

Performance Clackamas

Strategic Business Plan

2016

01 / 29 / 2016



CLACKAMAS
COUNTY



Technology Services

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TRANSMITTAL LETTER



Dave Cummings
Chief Information Officer

Technology Services

121 Library Court Oregon City, OR 97045

FROM: Dave Cummings
Chief Information Officer
Technology Services

October 20th, 2015

TO: Performance Clackamas Corporate Review Team

RE: 2015 Technology Services Performance Clackamas Plan Submittal

Technology Services (TS) is excited to be submitting our 2015 Performance Clackamas Plan (PCP) including our departmental Purpose Statements and Performance Measures for review by the Corporate Review Team. The development of this PCP has been an intense process over the last several months involving the TS Management Team and staff, the consulting team from Managing Results, key staff from the Finance Department and County Administration. While this is an evolving process that requires ongoing work and tuning to the way TS does business, we are very happy with the direction so far including the initial deliverables outlined in this PCP.

This has been a major investment in time by many people, and will continue to be as the overall PCP is tuned and the Performance Measures / business processes evolve. However, TS truly believes this has been a valuable investment of resources. Already the process of developing this PCP has rewarded TS with a better perspective of our business functions and how to effectively measure the success of those functions as well as link them to the strategic goals of the County. We are confident that the Performance Clackamas Project will continue to guide the development of the TS Strategic Planning process as well as the way TS does business, being as effective and productive as possible. We foresee this endeavor, and the positive changes / practices it will foster, as core to the future of TS and County business.

TS wishes to thank the many people who have been, and will continue to be, involved in our PCP development process – both within TS and other County departments. There are too many to list but needless to say their assistance has been invaluable to the whole process. We appreciate the guidance of the Corporate Review Team in the continued development of the TS PCP and our ongoing efforts in incorporating the Performance Clackamas principals into the TS business and service model.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dave Cummings".

Dave Cummings
CIO, Technology Services

INTRODUCTION

Performance Clackamas is Clackamas County's new strategic plan and new way of ensuring that the county meets high performance standards for serving the public. The plan focuses on five overarching strategic priorities, selected by the Board of Commissioners after considering more than a year of public input from surveys, town hall meetings, business meetings and other forms of community comment. Each goal is supported by measurable and specific objectives along with a timeline. The progress made toward accomplishing the objectives will be available to the public. The strategic priorities are:

- Build public trust through good government
- Grow a vibrant economy
- Build a strong infrastructure
- Ensure safe, healthy and secure communities
- Honor, utilize, promote and invest in our natural resources

Adoption of Performance Clackamas demonstrates the county's intent to focus on the customer in everything it does, and to be able and willing to keep taxpayers informed about what they and their community are getting for their money. The format of Performance Clackamas is based on Managing for Results (MFR), a comprehensive and integrated management system focused on achieving results for the customer. By adopting a MFR-based system, the Clackamas County Board of Commissioners is committing the entire Clackamas County organization, including its elected officials, its administrative structure, its employees and its budget, to achieving positive results for our customers. Five basic components capture the essence of MFR:

- Identify the priorities the county is trying to address on behalf of its residents;
- Develop an overall plan for addressing those priorities;
- Develop policies, programs, activities and services that align to those priority areas;
- Organize and implement budgeting, accounting and management systems to support the strategies, goals and objectives specified in the plan, and
- Develop and track costs and performance data to allow the county and its residents to gauge the county's progress toward reaching its goals and objectives.

All county employees play a role in ensuring that the county remains committed to achieving positive results for customers. Every county department will identify its customers, and apply MFR principles to improve performance and demonstrate how effectively and efficiently it is delivering programs and services to customers. In turn, customers will have the opportunity to know how the county is serving them and how the county is using its financial resources.

HISTORY

Starting in mid-2014, teams from the County including Department Directors, County Administration and key staff began meeting to plan for the implementation of the Performance Clackamas initiative. After developing an initial scope for the project, a RFP was issued in August of 2014 for a Consulting Firm to help lead the process for the County and to provide a web based solution for the assimilation and presentation of the performance measurements. The RFP was awarded to the consulting firm Managing Results LLC to lead the process that was named Managing For Results (MFR). To coordinate the overall MFR project, a County project team was created led by Policy Administrator Dan Chandler and Executive Management leadership by Deputy County Administrators Laurel Butman and Nancy Newton.

The first round of departments went through the MFR process starting in late 2014 and presented the new MFR based budget during the FY2015-16 budget process. This was a very involved and transformative process that set the overall stage for the remaining departments in the County. During this time, Technology Services assisted in the required database, programming, reporting and integration changes required to implement the new MFR processes.

The second round of departments went through the MFR process in the July – September 2015 timeframe. Technology services was part of this round of departments. Our management team initially met for a week in July to review the overall TS Issue Statements, Strategic Results and organizational structure. The TS Management team consisted of:

- Dave Cummings CIO and Department Director
- Dave DeVore CTO and Deputy Director
- Ron Sandner TS Manager, Communication Services
- Chris Fricke TS Manager, Technical Services
- Katie Starrett TS Manager, Enterprise Business Systems
- Eric Bohard TS Manager, Applications

For a couple of weeks in August 2015, several TS teams worked with Managing Results to develop the list of services and how these services and associated Key Measures. These teams comprised a mix of key staff from TS totaling around 25 members. These members consisted of:

- All team leads
- Technical experts in each of the key technologies
- Business experts
- Mix of other Program staff as required to provide additional information

In late August, the TS Management Team regrouped with Managing Results to review the previous activities and development an initial strategic plan as well as tune the Key Measures. Overall, TS found this process to be intense, thought provoking, interesting and even exciting in the potential deliverables it would provide TS in being able to better measure the performance of our services in support of the County. For the most part, communications and project direction were effective. Only recommendations for process improvement that might be suggested include:

- More time with Managing Results, TS was not able to complete all activities
- More examples of best practices and samples to draw guidance from

After the work sessions with Managing Results and several weeks of additional internal analysis, the results are summarized in this Strategic Business Plan. MFR is an evolving process, both from the County and TS perspective. TS next steps include:

- Moving to utilizing MFRLive for measurements and reporting
- Further analysis and enhancements to the overall MFR process relative to TS activities
- Development and enhancement of TS measurement systems to include the development of a measurements warehouse to collate required metric and integrate with the MFRLive system.

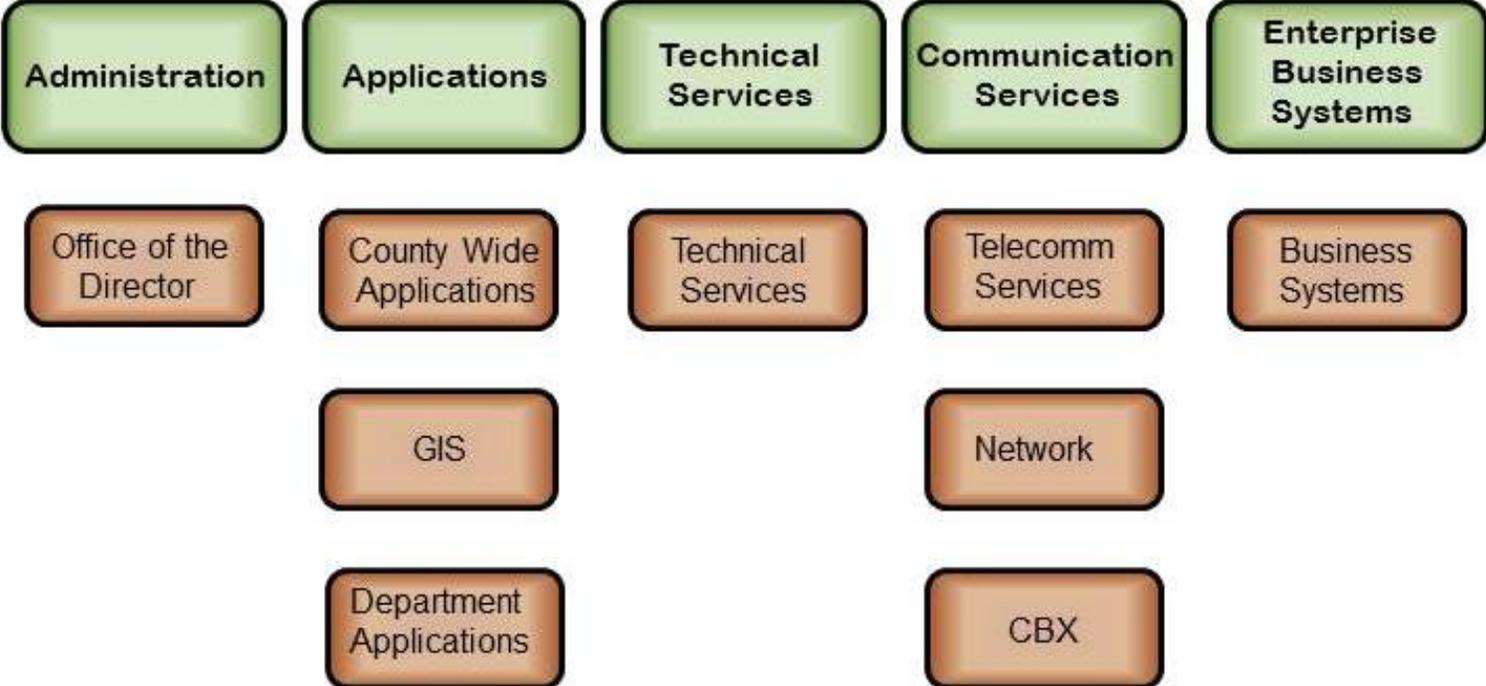
Technology Services is enthusiastic and motivated with the whole Performance Clackamas / MFR process and looks forward to continuing the development of both the MFR methodology and utilization in TS business functions. This new approach to performance measurements, especially with the inclusion of the TS Strategic Plan, budget development and overall service delivery; will greatly enhance Technology Services' ability to deliver and measure quality technology services.

MISSION STATEMENT

The mission of the Technology Services Department is to provide high quality, innovative and cost-effective technology to the public, County staff, and County Commissioners so they can provide and receive County services.

DEPARTMENT STRUCTURE

TECHNOLOGY SERVICES



Lines Of Business

Program

ISSUE STATEMENTS

The following Issue Statements present critical risks and vulnerabilities for Technology Services as we move from FY2015-16 into FY2016-17 and beyond:

1. Increasing Demand for 24/7 Services

Customers' increasing demand for access and support on a 24-hour basis, regardless of device, service or location, which if not addressed, will result in:

- Diminished ability to provide consistent customer support
- Inability to meet mobility and remote access needs
- Inability to meet flexible work schedules and workplace environment needs
- Diminished capacity to meet mission critical requirements
- Dissatisfied customers unable to perform their critical job functions

2. Data Center Vulnerabilities

Continued utilization of Technology Services' primary data center in its existing 1966-vintage facility located in TS1 will increasingly present risks related to:

- Lack of capacity for fire suppression
- Aging, piecemeal electrical wiring
- Aging, and frequently failing, HVAC equipment, inadequate for equipment needs
- Aging and obsolete Uninterrupted Power Supply equipment that cannot be maintained
- Security vulnerabilities, both in the facility itself and in the environment will result in interruptions in mission critical operations, risks to staff, and equipment losses

3. Lack of Data Integration

Demands and requirements for data integration and public access to information are rising rapidly, with significant implications for our network, infrastructure, development capacity, policies and availability, which if not addressed, will result in:

- Inefficiencies in use of systems
- Users spending more time seeking multiple sources of siloed data
- Customers' expectations increasing as consumer trends more towards on-demand, real time, high availability and free data access
- Greater liabilities when the responses to public requests for information are perceived to be inadequate or inaccurate
- Poor or uninformed decision-making
- Internally, resistance to using data to make policy and operational decisions
- Diminished ability to produce new service solutions or improvements
- More barriers to access
- Increased costs from continued use of shadow systems
- Perspective from the public that Clackamas County is behind the times

4. Security Risks

Increased security requirements, coupled with more sophisticated threats and frequent attacks, if not addressed, will result in:

- Increased risk to exposed assets
- Potential legal and financial liabilities
- Data loss and related recovery costs
- Potential penalties for failure to comply with regulations
- Mission critical and other service interruptions
- Diminished ability to deliver services
- Loss of public trust

5. Clackamas Broadband eXchange (CBX)

As the region grows, knowledge-based, high tech, telecom, public sector, academic, medical as well as large and small broadband dependent businesses will expect dark fiber access through Clackamas Broadband eXchange (CBX) which, if successfully leveraged:

- Will offer more economic development opportunities and vibrancy for our communities
- Enable reinvestments in CBX maintenance and infrastructure without undue reliance on County general funds.

STRATEGIC RESULTS

The following Strategic Results present key goals and performance measures for Technology Services to address the identified Issues:

1. **24/7 Technology Services and Support**

By 2018, customers will experience enhanced 24/7 technology services and support, as indicated by:

- > 99 % of required systems and applications available (excluding scheduled maintenance)
- > 99 % of systems and qualified applications accessible via department defined mobile devices
- > 99 % of systems and applications accessible in locations other than directly connected to the County network
- ~ 99% % Priority 1 (“urgent-mission critical”) customer service calls where customer service responses are provided within 1 hour of request 24/7
- ~ 99% % Priority 2 (“non-urgent”) customer service calls where customer service responses are provided within 4 hours of request during business hours

2. **Data Center**

By 2018, the primary data center will be fully relocated into a new facility, so that the public and Clackamas County staff can conduct business and rely on secure and fire protected technology assets, as indicated by:

- No service interruptions due to UPS failures
- No service interruptions due to HVAC or other equipment breakdowns
- Fully operational fire suppression system with 100% coverage in the new data center
- 5 % reduction in power and utility cost utilization from previous data center for comparable technology support
- 100 % compliance with life safety requirements
- 100 % compliance with technology facility security requirements in the Criminal Justice Information System (CJIS) audit standards

3. **Data Access Transparency and Integration:**

As a consequence of increased data and application integration, County residents, businesses, and other government agencies will have access to County data and information about operations, and within the County organization, leaders, managers, and staff will experience significant synergies and productivity gains, as indicated by:

- By 2017, creation of a comprehensive data warehouse for key County data
- By 2017, creation of an image data warehouse for spatially oriented data
- By 2017, establishment of a Technology Business Analyst classification to lead the design and development of enhanced integration solutions
- By 2018, approval of policy establishing public access to County data and documents from all County departments
- By 2019, creation of a publicly available internet based data and document portal including all legally available data including document, video, and audio formats
- By 2019, approval of a framework, including applications, for enterprise document storage, sharing, and retention
- By 2020, Integration of key enterprise applications and data such as:
 - By 2017 Internal business services: Peoplesoft / Workforce / MFR integration
 - By 2018 Public health: EPIC/ Behavioral health / AMR data integration
 - By 2019 Land records: Accela / Accend / GIS integration
 - By 2019 Public safety: Computer Aided Dispatch (regional) / GIS integration

4. **Cyber-Security**

By 2018, Clackamas County technology assets and data will have enhanced protection from threats and attacks, as indicated by:

- >99 % Days free from security breaches
- >99 % Shared drives that follow established requirements for security best practices
- >99 % Mobile devices utilizing security best practices and standards
- >99 % User authentication that meets established Technology Services security standards
- >75 % Software applications where vendors meet established security standards
- >90 % Audit standards met or exceeded (Criminal Justice Information System, Payment Card Industry Security Standards, HIPAA, etc)
- By 2017, A County approved Technology Services security policy is in place

5. **CBX Investment Plan**

By 2017, Technology Services will further develop the Clackamas Broadband eXchange as a fully self-funded entity as evidenced by a:

- Customer base and revenues as per quarterly and annual targets established in the CBX Investment Plan
- Fund maintenance and infrastructure
- Sufficient reserve fund for growth from program revenue.

LINES OF BUSINESS - (LOB)

Administration

Applications

Technical
Services

Communication
Services

Enterprise
Business
Systems

LOB - Administration

Purpose: The purpose of the Administration Line of Business is to provide management and business direction to Technology Services Department staff so they can effectively perform required services in support of County technology requirements.

Programs: Office of the Director

Key Results:

	Target
Technology Services will develop a comprehensive County Technology Policy Manual that covers all Technology Policies, Best Practices and Procedures	2017
Technology Services will design and develop an integrated warehouse of key technology metrics data to support MFR Live and Performance Clackamas for the purposes of reporting and decision making.	2017

PROGRAM - Office of the Director

Purpose Statement:

The purpose of the Technology Services Office of the Director Program is to provide administrative, leadership, finance, budget, policy and planning services to Technology Services staff so they can make well informed and cost effective strategic decisions.

Key Performance Measures

		Target
Result	% of performance evaluations completed within two months of anniversary date	100 %
Result	% of staff with documented professional and technical training plan	100 %
Output	# of budget allocation tiers available (not including staff tiers)	17
Output	# of departments with SLA reviews delivered	TBD
Demand	# of annual SLA reviews requested	TBD
Efficiencies	Total estimated annual donated value for Technology for Teaching	\$20,900

Services:

- County technology policies
- Technology Service departmental policies
- Interdepartmental communications and responses
- Strategic technology multi-year plans
- Issue resolutions
- Board of County Commissioners' meeting presentations
- Staff mentoring and evaluations
- Bi-Monthly technology steering committee meetings
- Quarterly safety committee meetings
- Weekly technology services managers meetings
- Quarterly department technology meetings
- Budget allocation model development, tracking and reports
- Budget proposals and reviews
- Spending approvals
- Contract review and approvals
- Budget analyses
- Budget reports
- Budget and capital projections
- Disaster avoidance and recovery activities
- Disaster recovery exercises
- Structural assessment program plans
- Employee personnel actions
- Employee coaching and training sessions
- Employee performance reviews
- Employee onboarding and recruitments
- Background checks
- Accounts payments and receipts
- Monthly department phone bills
- Supply orders
- Technology audit administration and consultations
- Technology For Teaching non-profit donations
- Service level reviews and discussions
- Continuity of operations activities

LINES OF BUSINESS - continued

LOB - Applications

Purpose: The purpose of the Applications Line of Business is the design, development and lifecycle support of County applications for County staff and public so they can effectively utilize the applications to perform business functions.

Programs: Applications
GIS
Department Applications

Key Results:

	Target
% of major County wide projects where approved business and service improvements are achieved	> 95 %
% of GIS data layers updated within customer specifications	> 99 %
% of major department projects where approved business and service improvements are achieved	> 95 %

PROGRAM - County Wide Applications

Purpose Statement:

The purpose of the County Wide Applications Program is to provide database, document management, business analysis, web and application development, integration and applications management services to County staff, the public, businesses and other public agencies so they can enhance services, utilize web and mobile delivery, share information, maximize the use of evolving technologies and achieve their business requirements.

Key Performance Measures

		Target
Result	% of major County wide projects where approved business and service improvements are achieved	> 95 %
Result	% of developed applications that meet customer requirements	> 95 %
Result	% of applications accessible in a mobile environment	50 %
Output	# "Urgent" countywide application customer request resolutions	TBD
Output	# Major countywide application projects successfully managed	TBD
Output	# Website designs delivered	TBD
Output	# Countywide applications delivered	TBD
Demand	# Countywide applications requested	TBD
Demand	# Website designs requested	TBD
Demand	# Major County wide application projects requested	TBD
Demand	# "Urgent" County wide application customer requests	TBD
Efficiencies	\$ Costs to deliver major County wide application projects	TBD

Services:

- County wide application customer requests and processing activities
- County wide application and web life cycle activities:
 - Business Analyses
 - Project management and plans
 - Design and development activities
 - Coding activities
 - Testing and deployment activities
 - Continuous life cycle maintenance activities
- Urgent level customer responses
- Report generation request responses
- Database management and technical support activities
- Database design request responses
- Integration designs and implementations
- Data analyses and designs
- Database warehouses
- Document management business analyses
- Scanned document and directory files
- Document retention and purges
- Document retrieval and display applications
- County wide alert-generated service responses
- Web services and infrastructure administrations
- Web development platforms
- Web content management tools
- Web designs
- Web software infrastructure and utilities
- Web content updates
- Web graphic designs
- County wide vendor based application support activities:
 - Application Extender
 - Alfresco
 - Sharepoint
 - Clerk's Office Helion system

LINES OF BUSINESS - continued

LOB – Applications - continued

PROGRAM - Geographic Information System

Purpose Statement:

The Purpose of the Geographic Information System (GIS) Program is to provide spatially integrated data and mapping services to residents, businesses, County staff and other public agencies so they can make informed, location-based decisions using necessary geographic information.

Key Performance Measures

		Target
Result	% of GIS data layers updated within customer specifications	> 99 %
Result	% of GIS projects completed on time	> 99 %
Result	% of GIS projects completed that meet customer requirements	> 99 %
Output	# Data layers managed	TBD
Output	# Maps delivered	TBD
Output	# Address updates completed	TBD
Demand	# Maps requested	TBD
Demand	# Address updates requested	TBD
Efficiency	\$ Cost per printed map	TBD

Services:

- GIS Application Integration Projects
- GIS infrastructure support activities
 - ESRI software and database
 - MS-SQL server
 - Kettle support
 - Postgress SQL
- Open source application customizations
- ORMAP parcels
- GIS responses and consultations
- GIS address and data updates
- Storefront GIS products
- Aerial photo maps
- Lidar derived maps
- Preprinted maps
- Specialized map solutions
- Data extracts
- Web based GIS products and solutions
- Large scale special spatial based projects

LINES OF BUSINESS - continued

LOB – Applications - continued

PROGRAM - Department Applications

Purpose Statement:

The Purpose of the Department Applications Program is to provide specialized business analysis, application development, maintenance, integration, customizations, and support services to County departments so they can have timely, reliable and cost effective use of their department business systems in support of their customers.

Key Performance Measures

		Target
Result	% of major department projects where approved business and service improvements are achieved	> 95 %
Result	% of vendor delivered applications meeting approved customer requirements	> 95 %
Result	% of department applications accessible in a mobile environment	> 95 %
Output	# “Urgent” department customer requests resolved per SLA	TBD
Output	# Department applications supported	TBD
Demand	# Modifications requested for vendor based applications	TBD
Demand	# “Urgent” customer requests	TBD
Efficiencies	\$ Expended per major department project / application managed	TBD

Services:

- Department application customer requests resolutions
- Department application cost analyses and reports
- Department application support activities
 - Clerk’s Office Helion systems
 - DTD / WES Accela systems
 - A&T Accend and Proval systems
 - Justice Court JEMS systems
 - Resolution Services systems
 - Tourism systems
 - H3S and Centre systems
 - Dog Services systems
- Department application optimization and integrations
- Database maintenance, backups and support activities
- Department application patches and upgrades
- Department application business consultations and workflows
- Vendor coordination and consultations
- Systems maintenance and alerts
- Custom document management and integrations

LINES OF BUSINESS - continued

LOB - Technical Services

Purpose: The purpose of the Technical Services Line of Business is to provide technology support, system and storage administration, technology procurement and call center services to County staff so they can effectively utilize County technology in support of their business requirements and services.

Programs: Technical Services

Key Results:

	TARGET
% of security audit standards met or exceeded (Criminal Justice Information System, Payment Card Industry Security Standards, HIPAA, etc)	> 95 %
% of urgent customer support request responses provided per SLA's	> 99 %

PROGRAM - Technical Services

Purpose Statement:

The purpose of the Technical Services Program is to provide technical infrastructure, security, peripheral, technology procurement and user support services to County staff so they can use technology in a secure environment and provide services without undue interruptions.

Key Performance Measures

		TARGET
Result	% of security audit standards met or exceeded (Criminal Justice Information System, Payment Card Industry Security Standards, HIPAA, etc)	> 95 %
Result	% of urgent customer support request responses provided per SLA's	> 99 %
Result	Time to purchase from customer order (working days)	< 3 Days
Result	% of County departments and/or other agencies who rate TS procurement as "Good" or "Excellent"	>90 %
Result	% of critical system issues resolved within 4 hrs	>85%
Output	# Technology procurement orders processed	TBD
Output	# Total customer support resolutions provided	TBD
Output	# of virtual servers supported	436
Demand	# Technology procurement orders requested	TBD
Demand	# Total customer support responses requested	TBD
Demand	# of servers requested	TBD
Efficiency	\$ Allocated costs per peripheral device (Tier 1)	\$570.03
Efficiency	\$ Allocated costs per PC (Tier 1)	\$2,042.35

Services:

- Call center resolutions and reports
- Application security adjustments, monitoring and patches
- Application installations and upgrades
- Application performance monitoring and adjustments
- On-Call and after hours system checks
- Datacenter design and maintenance activities
- System architectural review and designs
- Hardware installations and repairs
- System administration and maintenance procedures
- Storage infrastructure components
- Data and systems backups and restores
- Security configurations
- Virtualization technologies
- Infrastructure systems performance adjustments
- Systems status reports
- Technology asset reports
- Process automation workflows
- Account lifecycle actions
- Mobile device management activities
- Integration projects
- Software acquisitions and deployments
- Desktop patching and anti-malware processes
- Closed circuit security video actions
- Data discovery reports
- Instructor led training classes
- Online training documentation and videos
- Technology consultations and purchase orders
- Technology Services procurement annual license and maintenance renewal orders
- Technology assessment consultations
- Technology specifications
- Technology device configurations
- Technology issue diagnosis and corrections
- Personal computers
- Peripheral devices
- Audio visual maintenance and consultations
- Disaster avoidance and recovery actions

LINES OF BUSINESS - continued

LOB - Communication Services

Purpose: The purpose of the Communication Services Line of Business is to provide telecommunications, network and broadband services to County staff and external agencies so they can meet their business requirements.

Programs: Telecommunication Services
 Network Services
 Clackamas Broadband eXchange

Key Results:

	TARGET
% of days where there are no service interruptions to core telecomm servers (excluding scheduled maintenance)	> 99 %
% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	> 99 %
\$ Annual savings for public institutions provided by CBX	\$375,000

PROGRAM - Telecommunication Services

Purpose Statement:

The purpose of Telecommunication Services is to provide phone, radio, security systems, audio visual, wiring and communications technical support services to County staff and other agencies so they can be secure in the work place and communicate reliably across unified leading edge systems with 24/7 support.

Key Performance Measures

		TARGET
Result	% of days where no incidents of false alarms, denied entry, or trouble alerts occur in the County security systems	> 99 %
Result	% of days where there are no service interruptions to core telecomm servers (excluding scheduled maintenance)	> 99 %
Result	% of telecomm or security system issues resolved within 4 hours.	85 %
Result	% of work orders with response times within 2 hours of submission. (during scheduled business hours)	99 %
Result	% of telecomm systems that are at or near current release	99 %
Output	# of work orders completed within fiscal year	~ 1700
Output	# of mobile devices added, changed or discontinued annually	~400
Output	# of telecommunication ports managed annually	~ 6000
Output	# of telecommunication, security and radio devices supported	~ 3750
Demand	# of work orders requested annually	~ 1200
Demand	# of mobile device related requests annually	TBD
Efficiency	\$ average cost to install desktop telecommunications devices	\$150
Efficiency	% of cellular devices that have utilization and cost performance analysis performed at least twice a year	> 99 %

Services:

- Enterprise telecommunication support activities:
 - Business requirements consultations
 - System design and configurations
 - System installations, maintenance, repairs and upgrades
 - Peripheral installations, repairs and moves
 - Performance monitoring and reports
 - Long distance communications
 - Voicemail solutions
 - Advanced business solutions
 - Unified communication solutions
 - Telecommunication port management and reports
- Customer support resolutions
- Work order management and projects
- Closed circuit video design, installs and repairs
- Building security system design, installs and repairs
- VoIP solution design, installs and repairs
- 2-Way radio design, install and repairs
- Audio conferencing design, installs and repairs
- Video conferencing design, installs and repairs
- Pagers
- Mobile device reviews and solutions
- Custom 911 communications
- Overhead paging solutions
- Wiring design and installations
- Fiber optic installations
- Long range strategic communication technology plans
- Uninterruptable Power System installs and repairs
- Underground utility locates
- Audio visual activities:
 - Business requirement consultations
 - Design and installations
 - Technology assessments
 - Repairs and upgrades
 - Capacity and feature enhancements
- COOP communications designs and consultations
- Integration projects
- Procurement business consultations
- Telecom, security, radio and mobile device procurements
- Licensing and maintenance renewals

LINES OF BUSINESS - continued

LOB –Communication Services - Continued

PROGRAM - Network Services

Purpose Statement:

The purpose of the Network Services program is to provide network architecture, infrastructure, wireless, internet and networking related support services to staff, outside agencies and visitors so they can conduct business and achieve their business results utilizing a reliable, high performance, 24/7 secure network infrastructure.

Key Performance Measures

		TARGET
Result	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	> 99 %
Result	% of customer support request responses that meet approved timelines	90 %
Result	% of days network intrusion detection systems successfully protect the County from unauthorized access	> 99 %
Output	# of customer support resolutions provided	TBD
Output	# of high speed (gigabit or more) ports managed	TBD
Output	# of WiFi access points managed	>230
Demand	# of customer support requests	TBD
Demand	# of high speed network ports requested	TBD
Demand	# of Wifi related service requests	TBD
Efficiency	% of security related audit requirements achieved	> 99 %
Efficiency	\$ Cost per remote connection annually	TBD

Services:

- Network support activities:
 - Network architecture and designs
 - Business requirements and consultations
 - Support management and solutions
 - Hardware install, repairs and configurations
 - Wireless and mobile access solutions
- Network support request resolutions
- Security support activities:
 - Threat analysis and resolutions
 - Firewall configurations
 - Intrusion Detection configurations
 - SPAM and web filter configurations
 - Multi-factor authentications
- VPN and remote access connections
- COOP networking designs and solutions
- Internet connections
- Interagency network coordination and consultations

LINES OF BUSINESS - continued

LOB –Communication Services - Continued

PROGRAM - Clackamas Broadband eXchange (CBX)

Purpose Statement:

The purpose of the Clackamas Broadband eXchange (CBX) program is to provide fiber optic design, allocation, installation and maintenance services to County departments, public institutions, bandwidth intensive businesses and ISP Providers so they can experience fast, reliable connectivity at a low cost while also providing business opportunities.

Key Performance Measures

		TARGET
Result	\$ Annual savings for the County	\$110,000
Result	\$ Annual savings for public institutions provided by CBX	\$375,000
Result	% Days (24/7) where no interruptions occur due to problems or issues with the fiber optic network (excluding maintenance or emergency repairs)	> 99 %
Result	% of fiber incidents where responses occurred within SLA criteria	95 %
Output	# of new public institutions connections provided	5
Output	# of new commercial connections provided	1
Output	# of new ISP provider connections provided	5
Output	# of linear feet fiber installed (Total)	>1,000,000
Output	# of billable connections served (Total)	170
Demand	# Total new fiber optic designs and installations requested	50
Efficiency	\$ base cost per fiber connection per public institution / monthly	\$255
Efficiency	\$ cost per ring fiber connection per commercial account / monthly	\$1,500

CBX Services:

- Overall fiber optic infrastructure management and allocations
- Fiber optic engineering designs and installation coordinations
- Business requirement consultations
- Fiber optic asset system tracking and updates
- Strategic long term fiber optic utilization plans
- Marketing campaigns
- Economic development consultations
- IGA, franchise and Service Level Agreements
- Utility pole “make ready” and billable connections
- Emergency repairs
- Fiber network monitoring units and alerts
- Environmental assessments
- Federal, state and local regulation reviews
- Vendor coordination and communications
- Franchise negotiations

LINES OF BUSINESS - continued

LOB - Enterprise Business Systems

Purpose: The purpose of the Enterprise Business Systems Line of Business is to provide technical and professional support services for County Business Management Systems to County staff so they can effectively manage their resources.

Programs: Business Systems

Key Results:

	TARGET
% of County departments who rate enterprise business systems' services as good or excellent	95 %

PROGRAM - Business Systems

Purpose Statement:

The purpose of the Business Systems Program is to provide development, maintenance, integration, and support services for County human resources management, finance, payroll, and budget systems to Board of County Commissioners, County leadership and County staff so they can plan and manage their financial and human resource assets.

Key Performance Measures

		TARGET
Result	% of County departments who rate business systems' services as good or excellent	95 %
Result	% of days where all core business systems are operational (during normal business hours and excluding scheduled maintenance)	> 99 %
Output	# Development projects completed within approved requirements	TBD
Output	# Integration projects completed	TBD
Output	# Customer support ticket requests completed	TBD
Output	# of vendor upgrades / patches completed	TBD
Demand	# of development projects requested	TBD
Demand	# of integration projects requested	TBD
Demand	# of Customer support tickets requested	TBD
Demand	# of vendor upgrades / patches required	TBD
Efficiencies	% of projects where improvements achieved within approved scope	TBD
Efficiencies	% of projects where approved timelines are achieved	TBD

Services:

- Business applications lifecycle activities:
 - Business requirements analyses and consultations
 - Application installation and upgrades
 - Application and system maintenance processes
 - Fit-Gap analyses and test plans
 - Application testing and adjustments
 - Application coding solutions
 - Database management and upgrades
- Support triage and testing sessions
- Customer technical support solutions
- Data integration projects
- Customer project requests
- User training sessions
- Documentation packages
- Business systems strategic plans
- Business process workflows
- Performance monitoring checks and alerts
- Business applications support solutions:
 - PeopleSoft Finance
 - PeopleSoft HRIS
 - BRASS and budget
 - WorkForce timekeeping
 - MFRLive integration support
- Vendor coordination and communications
- Business system integration and utilization consultations
- County business applications governance committee sessions

GLOSSARY

The following definitions are of common key words and phrases used though out this plan.

Business: This refers the business functions and services of a customer as it relates to utilization of technology in the support and delivery of those business services.

Customer: Any individual or group who receives some level of services or support from Technology Services, or from a County department as a result of services provided to the department.

Intragovernmental Agreement (IGA): Similar to an SLA but between to government agencies. Specifies the details of an agreement, usually to provide services, between 2 or more agencies including deliverables, cost, and performance metrics.

Internet Service Provider (ISP): This is a business that delivers internet (broadband) services to local business and customers.

Issue Statements: A statement that summarizes the issues anticipated by Technology Services that will have a significant impact on customers and / or services over the next several years. This includes the issue description and, if unresolved, the projected impact on customers / services.

Line of Business (LOB): Group of related programs that provide a common service or result. Provides a broad organizational structure for grouping of services, measurements, and results.

Managing Results LLC: This is the name of the Consulting firm hired by Clackamas County to lead the Performance Clackamas process with each of the departments as well as providing the hosted web-based solution *MFRLive* that incorporates the measures and presents results / reporting for analysis and viewing.

Managing For Results (MFR): This is the name given by Managing Results LLC to the process of developing the measurements with the County to achieve the Performance Clackamas Plan and the resulting goals, principals and processes.

Performance Measures: A group of measurements / metrics that can be used to quantify / qualify a given performance measurement. Is composed of several types of measures:

Result: Measures the degree of expected benefit to a customer

Output: Measures the amount of service provided in quantifiable units

Demand Measures the expected amount of service units requested by the customer

Efficiency Measures expense or cost per unit output or result

Program: A subset of services under the Line of Business structure that further organizes related services and measurements with a more defined set of results or purpose.

Purpose Statement: A straight forward, simple and clear results-oriented statement (for either a Line of Business or Program) that defines the name, services, customer and results expected.

Services: Deliverables, items and / or services that program provides to customers

Service Level Agreement (SLA): An agreement between two departments or agencies that outlines the expected services and deliverables and associated costs. For TS this also specifies expected timetables, responses and other details related to service levels and performance.

Strategic Result: The primary results the Technology Services Department must accomplish over the next 2-5 years to respond to the Issues identified, achieve the Results of the LOB / Programs and set forth a direction to continue the Performance Clackamas initiative process.

Technology Services (TS): The Clackamas County Department of Technology Services (TS). This plan's scope is restricted to just Technology Services.

To Be Determined (TBD): For those metrics (Outputs, Demands and Efficiencies) that are part of the Performance Measures but not yet sufficiently tracked to provide adequate data.