



**Gwinnett**  
Information  
Technology

# 2020 Business Plan

Abe Kani,  
IT Department Director/CIO

# Agenda



Vision, Mission & Priority Alignment

Organization & Environment

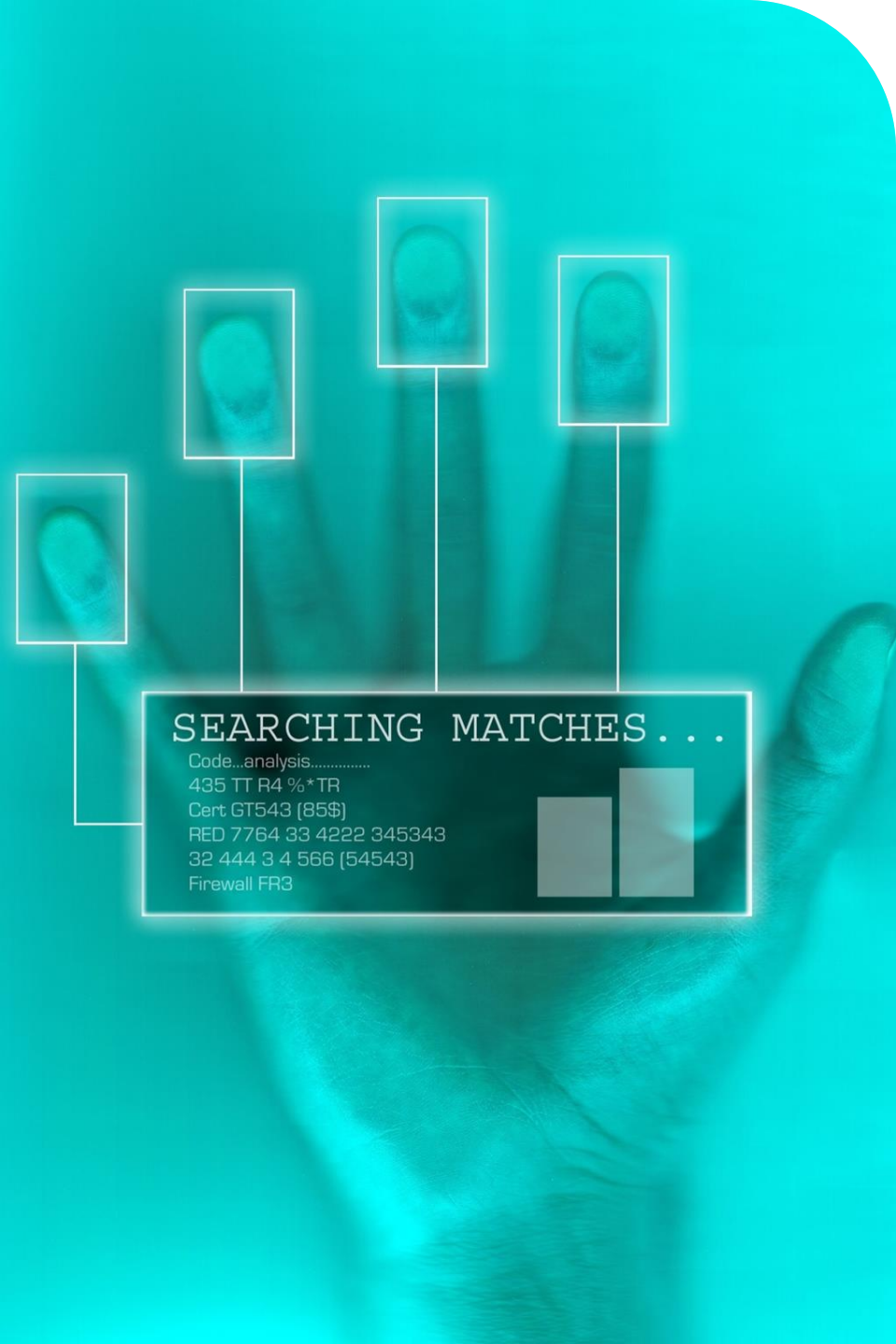
Successes & Challenges

Decision Packages & Budget Summary



# IT Vision Statement

To be recognized as an **effective technology leader** and a **catalyst for business innovation.**



# IT Mission Statement



Gwinnett County's IT Department is **committed to empowering business stakeholders with technology and services** that facilitate effective processes, collaboration, and communication.

We accomplish this by:

- Developing skilled IT staff with a professional, customer-oriented mindset
- Fostering and maintaining valuable partnerships with business units
- Providing a stable, secure, and highly integrated computing environment

# Gwinnett County Priorities



Safe & Healthy  
Community



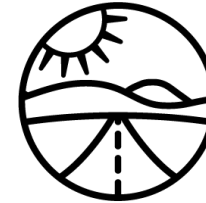
Livability & Comfort



Communication &  
Engagement



Strong & Vibrant  
Local Economy



Mobility & Access



Smart & Sustainable  
Government

## IT Strategic Goals

Be a Reliable  
Provider of  
Secure  
Technology  
to the  
Organization

Optimize the  
Cost to  
Deliver IT

Be a Trusted  
Technology  
Advisor to the  
Organization

Be the  
Steward  
of the  
Organization's  
Information  
Assets

Promote  
Business  
Process  
Innovation  
Through  
Technology

Create Highly  
Skilled and  
Performing  
Teams

Deliver  
Customer  
Service  
Excellence

# IT Organization



## Enterprise Applications

- Business Solutions
- ERP Solutions
- Land Information Solutions
- Public Safety Solutions
- Web Solutions



## Infrastructure & Operations

- End User Support
- Network
- Server
- Storage
- Telecom



## Business Strategic Services

- Business Relationship Management
- Project Management



## Fiscal & Administration

- Admin/HR
- Asset Management
- Fiscal Management

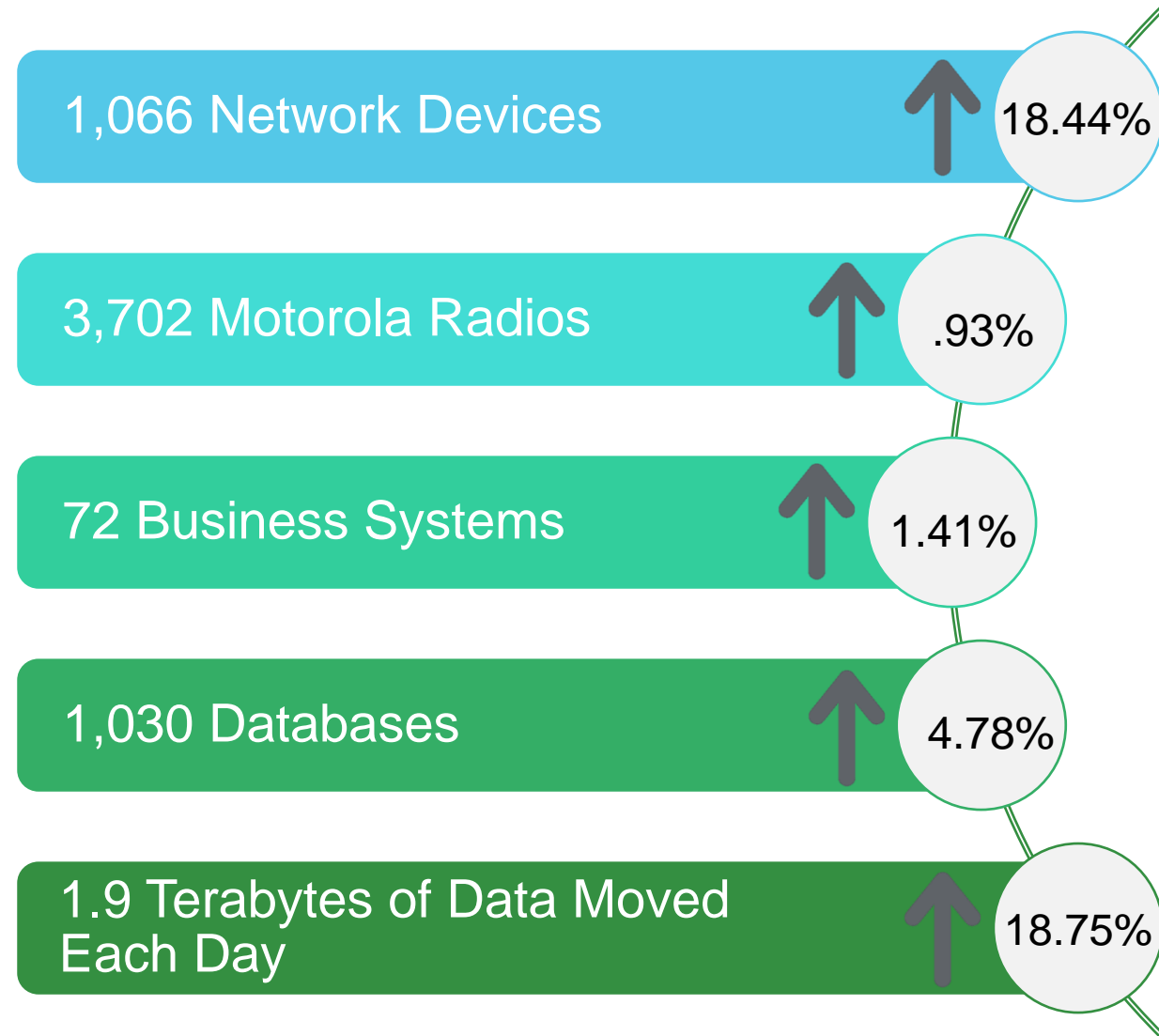
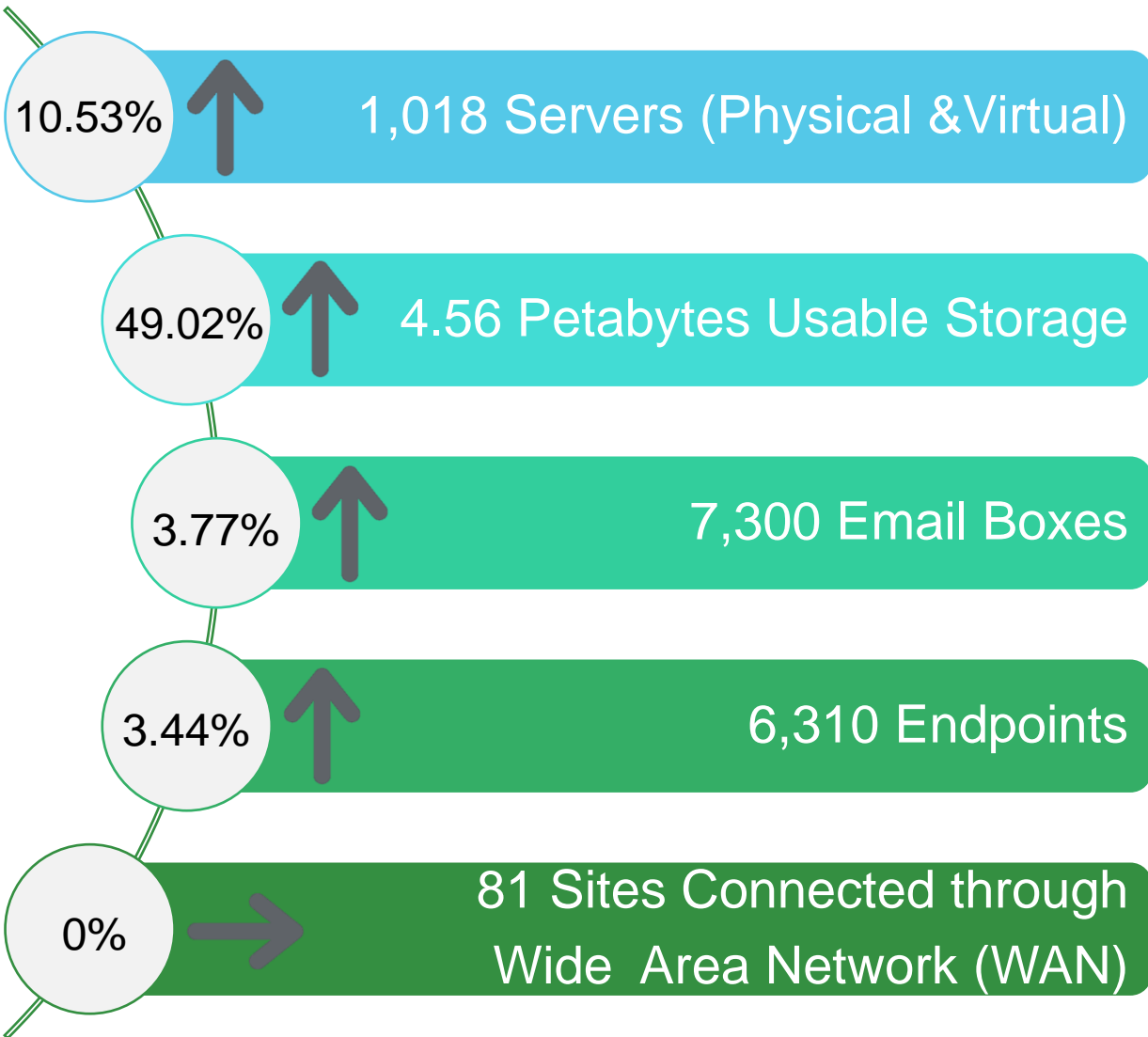


## Information Security

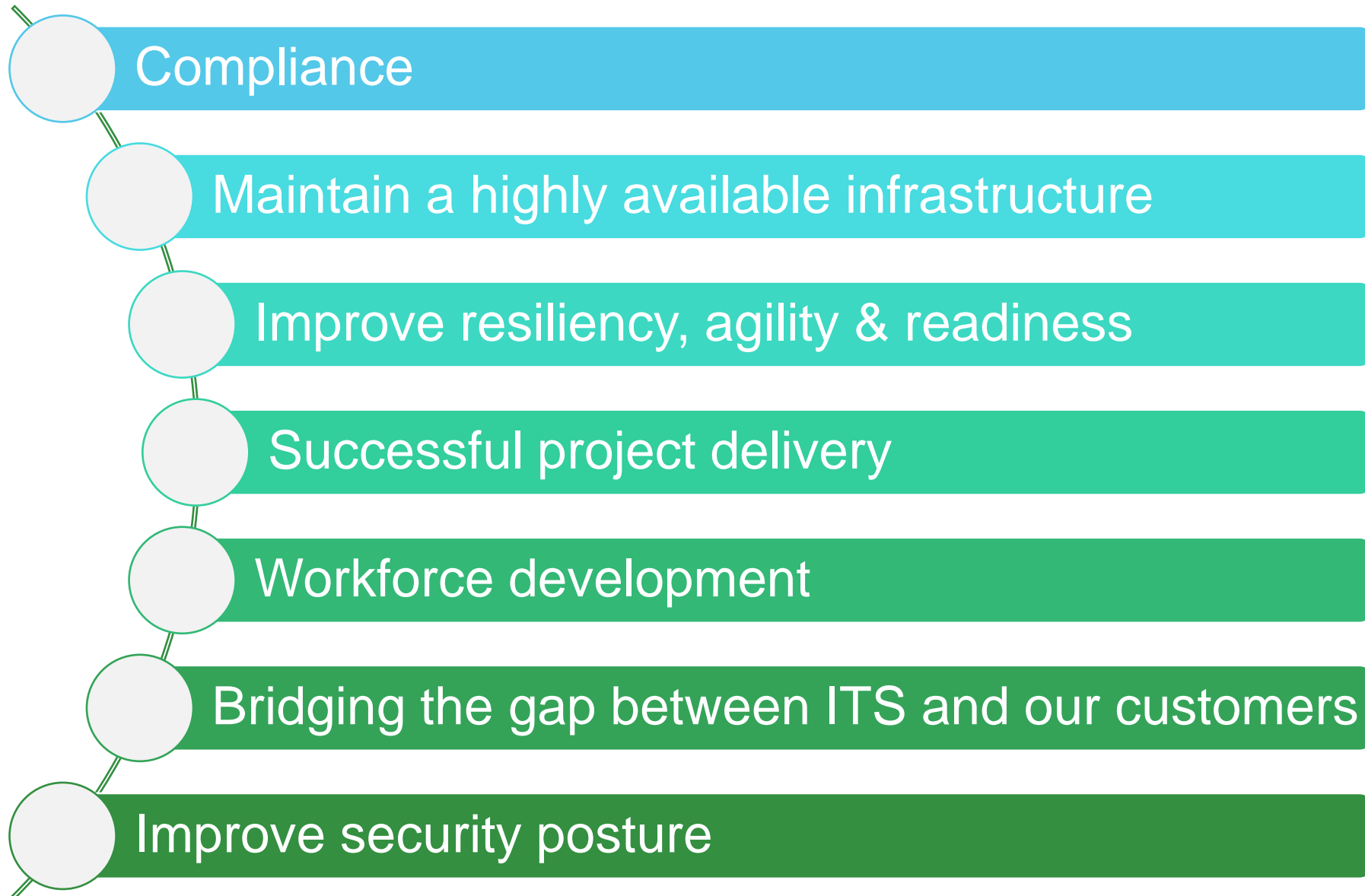
- Disaster Recovery
- Compliance
- Managed Security Services

130 Full-Time Employees

# IT Environment We Support



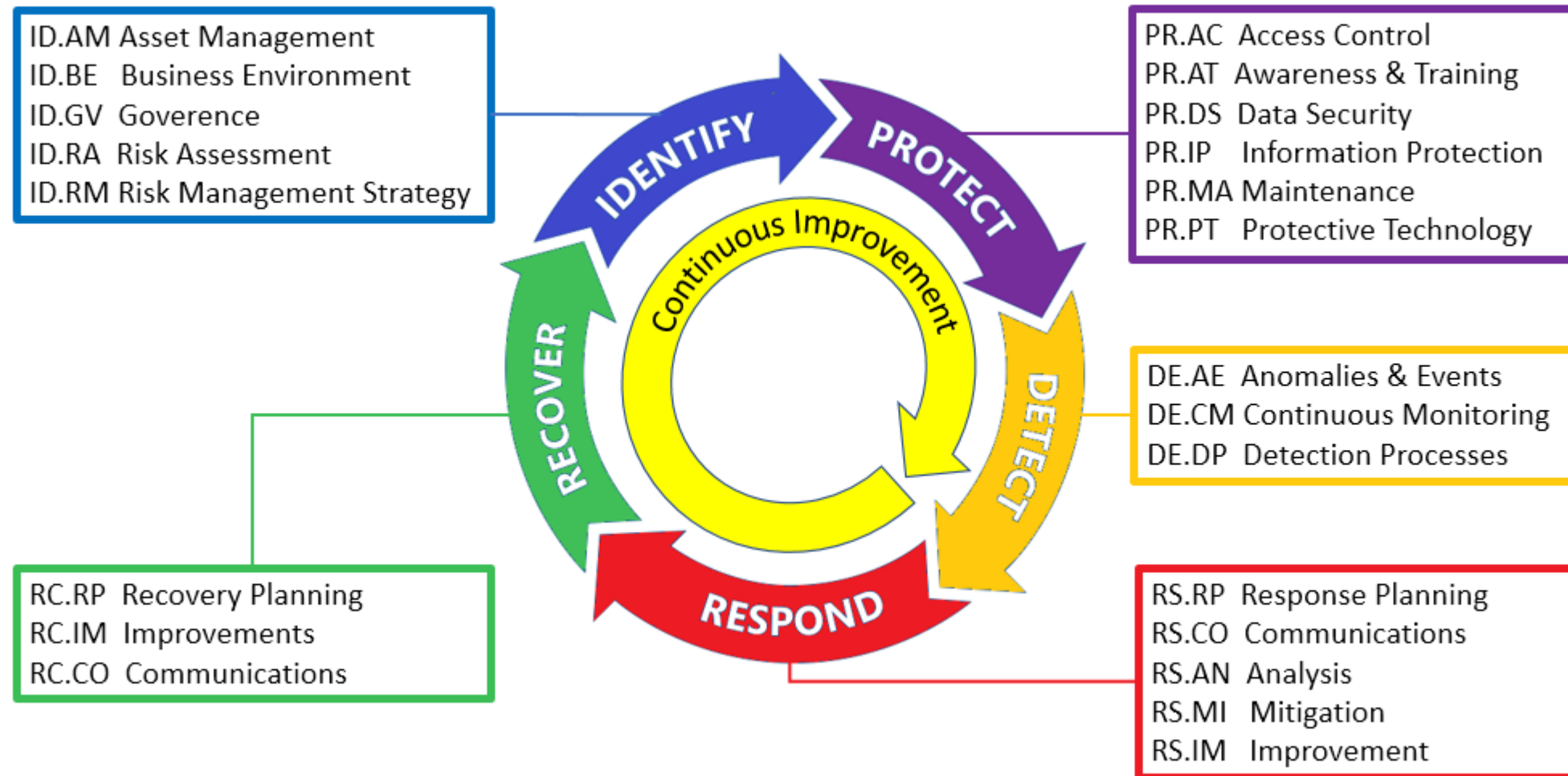
# Ongoing Activities



# Cybersecurity Program



## NIST Cybersecurity Framework



# Cybersecurity Initiatives



## Completed

## In-Process and On-going

## Upcoming



### Identify

- Security Strategic Planning

- Asset Management Project
- DoITS Security Standards
- Risk Assessments

- Access Control Reviews
- Vendor Reviews



### Protect

- Microsoft LAPS
- PCI Segmentation

- Vulnerability Management
- Phishing Simulations
- Secure Cloud Storage
- Multifactor Authentication (VPN)

- Privileged Access Management
- Security Awareness Training



### Detect

- Managed Security Services Phase 1

- Managed Security Services Phase 2
- Data Loss Prevention

- Improvement of MSS Detection Capabilities



### Respond

- Incident Response Plan Development
- MSS Response Retainer

- IR Procedure Improvement

- Tabletop Exercises



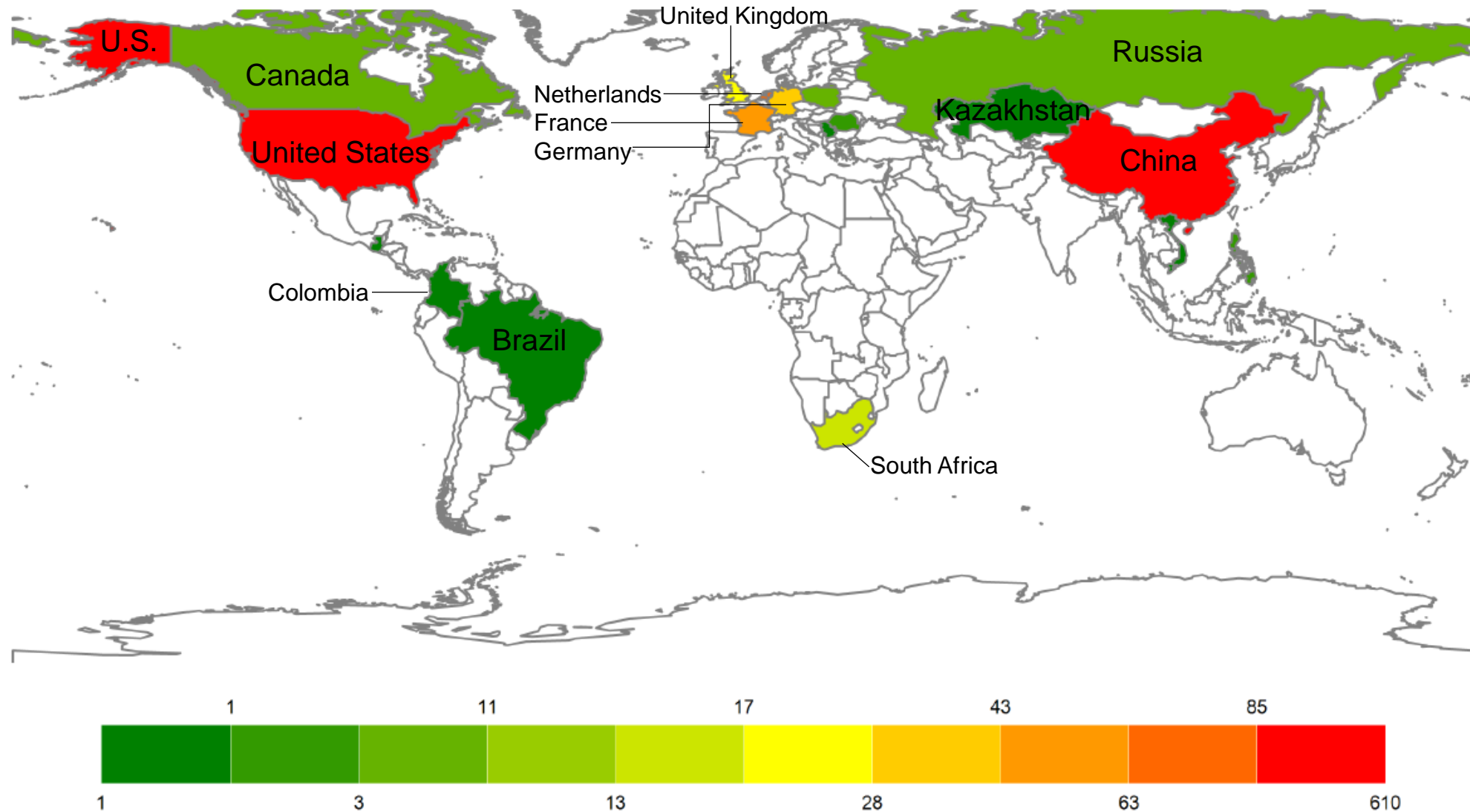
### Recover

- Disaster Recovery Workshop

- Disaster Recovery Planning

- Disaster Recovery Testing

# Sources of Attacks (Month of July 2019)

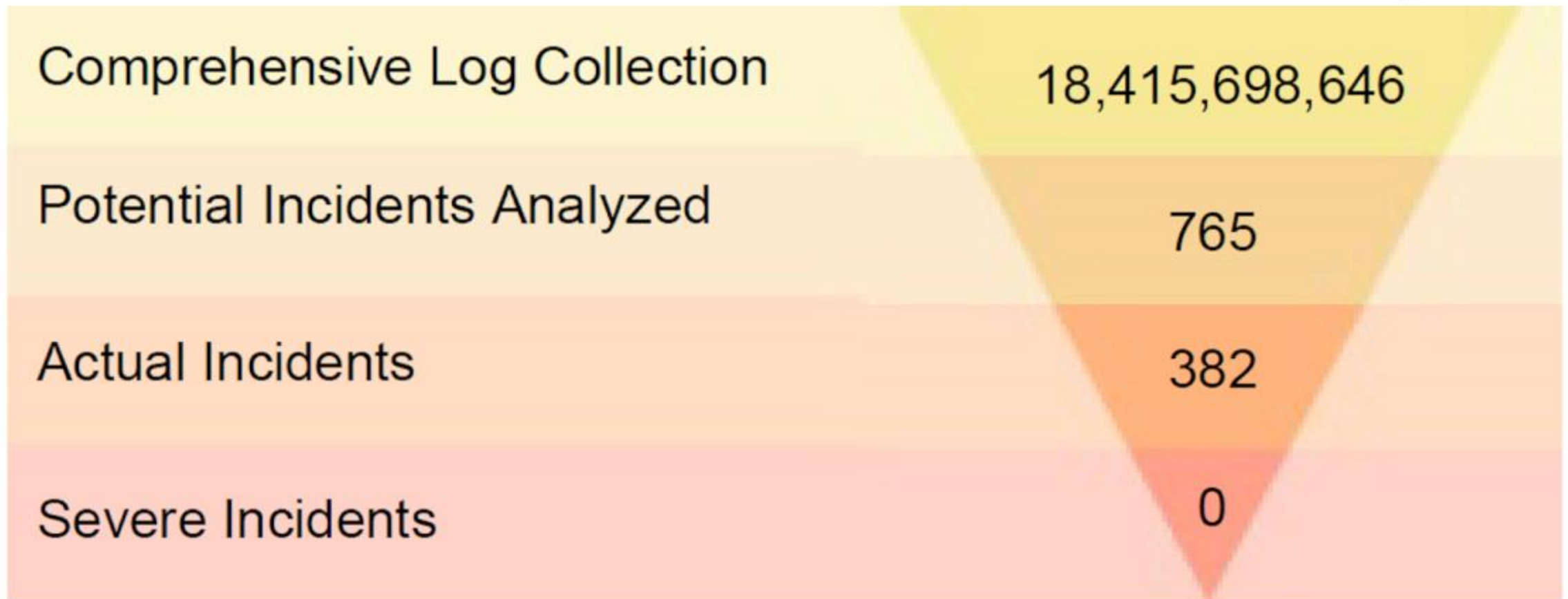


# Managed Security Services (MSS)



## Details

Month of July



# Recent IT Successes



## Citizen Centric

- Online Billing Improvements
- Advance Voting Notification
- License & Revenue Website Redesign
- DRIVES Upgrade
- Building Inspection Status Enhancements
- GIS Data Browser Conversion

## Enterprise

- Consistent Delivery of IT Services
- Information Security Improvements
- Provision of Numerous New Features/Functions
- 100% Systems Maintenance Success
- End User Computing Simplification

## Multi-Departmental

- Evaluation of \$46M in Technology Capital Project Business Cases
- Migration of 911 Call Handling System to Digital
- FirstNet Rollout
- Public Safety Radio Upgrade
- Body-worn Camera Deployments

## Departmental

- SCADA Network Redesign for DWR
- Business Process Improvements for P&D
- Development of Adopt - A- Road System for Clean & Beautiful
- Clerk of Courts Migration of VM Environment

# Awards



CENTER FOR DIGITAL GOVERNMENT



# Organizational Challenges



Increasing Demand on IT Resources

Acquiring Project Management Resources

Combating Security Threats



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# **Decision Packages and Budget Summary**

# Decision Package 001



<b>P</b>	<b>Priority</b>	 Smart & Sustainable Government
		
<b>S</b>	<b>Strategy</b>	Establish and Maintain the Gwinnett County Standard
		
<b>O</b>	<b>Operational</b>	Improve Project Delivery
		
<b>P/I</b>	<b>Project or Initiative</b>	Project Management Services \$660,800

# Decision Package 001



## Challenge

- Increasing number of capital projects requires additional PM resources
- Current IT project portfolio consists of 112 projects:
  - 20% managed with professional PMs
  - 80% managed by IT Managers until a professional PM is recruited
- Shortage of qualified PM applicants
- Once a PM is recruited, it takes close to three weeks to get the PM prepared/trained

# Decision Package 001



## Proposed Solution








- Project Management Services provides:
  - Experienced PMs, trained in best practices
  - Resources on demand
  - Continuity of project delivery

## Budget Requested

- \$660,800

# Decision Package 003



	<b>Priority</b>	 Smart & Sustainable Government
		
	<b>Strategy</b>	Make it Easier to do Business with the County
		
	<b>Operational</b>	Develop Innovative Application Solutions
		
	<b>Project or Initiative</b>	On-Demand Services for Web \$500,000

# Decision Package 003



## Challenge

- Increasing demand for access to County services through mobile devices requires new applications developed by resources with specialized skills
- The IT Web team's current staffing of 1 FTE and 3 contractors is only sufficient to support the County's website
- Until the County finalizes a digital strategy, the required level of resources cannot be determined

# Decision Package 003



## Proposed Solution


- Managed Application Development Services provides:
  - Skilled resources with the knowledge and experience to develop new applications quickly and at high quality
  - Resource augmentation as new projects are approved for implementation

## Budget Requested

- \$500,000

# Decision Package 005



<b>P</b>	<b>Priority</b>	 Smart & Sustainable Government
		
<b>S</b>	<b>Strategy</b>	Establish and Maintain the Gwinnett County Standard
		
<b>O</b>	<b>Operational</b>	Maintain a Reliable Database Management System
		
<b>P/I</b>	<b>Project or Initiative</b>	Sr IT Database Administrator (DBA) \$117,163

# Decision Package 005



## Challenge

- Demand for database support has increased due to new projects, security activities and an increasing number of County databases
- Workload for each DBA averages over 45-50 hours per week
- 24X7 availability to participate in troubleshooting with the IT Network and Server teams is hard to sustain with the current staff level

# Decision Package 005



## Proposed Solution


- One additional DBA to support the County's environment including:
  - Database design, installation, maintenance, tuning, configuration and patching
  - Plan, test, implement, and maintain backup and recovery
  - Manage user access, security patches and audit requests
  - Setup and maintain documentation and standards

## Budget Requested

- \$117,163

# Decision Package 006



<b>P</b>	<b>Priority</b>	 Smart & Sustainable Government
		
<b>S</b>	<b>Strategy</b>	Establish and Maintain the Gwinnett County Standard
		
<b>O</b>	<b>Operational</b>	Improve Data Quality & Usability
		
<b>P/I</b>	<b>Project or Initiative</b>	Sr IT Systems Administrator \$117,613

# Decision Package 006



## Challenge

- Increasing demand for administration and support of GIS and Accela environments
- Year-to-date, the IT LIS team has received over 720 Service Requests for the Accela System consisting of new developments, functional enhancements and integrations with other systems
- Insufficient staffing to support the new Public Safety Solution which depends on accurate GIS data for effective operation of E911

# Decision Package 006



## Proposed Solution

- One additional Sr IT Systems Administrator to join the IT Land Information Solutions (LIS) team would allow for:
  - More responsive handling of customers' requests
  - Improved GIS support of E911 operations
  - Maintaining the integrity, security and availability of data

## Budget Requested

- \$117,613

# Decision Package 009



<b>P</b>	<b>Priority</b>	 Smart & Sustainable Government
		
<b>S</b>	<b>Strategy</b>	Establish and Maintain the Gwinnett County Standard
		
<b>O</b>	<b>Operational</b>	Enhance Cyber Security
		
<b>P/I</b>	<b>Project or Initiative</b>	Patch Management \$280,000

# Decision Package 009



## Challenge

- The County's computing environment continues to expand and mitigation of vulnerabilities is more critical than ever
- There is an increase in the number of vulnerabilities which now requires patch management activities to be conducted on a monthly basis rather than a quarterly basis
- Insufficient resources makes it impossible to implement a monthly patching schedule

# Decision Package 009



## Proposed Solution

- Two contractors to augment our patch management resource capabilities
- Enables IT to address vulnerabilities expeditiously

## Budget Requested

- \$280,000

# Budget Summary



	2019	2020 (w/o Decision Packages)	2020 (w/ Decision Packages)
Administrative Support Fund	\$39,640,173	\$42,310,060	\$43,985,636
Full-time Positions	130	130	132
Part-time Positions	17	17	17



# Questions