

# Information Technology

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Performance Measurement  
Review

*February 2023*



# Presentation Overview



Alignment with Board Priorities



Department Strategic Goals



Key Performance Metrics



Significant Accomplishments



A Look Ahead



# Mission and Alignment

## Mission:

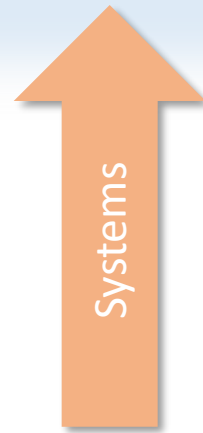
The mission of the Kent County Information Technology (IT) Department is to provide responsive, quality, and cost-effective information technology solutions and services that enable County departments, agencies, and local government units to be successful in achieving their objectives, striving always to exceed expectations.

<b>Economic Prosperity</b>	We will focus on sound fiscal management and policies to support the economic prosperity of the County as well as the West Michigan region.
<b>High Quality of Life</b>	We will foster a high quality of life that promotes safe and healthy communities, strategic growth, and world-class outdoor resources.
<b>Excellence in Service Delivery</b>	We will adopt innovative ways to deliver services that maximize efficiency and provide an exceptional experience to those we serve.
<b>Inclusive Participation</b>	We will provide innovative and inclusive ways to engage residents and involve them in County government.
<b>Effective Communications</b>	We will be transparent and clear in the communications and decisions of the County.



# Strategic Goal

The right people, accessing the right data/application, securely and easily, on devices that we know about.





# By The Numbers:

IT staff – **38 (6 functional teams)**

Average tenure – **15 years**

Number of computers supported: **2300**

Servers supported – **320-ish (85% virtual)**

Network devices supported – **346**

External connections managed - **52**

Databases supported – **452**

Onbase documents:

2020 -> **8,548,000**

2021 -> **9,100,000** (6% growth, equivalent to 5,520 lbs of paper)

2022 -> **9,354,038** (3% growth, document retention go-live in 2022)

High-availability storage compression – **2:1 compression**

Nearline/Offline storage – **99% compression**

Date-in-time recovery (month/day) capability - **12 months (minimum)**





# Key Performance Metrics

## Department Goal: Infrastructure

- Provide a stable, reliable, secure, and cost-effective computing infrastructure environment that supports County departments, agencies, and local units of government.

## Objective:

- Maintain average system availability at or above 99%.

% of avg system availability			
2020	2021	2022	2023 Exp.
99.95%	99.95%	99.95	99.95%

- 99% availability = 4 days/year or 7 hours/month of downtime
- 99.95% availability = 4 hours/year or 22 mins/month of downtime



## 3 EXCELLENCE IN SERVICE DELIVERY

**We will adopt innovative ways to deliver services that maximize efficiency and provide an exceptional experience to those we serve.**

**Goal:** Ensure responsive services to areas with growing and/or changing demographics

**Goal:** Create an organizational culture that emphasizes excellence in customer service

**Goal:** Ensure that Kent County is an employer that attracts and retains diverse and top talent

**Goal:** Embrace innovation and continuous improvement to optimize County operations

**Goal:** Strengthen the use of technology to foster efficient use of resources



# Key Performance Metrics

## Department Goal: Service Desk

- Provide continuous improvement in response to those who have trouble or require additional services in using County computing resources.

### Objective:

- Meet or exceed the published Service Level Agreement levels of 90% when responding to problems or service requests.

### % of time service requests meet/exceed SLA

2020	2021	2022	2023 Exp.
88%	88%	88%	88%

- In 2022, IT received 15,356 requests for service (1,279/month)



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# Key Performance Metrics

## Department Goal: IT Security

- Educate County staff on Information Security awareness

## Objective:

- Maintain average email phishing-prone percentage of County staff at less than 7%.

% of email phishing-prone County staff			
2020	2021	2022	2023 Exp.
7%	4.2%	4%	5%

- 7% positive response rate is considered acceptable industry best-practice, 5% is considered optimal



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# Key Performance Metrics

**Department Goal:** website (accesskent.com)

- Provide an attractive, easy-to-use online portal that assists residents and other interested parties

**Objective:**

- Increase traffic to the site by at least 5% annually

Number of unique accesskent website visitors			
2019	2020	2021	2022
3,712,967	5,762,634	5,349,835	4,383,492

- 2021: mobile/tablet devices accounted for 53% of website traffic
- 2022: mobile/tablet devices accounted for 57% of website traffic
- Various improvements to online payment services



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# Does this look infected to you?

- Everyone interested in IT security – Ratings agencies, insurance renewals
- Ongoing regulatory audits and compliance activities and remediation activities – “show me”
- Continued expansion of security landscape and technology availability
- Annual Pen Test (internal and external testing)
- Upgraded endpoint protection (edge devices)
- Security Awareness program
- Incident Response Plan review/testing/tabletop exercises
- Engagement with local, state, federal resources
- Data Loss Protection (DLP) efforts for email and cloud services (data exfiltration)
  - 30,000 emails sent/received daily

## A high-severity alert has been triggered

DLP policy matched for email with subject [REDACTED]

**Severity:** High

**Time of occurrence:** 2/20/2023 4:45:00 PM (UTC)

**Activity:** DlpIncident

**Sensitive Data Detected:** U.S. Social Security Number (SSN) (1, 75)

**User:** [REDACTED]

**Policy Violated:** U.S. Personally Identifiable Information (PII) Data

[View Alert Details On M365 Compliance Center](#)

## 2022 Significant Accomplishments

- Ongoing reductions in “Tech Debt”
  - ✓ Legacy videoconferencing at KCCH
  - ✓ HRIS application
  - ✓ New Intranet (Sharepoint)
  - ✓ Various network and systems upgrades
- Support new County facilities – North County, Parks, DPW
- IT Security Upgrades/Enhancements:
  - ✓ Measurable risk reduction
  - ✓ Multi-Factor Authentication (MFA) and identity management - 52 applications now integrated
- Onbase – continued evolution and maturation
  - ✓ Additional modules/process adoption – document retention
- New phone system (Ring Central) (UCaaS)
  - ✓ Your County phone....anywhere
  - ✓ Provides new opportunities for engagement
- Internship program

# 2023 Look Ahead

- Improving IT Service Delivery
  - ✓ How to better measure ourselves?
  - ✓ Continued elimination of “Tech Debt”
  - ✓ “Perfection is the enemy of good enough”
  - ✓ Internal process modernization and improvement
- Currently engaged in 40+ system integration projects for various departments.
  - ✓ Proactive business/process engagement
  - ✓ Continued implementation of archival and automated workflow processes in Onbase.
- Support development for Microsoft technologies (Sharepoint, Office365, Power Platform)
- Continuously increase IT Security posture
  - ✓ BitGlass (cloud data security)
  - ✓ Compliance and regulatory audit support
- Datacenter relocation

# Acknowledgements

- IT Leadership and Staff
- County Leadership and Department Directors
- County Staff

Questions?