bakertilly

Milwaukee County Digital Transformation Assessment & Roadmap

September 14, 2023

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Digital Transformation Project Methodology

Phase 1:
Initiate project

- Confirm project approach, goals, and objectives
- Align on long-term strategy
- Documentation requests
- Finalize project timeline, resources and alignment of schedule
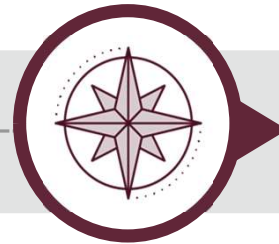- Establish project infrastructure
- Kickoff the project

February

Phase 2:
Current state understanding

- Build and administer survey to **176 recipients across 39 departments**
- Schedule and conduct **44 current state interviews**
- Capture strengths, weaknesses, opportunities, and threats/challenges
- Prepare current state assessment findings

February – Late April

Phase 3:
Future state visioning and prioritization

- Schedule and conduct **41 future state visioning workshops**
- Identification of people, process, and technology needs
- Consolidation and prioritization of **169 future state capabilities** according to County strategic focus areas
- Prepare future state report out
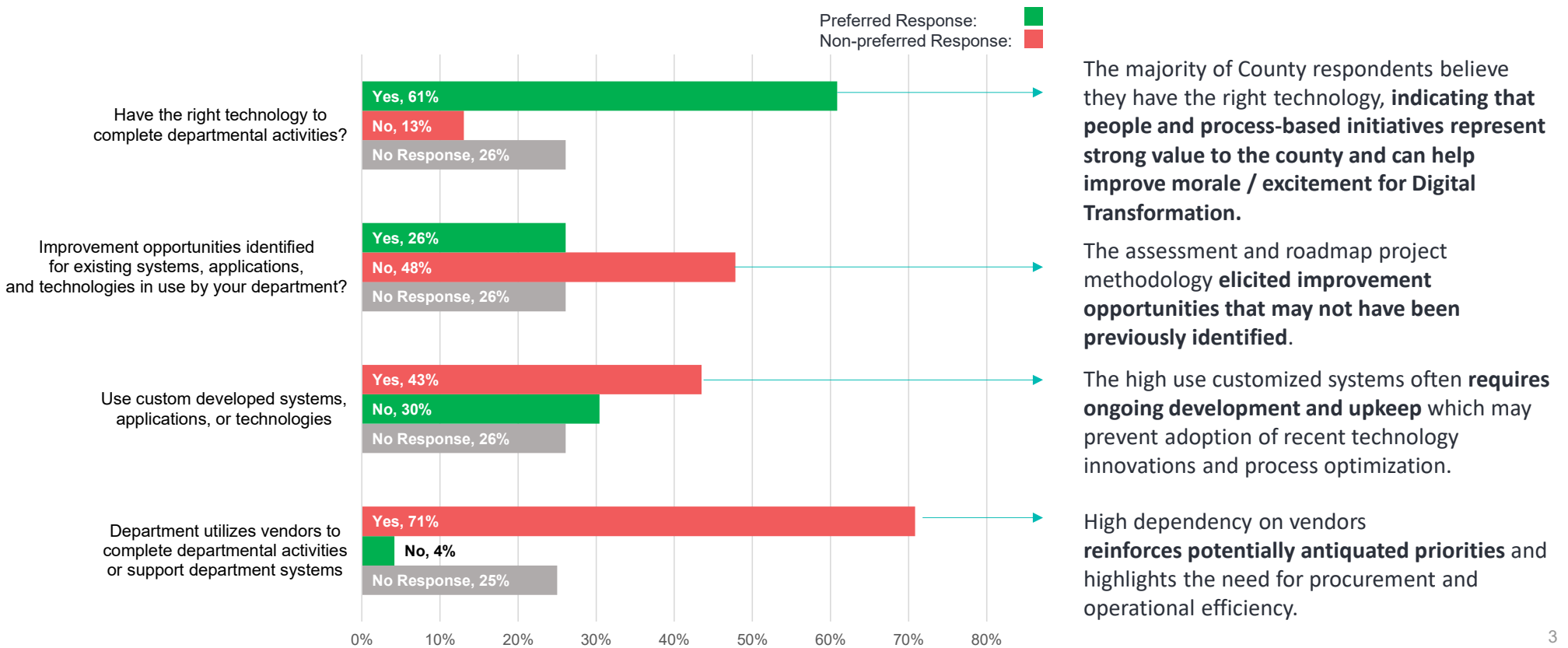
April – June
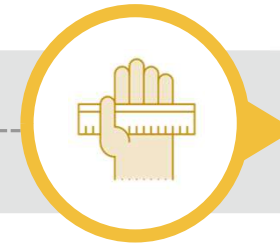
Phase 4:
Develop roadmap

- Impartially group future state capabilities into logical and cost-effective initiatives
- Development of **23 business cases for prioritized initiatives**
- Build a high-level implementation roadmap
- Review and finalize high-level budget estimate ranges
- Finalize roadmap recommendations

June – August

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Overall County sentiment resembles strong focus and opportunity on people and process

Preferred Response: ■
Non-preferred Response: ■

Have the right technology to complete departmental activities?
- Yes, 61%
- No, 13%
- No Response, 26%

Improvement opportunities identified for existing systems, applications, and technologies in use by your department?
- Yes, 26%
- No, 48%
- No Response, 26%

Use custom developed systems, applications, or technologies
- Yes, 43%
- No, 30%
- No Response, 26%

Department utilizes vendors to complete departmental activities or support department systems
- Yes, 71%
- No, 4%
- No Response, 25%

(x-axis: 0% 10% 20% 30% 40% 50% 60% 70% 80%)

The majority of County respondents believe they have the right technology, **indicating that people and process-based initiatives represent strong value to the county and can help improve morale / excitement for Digital Transformation.**

The assessment and roadmap project methodology **elicited improvement opportunities that may not have been previously identified**.

The high use customized systems often **requires ongoing development and upkeep** which may prevent adoption of recent technology innovations and process optimization.

High dependency on vendors **reinforces potentially antiquated priorities** and highlights the need for procurement and operational efficiency.

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Voice of the Departments

"My team documents the *same information* in *three places.*"

"*Errors* happen in the *handoffs*, especially where *humans* need to intervene."

"Sometimes it feels like we're *back in the seventies.*"

Employee Voices

(noted opportunities & "wish list")

"Some of the data we get is *just horrible.*"

"Some processes and documents are *archaic.*"

"I see the same problem one to three times *per week.*"

"We have loose papers *just floating around.*"

"If we were to have a fire, these records would be *gone forever.*"

People, Process, & Technology Overview

Information Accessibility

Infrastructure and Networking

Process Inefficiencies

Disjointed Culture

Document & Process Standardization

Data Access, Analysis, and Cybersecurity
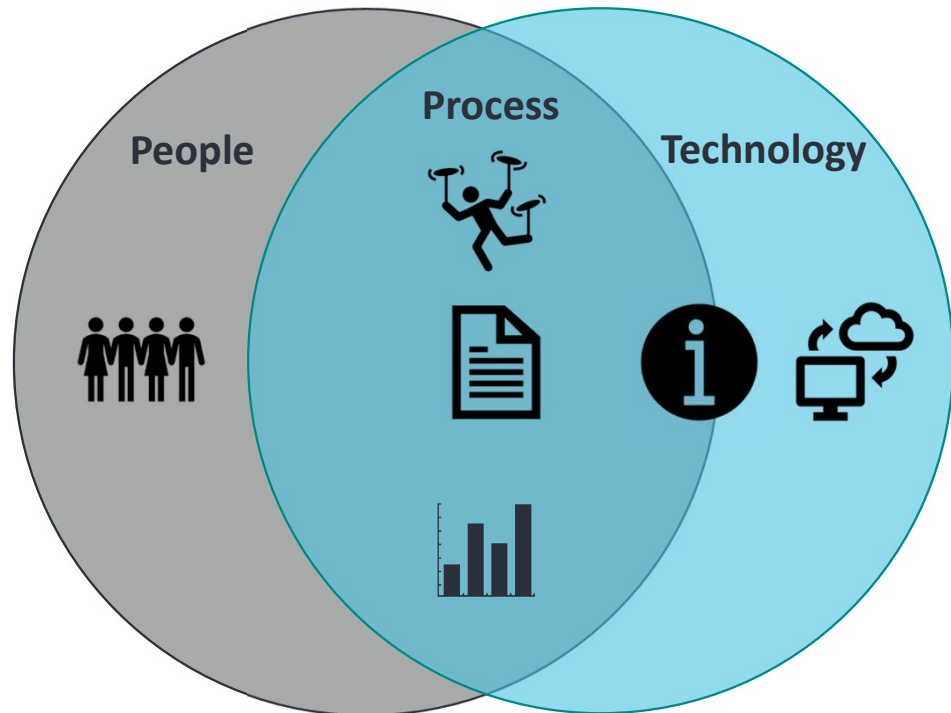
Most issues' root causes are identified to lie at the 'Process' intersection of how County staff engage, produce, and collaborate using technology.

People

Process

Technology

People, Process, & Technology Challenges

People

- Project staffing need across departments
- Slow, ineffective organizational communication
- Difficulty with staffing vacancies
- High resource turnover
- Customer service inefficiencies

Process

- Over-reliance on inefficient manual workflows
- Decentralized and unstandardized processes
- Poor document management (paper and digital)
- Lack of alignment on best practices for manual and digital processes

Technology

- System silos including lack of integrated software and centralized data
- Physical security and cybersecurity concerns
- Combined operations lead to system access issues
- Low emphasis on data management and visualization
- Limited access to raw data and dashboards

169 future state capabilities were identified through current state and future state workshops

Initiatives Identified by Department
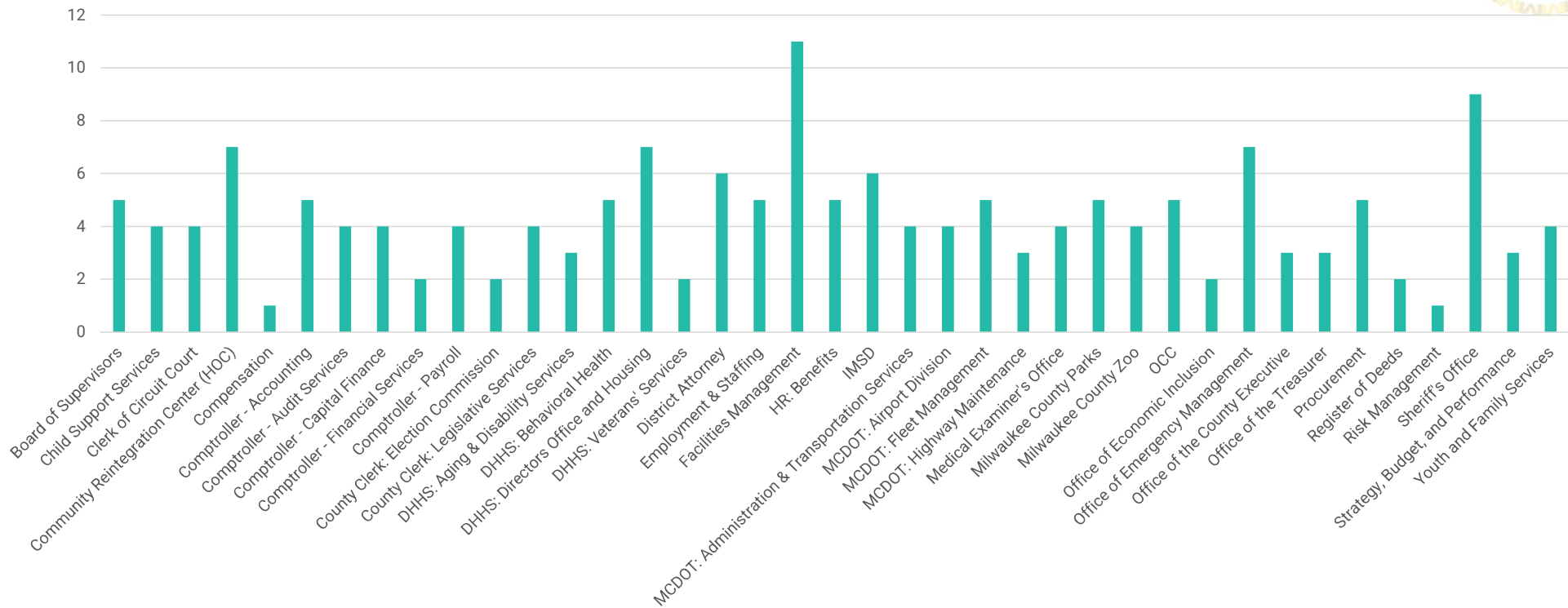
Note: Department capabilities are included according to needs expressed during workshops. This exhaustive list is pre-prioritization.

Prioritization Criteria

	Impact		Priority	
Weighting	40%	60%	70%	30%
Example Scoring	County-Wide Impact	Value	Strategic Alignment	Agency Priority
3	County-wide impact or impact across many agencies (more than 5)	High potential value to County's bottom line	Direct alignment to top County strategic priorities	Top agency priority identified in future state interviews
2	Impact across several agencies (3-5)	Medium potential value to the County's bottom line	Alignment to medium priority strategy	Medium agency priority identified in future state interviews
1	Siloed impact or impact to limited agencies (less than 3)	Low potential value to County's bottom line	Indirect alignment / aligned to low-priority strategy	Low agency priority identified in future state interviews

Future state capabilities were prioritized by impact and priority for business case development

Capabilities were prioritized according to impact and priority, including weighting for Milwaukee County Strategic Focus Areas.
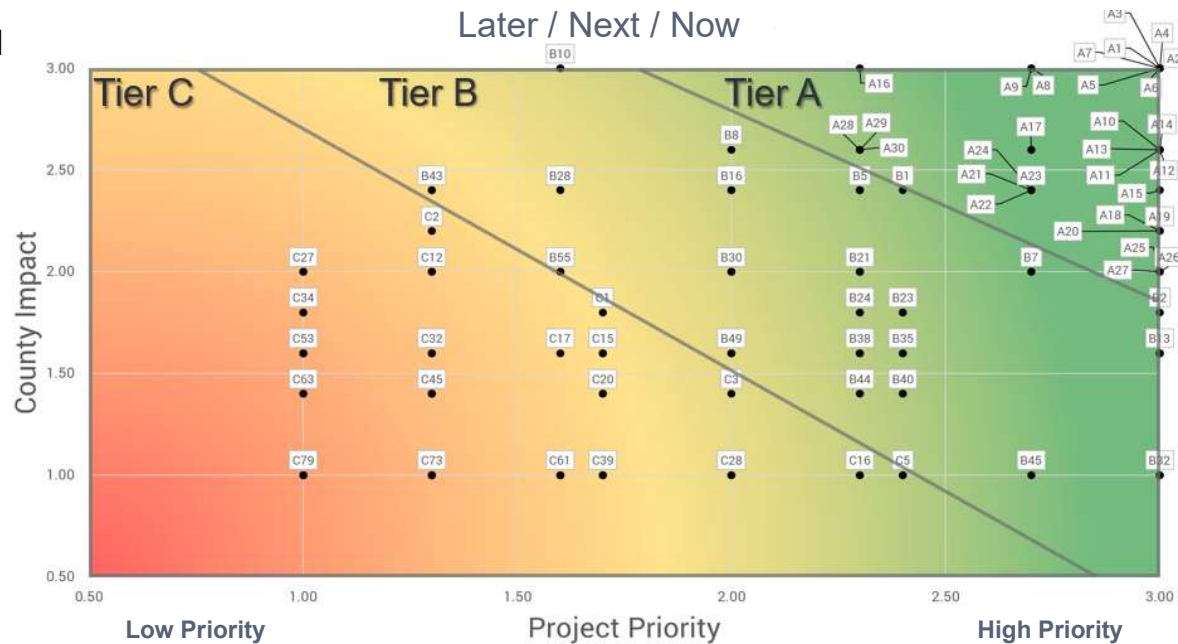
Other prioritization considerations include improving operational efficiency, on-the-job satisfaction, and anticipated return-on-investment for Milwaukee County.

Impact:

1. Impact across multiple departments
2. Potential value

Priority:

1. Strategic alignment to Milwaukee County Focus Areas & Objectives
2. Department priority

23 initiatives were prioritized for business case development for the transformation roadmap

Proposed ARPA Prioritized Roadmap

14 Proposed Initiatives for ARPA Roadmap	Strategic Focus Area(s)	Proposed ARPA Cost Allocation	Number of Impacted Departments	Initiative Department Origination
Meeting Space Technology Updates	2A, 2B	$350,000	4	County Board, County Clerk, IMSD
Microsoft Teams VOIP[3]	2B	$280,000	All (39)	IMSD
Procure-to-Pay (P2P) System (Assessment + Implementation)[3]	1C, 2B	$1,174,000	All (39)	Comptroller (Accounting), MCDOT (Admin. & Fleet Mgt), Procurement
Contract Management Platform[3]	1A, 1C, 2B	$380,000	All (39)	Procurement
Employee Self-Service	1B, 2B, 3B	$170,000	All (39)	Payroll, HR: Employment & Staffing
Court Document Management System[3]	2B, 3B	$300,000	1	OCC
Contact Repository & Management Systems[3]	1A, 1B, 1C, 2B, 2C, 3C	$400,000	All (39)	Leg. Services, HR, Employment & Staffing, Parks, OEM, CEX
Case and Task Management Systems[1; 3]	2B, 3B	$530,000	4	OCC, Youth & Family Services, DHHS: Behavioral Health
e-Discovery Solution	1B, 2A, 2B, 2C, 3A, 3B, 3C	$380,000	3	District Attorney, OCC, Sheriff's Office
DHHS NetSmart for ADS (No Wrong Door component)[1]	2B	$600,000	2	DHHS ADS, DHHS: Director's Office
Constituent 311 Self-Service[3]	2B	$300,000	26	County Board, CEX, Treasurer, Register of Deeds, Strategy, Budget, and Performance
Change and Project Management Resources[3]	2B, 3B	$340,000	All (39)	Strategy, Budget, and Performance; IMSD
Website Content Management System[3]	2A, 2B, 3C	$140,000	6	Child Support Services, Clerk of Circuit Court, District Attorney, IMSD, MCDOT (Admin. & Transp.), Office of Economic Inclusion
RFP Bid Platform[1]	1A, 1B, 2C	$140,000	All (39)	Office of Economic Inclusion, Procurement
Overarching Contingency (15%)	-	**$968,000**	-	-
$6,452,755 Remaining ARPA Funds Avail.	**All**	**$6,452,000**	**All**	**424 positive impacts to County departments**

[1]Best estimate using detailed cost information was used which includes opportunities to streamline technology and/or scope as part of the initiative.

Proposed ARPA Prioritized Roadmap Backlog

Roadmap Backlog Proposed Initiatives Part 1	Strategic Focus Area(s)	Proposed ARPA Cost Allocation	Number of Impacted Departments	Initiative Department Origination
Operations Training[2; 3]	1A, 1B, 2B, 3A	$300,000	All (39)	Comptroller (Accounting), Staffing, HR: Benefits
Contract Worker Dayforce Persona[2; 3]	1B, 2B	$105,000	16	HR: Employment & Staffing
Ticketing Management System[2]	1B, 2B, 3B	$100,000	1	HR: Employment & Staffing
Data Dashboard Enhancements[3]	1C, 2A, 2B, 2C, 3A, 3B, 3C	$150,000	All (39)	Comptroller (Audit & Payroll), Facilities, Procurement, Risk Mgmt., Youth & Family Services
Sheriff Process Digitization[3]	3B	$159,500	1	Sheriff's Office
Roadmap Backlog Part 1 Total	**All**	**$814,500**	**All**	

Roadmap Backlog Proposed Initiatives Part 2	Strategic Focus Area(s)	Proposed ARPA Cost Allocation	Number of Impacted Departments	Initiative Department Origination
Public Kiosk[3]	1A, 1B, 2A, 2B, 2C, 3B, 3C	$118,500	2	Board of Supervisors, Sheriff's Office
Customer Service Accessibility (No Wrong Door Component)[3]	2B	$365,000	5	DHHS: Director's Office & Housing
Process Assessment (DA)[3]	2A, 2B, 3C	$185,000	1	District Attorney
Resident/Inmate Education[3]	3B	$255,000	1	Community Reintegration Center (HOC)
Additional Operations Training[2]	1A, 1B, 2B, 3A	$975,000	All (39)	Comptroller (Accounting), Staffing, HR: Benefits
Roadmap Backlog Part 2 Total	**All**	**$1,898,500**	**All**	

[2]There is a possibility of project scope to be incorporated into a previously prioritized initiative depending on information gathered during future project initiation and planning stages.
[3]The first year of recurring expenses are included in the estimate.

Proposed ARPA Expenditure Rollup (estimate)

	Operating Expenditure (OPEX):		Capital Expenditure (CAPEX):	
One-Time:	OpEx One-Time	*$798,000*	CapEx One-Time	*$3,092,000*
Recurring:	OpEx Recurring	*$1,594,000*	CapEx Recurring	*N/A*

Total ARPA Spend: $5,484,000
Total Contingency (15%): $968,000
High Priority Initiative Spend: $6,452,000

NOTE: Some technology categories may fall in multiple grid regions due to the nature of the cost and the preferences of Milwaukee County whether to treat the cost as OpEx or CapEx .
NOTE: 15% contingency was applied to the full project spend and estimates are rounded to nearest $1,000

Digital Transformation Considerations

The following are draft recommendations / starting points to be considered by County leadership to support the transformation initiative.

1. Establish a Digital Transformation Office led by Project and Change Management Resources to track progress, budget tracking, and centralize dependency management across the roadmap.
2. Leverage consistent project standards across funded digital transformation projects.
3. Clarify and strengthen accountability to drive ownership towards objectives across silos.
4. Support a planful approach to talent management to support changing transformation needs.
5. Celebrate wins to build momentum!

Questions?

Appendix

Milwaukee County Strategic Focus Areas and Objectives

1. Create Intentional Inclusion

1A: Reflect the full diversity of the County at every level of County government

1B: Create and nurture an inclusive culture across the County

1C: Increase the number of County contracts awarded to minority and women-owned businesses

2. Bridge the Gap

2A: Determine what, where and how we deliver services based on the resolution of health disparities

2B: Break down silos across County government to maximize access to and quality of services offered

2C: Apply a racial equity lens to all decisions

3. Invest in Equity

3A: Invest "upstream" to address root causes of health disparities

3B: Enhance the County's fiscal health and sustainability

3C: Dismantle barriers to diverse and inclusive communities

MILWAUKEE COUNTY

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Prioritized Initiatives for Business Case Development

Initiative	Strategic Focus Area(s)	Cost Estimate	Number of Impacted Departments	Initiative Department Origination
Case and Task Management System	2B, 3B	$220k - $635k	4	OCC, Youth & Family Services, DHHS: Behavioral Health
Change and Project Management Resources	2B, 3B	$305 - $400k	All (39)	Strategy, Budget, and Performance; IMSD
Constituent 311 Self-Service	2B	$215k - $350k	26	County Board, CEX, Treasurer, Register of Deeds, Strategy, Budget, and Performance
Contact Repository & Management Systems	1A, 1B, 1C, 2B, 2C, 3C	$180k - $490k	All (39)	Leg. Services, HR, Employment & Staffing, Parks, OEM, CEX
Contract Management Platform	1A, 1C, 2B	$170k - $450k	All (39)	Procurement
Contract Worker Dayforce Persona	1B, 2B	$105k - $135k	16	HR: Employment & Staffing
Court Document Management System	2B, 3B	$135k - $355k	1	OCC
Customer Service Accessibility (No Wrong Door component)	2B	$210k - $510k	5	DHHS
Data Dashboard enhancements	1C, 2A, 2B, 2C, 3A, 3B, 3C	$75k - $303k	All (39)	Comptroller (Audit & Payroll), Facilities, Procurement, Risk Mgmt., Youth & Family Services
DHHS NetSmart for ADS (No Wrong Door component)	2B	$600k - $700k	2	DHHS ADS, DHHS: Director's Office
e-Discovery Solution	1B, 2A, 2B, 2C, 3A, 3B, 3C	$115k - $445k	3	District Attorney, OCC, Sheriff's Office
Employee Self-Service	1B, 2B, 3B	$170k - $225k	All (39)	Payroll, HR: Employment & Staffing

Total estimate continues through following slide

Prioritized Initiatives for Business Case Development (continued)

Initiative	Strategic Focus Area(s)	Cost Estimate	Number of Impacted Departments	Initiative Department Origination
Meeting Space Technology Updates	2A, 2B	$350k - $400k	4	County Board, County Clerk, IMSD
Microsoft Teams VOIP	2B	$230k - $330k	All (39)	IMSD
Operations Training	1A, 1B, 2B, 3A	$300k - $1.275M	All (39)	Comptroller (Accounting), Staffing, HR: Benefits
Procure-to-Pay (P2P) System (Assessment + Implementation)	1C, 2B	$660k - $1.385M	All (39)	Comptroller (Accounting), MCDOT (Admin. & Fleet Mgt), Procurement
Process Assessment (DA)	2A, 2B, 3C	$157.5k - $235k	1	District Attorney
Public Kiosk	1A, 1B, 2A, 2B, 2C, 3B, 3C	$75.5k - $118.5k	2	Board of Supervisors, Sheriff's Office
Resident/Inmate Education	3B	$250k - $317.5k	1	Community Reintegration Center (HOC)
RFP Bid Platform	1A, 1B, 2C	$135k - $265k	All (39)	Office of Economic Inclusion, Procurement
Sheriff Process Digitalization	3B	$95k - $159.5k	1	Sheriff's Office
Ticketing Management System	1B, 2B, 3B	$57.5k - $100k	1	HR: Employment & Staffing
Website Content Management System	2A, 2B, 3C	$87.5k - $160k	6	Child Support Services, Clerk of Circuit Court, District Attorney, IMSD, MCDOT (Admin. & Transp.), Office of Economic Inclusion
Total:		**$5.04M - $9.6M**	423 positive impacts to County departments	

Current State SWOT

Strengths

- Many County staff members are hopeful or enthusiastic about a digital transformation
- Managers and staff alike have innovative ideas for improving the customer experience, streamlining processes, and creatively using data for decision making
- IMSD organizational structure; every department is assigned a Business Analyst to build relationships
- County staff are personally driven to provide excellent customer service

Opportunities

- Integrating systems to enable streamlined processes, reduce manual rework, and spend increase value-added time
- Establishing technology standards may reduce technical complications and help the County operate more cohesively in this area
- Document digitization can streamline processes and reduce the risk of loss to the County

Weaknesses

- Siloed operations is the norm for most County departments
- Significant number of individual systems and applications in use by departments
- Wi-Fi and network connectivity is limited in many areas of the County for both employees and the public
- Budget and staffing constraints have limited improvements staff are able to make while continuing regular operations
- Technology insufficiencies seen in non-operational equipment, and lack of available devices have prevented staff from reaching day-to-day potential

Threats

- Significant change management effort and leadership buy-in needed to implement changes
- County department interactions with State impacted by State program requirements, lack of State program integration, and outdated State systems / software
- State regulations on revenue generation limit County scope and improvement possibilities
- Potential for political constraints and considerations that impact the impact and scope transformation efforts

County-Level Themes - Overall

Information Accessibility
It is difficult or impossible to access information regarding points of contact, government services, policies, and initiatives for constituents and County employees alike

Disjointed Culture
Prevailing 'independent' department culture creates information siloing, software / process integration difficulties, and prevents level of coordination needed for continuous improvement

Infrastructure and Networking
Connectivity outages, limited bandwidth, and uncommunicated system downtime harms work experience and time-on-task in both office and field work

Document and Process Standardization
Little standardization for common processes and supporting documents guaranteeing frustrating rework, confusion of the 'right' way to do things, and creating significance compliance risk

Process Inefficiencies
Manual, ad hoc, and paper-based processes stubbornly persist in many departments that impact productivity, morale, and often lead to errors and confusing workarounds
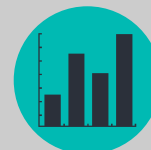
Data Access, Analysis, and Cybersecurity
Data is not shared between departments and few procedures exist for data access and management, preventing data-driven practices across departments

Process Inefficiencies

Reliance on manual, paper-based processes that are time-consuming and prone to errors. Manual processes and outdated technology can lead to high operational costs for County governments and can often easily be translated into technology integrated processes.

Primarily Impacted Agencies

- Office of the County Executive
- Board of Supervisors
- Office of the Comptroller: Accounting, Audit Services, Capital Finance, Financial Services, Payroll
- County Clerk: Legislative Services
- Administrative Services: Office of Economic Inclusion, Procurement, Risk Management, Facilities Management, IMSD
- DHHS: Behavioral Health, Director's Office & Housing, Veterans' Services, Youth & Family Services
- Milwaukee County Zoo
- HR: Benefits, Employment & Staffing

Example Projects

- DHHS NetSmart Solution
- Deployment of an LMS
- Digitization of court referral process, integrated with other systems
- Deployment of HR ticketing and tracking system for transactional requests
- Enable contract worker access to HR documentation and information

Additional information in appendix on impacted agencies and projects the appendix

Disjointed Culture

Department silos hinder effective communication and collaboration. Department silos are often due to habitual tasks with little integration across departments or personnel. Software and process integration have been identified as areas for needed improvement.

Primarily Impacted Agencies

- Office of the County Executive
- Board of Supervisors
- Office of the Comptroller: Accounting
- Administrative Services: Office of Economic Inclusion, Procurement, Risk Management
- DHHS: Behavioral Health
- HR: Benefits, Employment & Staffing, Compensation

Example Projects

- Establish designated communication standards for upgrades and outages
- Adoption of a digital channel to communicate with all County workers
- Countywide contact management system and repository
- Better ease of use and interoperability with state-required systems
- Knowledge management solution/platform providing the ability to disseminate pertinent company information (contacts, roles, responsibilities, policies, etc.)

Additional information in appendix on impacted agencies and projects the appendix

Document and Process Standardization

Each department often needs to make materials and models from scratch, limiting efficiency. Standardizing documents in an organization improves consistency, collaboration, efficiency, communication, and document management while ensuring better compliance and best practices.

Primarily Impacted Agencies

- Office of the Comptroller: Financial Services

- Strategy, Budget, and Performance

- Administrative Services: Procurement, Risk Management, Facilities Management, IMSD

- DHHS: Youth & Family Services

- MCDOT: Administrative & Transportation Services, Highway Management, Fleet Management

- Milwaukee County Zoo

Example Projects

- True document management solution for Financial Services (depending on scope of initiative, County-wide), including document storage, access, and lifecycle workflow

- Automate the 10-47 Prisoner Movement, Form 50 Civil Process, and jail Classification Process

- Create a streamlined process for allowing jail occupants to safely review court discovery videos

- Access to a Content Management System for the website, like those used in other departments

Additional information in appendix on impacted agencies and projects the appendix

Data Access, Analysis, and Cybersecurity

Limited data access and management practices across the County hampers the ability to make decision making data-driven. Data-driven decisions are needed for all levels of the County organization in order to modernize operations and best service constituents.

Primarily Impacted Agencies

- Office of the County Executive
- Board of Supervisors
- Office of the Comptroller: Accounting, Audit Services, Capital Finance, Financial Services
- County Clerk: Legislative Services
- Office of the Treasurer
- Register of Deeds
- Administrative Services: Procurement, Risk Management, Facilities Management, IMSD
- DHHS: Behavioral Health
- MCDOT: Airport Division
- HR: Benefits, Compensation

Example Projects

- Consistent, accurate, and secure County contract management
- Operate off a single source of truth across different departments
- Intuitive, seamless data integration tools to improve data analysis
- Access to procurement operational metrics via visual dashboards
- Harden existing or introduce physical security assets County-wide

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Additional information in appendix on impacted agencies and projects the appendix

Prioritization Threshold Key – Tier A

Tier A	
A1	Operate of a single source of truth across different departments
A2	Adoption of a digital channel to communicate with all County workers
A3	Chief Operations Officer
A4	Case and task management system
A5	e-discovery
A6	County-wide contract management platform
A7	Centralized bid and RFP platform - County scope
A8	Deployment of a learning management system
A9	Enable self-service management for all County workers through portals and chatbot
A10	DHHS NetSmart Solution
A11	Integrated POS and inventory tracker
A12	court document management system
A13	Centralized bid and RFP platform - Economic Inclusion
A14	Automate the 10-47 Prisoner Movement, Form 50 Civil Process, and Jail Classification Process
A15	311 system

Tier A	
A16	Procure to Pay solution implemented
A17	Patient Portal
A18	Deployment of HR ticketing and tracking system for transactional requests
A19	Dashboard visualizations
A20	Integration and automation of workflow systems and processes
A21	User-focused public kiosk in the main office or district offices
A22	All system users working on one centralized system
A23	Enable contract worker access to HR documentation and information
A24	Constituent Self-Service
A25	Increase Customer Service Accessibility
A26	Visual externally-facing Economic Inclusion website
A27	Help Desk services or chatbot technology
A28	Integrate the Avaya phone system with Midas
A29	Digitization of court referral processes, integrated with other systems
A30	Integrated system for the entry and storage of court discovery requests, supported by stronger network infrastructure

Prioritization Threshold Key – Tier B

Tier B	
B1	Enhanced County Website
B2	Upgraded hardware is needed to support full NetGen911 functionality
B3	Develop an internal referral system across all service areas
B4	Countywide contact management system and repository
B5	Procure to Pay solution - County wide/procurement workflow
B6	Align Processes for both Adult and Child Services
B7	Externally-facing County website refresh
B8	Procurement of virtual educational and social support tools for inmates
B9	Digitize the inmate referral system, along with other data entry procedures into centralized system
B10	Constituent-accessible data should be readily available, and where possible, should be offered as a service outside of the ME's daily operations
B11	integrated time tracking with payroll
B12	Create a streamlined process for allowing jail occupants to safely review court discovery videos
B13	Uniform County-wide standards (project management, data quality / governance, informational materials, etc.)
B14	Resourced Project Management
B15	Knowledge management platform

Tier B	
B16	IMSD capital forecasting and capital workflow
B17	Access to a Content Management System for the website, like those in use by other departments
B18	Grant management functionality implemented
B19	Automated cash flow and forecasting for Capital Finance
B20	Automated departmental workflow - financial process
B21	An accessible and up-to-date directory for constituents and internal operations
B22	Anticipate and plan for the upcoming need for a full CAD system replacement
B23	Implement an effective Mass Citizen and Staff communication tool
B24	Establish designated communication standards for upgrades and outages
B25	Enhance data analytics for and capabilities of constituent communication systems
B26	Vendor directory and vendor lifecycle management
B27	Adoption and integration of procurement workflow
B28	Encumbrance governance, management, and handling
B29	Integration of environmental sustainability mindset: County
B30	OCC technology assessment

Prioritization Threshold Key – Tier B (continued)

Tier B	
B31	Better information and data sharing and accessibility on the Milwaukee County website
B32	Integrate ARC-GIS with PowerBI to enhance the ability to effectively analyze OEM data sets for more effective operational decisions.
B33	Install Self-Serve Bail and Jail Commissary Kiosks
B34	Replace outdated workstations and Microsoft Suite
B35	Procurement of battery bank inventory
B36	Sophisticated physical security system
B37	Utilize AI for proactive camera review, fence line, and criminal activity monitoring
B38	Process and technology review and consolidation
B39	Investigation into and procurement of County wide document translation services to effectively serve constituents
B40	Improved Wi-Fi Connection
B41	Better signage / County presence to assist wayfinding
B42	Increase Cybersecurity
B43	Departmental training for key processes - LMS
B44	Automated ballot bag tracking
B45	An upgraded and fully integrated software system that enables quicker and more accurate communication from paramedics in the field to the hospitals.

Tier B	
B46	Process Automation
B47	Expedited contracted agency security approval
B48	Enhanced and digital energy management platforms
B49	Assistive and automated redaction tools that will streamline Freedom of Information request responses.
B50	Standardized payroll processing workflow implemented
B51	Integrated Case Management Systems
B52	Integrated Systems Across MCDOT
B53	Upgraded Purchasing / Payment Process
B54	Digitization of records
B55	Record digitization and indexing

Prioritization Threshold Key – Tier C

Tier C	
C1	Identify, procure, and implement a Virtual EOC
C2	Updated GIS System
C3	Establish centralized data repository and upload procedures to enable dashboard and faster analysis
C4	Enhanced Visitor Engagement
C5	Secure additional resources with the responsibility of increasing community engagement, transparency, and accountability
C6	More reliable hardware and internet connectivity, especially in the Criminal Justice Facility and the Cashier area

Tier C	
C7	County employee 'self-service' capabilities
C8	DHHS Technology Suite
C9	Harden existing physical security at facilities
C10	Integrated County facilities technology landscape
C11	Capital tracking and procurement
C12	Information Access for Field Employees
C13	Decreased Connectivity Issues
C14	Streamlined and expedient autopsy report completion processes, policies, procedures and tools.
C15	Secure additional storage and/or better data compression options, in accordance with relevant regulations
C16	Integration of current systems
C17	Digitization of the elected official campaign finance reports
C18	Ability to post agendas and other materials digitally
C19	Monitors, perhaps in Courthouse hallways, that show Board meetings.
C20	Access to a Content Management System, like those in use by other departments
C21	Increased training is needed for the new purchase order system

Tier C	
C22	Debt management functionality implemented
C23	Digital contact management platform: Leg Services
C24	Legislative bill workflow
C25	Role, Position, and Title management
C26	Conference room and personal technology upgrades
C27	Integrate AssetWorks – Fleet Focus
C28	Integrated Lab Equipment and LIMS system
C29	High capacity, and high uptime copiers and printers.
C30	Automated publicly managed Reporting
C31	Online Vendor Payments
C32	Fleet GPS Tracking
C33	Improved IMSD Training
C34	Dedicated Project Management staff resourcing
C35	Intuitive, seamless data integration tools to improve data analysis
C36	Document and file management solution

Prioritization Threshold Key – Tier C (continued)

Tier C	
C37	Contractor on/off boarding management and workflow
C38	Improved Wi-Fi Connection
C39	Intuitive, seamless data integration tools to improve data analysis
C40	Payroll metrics dashboard
C41	Improved Office Functionality
C42	A central knowledge base for how-to guides for new employees to learn processes (like Velocity)
C43	Standardized Contract Documentation
C44	Advanced Physical Security
C45	Parks Employees Mobile App
C46	Centralized support and training
C47	Electronic Provider Manual
C48	Eliminate Manual Processes
C49	Administrative Technology Training
C50	Standardized processes and SOPs for interactions with other teams
C51	Procurement operation metrics dashboards

Tier C	
C52	County risk dashboards
C53	Implement a dictation system to speed the completion of forms and writing of reports
C54	Audit data provision and workflow
C55	Unstructured Audit data integration
C56	Audit data analytics platform
C57	Audit data visualization
C58	Payroll ticket entry and tracking system
C59	Eliminate Duplicate Processes
C60	Project management best practice adoption and integration
C61	Asset / Facility Security Access
C62	Modern key card system implementations for building access
C63	Additional communication avenues for employees, especially those whose primary duties are not on a computer
C64	Historical repository for forecasting and operational data - CF
C65	Document management for Financial Services
C66	Advanced technology upgrades: Election Commission

Tier C	
C67	Legislation and bill tracking
C68	Mobile interfaces: Facilities Management
C69	Data analysis and dashboarding: Facilities Management
C70	Records management workflow and centralized repository
C71	Legislative bill tracking system for Boards and Commissions
C72	Integrate POS with Infor
C73	Procure an electronic key tracking system
C74	Better ease of use and interoperability with state-required systems
C75	Control Illicit Staff Internet Usage
C76	Advanced technology upgrades: Legislative Services
C77	Enhance Yardee software capabilities
C78	Increase interoperability and provide access to both state and County systems for pertinent employees.
C79	Automated project intake and selection: Facilities Management

Total Capabilities by General Category