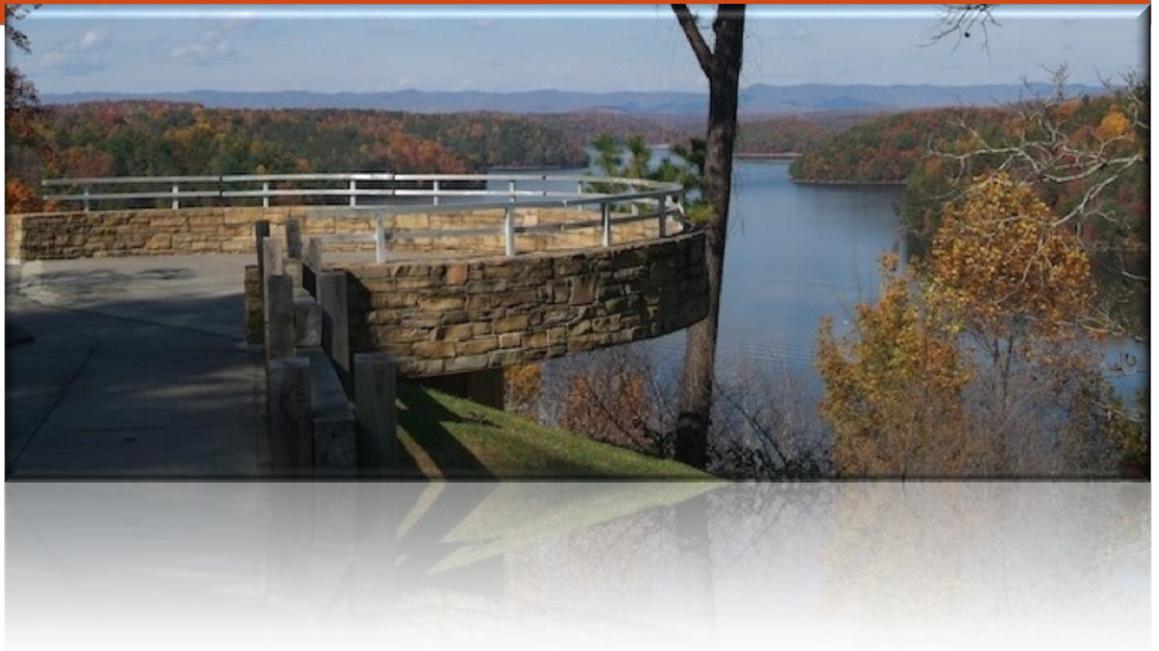


# Henry County / PSA Technology Strategic Plan FY-2015



Christian Youngblood, Director  
Henry County, Virginia  
February 25, 2014

## Executive Summary

When I first started working in this business, I was the “computer” guy. It was my job to know everything about the computer, printer, and software. A couple of years into my career, computers started talking to each other, the Internet became popular, and I became the “technology” guy. Now it was my job to know everything about computers, printers, software, networks, and more. Most of my counter-parts in other agencies were the same way.



We had a need inside of us to get our hands on the newest and best devices and an unquenchable thirst to learn all there was to know about using these tools.

The simple computer has now been supplemented with smart phones, laptops, and tablets. Software has expanded from WordPerfect and Lotus to an office package that includes more than 7 applications. A fresh copy of Windows & Office used to be all that was needed to install a computer on someone’s desk. It now requires JAVA, Flash, Adobe Reader, and about a dozen other pieces of software just to perform the most basic tasks.

Today, you will find that an all-purpose Technology person is all but extinct. The amount of devices, software, concepts, and tools are too great for one person to master. It takes a Team of professionals to support the growing demands of our Organization with each member specializing in a particular sector and committing to continuing education.

The FY-2015 Strategic Plan will highlight the accomplishments of the Technology Team that serves Henry County and the Public Service Authority (PSA). Additionally, we will share the Annual Survey results and compare them to previous years. Finally, we will confront both current and upcoming challenges that must be addressed in order to continue providing superior service.

I may no longer be the lone technology guy that is able to answer every question, but I still love watching Technology change, and I enjoy getting my hands on everything that comes my way. The support that I receive from the Board of Supervisors, the PSA Board, and our County Administration make me proud to say that I am in charge of Technology for Henry County.

-Christian Youngblood  
Director of Information Services

**Contents**

Executive Summary ..... 1

Contents ..... 2

Mission ..... 3

Goals ..... 3

Organizational Chart..... 4

Services / Technologies Supported ..... 5

Accomplishments FY-2014 ..... 6

How Are We Doing? (Survey Results)..... 7

Challenges / Needs ..... 12

Contact Information ..... 15



## Mission

*The Information Services Department will provide effective and cost-conscious solutions, whenever possible, to resolve any request or problem encountered by any of our users, and we shall do such in a timely and courteous manner.*

## Goals

The following 4-goals will be the defining guidelines of the Information Services Department

- When it comes to any Technology need, the Information Services Department will be the agency that our users **want to** call, not who they **have to** call. Our service will rival that of any outside agency and we will take pride in our reputation.
- Continuing education in Technology will be of paramount importance for the Information Services staff and will be extended to all Henry County & PSA personnel. We will strive to stay abreast of both current and emerging technologies while retaining the skills necessary to support our legacy systems.
- We will provide the employees of Henry County and Henry County PSA reliable equipment by creating and adhering to a responsible Capital Improvement Plan (CIP).
- We will always be cost-conscious of our expenses to ensure that our Citizens' money is used wisely. We will use internal staff when justified while being mindful of activities that are more cost effective to outsource. We will create and manage numerous vendor relationships to ensure competitive pricing for equipment and/or services that we must purchase.

## Organizational Chart

The Department of Information Services is funded by both Henry County and the Henry County Public Service Authority (PSA). The Team serves each organization, the Citizens of Henry County, and the Customers of the PSA. The members of the Information Services Team include the following:

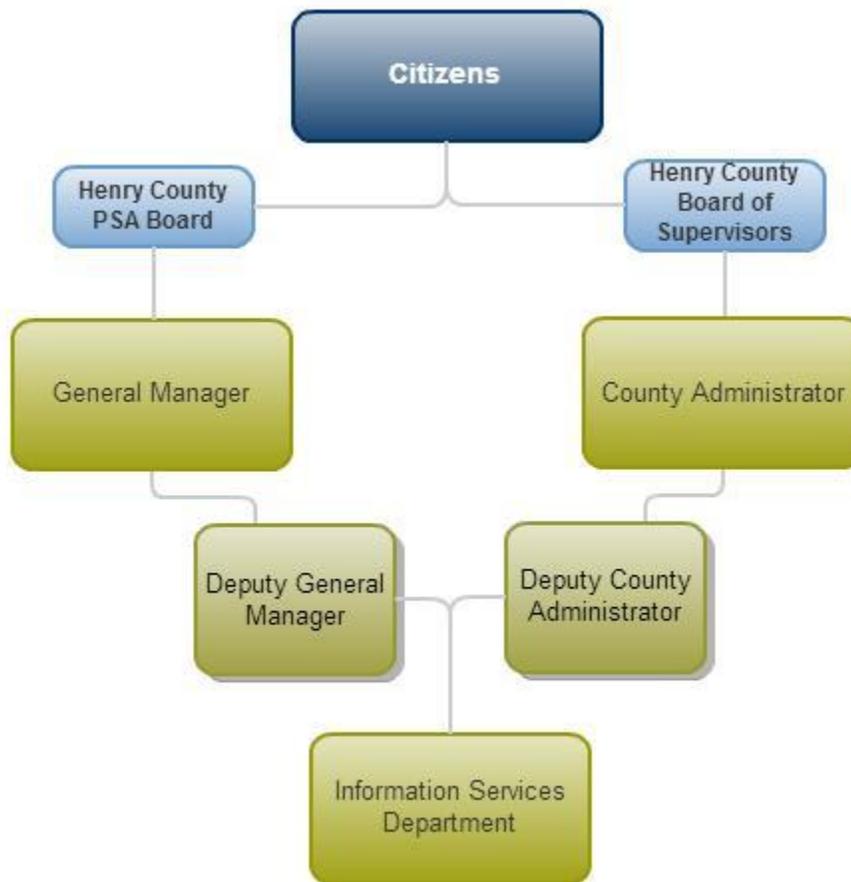
Director, Christian Youngblood

MUNIS Coordinator, Steve Isom

Systems Analyst, Mark Alley

Senior Desktop Technician, Debra Anderson

Desktop Technician, Charlie Brown



## Services / Technologies Supported

The Information Services Department supports many pieces of Technology that are common place for most organizations. Implementation and maintenance requires skilled project management and execution to ensure the reliability required by Henry County, PSA, 911, and other departments. Examples include:

- Desktop PCs, printers, scanners, & other peripherals
- Servers
- Network services (user authentication, file services, antivirus, etc.)
- PBX telephone system
- Email and websites
- MUNIS Enterprise Resource Planning (ERP) financial system

In addition to these “standard” items, the Team must support many more proprietary Technologies that require constant retraining and dedication of resources. Examples include:

- Mobile Data Terminals (MDTs) for Law Enforcement
- GIS mapping
- Parks and Rec reservation/management system
- Customer Self-Service portals for our Citizens
- Computer Aided Dispatching for e911
- Jail Management and Sheriff Management software
- Mobile devices, both County issued and personal
- Audio/Visual assistance
- Custom software (Jury maintenance, Law Accreditation, Incident Management, etc.)
- Document archiving

By the numbers, the Technology Department is currently supporting the following devices:

- 432 Workstations
- 29 Servers (11 physical, 18 virtual)
- 307 Email Accounts
- 527 Telephones
- 109 Mobile devices (smartphones)

## Accomplishments FY-2014

The job of a Technology Department is never complete. Upgrades and patches are released for existing applications regularly. New software is constantly being created that requires higher processing power and users always need more storage capacity. Following is a sampling of the many projects that were completed during the FY-2014 year:

- MUNIS, MUNIS, MUNIS!!! – We performed 2 major upgrades prior to migrating all remotely hosted services to our in-house data center
- Implemented new mapping system for E911
- Point to point VPN upgrade from Martinsville to County / 911
- Designed & launched a new County/PSA website
- Implemented multiple automated voicemail attendants to drastically reduce non-emergency call volume in E911 center
- AVG Anti-virus (major upgrade on all PCs)
- Implemented enhanced networking tools to monitor for viruses, intrusions, etc.
- Updated the Computer Usage Agreement for all users of Henry technology devices/services
- Upgraded our server infrastructure to vmWare 5.5 (major upgrade)
- Implemented a centralized patch-management system for all PCs
- Prepared 28 Desktops and 4 Laptops for the annual County Surplus Auction
- Installed 51 new County PCs, 2 new Sheriff PCs, and 2 new Servers

## How Are We Doing? (Survey Results)

This is the 4<sup>th</sup> consecutive year that we have requested feedback from our users to gauge the effectiveness of our Team... did we respond quickly, were we able to resolve the issue, etc. Additionally, we use this as a tool to learn what our users want, such as training or upgraded services, so that we can revise our Strategic Plan. This is an opportunity for our users to tell us what we have done well, where we could use some improvement, changes that they have liked or disliked, and then provide any other suggestions that they feel relevant.

Most of the replies are as expected. Our Team works hard to provide outstanding service and most people agree. However, there are the occasional responses that express discontent in the way we handled certain situations. We cannot be perfect all the time, so we use those experiences as learning opportunities to achieve higher satisfaction levels in the future.

The 2013 Survey was online for 3-weeks and made available to everyone that uses the services of the Technology Department. The time period covers the entire calendar year of 2013, which has been adopted to coincide with the annual budgeting process.

## Who Do We Serve?

!!!CITIZENS!!!

Accounting / Finance  
 Animal Control  
 Assessment / Real Estate Department  
 Board of Supervisors  
 Building & Grounds  
 Building Inspections  
 Commissioner of the Revenue  
 Commonwealth Attorney  
 Cooperative Extension Agency  
 County Administration  
 Court Services  
 DRBA  
 Elections  
 Engineering  
 Gateway Streetscape  
 GIS / Mapping  
 Human Resources  
 Jail  
 Magistrate  
 Martinsville-Henry County 911  
 Parks and Recreation  
 Planning & Zoning  
 Public Safety  
 Public Service Authority (Customer Service)  
 Public Service Authority (Maintenance)  
 Purchasing  
 Radio Shop  
 Safety / Compliance  
 School Board  
 Senior Services  
 Sheriff's Department  
 Social Services  
 Special Projects  
 Treasurer

**Question 1:**

**When you call upon the Information Service department, how long does it usually take to resolve your problem? (53-responses)**

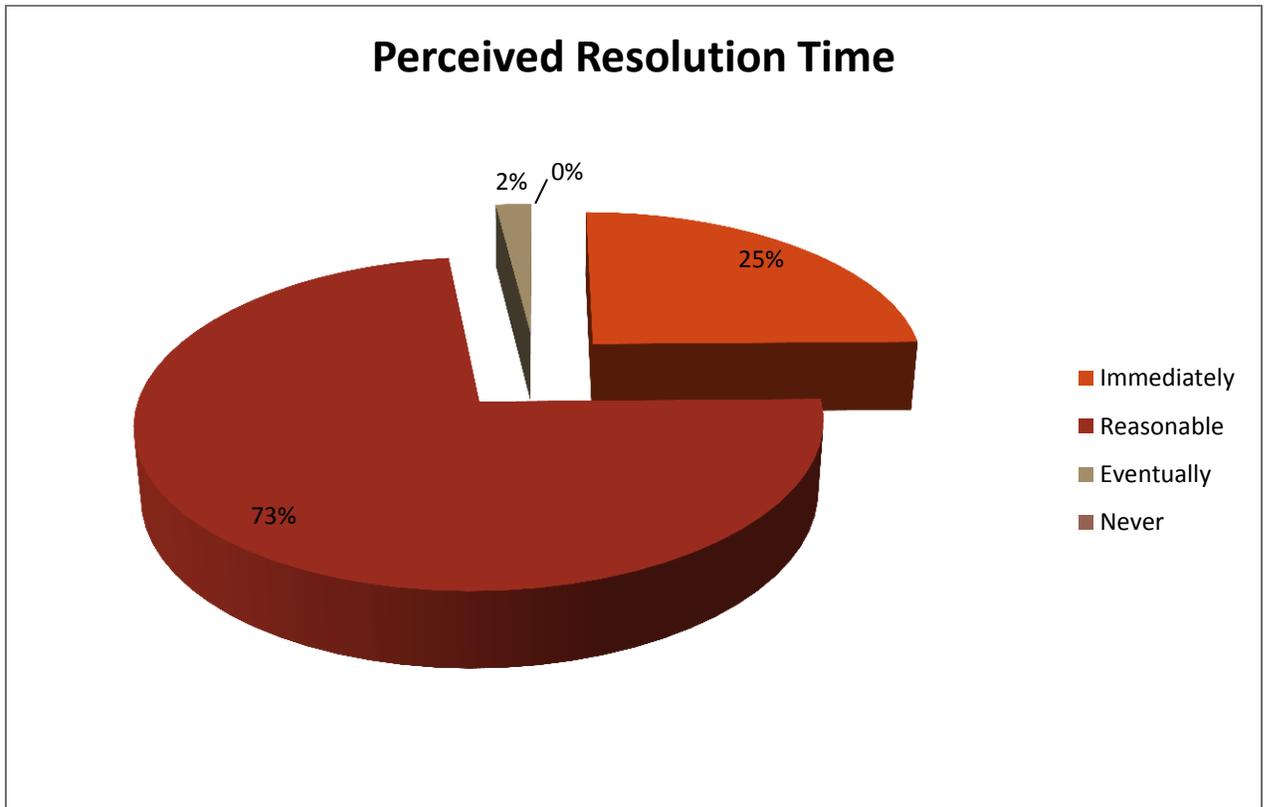
Choices:

Immediately (25-percent)

Within a reasonable time frame (73-percent)

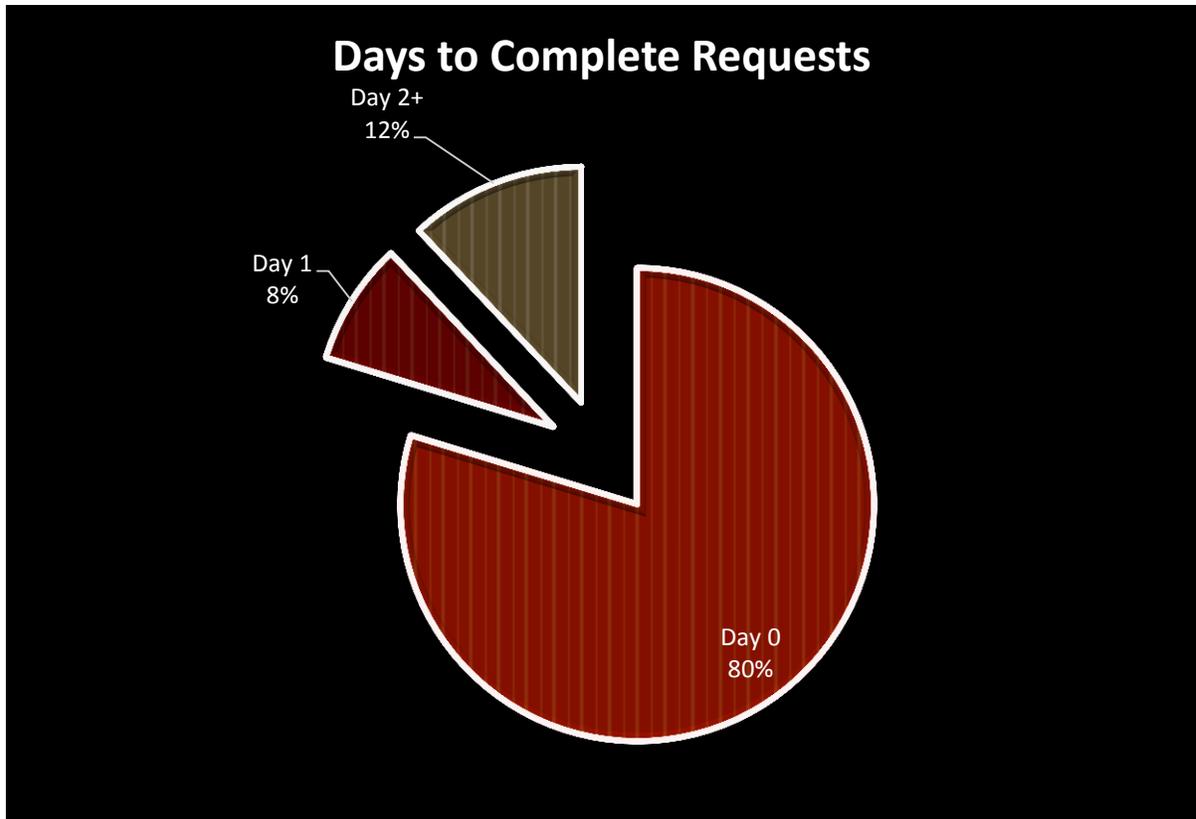
Eventually (2-percent)

Never (0-percent)



According to our Incident Management System (TeamManager), the Team resolved 2972 incidents from Jan. 1, 2013 to Dec. 31, 2013, of which 79.7-percent were resolved the same day and 8.3-percent were resolved the next day. The vast majority of calls not closed the same day were due to Vendors being unable to support their product in a timely fashions, such as our ERP provider.

Service requests range from simple tasks, such as resetting a password or clearing a paper jam, to complex tasks like reconfiguring our Local Area Network to incorporate VoIP telephones.



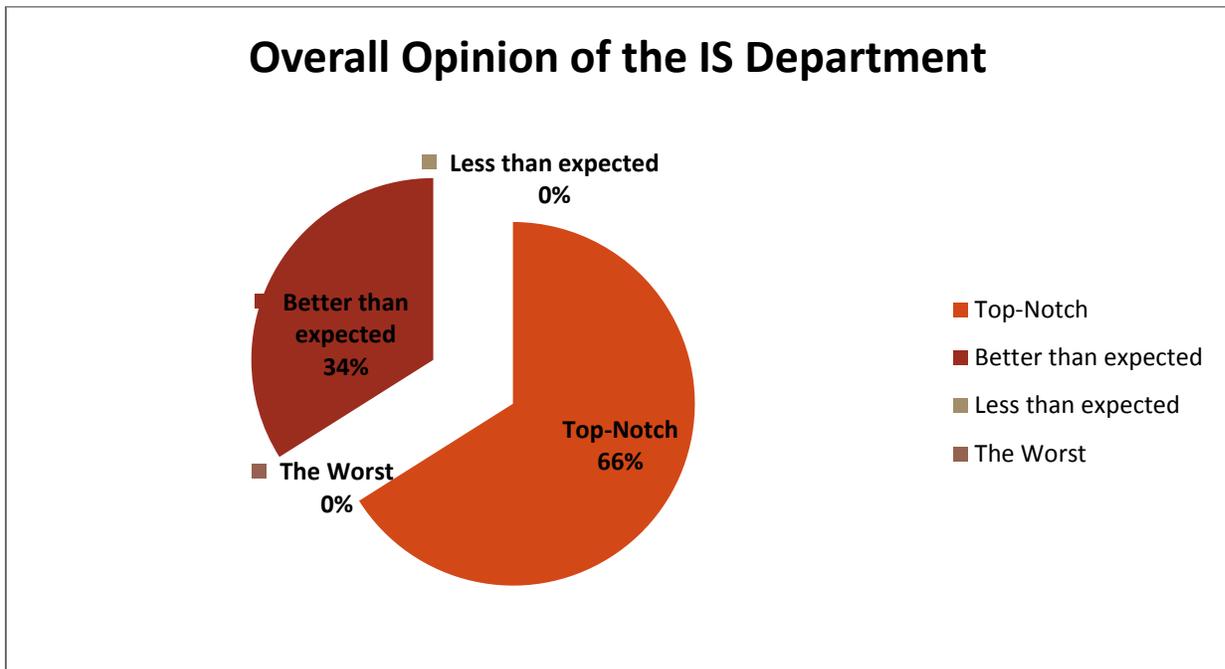
The five departments that requested our services the most this year (most to least) were: Sheriff, Public Safety, Jail, Treasurer, and School Board. Combined, these departments accounted for approximately 41-percent of all service requests / incidents.

## Question 2:

What is your overall opinion of the Information Services Department? (53-responses)

Choices:

- Top-notch (66-percent)
- Better than expected (34-percent)
- Less than expected (0-percent)
- The worst (0-percent)



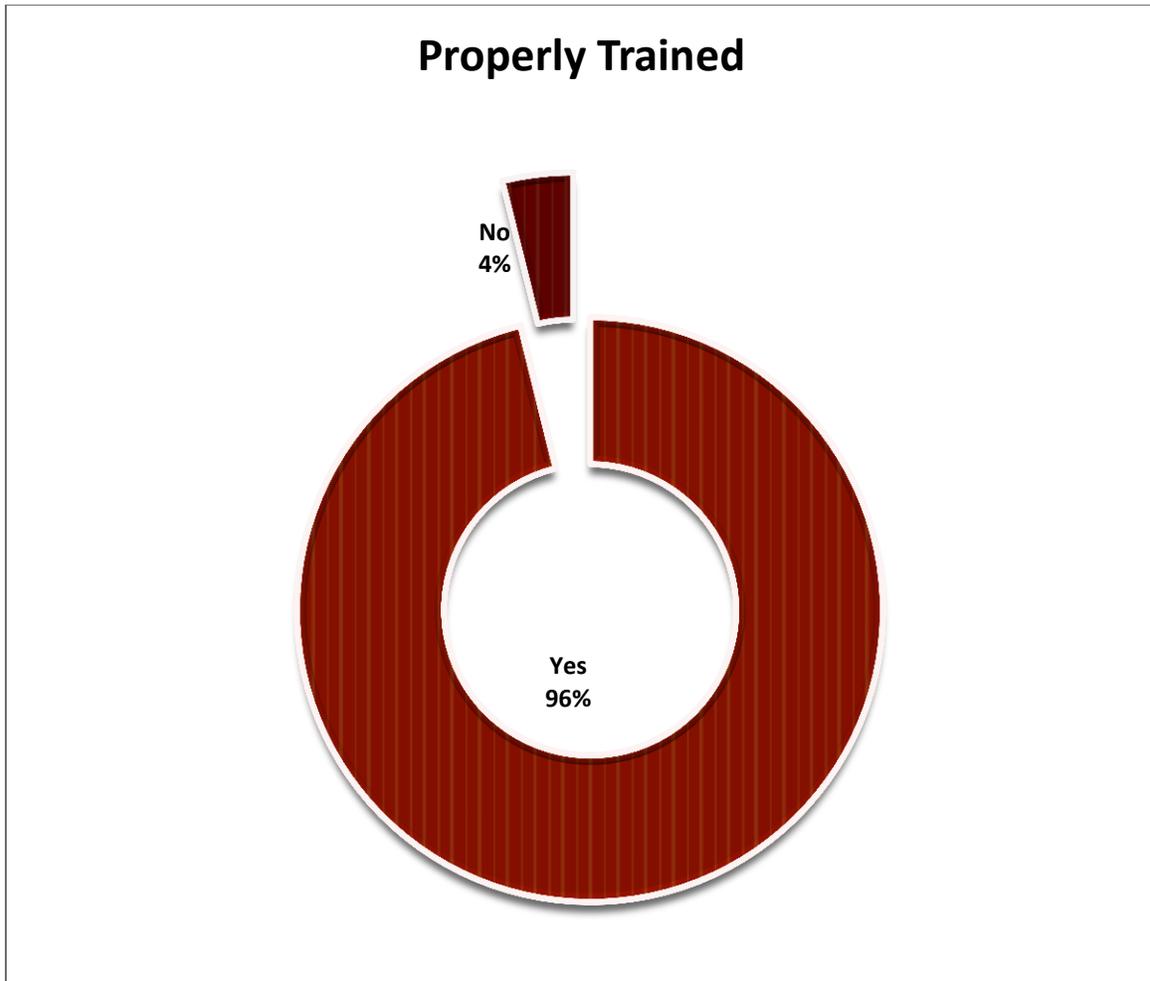
Many Technology Departments have a negative connotation in their users' minds. In addition to making every effort to be courteous, responsive, and patient, we also make sure that we are seen. Team members often go directly to the desk of a user in need, rather than connecting remotely. We make routine visits to every department to see if there are any problems that have not been brought to our attention. The positive effects of these acts are shown in the 100-percent positive perception of the Information Services department.

**Question 3:****Do you feel properly trained to use your computer, software, and telephone? (52-responses)**

Choices:

Yes (96-percent)

No (4-percent)



The Technology Department continues to offer Training sessions throughout the year. Some of these topics are specific to hardware or software in our organization. However, we also host general seminars, such as properly backing up your PC and how to cautiously install software to avoid Malware. We encourage users to submit topics for future seminars and are always willing to assist one-on-one in areas that we are knowledgeable.

## Challenges / Needs

Despite the vigilant work of the Information Services Team, we still have a number of challenges and needs that must be addressed in order to continue providing top-quality service. Some of these items will require additional capital funding, while others will simply require additional training of the Technology Department and/or Users. Not all challenges are easily recognizable and, as such, the Technology Team constantly seeks out problems in an effort to be proactive.

**Aging MDTs** – Sheriff Deputies use ruggedized laptops as “Mobile Data Terminals” (MDTs) in their cars to improve their efficiency while on the road. The MDT allows a Deputy to perform license and license plate checks while making a traffic stop. They are able to see real-time information from the 911 Communications / Dispatch center, automatically report their location, query wanted profiles from the Jail & Sheriff databases, and so much more. Henry County has some of the most updated software available to connect the Sheriff, 911, and Jail staff. Laptops do not tend to last as long as desktops and are much more costly to service. The majority of the MDT’s is now more than 5-years old and is out of warranty.

Aging Report (MDT)	
Year	Qty
2008	13
2009	14
2010	2
2011	1
2012	9

Strategy: Funds to replace MDT’s come out of the Sheriff’s Budget and FY-2014 provided no funding. This needs to be addressed immediately. Due to Windows XP reaching end of life support in April 2014, 33-percent of these units will lose functionality. Another 33-percent will be upgraded to Windows Vista and suffer severe performance issues due to lack of computing power. The Sheriff must replace 10-MDTs each year to maintain a fleet of reliable computers.

**Aging desktops** – Computers now last much longer than they did a decade ago. The joke used to be that you could buy a new computer and it would be out of date before you got it home. This was somewhat true around the turn of the Century. Since about 2005, hardware performance has drastically outpaced software requirements and older computers are able to function much like newer models. Older computers are slower to respond than newer computers and become less reliable due to equipment failure. Approximately 40% of Henry County’s PCs are already more than 5-years old.

Aging Report (computers)	
Year	Qty
2003	4
2004	11
2005	27
2006	12
2007	68
2008	51
2009	88
2010	27
2011	39
2012	55
2013	52
2014	6

Strategy: The CIP is not providing new computers fast enough to replace our oldest models. Department requiring additional PCs will now be required to purchase a new PC from their operating budget. Additionally, Henry County will ensure that any computer with a valid license for Windows 7 or Windows Vista is upgraded accordingly. Any computer that is unlicensed for an upgrade will be moved to a non-critical location, such as a public access terminal, or removed from our network.

**24x7 Support** – Several departments within Henry County are 24x7 and require technical support be available at all times. Examples include 911, Sheriff, Jail, and the Magistrate. The Information Services Department is currently staffed by a combination of 3-salaried employees and various hourly employees. Our budget has never reflected any manner to ensure that a Technician is available after-hours.

Strategy: We have requested an “on call” line-item be added to the budget so that we may ensure that a Technology Team member is always available for any emergency situation. Additionally, salaried staff members will be required to participate in an “on call” rotation as a condition of employment. Those employees will also be required to maintain a cell phone that they are available to answer during their shift. Henry County will pay a stipend for the phone.

**Core Switch** – The brain of the Henry County network is a Cisco 4507R Core Switch, purchased in September 2006. None of our servers, PCs, or printers would be able to talk to each other without this device. It is essential for us to connect to MUNIS and the Internet. Our 911 Center is unable to access their servers without this critical device.

Strategy: Cisco has extended support of this device through December 2014 and a CIP request has been submitted for replacement in the Fall of 2014. All other networking infrastructure has been purchased with lifetime warranties and our usage remains well below our total capacity.

**VoIP / PBX** – Henry County operates our own PBX to support our 527 telephones and faxes. This PBX has had numerous software upgrades and is currently running the latest software and no end of life date has been announced. However, this is old technology that is rapidly being replaced by Voice over Internet Protocol (VoIP). VoIP is a much more cost effective and powerful method of managing telephones but requires a costly investment in the telephones and a local network that is configured to support the extra bandwidth.

Strategy: Henry County has optimized the County network to begin exploring VoIP usage. We have already implemented our first handsets and will develop a policy for replacement handsets. An entire PBX replacement will be required in approximately 5-7 years and require a costly upgrade (~ \$200,000) that will be added to FY-2016 CIP. Additionally, we have identified a substantial lack of support in digital technologies from our current PBX support provider. The Technology Department will send our next maintenance contract (April 2015) out for bid to ensure that our provider is able to support the product.

**Licensing** – While the price of desktop PCs continues to decline, the price of software keeps rising. Henry County currently purchases a Microsoft Operating System (Windows) and a Microsoft productivity suite (Office) with each computer. The cost of these two-items represents approximately forty-percent of the total PC cost. Moreover, the software must be repurchased to take advantage of any upgrades.

**Strategy:** The Technology Department will investigate software assurance terms through Microsoft that allow upgrades for no additional charge. Some localities have found they are no longer dependent on Microsoft products and are able to save substantial amounts of money by using alternative products. The Technology Department will perform a trial run on some of those products this year.

**Website / Social Media** – The Internet is the number one source in which people use for learning information about a locality. We have just unveiled a new website to serve the Citizens and employees of Henry County with improved access to maps, schedules, job postings, and more.

**Strategy:** Mobile devices are becoming the most popular tool to access the Internet and our sites must all be optimized for viewing on these smaller screen. Additionally, we will work with our content management provider to continue integrating our website with various social media sites, such as Facebook and LinkedIn.

**Other Issues** – Our annual survey always includes a number of questions in which we solicit feedback from our users in the form of meaningful comments. The goal is to find out what our users like or dislike and to obtain specific examples of services or products that would be helpful. We have used this information to form the following list of items that must be addressed to maximize our capabilities.

**Training:** We will continue to host various classes and seminars in areas requested by our users, such as using advanced telephone features. Information Services will publish “TechnologyTips” in each month’s county newsletter to inform Staff of new technologies, threats, or otherwise interesting news. Additionally, we have found that people tend to respond well to contests. We recently held a couple of contests in which winners received an inexpensive prize (i.e. USB drive) and found them to be popular. Finding new ways to improve participation in training will be investigated.

**Communication:** Many of the concerns / complaints brought to light through the survey are actually misconceptions that will need to be addressed through additional training and improved communication. Others will be resolved with just a few clicks of the mouse. We need to ensure that people are more willing to communicate their concerns / problems with the Technology Department on a routine basis, not just during our annual survey.

## Contact Information

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