the County, managing IT warehouses, and tracking the County's technological assets from purchase to end-of-life.

Networking Services

The Networking Services area is responsible for the management and maintenance of network communications equipment at all County locations. They help to support the County's phone systems – both wired and wireless, network equipment, network connections, and wireless access points. This area works closely with vendors regarding the contracts and billing for telecommunications services. In addition, this area collaborates with the Facilities Management Department on new construction and building remodeling to ensure adherence to appropriate networking and cabling standards.

Office Support

The Office Support area is responsible for purchasing, payroll, bill processing, contracts, and other administrative duties. The Office Manager leads the budget process by working closely with team members and departments throughout the year.

Project Management

The Project Management area is responsible for gathering project requirements and developing the overall project plan. They are also responsible for creating and leading project teams, monitoring project progress, setting deadlines, and solving issues that arise. They manage millions of dollars in projects to ensure stakeholder satisfaction and project performance.

Security Services

The Security Services area supports network and computer security, including managing the suite of Next-Generation firewalls. This area is responsible for protecting the security, privacy, confidentiality, and integrity of information across the organization by understanding, managing, and mitigating the risks associated with modern information systems and networks. This area is also responsible for working with internal and external auditors, providing updates to the County's *Technology and Security Policies Handbook*, developing an integrated security architecture, and serving as the facilitator for the organization's *Employee Security Awareness Training Program*.

Servers & Enterprise Storage

The Servers & Enterprise Storage area is responsible for the management and maintenance of the County's private cloud *(which is comprised of over 260 virtual servers and nearly a petabyte of enterprise data storage)*. This area also maintains complex server hardware that spans across multiple data centers for high availability. This area also safeguards the County's data by applying critical security patches, malware protection, daily backups, and the replication of all systems for disaster recovery purposes.

Technical Services

From computer hardware and software troubleshooting, to delivery and setup of equipment, the Technical Services area serves as the first-tier of support for our County's end-users. This area is also the primary go-to for on-call after hours mission critical support issues such as, the 9-1-1 Communications Center, Fire Rescue, and Office of the County Engineer. The Help Desk receives initial calls for assistance providing immediate service and routes to the appropriate IT staff. The Technical Services area works with vendors to establish and maintain computer standards for the County and provides recommendations to departments based on their needs and current technology best practices.

Web & Multimedia Productions

The Web and Multimedia Productions area provides services that include the design and maintenance of the County's public website, as well as the County's intranet SharePoint site. Multimedia staff provide audio, video, and live streaming service support for meetings such as board meetings, workshops, and public hearings for the County Commissioners as well as other entities. This area maintains audio visual (AV) equipment in the auditorium as well as a mobile AV production unit.

Our Mission

The mission of the Information Technology Department is to provide high-quality customer service by delivering secure, reliable, and innovative technological solutions in the most cost-effective manner to the Board of County Commissioners, its departments, and other local governmental agencies to better serve the citizens of Marion County.

Our Vision

Our vision is to continue to provide innovative technologies and services fundamental to the support of Marion County government; this will increase overall efficiency, reduce paperwork and ensure that the computing infrastructure remains highly available and secure. This vision is driven by working in partnership with the County departments as they continue to streamline business processes to meet changing needs and priorities. Information Technology values strong relationships with its customers by delivering prompt, courteous, high-quality services that emphasize customer satisfaction and security.

A Look Back Over the Years

The Marion County Information Technology Department has continued to evolve over the years to keep up with the rapidly changing pace of technology and business needs of the County.

2017

In 2017, the County signed a 10-year contract with Tyler Technologies for an Enterprise Resource Planning (ERP) system. This multi-year implementation consists of the following modules: Human Capital Management, Financials, Tyler Content Management, Veterans' Benefits, Utilities' Billing, Parks & Recreation, Enterprise Asset Management, Risk Management, & Enterprise Licensing & Permitting.

2018

In 2018, the ERP Human Capital Management module went live. IT also worked closely with Fire Rescue to implement the new advanced shift scheduling system, Telestaff. Additionally, IT completed a major upgrade of the network's core routers. The department deployed a new Wi-Fi system upgrade consisting of 100 wireless access points. Finally, a new Avaya phone system *(consisting of nearly 1,700 extensions)* was installed across the County and 7 external agencies.

2019

In 2019, the ERP Financial and Purchasing modules were implemented. The IT department completed a major Computer Aided Dispatch (CAD) upgrade and began the implementation of a Backup 9-1-1 Center.

2020

During the pandemic IT had to mobilize a remote workforce and rapidly shift priorities. In 2020, to allow the County to continue its operations and promote social distancing, the department implemented WebEx, an online video collaboration system. A massive VPN expansion project allowed for a flexible, mobile, and remote workforce. ADA standards improved with the launch of a new agenda platform with livestream video and closed-captioning features.

2021

In 2021, IT implemented a new online and point of sale payment processing solution. A new electronic time and attendance system for all employees was placed into service. An enhanced Veteran's Services module improved the processing of Veteran's benefits claims. The Utility Billing module went live with over 46K customers as part of the County's ERP system. The newly redesigned County website was launched with a focus on mobile devices and accessibility.

2022

In 2022, the ERP Parks and Recreation reservation system went live. Several security enhancements were implemented across the organization including: multi-factor authentication (MFA), an employee password management system, and the deployment of new advanced firewalls.

SWOT Analysis

Strengths:

- ✓ Customer Service Driven
- ✓ Dedicated Staff
- ✓ Proactive with Security Initiatives
- ✓ Innovative Technology Solutions
- ✓ Solid Investment in Technology

Weaknesses:

- ✓ Streamlining of Organizational Project Priorities
- ✓ Acquiring Experienced Staff for Vacant Positions
- ✓ Striving to Maintain a High Level of Service as the County Rapidly Grows and Technology Becomes the Primary Tool for All Business Processes
- ✓ Technological Advancements Necessitate the Need for Additional Development of Skills Throughout the Organization
- ✓ The Department's Office Space is Currently Near Max Capacity

Opportunities:

- ✓ Simplify the Overall Customer Experience
- ✓ Utilize Technology to Improve Countywide Collaboration
- ✓ Embrace the Flexibility of Cloud Infrastructure Moving Forward into The Future
- ✓ Improve Portability and Accessibility of Technology Through Enhanced Wireless Capabilities
- ✓ Increase Staff's Technical Training Efforts Throughout the County as A Whole
- ✓ Reimagine the County's GIS into A More Robust Service Delivery Model

Threats:

- ✓ Rapid Evolution of Technology
- ✓ User Acceptance of New Technology
- ✓ Ransomware and Malware
- ✓ Financial Stability of Desk Phone Vendor
- ✓ Forthcoming Support Options Are Limited to Cloud Only
- ✓ GIS System Performance and Staffing Stability

The Planning Process Overview

This strategic Operational Plan for Information Technology will serve as a road map to enhance the total customer experience by transforming our Citizen's Portal, improving countywide collaboration, scaling cloud computing services, increasing wireless capabilities, establishing interdepartmental instructional teams, enhancing the GIS experience, and reorganizing the department to align with the County's strategic goals.

For providing necessary services to the County Departments, partner agencies, and the public the management team was assembled to review the overall operations of IT. The team discussed the structure of the plan and vetted the following elements:

- ✓ Identify Stakeholders and Partner Agencies
- ✓ Identify Strengths, Weakness, Opportunities, and Threats
- ✓ Define Current Situation
- ✓ Define Vision
- ✓ Develop Strategic Operational Objectives to Meet Vision
- ✓ Develop Implementation Program to Reach Strategic Objectives

This team consists of the following staff members:

- ✓ **Tom Northey**, Information Technology Director
- ✓ **John Meza**, Systems Manager
- ✓ **Rita Wilemon**, Applications Manager
- ✓ **John Brigan**, Infrastructure Manager
- ✓ **Lidia Kennison**, Office Manager
- ✓ **Alex Torres**, Security Officer
- ✓ **Michael Vann,** Sr. Business Systems Analyst
- ✓ **Katie Freeman,** Business Systems Analyst

Implementation Plan

This implementation plan will include the following seven operational goals. All cost estimates included within each goal are derived from current pricing/quotes that are subject to change by the time of implementation. All recurring costs are subject to change due to inflation and supply chain constraints.

Operational Goals Identified

1) Transform Our Citizen's Portal
2) Improve Countywide Collaboration
3) Scale Cloud Computing Services
4) Increase Wireless Capabilities
5) Establish Interdepartmental Instructional Teams
6) Enhance the GIS Experience
7) Organizational Realignment

OPERATIONAL GOAL 1

Transform Our Citizen's Portal

Streamline the User Experience

Information Technology has a vision to create a consolidated user login experience for our citizens, customers, and employees. This can be accomplished with a single user profile which consists of a user ID, password, address, phone number, and method of payment *(where applicable)*. Ideally, this will allow them to seamlessly conduct business with the County with the use of a single portal and account.

Tyler Technologies shares the County's vision and has stated that they are moving towards a single user identity model for ERP. In the future, a citizen will be able to log into multiple ERP based County services *(e.g., Enterprise Permitting & Licensing and Utility Billing)* using a single identity. While Tyler and Marion County have a unified vision, we will have to work with other specialized vendors to accomplish this overall goal. One tool to help assist with this effort is Tyler's My Civic. My Civic extends the organizational reach through a single citizen-facing mobile app. *"Tyler's My Civic is a comprehensive, customizable platform designed to promote civic engagement and enhance the quality of life in your community. Through a single, public-facing app, residents and business owners have access to all the services, resources, and information your organization has to offer, enabling them to play a more active role in the area they call home."* The goal for My Civic is to begin implementation in 2024 and continually add citizen-based services to this mobile application over the course of the next five years. The cost for this application is $36,000 with a recurring annual cost of $29,000.

We are additionally working on integrating internal business solutions to create a unified employee single identity.

Streamline the User Experience		
Implement Tyler's My Civic mobile application.		
FY 2024	Startup Cost	$36K/One Time
---	Recurring	$29K/Annual
Explore Including Additional Citizen Services		TBD

OPERATIONAL GOAL 2

Improve Countywide Collaboration

Office 365 with Enterprise Mobility & Security

The Microsoft Office Suite is currently a computer-based license model which will be moving to a user-based cloud subscription service. Once implemented, employees will be empowered to utilize these products from any device or location.

By 2025 many Microsoft products will be moving to subscription-based models. This means that Microsoft can end support for any non-cloud-based products after 2025 at any time with a 12-month notification.

The goal is to have Marion County staff moved to this new subscription-based service by the end of 2028. Microsoft offers multiple licensing levels to meet the varying needs of our County workforce. Based on these options we have selected the most cost-effective licenses available. The projected total recurring annual cost will be $615,966 (for services being replaced) which includes a net increase of $106,898 for the first year. Each year's cost is expected to decrease as we are able to discontinue current on-premise services. Once all current on-premise services and supporting hardware are discontinued, we expect a negligible cost difference.

Office 365 with Enterprise Mobility & Security		
Microsoft Suite of user-based cloud subscription services.		
FY 2024 - 2028	Recurring	$107K*

**Projected first year net increase will decrease over time.*

Communication Services with Microsoft Teams

After reviewing data from Gartner and research analysis, the industry is heavily trending towards a cloud-based unified collaboration platform that includes the ability to integrate phone services.

Several customer service and productivity enhancements are available with modern systems including: true unified collaboration (voice, video, chat, and meetings), strong Microsoft Office 365 integration, Interactive Voice Response (IVR), and application-based phones for computers and mobile devices.

The County's Avaya Phone System supports nearly 1,700 phones for the Board of County Commissioners, Clerk of the Court, Court Administration, Guardian ad Litem, Medical Examiner's Office, Public Defender's Office, and State Attorney's Office. Avaya has

OPERATIONAL GOAL 2

deemphasized further development and innovation for their on-premise solution, which is our current 5-year-old phone system. Avaya's proposed replacement has a one-time cost of $141,318 with an annual charge of $328,808. After further research and consultation with Gartner, we have learned that Avaya is currently experiencing financial instability with potential bankruptcy and pending litigation.

We are proposing to move County departments from the current Avaya phone system and integrate them with the Microsoft Teams which is included in the aforementioned Office 365 with Enterprise Mobility & Security recurring costs. With this change there is a one-time cost for phone replacements. We are estimating that 80% of the users can use headsets *(approx. $50 each)* attached to their devices while the other 20% will need a wireless desk phone *(approx. $250 each)* compatible with Microsoft Teams. Around 40 conference phones will be needed *(approx. $800 each)*. Optional Smart Room systems are available *(approx. $3,500 each)*.

Communication Services with Microsoft Teams		
Implementation of headsets and phone system.		
FY 2024	BOCC Startup	$122K

Communication Services for External Agencies

In addition to the County departments, the Board of County Commissioners has a statutory obligation *(Florida statute 29.008)* to provide phone services to the above-mentioned external agencies, consisting of approximately 800 phones. These agencies have separate Microsoft contracts and IT infrastructures; therefore, we propose to continue providing a traditional phone service for the foreseeable future. We have obtained preliminary pricing from a third-party vendor to provide a "turn-key" phone system at an estimated annual cost of $209,000.

Communication Services for External Agencies		
Third party provided "turn-key" phone system.		
Recurring	External Agencies	$209K

OPERATIONAL GOAL 3

Scale Cloud Computing Services

What is Cloud Computing?

According to Gartner, "Cloud computing is a style of computing in which scalable and elastic, IT-enabled capabilities are delivered as a service using internet technologies." Mainstream cloud computing has been around for more than a decade and has become a mature and robust solution for businesses around the world. The cloud powers many services such as eCommerce *(e.g., Amazon)* and streaming services *(e.g., Netflix)*, that are used by billions of people daily.

Benefits of cloud computing:

- ✓ Rapid scalability and flexibility of resources to service changing demands
- ✓ Easier adaptability to meet customer expectations
- ✓ Delivers accelerated business results
- ✓ Promotes enhanced collaboration through ease of accessibility
- ✓ Allows staff more time to focus on the "Total Customer Experience"

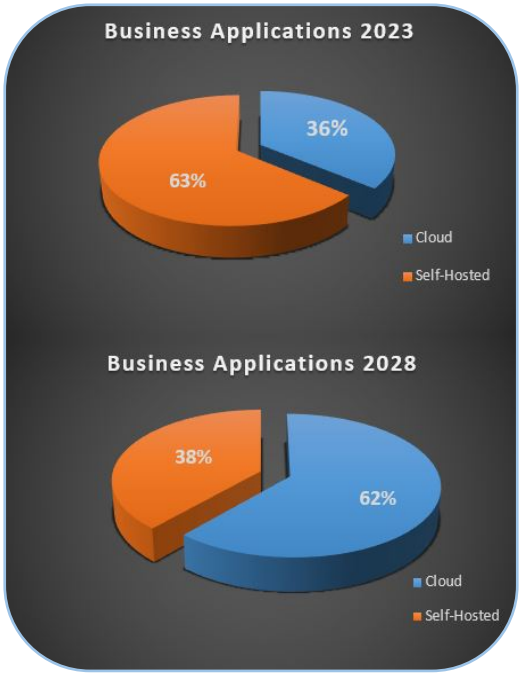
Misconceptions of cloud computing:

- ✓ The cloud never goes down
- ✓ The cloud is automatically secured
- ✓ The cloud should be used for everything
- ✓ Services in the cloud do not require ongoing maintenance and support
- ✓ Cloud services always save money

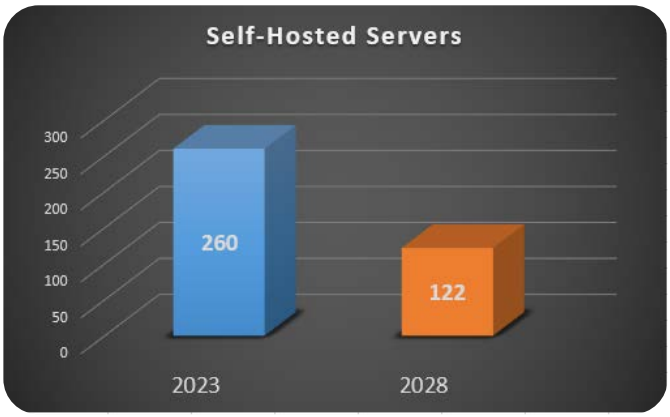
Trends and Projections

As technology and the world continue to evolve, there is a strong industry shift to move to cloud and subscription-based services. Industry trends for application delivery, data storage, backups, and security are changing. Gartner estimates that by 2025, cloud platforms will serve as the foundation for more than 95% of new digital initiatives up from less than 40% in 2021. Additionally, the pricing model for products and services is increasingly becoming subscription based.

OPERATIONAL GOAL 3



Today, the County has 89 primary business applications, of which, 32 are cloud hosted *(e.g., Granicus, Paymentus, QLess, and Koha)*. In the near future, many vendors will no longer provide on-premise, also known as self-hosted, solutions *(e.g., in 2027 Kronos will only offer and support a cloud-based solution)*. With this plan we expect to migrate 26% more of our applications to Cloud based services, over the next 5 years.



Opportunities Gained with Moving to the Cloud

As more services move to a cloud-based model, the standard user interface is transitioning to a web browser *(e.g. Chrome and Safari)* for business applications. This will allow the County increased flexibility to utilize other lower cost computing devices (*e.g. Chromebooks and iPads)* and we will no longer be limited to traditional Microsoft Windows devices.

Our vision is to implement other computing devices that are more cost effective and will provide easier management and ease of use to our employees *(e.g., moving Building Inspectors to an iPad)*. The timing for this goal will be in conjunction with the replacement cycle of the computing devices. Potential cost savings per device are over $200 annually.

OPERATIONAL GOAL 3

Enterprise Resource Planning (ERP)

Tyler Technologies is shifting their primary focus for development and innovations to their cloud hosted solutions. Currently, Tyler has over 1,100 customers that have made the transition to the cloud and all new installations will be cloud based only.

Today, our Enterprise Resource Planning *(ERP)* System is an on-premise solution with over $900K *($180K annually)* in aging data center hardware and $36K in annual server licensing fees. At the end of 2024, our current hardware will reach its end-of-life/end of support and must be replaced or moved to the cloud. Tyler has also stated that they are transitioning their focus for development of their primary enhancements and shifting staffing resources to their cloud-based solutions. Based on these facts and trends, it is prudent to consider moving to the cloud at this time.

The recommendation is to move our ERP system from on-premise to cloud in 2024. There will be a one-time migration cost of $51,000 and a recurring annual net increase of $233,164 contingent upon the removal of on-premise server hardware and licensing.

ERP		
Moving Enterprise Resource Planning to a cloud solution.		
FY 2024	1 Year Implementation	$51K/One Time
---	Recurring	$234K*

**Proposed differential in cost increase.*

UKG - Kronos

UKG, the provider of Kronos, announced the end-of-life/end of support for our current on-premise time and attendance solution effective March 31, 2027. Today, UKG has over 1,300 organizations using their cloud-based solution, Dimensions.

The recommendation is to move from Kronos on-premise to Dimensions cloud-based solution by the end of the 2026 calendar year. The one-time migration cost is $101,400. The projected total recurring cost will be $133,272 which includes a net annual increase of $21,000.

Kronos		
Kronos migration to the cloud (Dimensions).		
FY 2027	6 Month Implementation	$101K/One Time
---	Recurring	$21K*

**Proposed differential in cost increase*

OPERATIONAL GOAL 3

Cloud Data Storage

There are several major cloud service providers in the market *(e.g., Google, Amazon, and Microsoft)*. IT is recommending Microsoft's government cloud to store the County's data when and where possible. Their government specific data centers *"are built to exceed requirements for classified and unclassified US Government data"* and have been approved for use by CJIS and FDLE.

The County currently hosts over 94,000,000 emails and 28,000,000 user files. This data resides on a storage area network and is duplicated across two geographically dispersed sites. The information is backed up for disaster recovery and data protection.

The goal is to move the County's emails and user files in conjunction with the Office 365 migration to the Microsoft government cloud by the end of 2028. Given the amount of data, we will have to procure additional storage for the shared department documents with an annual recurring cost of $6,000.

Cloud Data Storage		
Data migration to the cloud.		
FY 2024 - 2028	Recurring	$6K

OPERATIONAL GOAL 4

Increase Wireless Capabilities

Migrate from Wired to Wireless

IT recommends the County adopt Gartner's *"Wireless by Default, Wired by Exception"* approach to network connectivity. With the continual increase in mobile devices and the Internet of Things (IoT), it is necessary to keep up with these trends by investing in essential technologies to create a truly mobile workforce. By implementing emerging wireless capabilities, Marion County will be better positioned to effectively manage, maintain, and secure the wireless infrastructure.

The goal is to increase and expand our current wireless capabilities by over 300%. Over the next 5 years, we will replace and add an average of 100 wireless access points per year. The expected cost is $200,000 annually. Adding these additional wireless access points will promote hybrid work capabilities and modern shared office space designs. Over time, there will be opportunities for other cost savings due to the reduction of cabling and network infrastructure equipment *(e.g. approx. $300 saved per wired connection with new construction)*.

Migrate from Wired to Wireless		
Enhance wireless capabilities by modernizing the infrastructure.		
FY 2024 - 2028	Recurring	$200K

OPERATIONAL GOAL 5

Establish Interdepartmental Instructional Teams

Improve Countywide Technology Skills & Proficiency

Technology is continually evolving and the County has made a significant investment to keep its business tools current. We have found in several cases that County staff does not always utilize technology to its full potential. Also, continual change can prove difficult for employees to embrace.

To address these challenges Information Technology is recommending the addition of one full-time employee that is dedicated to training County staff on the latest technology and embracing change. By modernizing County staff's technological skills, they will be better equipped for the adoption and efficient use of their daily business tools.

This operational goal can be accomplished using the following methodologies:

1. Partner with Human Resources to enhance New Hire Training as it relates to technology.
2. Create a network of trainers by empowering department technologists and subject matter experts to train employees on technology best practices.
3. Host regularly scheduled meetings with department technologists and subject matter experts to provide the County with a well-rounded digital experience.
4. Conduct formal classes for County employee's on various business tools *(e.g., Microsoft Office and the County's ERP System)*.
5. Create a "Tech News" monthly newsletter with tips and tricks to enhance employee productivity and skills.
6. Develop programs that promote healthy change adoption for technology throughout the organization.

Technology Training Coordinator

This position will serve as the training voice for technology by developing effective training plans to improve the skills and proficiency of County staff.

OPERATIONAL GOAL 5

Making this investment in employees will increase confidence, improve operational efficiencies, overall job satisfaction, and help to lower security risks.

Technology Training Coordinator		
Modernize County staff's technological skills through formal training.		
FY 2024	Recurring	$57K

Change Management Certification

The Training Administrator will also champion change management adoption for technology across the County. This position will be required to maintain a professional Change Management certification such as, the Prosci Change Management Certification. This credential will cost approximately $5,000.

Change Management Certification		
Attainment of a change management certification.		
FY 2024	One Time	$5K

Mobile Training Lab

Procure a mobile training lab to conduct various trainings throughout the County. This mobile unit will consist of multiple computers, a charging/storage cart, and multiple flat-screen TVs. This investment will produce cost savings by mobilizing the trainer rather than the trainees. Preliminary findings indicate this setup will cost approximately $40,000.

Mobile Training Lab		
Mobile training lab to conduct training throughout the County.		
FY 2024	One Time	$40K

OPERATIONAL GOAL 6

Enhance the GIS Experience

Geographic Information Systems *(GIS)*

According to the Environmental Systems Research Institute, Inc. *(ESRI)*, "*A geographic information system (GIS) is a system that creates, manages, analyzes, and maps all types of data. GIS connects data to a map, integrating location data (where things are) with all types of descriptive information (what things are like there). This provides a foundation for mapping and analysis that is used in science and almost every industry. GIS helps users understand patterns, relationships, and geographic context. The benefits include improved communication and efficiency as well as better management and decision making.*"

GIS provides location intelligence which drives informed business decisions for strategic planning and growth within the County. ESRI is the premier provider of GIS technology, as well as the vendor for Marion County.

GIS Needs Assessment

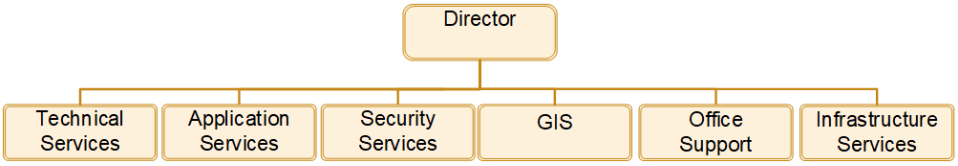
As the County grows, the GIS system needs to adapt. The County is actively partnering with ESRI to perform an in depth needs assessment to review system design, measure performance, identify end-user training opportunities, evaluate common County business tasks for automation, etc. Pending results, a comprehensive GIS strategic plan will be developed and presented.

GIS Needs Assessment		
Partner with ESRI to perform a needs assessment and pending results, develop a strategic plan.		
FY 2024	One-time Cost	$30K

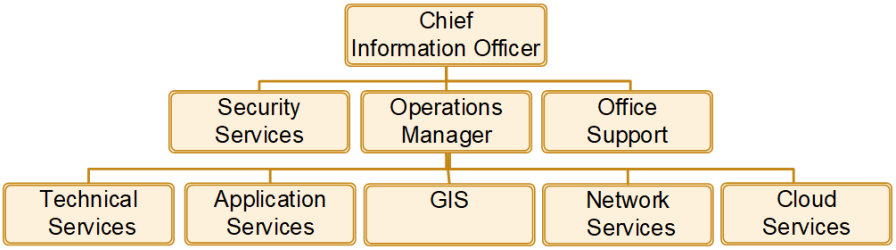
OPERATIONAL GOAL 7

Organizational Realignment

Current Departmental Structure



Proposed Departmental Structure



Departmental Organizational Changes

To better align our staff to meet shifting customer needs and the ever-changing technological landscape we are proposing the following organizational changes:

Chief Information Officer: With the continual technological expansion in all aspects of the organization, the consideration for the role of Chief Information Officer *(CIO)* has become fundamental to ensure that IT remains aligned with the strategy and vision of the County. The CIO role will focus on the overall IT functions in the organization versus the day-to-day departmental operations. Additionally, the CIO is charged with creating strong partnerships throughout the entire organization to ensure technology is properly aligning with the business needs. This is a proposed title change with no change in paygrade.

Operations Manager: With the change in role of Director to CIO, we are proposing a new Operations Manager position *(paygrade 117).* This position will manage the day-to-day operations of the department and serve as a deputy to the CIO.

Technology Training Coordinator: As described in Operational Goal Five, we propose adding a full-time Technology Training Coordinator *(paygrade 112)* to help facilitate and develop technology training programs that promote healthy change for the County.

OPERATIONAL GOAL 7

IT Purchasing & Asset Specialist: In order to better align with the new House Bill 7055 which deals with the National Institute of Standards and Technology (NIST) Cybersecurity Framework *(which defines the standards for the identification of critical IT processes and assets)* it is imperative that all technology assets for the County are accounted for in a timely and consistent manner. The task of tracking these assets has been solely placed on County IT with the change in the Clerk's capital asset reporting thresholds. Due to the increased complexity of meeting the NIST standards, we recommend reclassing the Purchasing & Inventory Coordinator to IT Purchasing & Asset Specialist *(paygrade 109)* and adding a second position to address the volume of work and ensure continuity.

Network Services Manager: Due to the industry shift from on-premise to cloud-based services there will be an increased demand on network design and reliability. We propose reclassing the Network Systems Administrator *(paygrade 114)* to Network Services Manager *(paygrade 115)*.

Cloud Services Manager: Due to the industry shift from on-premise to cloud-based services we propose retitling the IT Infrastructure Manager to the Cloud Services Manager with no change in paygrade.

Sr. Cloud Services Analyst: Due to the industry shift from on-premise to cloud-based services we propose retitling the Sr. Infrastructure Analyst to Sr. Cloud Services Analyst with no change in paygrade.

Cloud Services Analyst: To help facilitate the expansion of cloud-based services we propose retitling the Infrastructure Analysts to Cloud Services Analysts with no change in paygrade.

Departmental Organizational Changes	
Proposed position changes for FY 2024	
Chief Information Officer *(Title Change)*	No Change
Operations Manager *(New)*	PG 117
Technology Training Coordinator *(New)*	PG 112
IT Purchasing and Asset Specialist *(Reclass)*	PG 107 to 109
IT Purchasing and Asset Specialist *(New)*	PG 109
Network Services Manager *(Reclass)*	PG 114 to 115
Cloud Services Manager *(Title Change)*	No Change
Sr. Cloud Services Analyst *(Title Change)*	No Change
Cloud Services Analyst *(Title Change)*	No Change

OPERATIONAL GOAL 7

Hybrid Workforce

Gartner research indicates a 44% decrease in fatigue, a 45% increase in intent to stay, and a 28% increase in performance with a hybrid workforce model. The Information Technology department concurs with Gartner's research based on first-hand experience during the COVID-19 Pandemic. We propose IT be a pilot hybrid workforce department in conjunction with the *Empowering Marion II* plan. A modern hybrid design can potentially address our current office space capacity issues.

Financial Projections

Financial Analysis

Projected Net Increase

Goal	Name	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
1	Transform Our Citizen's Portal	$65,000	$29,870	$30,766	$31,689	$32,640
2	Improve Countywide Collaboration*	$229,000	$98,593	$21,142	$17,116	$17,116
3	Scale Cloud Computing Services	$291,000	$240,000	$362,000	$268,830	$276,895
4	Increase Wireless Capabilities	$200,000	$206,000	$212,180	$218,545	$225,102
5	Establish Interdepartmental Instructional Teams	$102,000	$58,710	$60,471	$62,285	$64,154
6	Enhance the GIS Experience	$30,000	--	--	--	--
7	Organizational Realignment**	$193,689	$199,500	$205,485	$211,649	$217,999
Net Increase		**$1,110,689**	**$832,673**	**$892,044**	**$810,115**	**$833,905**

**Cost does not include external agency phones*
***Personnel costs are unloaded base salaries*