

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
<p>Information Technology Services Recorder’s Court Police Sheriff</p>	<p>Aggressive implementation of an e-Citation and records management system led by the DoITS, in conjunction with the Recorders Court, Police Department and Sheriff’s Office.</p>	<p>In Progress</p>	<p>Substantial progress has been made on this project. A vendor was selected, and the firm is currently configuring the e-citation application on the production and development servers. E-citation hardware recommendations have been delivered to Purchasing, and the RFP responses for the cellular modems are being evaluated.</p> <p>The current implementation dates are as follows:</p> <ul style="list-style-type: none"> <li>• E-citation phase 1 (motor units) – 3rd quarter 2012</li> <li>• E-citation phase 2 (patrol w/ cellular modems) – 3rd quarter 2012</li> <li>• RMS version upgrade – 4th quarter 2012</li> </ul> <p>It is important to note that in order to facilitate issuance of citations electronically, wireless modems must be procured and installed in all vehicles. Though the modems and installation and first year cellular fees would be covered out of the capital project, an ongoing cost of \$480,000 will have to be funded. Beginning in 2013, if a technology fee is not approved by the legislature, this cost would have to be paid for from operating funds.</p>	<p>No budget impacts at this time.</p>
<p>Financial Services Information Technology Services</p>	<p>Recognize cost savings derived through process improvement and streamlined operation efficiencies by department budget reductions to ensure that tax payers receive the benefits of the savings that have been created.</p>	<p>On-Going</p>	<p>The Department of Information Technology Services continues to work with the Department of Financial Services to evaluate and adjust processes, as appropriate, in order to facilitate operational reductions in those areas where technology is deployed to enable such reductions. This methodology has been integrated into the business planning and budget planning process and will be a continuous project.</p>	<p>No budget impacts at this time.</p>
<p>Information Technology Services</p>	<p>We recommend that each County Department/Office review, for every situation where it is determined that mobile communicating equipment is required for the conduct of a job, whether the employee can be given the choice to use a county owned device or a privately owned one, which could be reimbursed in a fashion that is in compliance with IRS rules and regulations as well as Georgia Open Records laws.</p>	<p>In Progress</p>	<p>The County has been working with Experis (formerly Jefferson Wells) to help facilitate a review of this recommendation in compliance with IRS rules and regulations. We have asked them to provide us with some best practices and lessons learned that will enable the County to further explore the feasibility of implementing this kind of a system.</p> <p>The Department of Information Technology Services will work with the County Administrator’s Office, Department of Financial Services, Human Resources Department, and the Law Department to implement a system that will conform to all rules, regulations, and applicable laws.</p>	<p>No budget impacts at this time.</p>

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	In order to ensure that the costs of administering this type of a system are minimized, we recommend that the DoITS investigate ways to automate the process of bill and usage compliance reviews, and deploy a cost effective system that will help facilitate administrative efficiencies.	In Progress	<p>The Department of Information Technology Services has engaged a bill auditing firm to assist in ensuring that all of the bills are accurate and that bills are compliant with policies and regulations. Part of this engagement also will be to discuss best practices related to administering these types of systems, so the County can move forward with a review of systems that could help facilitate administrative efficiencies.</p> <p>The Department of Information Technology Services has made some strides in terms of automating the delivery of bills to departments and offices for review and has worked with the County Administrator’s Office to establish an updated policy (CA-ADM-201) that governs mobile device allocation and usage. Section XVII of the policy establishes criteria for determining the need for wireless/mobile devices, and Section XVIII identifies that each department/office “shall manage and monitor use of communications equipment and services for the purpose of minimizing cost.” The Department of Information Technology Services will coordinate with the County Administrator’s Office and the Department of Financial Services to analyze potential solutions.</p>	No budget impacts at this time.
Information Technology Services	We recommend that the County’s DoITS continue to pursue the innovative use and deployment of cost effective mobile devices, and evaluate the use of mobile enabled applications that will create efficiencies.	On-Going	The Department of Information Technology Services is evaluating various types of mobile devices including iPhones, Android phones, tablets, and other mobile technologies to determine how they might create efficiencies and/or reduce costs. At this time, iPhones and Android devices are being used by Information Technology Services staff to manage Customer Relationship Management (CRM) tickets as well as to manage network gear while out in the field. As part of an overall e-government/m-government strategy review, Information Technology Services will work in collaboration with the Communications Division and other key stakeholders to determine what applications should be deployed and be “mobile enabled” based on an ROI analysis to deliver services to constituents.	No budget impacts at this time.
Information Technology Services	We also recommend that the County continue to have the mobile device carriers support the hardware and carrier network, while County staff only supports the County applications that are delivered to these devices.	Complete	Information Technology Services has contracts and service level agreements in place to ensure the carriers are responsible for resolving network issues. Hardware issues are also the responsibility of the carriers, however, the cost associated with fixing a hardware issue is contingent upon warranties that are in place and insurance coverage that has been chosen.	No budget impacts at this time.

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	This task force recommends that the County’s Chief Financial Officer (CFO), Chief Information Officer (CIO) and Department of Financial Services (DoFS) Director lead the charge to leverage the best practices and lessons learned from the automation of water bills to expand to other County bill systems. Further, we recommend that they also collaborate with departments and offices as needed, to explore a single payment processing system which would consolidate all County payments systems into one transaction processing solution. A single payment processing system would increase efficiency, lower cost and help manage risks associated with Payment Card Industry (PCI) compliance standards.	In Progress	A capital project has been initiated that is focused on a centralized billing system. Project specifications for the first phase of this project that will address solid waste off-cycle billing is complete, and development work has been initiated with a target go-live date of January 1, 2013.	No budget impacts at this time.
Recorder’s Court	Continue to expand the scope of the uncollected citation to include all bench warrants which has a revenue potential of \$12m (with 32,632 citations on file).	Complete	The Recorder’s Court has indicated that Sentinel, the probation company that they contract with, is collecting for the County on their bench warrants, including those from 2010. Now that the process has been ironed out, the Recorder’s Court is in the process of sending them older warrants to collect on. In addition, they have also asked for Sentinel to collect on red light camera cases that are in default.	No budget impacts at this time.
Recorder’s Court	Further, we recommend that a regular collection system be implemented which will condense the collection time and provide a steady revenue source.	In Progress	This is a methodology and project that the Recorder’s Court would like to begin pursuing later this year.	No budget impacts at this time.
Information Technology Services	All expenses related to the use of the 800 MHz radio system should be equitably shared by all users, to include the expenses associated with maintenance and operations.	Complete	The costs to provide and maintain the 800 MHz system were included in the Service Delivery Strategy discussions between the County and the 15 municipalities located within Gwinnett. As a result of these discussions and the ultimate agreement by all parties, as well as a change in state law in 2011 allowing E911 funds to be used to pay for all E911 related expenses including the 800 MHz system, this recommendation is now complete. Costs and expenses not associated with public safety activities are under review.	No budget impacts at this time.

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	The DoITS should continue to conduct Business Partner meetings, but also should expand these elements to have regularly scheduled meetings at which all government offices and agencies in Gwinnett County can participate. By having meetings that focus on how agencies are leveraging innovation in their organization, the entire community of government agencies can reap the benefits of many of these discussions.	In Progress	<p>Information Technology Services has implemented a SharePoint team site, which it is using as a collaboration tool to convey information across the enterprise. In addition, we are coordinating technology initiatives with department liaisons, ensuring that all data is aggregated, and then shared back with liaisons and other key stakeholders.</p> <p>One additional option that is being reviewed is to have a “technology” day that Information Technology Services would establish in conjunction with vendors. This would enable the County to demonstrate various technologies, systems, and processes used by all departments. This would be an excellent way to help make each department aware of the resources we have available and to look at emerging technologies as well.</p>	No budget impacts at this time.
Information Technology Services	The County should engage in regularly scheduled meetings with technology leadership from the Board of Education, Board of Health, Public Library System and any other governmental agency that would add value to share best practices, lessons learned, and discuss how joint collaborations might create synergies.	Complete	The CIO has established contact with each of these agencies, and meetings are being established for 2012 and beyond. In addition, meetings with technology leadership from metro Atlanta counties (DeKalb, Cobb, and Fulton) also have been established.	No budget impacts at this time.
Information Technology Services	Due to the fact that information technology is such an integral part of the inner workings of County government, we recommend that the County explore the value of creating a technology advisory committee that could provide citizen and corporate input to ensure that the County government keeps pace with appropriate emerging trends in information.	In Progress	<p>Information Technology Services is developing the necessary resolution for consideration by the Board of Commissioners that outlines the creation of the group, composition, terms, nominating process, purpose, and other relevant governance matters. If created, the main responsibilities of this group would include, but not be limited to:</p> <ul style="list-style-type: none"> <li>• Creating value through technology</li> <li>• Managing risk</li> <li>• Understanding short and long-term costs</li> <li>• Producing information of value to government</li> <li>• Improving data and transactional transparency</li> </ul>	No budget impacts at this time.

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Support Services	The DoITS should coordinate with the DoSS Fleet Division to analyze fleet management and automation technologies, and determine which ones could be enhanced and/or evaluated for future implementation.	In Progress	<p>Information Technology Services and the Fleet Services Division have been working toward identifying enhancements for the current fleet automation system. The fleet system was upgraded in April 2012, and the notifications module has been installed. This module should be ready to implement along with the dashboard and equipment analysis module by the end of the year, after appropriate configuration and testing. The upgrade of the system uses virtual servers, which increases the stability and reliability of the system. This implementation also enhances the ability to store and retrieve vehicle support documentation.</p> <p>Information Technology Services and Fleet continue to research and identify other modules, solutions, or upgrades that could improve the automation of fuel reconciliation, motor pool management, GPS system integration, and SAP integration. Implementation of any solution would be contingent upon funding availability and a return on investment analysis.</p>	No budget impacts at this time.
County Administrator	The County Administrator's office should put together a working team to evaluate the disparate business processes and technology tools that are being used to manage capital projects today, and task this team to come up with a proposal that would facilitate a capital project management system methodology and platform to deliver project accountability, transparency and reporting across the lifecycle of all projects.	In Progress	This recommendation is under review.	No budget impacts at this time.
Financial Services	DoFS should investigate opportunities, in collaboration with the DoITS and other stakeholders, to implement a county-wide budgeting solution.	In Progress	This project has been tentatively placed in the IT capital project plan for implementation in 2013. Financial Services and Information Technology Services have conducted numerous evaluations of budgeting solutions.	No budget impacts at this time.
Communications Information Technology Services	The County, spearheaded by the Communications Division and DoITS should expand its e-government strategy to address the increasing mobile government demands of citizens and constituents.	In Progress	Information Technology Services, in conjunction with the County Administrator's Office and the Communications Division, is conducting a strategic review of our e-government strategy, which includes an analysis of mobile enablement strategies.	No budget impacts at this time.
Communications Information Technology Services	County staff should finalize the Social Media Strategy policy, and aggressively pursue the use of social media tools to provide ways to build community and officially and rapidly communicate directly with stakeholders, partners, the general public and the media as part of online communications.	In Progress	This recommendation is under review.	No budget impacts at this time.

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Communications County Clerk Information Technology Services Law	The County's Communications Division, Law Department, County Clerk and DoITS should evaluate the viability of developing some of its own processes and tools that can be managed in compliance with Georgia Open Records Laws to conduct electronic town hall meetings and other two-way communications via the Internet.	In Progress	This recommendation is under review.	No budget impacts at this time.
Communications Information Technology Services	The County should engage a social media consultant, who has both private and public sector experience; to leverage best practices and lessons learned that they can provide through their experiences to help increase the likelihood of expedited success.	In Progress	This recommendation is under review.	No budget impacts at this time.
Information Technology Services	Collaborate with the Gwinnett School of Mathematics, Science, and Technology. This educational institution provides broad, rigorous exposure to global and cultural issues as they enhance student achievement in engineering, biosciences, and emerging technologies. By developing a partnership with them, we can leverage some of the County's brightest young citizens, who represent the up and coming generation of social media users.	In Progress	The CIO is actively coordinating with Dr. Jeff Mathews to determine ways that the Gwinnett School of Mathematics, Science, and Technology can be engaged in this initiative.	No budget impacts at this time.
Information Technology Services	Collaborate with the Gwinnett County Chamber of Commerce to begin marketing some of the technology capabilities that make this county a great place to live, work and play.	On-Going	The CIO is collaborating with the Chamber of Commerce to market technology capabilities as appropriate. In addition, the County participates on multiple technology boards and is working with the Chamber to plan technology fairs and other IT-related activities.	No budget impacts at this time.
Information Technology Services	We understand that Technology support has already been consolidated across all Board of Commissioner Departments, including Police, Fire and Corrections with great success. These consolidation efforts should extend to any remaining agencies who still have their own IT organization, and address the coordinated consolidation of personnel as well as the integration, and standardization of IT systems, networks, hardware, applications, and other technology components. Service Level Agreements (SLA) should be modified and/or added to ensure that the requirements of the currently decentralized agencies are addressed.	In Progress	This recommendation is under review.	No budget impacts at this time.

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Financial Services Information Technology Services	The DoITS in coordination with the DoFS should evaluate and redefine as needed, a new funding model that will reward cost-effective IT spending and discourage non-strategic IT spending. This model should also remove disincentives and institutional barriers to acceptance of shared services and infrastructure.	In Progress	This recommendation is under review.	No budget impacts at this time.
Financial Services Information Technology Services	The DoITS and DoFS should evaluate and adopt a plan by which a portion of the cost savings associated with technology innovation projects is reinvested back into the DoITS budget to underwrite the research, development and implementation costs associated with out-year innovative technology investments. On all future projects, staff and budgets should be evaluated and appropriate reductions implemented, to ensure that cost savings specific to technology innovation are actualized.	In Progress	The Department of Information Technology Services will coordinate with the CFO and the Department of Financial Services to determine the best way to accomplish this. One potential option to be reviewed is using a contingency account in Information Technology Services' existing hardware/software capital budget. The unused funds would expire at mid-year the following year. Movement from contingency to an actual project would require appropriate approvals by the CIO, Director of Finance, CFO, and County Administrator.	No budget impacts at this time.
Information Technology Services	The value of IT should be marketed/communicated throughout the county.	In Progress	The Department of Information Technology Services, in coordination with the Communications Division, will evaluate options to communicate the value of IT throughout the organization. This is something that can be accomplished fairly easily leveraging various tools.	No budget impacts at this time.
Information Technology Services	A project management process should be developed and implemented to ensure every project has a project owner and project governance structure.	Complete	The Department of Information Technology Services has implemented a project management process that is now being used for all technology projects under its auspices and/or that it becomes involved with. The process is based on best practices from the Project Management Institute (PMI) and other similar government organizations.	No budget impacts at this time.
Financial Services Information Technology Services	Every project should have a defined ROI that considers the life of the assets and the recurring annual operating expenses.	Complete	An ROI model has been developed based on best practices and lessons learned, derived from other governmental entities that have already implemented a similar review process. This model has been developed jointly between the Department of Information Technology Services and the Department of Financial Services and is being incorporated into the business planning and budget planning process as well as for other projects that may arise.	No budget impacts at this time.

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
County Administrator Financial Services Information Technology Services	Project sponsors should be accountable for results including savings and benefits. Every project should include a post implementation audit to ensure that requirements were met and benefits were delivered, especially staff expense reductions, and revenue enhancements.	In Progress	This recommendation is under review.	No budget impacts at this time.
Financial Services Information Technology Services	A thorough review of IT implementations should occur to make sure the project process would address issues, and to require that financial benefits have been realized. Budget and staffing levels should be adjusted to reflect implemented efficiencies.	In Progress	This recommendation is under review.	No budget impacts at this time.
Information Technology Services	All existing project requests should be reprioritized using the project process and timelines should be modified to accelerate financial benefits.	Complete	As a function of the 2012 business planning process, the technology capital improvement planning process has been modified to eliminate the rollover of funds for projects that have not been started and/or were not prioritized to start in 2012. All projects will undergo a return on investment analysis to determine appropriate prioritization for upcoming fiscal years, and to determine whether the project will be funded.	No budget impacts at this time.
Financial Services Information Technology Services	The DoITS, in collaboration with the DoFS and other stakeholders should implement an ROI evaluation that also includes a post implementation audit of each initiative to ensure that the actual results of the project were delivered as expected.	Complete	An ROI model has been developed based on best practices and lessons derived from other governmental entities that have already implemented a similar review process. This model has been developed with support from the Department of Financial Services and is being incorporated into the business planning and budget planning process, as well as for other projects that may arise.	No budget impacts at this time.
Financial Services Information Technology Services	It is imperative that cost savings are offset by cost reductions in the areas that reap the benefit of automation.	In Progress	The County has developed and implemented an ROI modeling process. Further analysis is required to ensure that actual cost savings can be validated and that budgets are amended appropriately.	No budget impacts at this time.



**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	The DoITS should consider adoption and implementation of a service delivery framework which will facilitate higher levels of efficiency and potential cost savings.	In Progress	<p>The Department of Information Technology Services has implemented the Information Technology Infrastructure Library (ITIL) framework that provides a cohesive set of best practices that are drawn from the public and private sectors. The ITIL framework that has been adopted will help facilitate improved IT services, reduced costs, improved customer satisfaction, and improved productivity. It is important to note that ITIL is a continuous service improvement process that requires constant monitoring, feedback and adjustments to ensure services continue to be delivered in line with organizational requirements.</p> <p>Additionally, the Department of Information Technology Services has established a service catalog along with associated service level agreements (SLAs). The department continues to review all aspects of service delivery in conjunction with the ITIL framework.</p>	No budget impacts at this time.
Information Technology Services	The DoITS should carefully consider the following areas for potential outsourcing; Help desk operations, Computer support and maintenance and Printer management including support and maintenance	On-Going	The Department of Information Technology Services is conducting an annual review of all of its functions to determine whether outsourcing is a cost-effective option. In addition to those areas identified in this recommendation, the department is and will continue to evaluate outsourcing options for all commoditized service offerings.	No budget impacts at this time.
Information Technology Services	The DoITS should evaluate the move of basic commodity systems and services (such as email) to a public cloud based service provider.	On-Going	As a component of the review we are conducting related to service delivery framework, we are also evaluating outsourcing options for all commoditized system offerings and evaluating whether public or hybrid cloud offerings make sense. It is important to note, cost and potential savings are not the only factors that will impact this evaluation. There are a number of legal and security concerns that will weigh into the decision making process.	No budget impacts at this time.
Information Technology Services	Private cloud based services should also be evaluated for system administration and security sensitive related functions.	In Progress	As a component of the review we are conducting related to service delivery framework, we are also evaluating outsourcing options for all commoditized system offerings and evaluating whether private or hybrid cloud offerings make sense. It is important to note, cost and potential savings are not the only factors that will impact this evaluation. There are a number of legal and security concerns that will weigh into the decision making process.	No budget impacts at this time.
Information Technology Services	Evaluations of complete/partial and public/private cloud service opportunities should be conducted with appropriate ROI analysis.	In Progress	Though the actual review and evaluation of options is not yet complete, the Department of Information Technology Services has established parameters and procedures that will ensure all technology evaluations are conducted with an appropriate ROI analysis as well as an understanding of the total cost of ownership.	No budget impacts at this time.

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	The establishment of standardized service processes and service delivery expectations for the DoITS in order to be able to achieve these SLAs. Use of standard processes enables an organization to evaluate and manage service delivery based on benchmarks and improve on efficiency.	In Progress	The Department of Information Technology Services is currently reviewing all aspects of service delivery, leveraging the Information Technology Infrastructure Library (ITIL) framework. ITIL is a set of concepts and practices for information technology services management, information technology development, and IT operations that will enable the department to enhance our delivery of service, ensure consistency of service, and refine processes to enable maximum efficiency.	No budget impacts at this time.
Information Technology Services	SLAs must also be required for all contracts with service providers, with monetary penalties for failure to meet the agreed levels. In addition, service providers should conform to the standard service framework adopted and implemented within the County.	In Progress	The Department of Information Technology Services has established SLAs with most of its vendors; however, we do not currently have an effective process for monitoring to ensure compliance. Typically, the only time an SLA is tested is when a service outage occurs. The department is including SLA review as a component of our service delivery framework review.	No budget impacts at this time.
County Administrator Information Technology Services	The DoITS, in conjunction with the County Administrators Office, should consider the following as ways to reduce the cost and complexity associated with managing the client computing environment: <ul style="list-style-type: none"> <li>• Establish and adopt a policy that eliminates the issuance of both a desktop and notebook computer.</li> </ul>	In Progress	The Department of Information Technology Services will coordinate with the County Administrator's Office and evaluate this recommendation. If it is deemed that a policy change should be made, it could easily be incorporated into the current County Administrator policy (CA-ADM-201) that governs technology use across the enterprise.	No budget impacts at this time.
Information Technology Services	The DoITS in conjunction with the County Administrators Office should consider the following as ways to reduce the cost and complexity associated with managing the client computing environment: <ul style="list-style-type: none"> <li>• Perform an ROI study of the use of Windows or Linux terminals at remote locations such as fire stations, police precincts, and parks.</li> </ul>	Complete	The Department of Information Technology Services conducted a pilot of various terminals and thin clients. Though it was determined that in certain cases this technology would make sense and could create some savings from a human resource standpoint, the investment required to create the backend infrastructure is cost prohibitive at this time.	No budget impacts at this time.
Information Technology Services	Conduct a feasibility study of leasing excess data center capacity to municipalities, Gwinnett County BOE, Gwinnett County Public Library System, and the Gwinnett Medical Center.	In Progress	This recommendation is under review.	No budget impacts at this time.

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	Revise the existing disaster recovery plan to incorporate a variety of Recovery Time Objectives (RTO) scenarios.	In Progress	The Department of Information Technology Services has completed the development of Recovery Time Objectives (RTO) scenarios and is now deploying the hardware and software required to facilitate the improvement of our Disaster Recovery (DR) capabilities. The department is currently installing redundant equipment in the E911 data center, in coordination with our most recent SAP hardware refresh, which will segregate systems on multiple servers in two data centers instead of the current single location. The systems are being deployed in a manner that enables SAP application failover to servers that are physically located in both the GJAC and the E911 Annex data centers. The hardware refresh also will help to facilitate RTO scenarios, which will enable full recovery from tape for most County business systems. As Information Technology Services continues to conduct normal hardware refresh of other systems, this will include deploying redundant equipment and virtualization of all systems possible to improve the ability to fully recover County systems and associated data. Because of the large number of servers/applications and the associated cost, the full completion of this initiative will take three to four years to encompass all systems.	No budget impacts at this time.
Information Technology Services	Conduct disaster recovery testing on an established schedule sufficient to ensure key business systems can be recovered as expected.	In Progress	Disaster recovery testing schedules are being revised as disaster recovery capability enhancements are implemented.	No budget impacts at this time.
Information Technology Services	Conduct ROI studies that include the use of virtualization and energy efficient technologies to enhance performance, reduce power consumption, and minimize operating cost.	In Progress	The Department of Information Technology Services, which has aggressively leveraged virtualization technologies for database and applications servers for the past four years, has converted all systems that can be virtualized. In addition, all new systems that are acquired and deployed are also virtualized, unless the vendor of the software or database system will not support the solution in a virtualized environment.  In addition, the Department of Information Technology Services and the Department of Support Services are in the midst of an implementation to deploy a product called EnergyCap. This system is a family of energy management and energy accounting software products used for tracking, managing, processing, reporting, benchmarking, and analyzing utility bills and energy and sustainability information. EnergyCap will interface with SAP to leverage the full benefits and create efficiencies across the enterprise.	No budget impacts at this time.
Financial Services Information Technology Services	Compare all bids and proposals for commodity items to existing contracts such as those sponsored by the State of Georgia, Gwinnett County BOE and/or Western States Contracting Alliance (WSCA).	Complete	The Department of Information Technology Services, in collaboration with the Department of Financial Services, conducts research to determine whether there are existing contracts in place that could help create efficiencies and/or ensure cost savings that can be derived from volume discounts. In fact, while recently evaluating mobile services contracts with our current carriers, it was determined that there was no need to issue an RFP, as all carriers concurred that the best rate possible for Gwinnett County would be derived by piggybacking on the existing state of Georgia contract.	No budget impacts at this time.

**“Final Report”**  
**Excellence Through Innovation Recommendations Status – Information Technology Services**

Service Area(s)	Recommendation	Status	Actions Taken	Budget Impact
Information Technology Services	Expand the use of Time and Materials (T&M) support for non-enterprise level hardware and software.	Complete	Time and Materials contracts are being reviewed as a potential option for any non-enterprise level hardware and software support. In fact, for every case where it makes sense and is cost effective, this option is being selected.	No budget impacts at this time.
Financial Services Information Technology Services	Provide contract negotiation training for all senior DoITS and DoFS staff members that focuses on technology related contracts and agreements.	Complete	<p>The Department of Financial Services/Purchasing Division coordinated a training class provided by the National Institute of Government Purchasing (NIGP) titled <i>Get What You Need Through Successful Negotiation</i> for information technology, financial services, and other interested County staff. This course addresses best principles used in negotiating and also covers characteristics of a good negotiator: critical elements in every negotiation; basic strategies; tactics used for and against, how to overcome negative attacks; and especially how to read another person. This course and other NIGP courses will be included as part of an ongoing initiative to maintain appropriate levels of negotiations skills for those County staff that are involved.</p> <p>Gwinnett County Purchasing buyers who are involved in the buying function and negotiations receive Certified Professional Public Buyers (CPPB) certification from the NIGP. This certification program requires extensive course training, formal education, purchasing experience, and passing a comprehensive exam. Ongoing training is required to maintain this certification. A component of this training/certification program is a contracts management course that includes discussions on negotiation skills. Negotiating costs is an important goal for Purchasing as well as the County, and we are always looking for ways to enhance our negotiation skills. Routinely, the buyers negotiate with our vendors for cost savings on RFP awards and renewals for bids and RFPs. The buyers also conduct market analysis to review market conditions, compare product availability, and ensure we are receiving the best prices offered. In partnership with the departments, we are always looking for new ways to maximize our cost savings opportunities, not only through negotiations, but also through looking for more effective and efficient ways to procure goods and services for the County. Purchasing staff negotiated in excess of \$1.7 million in cost savings for the County in 2010, \$3.2 million in 2011, and is on target to surpass a goal of \$2 million in 2012 with approximately \$1.67 million negotiated through June. It is important to note that the CIO, who is also involved in negotiations related to IT products and services, has received negotiations training as part of the Certified Government Chief Information Officer program.</p>	Cost savings have totaled \$1.7 million in 2010, \$3.2 million in 2011, and \$1.67 million through June 2012.