

Oakland County Michigan Information Technology (IT) Strategic Plan

1.0 INTRODUCTION

The Oakland County Information Technology (IT) Strategic Plan, similar to all strategic planning, is an on-going process. The plan is a working tool to link the County's goals with information technology to provide improved government functions and enhanced customer service. The plan is intended to allow for change over a period of time and serves as a broad guideline for action that can be revised as technologies emerge and the County's business requirements change. As a working reference document, the plan will be distributed internally to County Representatives.

Both internal and external environments of the County are continually changing, and technology plays a critical support role in the development, implementation and enhancement of government services. As a result, the County recognizes the need to outline an overall approach for the selection, use, and support of technology that aligns with County resources, business needs, and processes. Therefore, a county-wide approach based on standards, consistency, and compatibility will make more cost-effective use of technology.

The Oakland County Information Technology Strategic Plan builds on the original Strategic Plan drafted in 1991 and later approved by the County Board of Commissioners. In addition, it is a compilation of other planning documents drafted by Information Technology's Project Management Office (PMO) and other technology teams responsible for the implementation of these information systems. These planning documents have been supplied to the County Finance Committee and other committees of the Board of Commissioners over the past decade.

1.1 Scope of Strategic Plan

This is a strategic plan with a two to five year planning horizon. Since it is difficult to predict the state of the information technology field beyond three years, the County has developed a flexible long-term strategy, not a detailed long-term plan.

This plan addresses all facets of the County's information technology services and related infrastructures. It strives to maximize the benefits of high-level organizational cooperation while allowing individual and group creativity and flexibility. Therefore, the foundation for the plan includes trends in the information technology industry; an outline of customers and services; and an Information Technology vision accompanied by a mission statement, goals and guiding principles, critical success factors and the Information Technology Master Planning Process. A desired target environment along with strategies for organizational effectiveness, partnerships, and processes will be developed in subsequent revisions to this plan.

1.2 Oakland County Overview

Oakland County Michigan covers 910 square miles, has 61 cities, villages, and townships (CVTs) and is located in southeast Michigan, immediately north of the City of Detroit. Located astride the Interstate 75 corridor and at the heart of “Automation Alley”, Oakland County is a world class technology center. In 2000, Oakland County’s population was 1,194,156, a 10.2% increase from 1990. With approximately 440,000 parcels of property and an increase of approximately 7,000 parcels per year, Oakland County has added over 10 billion dollars in total property value over each of the last five years. Oakland County features among the lowest operating tax rates in the state, has perennially been the highest job-producing county in Michigan, and is home to six Fortune 500 companies. Oakland County is one of two dozen counties in the nation with the coveted AAA bond rating and in 1998, a bond rating agency ranked Oakland County the best run county in America.

Over the next several years, many CVTs may find themselves struggling with securing qualified information technology resources at a price they can afford. Changing technologies, integration of suite products and software complexities will continue to concern the local municipalities in their efforts to cope. The situation is expected to get much worse over the next several years.

The expense of highly qualified technology personnel and the limitations on property tax revenue will inhibit technology initiatives absent some County involvement. The constitutional cap placed on taxable value growth combined with the annual millage rollbacks has restricted discretionary spending for many local CVTs. This trend will continue into the foreseeable future. Yet, there is hope as the County has recognized these issues faced by the CVTs and is taking active steps to assist in its resolution.

Over the last several years, Oakland County has been aggressively replacing existing mainframe programs with improved vendor-supported systems. As the IT Department has addressed these systems for County departments, the CVTs have been kept in mind as well. The benefits derived from the investments can be obtained from other sets of governmental units, namely the local municipalities.

Unlike many counties in Michigan, or in the nation, Oakland County and its local municipalities cooperate in the performance of services to residents. Traditionally, counties and CVTs work independent of one another - **not in Oakland County**. The County on behalf of the local municipalities performs many services (much of which is in the technology arena) normally rendered by BOTH entities in other counties. The County often incurs the financial responsibility itself with incremental costs that provide direct technology programs and economic benefits to CVTs. In many instances, the funding of computer programs by the County would enable operating programs that could not otherwise be performed by smaller CVTs. This “centralized computing” practice is unique compared to many counties, where each of the local municipalities, and even County departments, has their own computer systems that do not integrate with each other.

The benefits of providing these services centrally, rather than separately (CVT and the County as well), results in an overall cost reduction for services to the taxpayers in Oakland County. Essentially fixed costs of computer services are spread over a larger economic base - thus, reducing the cost per unit served.

1.3 Information Technology Department Overview

The Department of Information Technology is a service bureau that provides IT services to 82 County Divisions, more than 100 local governmental units (assessors, treasurers, law enforcement, etc.), over 50 private sector customers, and over 1,300 @ccess Oakland customers. IT is responsible for over 150 major applications consisting of more than 8,000 programs and provides systems support, maintenance, enhancements and new development for all major systems applications.

The Department of Information Technology is under the administration of the County Executive and is comprised of the following five organizational divisions:

- Administration – Internal Services
- Application Services
- CLEMIS
- Technical Systems and Networking

The IT Department has 164 employees and approximately 40-50 contract professional services staff. There are approximately 52 unique job classifications within the IT Department.

Administration – Internal Services Division

The Administration – Internal Services Division is comprised of the following Operational Units: Project Management Office (PMO), Service Center, Training & Communications, and Administrative Services.

This division supports Information Technology and the County in functions related to Project Management, Training and Customer Support. This includes the following:

- IT Annual Master Planning and Leadership Group Processes
- Project Management support and assistance to IT Project Managers
- Hands-on instruction and training, customized to the needs of County and CVT employees to empower them with skills in standard software products, providing the skills necessary to complete their tasks effectively and efficiently
- Service Center Customer Support Services
- IT Employee Training and Education
- IT Department Communication Processes
- IT Service Center - Telephone Communications
- IT Purchasing, Accounts Payable, Billing and Clerical staff functions
- IT Department Policies and Procedures and Human Resource Administration

CLEMIS Division

The CLEMIS (Courts and Law Enforcement Management Information System) and Public Safety program provides computer technology, radio communications, and related services to criminal justice and public safety agencies (police, fire, and emergency medical services). CLEMIS, a regional law enforcement consortium, provides solutions through a cooperative effort that are affordable and efficient for agencies of all sizes. Over 200 police, fire and emergency medical services agencies in a six county region rely on CLEMIS for up to 20 different Public Safety software and hardware solution needs. By serving as a technical link among multiple agencies, the program promotes communication and sharing of criminal justice information. CLEMIS also facilitates the maintenance of fire and emergency medical records. The program's standards are monitored by the CLEMIS Advisory Committee, and nine sub-committees to ensure the integrity of information entered into the system. The CLEMIS program empowers criminal justice and public safety agencies to maximize the use of collected data, for their daily operations and comprehensive planning. This division is also responsible for the County's E911 equipment and its integration with the Computer Aided Dispatch system. CLEMIS staff provides all the necessary training to the agencies as well as 24 X 7 support. The CLEMIS Division is comprised of four teams: Public Safety Applications, Corrections-Biometric Applications, Tech/Field Services, and Radio Communications.

Application Services Division

The Application Services Division is comprised of the following Operational Units: Land Management Technologies, Courts, Finance and Human Resources Systems and eGovernment. The program is responsible for development of new applications, enhancements to existing applications, and support and maintenance of both Oakland County developed software and purchased software.

The Land Management Technologies program is responsible for information systems used in land-related business functions. These business functions include: assessment, taxation, planning and economic development, homeland security, infrastructure management, and well/septic inspections. Geographic Information Systems (GIS) is the primary technology used to support these diverse departments and local CVTs.

The Courts program provides IT development to Oakland County's Circuit Court, Probate Court, the 52nd District Courts, Prosecuting Attorney, Clerk/Register of Deeds, Community Corrections, Board of Commissioners, Medical Examiner's Office, Circuit Court Probation, and the non-CLEMIS functions of the Sheriff's Office.

The Financial/Administrative program provides IT development and support to Oakland County's County Executive, Treasurer, Management and Budget, Human Resources, Facilities Management, Central Services and Information Technology departments.

The eGovernment program supports the County's entire Internet presence. In fiscal year 2008, 3.1 million web site visitors viewed 20.1 million pages of content and downloaded 773,637 PDF files from the County web site. The County's web site contains 20,396 Internet and 5,076 Intranet pages and averaged 265,314 visitor sessions per month with over 20 million pages viewed per year. In addition, the program provides web site content management activities including overall editing, proofreading, standards compliance, graphics, photos, sound and video.

Technical Systems and Networking Division

The Technical Systems and Networking Division are comprised of the following Operational Units: Data Base Administration, Server Administration, Network Services, Technical Operations, Workstation Services, and Telephone Communications.

The Technical Systems and Networking program manages the County-wide network, communications, and computing infrastructure 24 hours a day including:

- Monitoring, security, configuration, and troubleshooting activities
- Maintaining and extending a fiber optic network connecting the County and the CVTs to better coordinate data, video, and voice communications
- Managing file, print, application, and mail servers, including security administration, operating system upgrade and maintenance, capacity planning, anti-virus scanning, and monitoring
- Establishing standard development platforms and methodologies encompassing such areas as mainframe and PC application development, database creation, design, and naming, application product selection, and standard software suites and applications
- Developing procedures and plans to facilitate disaster recovery, data protection, and data recovery
- Workstation, workstation software, and workstation peripheral configuration, maintenance, delivery and problem resolution
- Traditional telephone services, pager services, pay phones and cellular phone services, having its own Private Branch Exchange (PBX) system telephone switch allowing for reduced costs for operations, including toll charges.

Overall, Information Technology’s customer base spans several different disciplines, including:

- Health and Human Services
- Court Services
- Public Safety (Police, Fire, EMS)
- Clerk/Register of Deeds
- Community & Economic Development
- Sheriff
- County Executive
- Oakland County International Airport
- CVTs
- Equalization and Treasurer
- Finance and Human Resources
- Water Resources Commissioner
- MSU Extension/Oakland County
- Parks & Recreation
- Prosecuting Attorney
- Board of Commissioners
- Facilities Management
- External Customers

Information Technology provides a number of services to its customers, in general, IT services provided include:

Information (Data) Services	
RDBMS and Mainframe Database Administration and Standards	RDBMS and Mainframe Database Design, Access and Security
RDBMS and Mainframe Database Recovery and Storage	Data Warehouse Design, Access and Security
GIS Database Design, Access and Security	Digital Picture Database Administration
24/7 Data Center Management	
Application Development Services	
New Product Research and Testing	Custom Application Development and Code Management
“Commercial Off the Shelf” Software Selection and Implementation	Business Process Improvement
Office Automation Software	“Commercial Off the Shelf” Software Maintenance and Support
Technology Services	
Asset Management	Automated Software Delivery
Anti-Virus Maintenance and Control	Technology Standards Management
Internet Services (Web Hosting, FTP, and Web Browsing)	LAN Network Administration and Management
Network Directory Services and File Storage	WAN Network Administration and Management
Disaster Recovery Planning	Printing, Plotting and Fax Management
Telephone and Paging Management	Remote Access Management
Network Security and Authentication	PC Support and Maintenance
Video Conferencing Services	Server Hardware Support and Maintenance
Internet Security and Firewall Management	Technology Testing and Prototyping
Wireless Network Administration and Mgmt.	Web Site Design
Training and Support Services	
24/7 Service Center Support	Technology Newsletters and Publications
Software and Application Training	Technology Project Management and Mentoring

2.0 Mission Statement

To be a leader in providing government services through innovative, reliable, and responsive information technology solutions.

2.1 Guiding Principles

- 2.1.1 To provide the highest quality customer service in partnership with government agencies, citizens, communities, and customers
- 2.1.2 To provide leadership through the strategic use of technology
- 2.1.3 To ensure executive support and commitment from County Executive, Board of Commissioners, and other elected officials
- 2.1.4 To ensure all County agencies will be treated as equal and important partners of the IT Department
- 2.1.5 To empower IT customers to become more self-sufficient and technologically confident
- 2.1.6 To encourage county departments and local governments to use information technology to improve and deliver services
- 2.1.7 To recruit and retain a technically competent workforce
- 2.1.8 To develop, maintain, and distribute high-quality information in support of decision making and collaboration
- 2.1.9 To embrace the application of new technology to improve business workflow
- 2.1.10 To effectively communicate with the customer community
- 2.1.11 To promote cross boundary collaboration

3.0 Strategies and Initiatives

The following Information Technology strategies represent broad statements of desired accomplishments: Each of these strategies is supported by projects within the IT Master Plan.

3.1 Provide an Enhanced Application Service Offering

- 3.1.1 Increase application integration through web services
- 3.1.2 Research and develop a Constituent Relationship Management (CRM) strategy
- 3.1.3 Promote mobility and location integration in business applications
- 3.1.4 Utilize ecommerce platform to offset costs and expand product offerings to customers
- 3.1.5 Improve the quality, reliability and availability of all applications
- 3.1.6 Increase the agility and responsiveness of business units by expanding customer analytics
- 3.1.7 Leverage the County's Internet presence and portal as a branded consolidated point of access to all County information and services through a web browser
- 3.1.8 Centralize identity and access management for all applications and content

3.2 Enhance ability to provide effective and timely customer (County departments and CVTs) service

- 3.2.1 Implement a centralized service center strategy to provide a single point of contact for service delivery
- 3.2.2 Implement the IT Infrastructure Library (ITIL) best practice framework for IT Service Management
- 3.2.3 Define a service and support strategy that clearly identifies the IT services provided
- 3.2.4 Provide a high-quality training program to empower employees through technology
- 3.2.5 Develop a formalized customer communication plan
- 3.2.6 Build IT Staff expertise through professional development
- 3.2.7 Expand capacity through ongoing organizational review and selective outsourcing

3.3 Implement a Standardized Infrastructure Strategy

- 3.3.1 Deliver services using a shared technology infrastructure wherever possible
- 3.3.2 Implement a Microsoft infrastructure strategy
- 3.3.3 Implement a consolidated security management strategy
- 3.3.4 Establish a standard personal computing hardware and software product suite, SLA, and replacement schedule for all County personal computers
- 3.3.5 Establish support cost model and SLA for all offerings outside 3.3.4
- 3.3.6 Improve service availability through network design and management strategies
- 3.3.7 Establish enhanced capacity planning and recovery management strategies

4.0 MEASUREMENT

Measurement of the IT Strategic Plan is detailed in the IT Master Plan and Quarterly Status Reports. These reports contain a measurement of each program and project in the IT Department. In addition, Project Sponsors submitting IT project requests are required to complete the Return on Investment (ROI) Analysis. The ROI Analysis quantifies the anticipated benefits to Oakland County resulting from successful completion of the proposed project. The ROI Analysis documents development and operational costs as well as anticipated, quantifiable benefits resulting from the proposed project. The ROI Analysis is a living, breathing document that is updated and resubmitted throughout the life of the project. Master Plan and project status is continually provided to customers and the Board of Commissioners.

5.0 SUMMARY

With the internal and external business climates of the County in a state of continuous evolution, technology and information systems will continue to play a critical role in the delivery of efficient government services. The Oakland County IT Strategic Plan is a living document and supporting process that provides a flexible, compatible, and integrated technology and information system strategy.

The IT Strategic Plan builds on prior IT Strategic Plans drafted by the IT Steering Committee. In addition, it is a compilation of other planning documents prepared by Information Technology's PMO and other technology teams responsible for the implementation of these information systems. The foundation for the plan includes trends in the information technology industry; an outline of customers and services; and an

Information Technology vision, accompanied by a mission statement, goals and guiding principles, critical success factors and the Information Technology Master Planning Process. In the future, this foundational plan will be used to develop subsequent revisions that include a desired target environment along with strategies for organizational effectiveness, partnerships, and processes.

Revised 1/15/2009