



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager's Office



Information Only

DATE: September 26, 2012

TO: Honorable Board of Supervisors

FROM: Information Management Planning Council Members
Reyna Farrales, IMPC Chair, Deputy County Manager/Interim CIO

SUBJECT: **County IT Strategic Plan (ITSP) Updates and FY 2012-13 Initiatives**

The Information Management Planning Council (IMPC) has completed the annual review of the Countywide ITSP and prioritized projects for FY 2012-13. The FY 2012-13 budget includes \$5 million to continue investing in IT to achieve three primary strategic goals:

- Increase access to and availability of County services
- Provide County staff with enabling technologies
- Realize efficiencies and cost savings

Priorities

Priorities for this and the next several years include replacement of and upgrades to our aging Countywide infrastructure and major business systems that will be too costly to support using existing technology. This year we also prioritized a few projects with Countywide benefits (Web forms, supervisor access to electronic civil service documents, GIS business plan). The IMPC will review progress and additional project requests at mid-year should one-time funds be available.

Next Steps

It is expected that the new CIO/ISD Director will work with IMPC to guide the Countywide strategic planning process next year. I would like to thank the members of IMPC and their designees for their leadership and contributions:

Bob Adler, Controller *

Duane Bay, Housing

Al David, HSA

Jean Fraser, Health System

Peggy Jensen, CMO *

Beverly Johnson, HSA

Amy Kaiser, HSA *

Mary McMillan, CMO

Arthur Morris, Health System *

Jim Porter, Public Works and Parks *

John Quinlan, Sheriff's Office

Iliana, Rodriguez, Child Support

Beverly Thames, CMO *
Donna Vaillancourt, Human Resources
Mike Wentworth, Public Works and Parks *

* participated in priority-setting sessions

Thank you to ISD: Garrett Dunwoody (GIS), Dhiren Gandhi (Major Business Systems), Gordon Helms (Infrastructure), Patrick O'Meara (ECM)

ATTACHMENT

2012-2016 County IT Strategic Plan

COUNTY OF SAN MATEO



COUNTY INFORMATION TECHNOLOGY STRATEGIC PLAN 2012- 2016 (September 2012)

COUNTY OF SAN MATEO
STRATEGIC DIRECTION FOR INFORMATION TECHNOLOGY
Expanding Possibilities...Creating Solutions
2012 – 2016

Foreword

San Mateo County is committed to improving the effectiveness and efficiency of government services through the use of Information Technology (IT). It is the County's intent to judiciously invest in IT to improve service delivery to our community. The evolution of IT is creating opportunities for the County to not only improve efficiencies and lower costs, but to also re-engineer business processes.

Vision

By the year 2015, residents and businesses in the county will be able to conduct the majority of their routine business with the County via automation. Many services will be available 24 hours a day, 7 days a week. IT will facilitate coordinated services from the County that focus on the resident and are not constrained by departmental or geographic boundaries. The IT Strategic Plan (ITSP) contributes to our Shared Vision 2025 of a Collaborative Community, where leaders forge partnerships, engage and inform the community and approach issues with fiscal accountability and concern for future impact.

Background

The County has the responsibility and privilege of providing a wide and diverse range of programs and services to approximately 718,000 County residents. In order to provide these services, the County is organized into 21 departments with more than 5,100 full and part-time employees. The County provides a wide variety of programs and services for its residents ranging from vocational rehabilitation services to the issuance of building permits. In addition to providing County services, the County is the provider of many state mandated programs such as CalWorks. The County's service spectrum is immense. Our current ITSP was adopted by the Board in November 2011 for the period covering 2011-2015. All projects funded in FY 2011-12 are either completed or in progress.

Governance

The ITSP is prepared and updated by the Information Management Planning Council (IMPC) which meets several times each year to prioritize Countywide and major cross-departmental IT project requests. Requests are submitted by the various IT steering and solutions committees, including Enterprise Content Management (ECM/Autonomy), Criminal Justice (CJIS), Geographic Information System (GIS), Infrastructure, Payroll, Property Tax, and Web. The IMPC is supported by staff from the Information Services Department (ISD).

2012-13 IMPC

Bob Adler, Controller *
Duane Bay, Housing
Al David, Human Services Agency
Reyna Farrales, County Manager's Office/ISD *
Jean Fraser, Health System
Peggy Jensen, County Manager's Office *
Beverly Johnson, Human Services Agency
Amy Kaiser, Human Services Agency *
Mary McMillan, County Manager's Office
Arthur Morris, Health System *

Jim Porter, Public Works and Parks *
John Quinlan, Sheriff's Office
Iliana, Rodriguez, Child Support
Beverly Thames, County Manager's Office *
Donna Vaillancourt, Human Resources
Mike Wentworth, Public Works and Parks *

* participated in July 2012 priority-setting sessions

Information Services Department Staff

Garrett Dunwoody (GIS)
Dhiren Gandhi (Major Business Systems)
Gordon Helms (Infrastructure)
Patrick O'Meara (ECM)

Applicability

The 2012-2016 plan is the first annual update to the 2011-2015 Countywide IT plan which was a collaborative effort involving all County departments as well as all levels of staff. It represents the high-level IT goals and specific action steps the County will take over the next four years. Because IT evolves quickly and the needs of the County are changing, this IT plan will be reviewed and updated annually. The intent of the ITSP is to A) provide a framework for IT decision making, B) bring attention to emerging IT the County should consider going forward, C) to call out specific action steps the County should take over the next few years and D) support a process in which cross-departmental and Countywide IT initiatives can be recommended. This ITSP is not a substitute for departmentally-specific IT plans that may provide sharper focus on the programmatic needs of a department.

Environmental Assessment

Structural Budget Deficit

The County continues to work through our structural budget deficit. During these uncertain and difficult financial times, investments in IT must be prudent, practical and supported by strong financial analysis.

Countywide Initiatives

The County is in the middle of many organization-wide initiatives to both address the structural budget deficit and position the County for improved performance in the future. Many of these initiatives need IT in order to be successful. These include a review of space utilization, review of telework and hoteling opportunities, the creation of a Business Process Redesign cohort to review and redesign business processes, analysis of administrative and internal support functions such as fiscal/HR/purchasing/IT to identify opportunities to consolidate and share resources across departments, and website redesign to make more County services and information accessible and available online.

Changing Demographics

The number of households that have and use computers and/or web-enabled mobile devices is growing. County government faces the challenge of delivering cost effective solutions to residents that will likely expect government services to be commensurate with the services they receive from private businesses – namely services that are available when it is convenient for the customer and available via their home computer or wireless device. Concurrently, the fastest growing population in San Mateo

County is residents over 60 years of age. Some of our residents may wish to interact with the County via automation while other residents may prefer to interact with the County via telephone or in person so providing service choices is important. Based on the latest census data, 25 percent of county residents are Hispanic, 25 percent are Asian and 33 percent are foreign born. Additionally, 44 percent speak a language other than English at home. Effectively reaching our diverse community is a priority for the County and will be accomplished in several ways to include offering language choices on our web sites as well as our telephone-based call services.

Service Constrained by Organizational Structure / Process

In many cases today, it is very difficult for residents and businesses to know who within County government provides the services they seek. In certain instances, multiple departments are involved in the delivery of a service, requiring a resident to travel around the county, going from department to department, in order to complete the entire transaction.

Uncoordinated Selection and Use of Technology

The County spends millions of dollars annually on technology. The County's technology investments are often made with a departmental focus rather than with a broader countywide perspective. The inconsistent selection and use of technology can result in duplication of effort and excess cost to the County as a whole. The inconsistent selection and use of technology can also create barriers to data sharing and technology use that lead to a higher cost of ownership and decrease the benefits from a technology investment. A technology acquisition team can be created to ensure cross-departmental knowledge and expertise.

Technology Skills and Training of Workforce

The County's reliance on technology increases each year. The County has made significant investments in IT systems that are now used daily for a variety of essential administrative and program functions. For the County to be effective and efficient, its workforce must be adequately trained in the use of technology. At this point in time, there is not a comprehensive technology training program in the County, and the technology skills of the County workforce vary greatly from department to department.

The challenges listed above are challenges to the County's goal of efficient and effective delivery of services to the public, and, often make the work County staff does more difficult. The County is recognized as an innovative and collaborative County and we will rely upon this spirit of innovation and collaboration as we work together with residents. While we face challenges, we should view these challenges as opportunities to leverage IT to work smarter, develop new service delivery methods and to continue to provide a high-level of service to the residents of San Mateo County.

Emerging Trends in Technology

A number of existing, new and / or developing technologies will be vital tools for the County as we endeavor to achieve the goals of increasing access and availability of County services, providing staff with enabling technologies and realizing efficiencies and cost savings:

Web Technologies and Mobility

Web technologies, both the internet and intranet, will be the foundation for the delivery of electronic services to our residents. The County will utilize web technologies to deliver services to residents, businesses and employees. This technology will allow users to access information and services via computers, wireless devices, telephones and other devices that are web-enabled. Business partners will interact with the County via internet connections that provide confidential and secure business transactions. Emphasis will be placed on supporting the mobile web visitor to include geo-locate support, way-finding technologies and “light-site” development. The County’s new web presence should have the ability to host and distribute video content without regard to video format (support all media players). When used in combination with many of the other technologies listed in this section, the County will be able to provide improved access to government services and information, freeing up limited staff time to provide more direct services to the community we serve.

Social Media

Social media can be an effective and efficient way for local government to communicate and interact with the large cyber-community. It should support the way we communicate and collaborate with residents. Social networking improves interactivity between local government and the public, and, it reaches populations that do not consume traditional media. The County should use social networking to enhance our communication strategies. All government communication tools should be used in ways that maximize transparency as well as maintain the security of the network. The application of social media in local government must be done thoughtfully and in a manner that minimizes risk while maximizing engagement.

Workflow Automation / Collaboration Tools

Workflow automation will move information through a work process electronically. As processes are re-engineered in order to facilitate greater efficiencies and / or service levels, the ability to quickly move information through the process will be critical. Workflow automation will use IT tools to move vital information through each step in a process. The County will implement automated workflow processes in order to move information where it is needed in the most efficient way possible.

Document Management / Imaging

The use of document management / imaging technologies will be expanded to facilitate greater levels of document storage and retrieval. The County currently utilizes a large amount of space to store paper documents. A coordinated implementation will decrease the amount of storage space needed, improve access to information, and facilitate data sharing.

Kiosk Technology

Many routine County services can be provided by a kiosk. Examples include applying for a County position and accessing County web services. Kiosks can be placed throughout the County to provide access to information and services without having to come to a County facility. Kiosks can also be used to help a resident locate the nearest County facility providing the service they need.

IT Security

IT security technologies continue to be essential to the County's effort to ensure the confidentiality, integrity and availability of our systems and the resultant data they store. Cyber threats have become more sophisticated and more common; no longer is just an attachment to an email threatening. Today even opening an email can infect a PC or the County network. While the County has a good track-record relative to IT security, we must not become complacent. We must employ the latest versions of IT security tools to include anti-virus, anti-spam, internet filtering and encryption. By doing so, the County will be ready to respond to the ever-changing IT security challenges we will face as we expand our web presence and provide increased mobile services.

Video Technologies

Video technologies will allow the County to deliver information and services in a new and easily accessed medium. For example, expanded video conferencing technology will allow the County to conduct meetings without the need for the participants to all be in a single location. Video-web technologies will provide tools that will allow employees to participate in training and information sharing with other employees from their office computer. Streaming video technologies will provide county residents with the ability to view Board of Supervisor meetings from their home computers. Moving forward, the County must expand the use of video technologies to include supporting commercial video conferencing applications that extend beyond our private network. Supporting video conferencing technologies should be a consideration when acquiring IT equipment that supports external connections to the County's network, network equipment and PCs.

Integrated Voice Recognition (IVR)

IVR technology will be used by the County to provide electronic services to residents and employees who do not have computers or prefer not to use on-line services. Using a common touch-tone telephone, resident and employees will have access to many of the same services the County delivers to computer users via the Web.

Enterprise Data

As the stewards of public data the County should focus on developing/collecting, managing, and distributing data at the enterprise level. This is commonly accomplished through the development of large scale and interoperable databases. When properly designed, these data systems can serve many cross-organizational needs, including data sharing and aggregated reporting.

Decision Support and Interoperability

County leadership is routinely confronted with decisions that have broad and lasting effects. The problems to be resolved are often very complex. Decision support systems will, when combined with enterprise databases, allow the County to use evidence-based analysis from multiple systems to help them make an informed decision.

Geographic Information Systems (GIS)

"Where" is becoming a prevalent question for decision makers when analyzing business data and prioritizing resources. These spatial relationships are best analyzed using GIS technology. GIS provides a powerful tool that allows users to view a wide variety of information (physical description, land use, financial, demographics, etc) all tied to a location. It can help visualize these complex relationships by merging cartography, statistical analysis, and database technology. When utilized at

the enterprise level, GIS technology can help facilitate an informed decision making process across the entire County organization by providing new and insightful data not currently available.

File Server and Storage Technologies

New technologies in the server environment will allow the County to consolidate computing power and to reduce licensing, hardware and support costs. This consolidation of computing power will streamline the server support function, allowing the County to more effectively utilize its existing technology personnel. Technologies such as virtual servers and mass storage devices will be powerful tools for the County as it focuses on controlling technology costs, managing our carbon footprint and improving computing reliability, security and performance.

Cloud-Based Solutions

Hardware and software applications are increasingly available on a subscription fee basis, eliminating the need for purchasing equipment and licenses, and reducing overall support costs. Issues related to data security and impact on internet bandwidth need to be considered in deciding which cloud-based solutions best fit the County's business needs.

Strategic Goals

The County seeks to maximize the investment of each dollar spent on IT. To accomplish this, the County will make appropriate investments in technology in order to:

- 1) Increase access to and availability of County Services
- 2) Provide County staff with enabling technologies
- 3) Realize Efficiencies and Cost Savings

Action Steps

The County will focus its collective attention on the action steps below to achieve the strategic goals identified in this IT Plan.

<u>Action Steps</u>	Countywide Strategic Goals		
	Increase access to and availability of County Services	Provide staff with enabling technologies	Realize Efficiencies and Cost Savings
The County will align IT investments* to the strategic goals of the Countywide IT Strategic Plan. The County will:			
<ul style="list-style-type: none"> • Add a sentence to an IT-related Board memo that identifies which IT strategic goal(s) their recommendation aligns with. 	○	○	○
The County will develop a new web presence. The County will:			
<ul style="list-style-type: none"> • Increase the quality, consistency and quantity of on-line information and services available to the community we serve 	●		●
<ul style="list-style-type: none"> • Seek public input on what County services or information the residents would like available on-line 	●		
<ul style="list-style-type: none"> • Ensure security and confidentiality of information and on-line transactions. 	●		
<ul style="list-style-type: none"> • Implement web technologies and processes that simplify the posting and managing of web content and services 	●	●	●
<ul style="list-style-type: none"> • Offer services in a variety of ways to ensure everyone; regardless of ability, ethnicity, or experience with technology has access to County information and services. 	●		●
The County will provide IT standards, guidelines and staff training. The County will:			
<ul style="list-style-type: none"> • Establish, promote and publish Countywide IT standards through an intuitive and transparent process 		●	●

<u>Action Steps</u>	Countywide Strategic Goals		
	Increase access to and availability of County Services	Provide staff with enabling technologies	Realize Efficiencies and Cost Savings
<ul style="list-style-type: none"> Expand its IT-related course curriculum to ensure County staff have access to IT training in support of the technologies the County uses 		●	
<ul style="list-style-type: none"> Establish and maintain a coordinated approach to business process redesign 		●	●
<ul style="list-style-type: none"> Produce guidelines and publish procedures and templates for commonly used IT processes 		●	●
The County will develop and implement an interoperable, secure, adaptive and accessible IT environment. The County will:			
<ul style="list-style-type: none"> Prioritize the implementation of interoperable applications and processes that facilitate the concept of collecting information once and sharing information with other County departments that have the need and right to use it 	●		●
<ul style="list-style-type: none"> Develop, maintain and support comprehensive Information Security policies and procedures 	●		●
<ul style="list-style-type: none"> Promote and support mobile computing. Any expansion of the County's communication infrastructure as well as the procurement of PC or desktop computing equipment will require support for mobile computing, location independent computing, hoteling and tele-working. 		●	●
<ul style="list-style-type: none"> Provide an IT infrastructure that will support the collection, storage, and easy access to multi-media, including text, audio, images, maps, and video 	●	●	
<ul style="list-style-type: none"> Develop a technology roadmap, schedule and budget for implementing Voice Over Internet Protocol (VOIP) and related network convergence technologies 		●	●
<ul style="list-style-type: none"> Strengthen our partnerships with local agencies to provide County information and services to residents by adding a County IT presence via County kiosk or other modality to non-County sites. 	●		
The County will utilize technology to control costs. The County will:			
<ul style="list-style-type: none"> Prepare an inventory of all IT assets and review on a regular basis to identify opportunities for standardization, consolidate purchases and retire outdated and unused technologies for a cost savings 		●	●

<u>Action Steps</u>	Countywide Strategic Goals		
	Increase access to and availability of County Services	Provide staff with enabling technologies	Realize Efficiencies and Cost Savings
<ul style="list-style-type: none"> Implement digitizing and content management technologies to reduce the cost associated with managing and storing paper documents 		●	●
<ul style="list-style-type: none"> Consolidate like technologies to eliminate unnecessary redundancies 			●
<ul style="list-style-type: none"> Develop a cloud computing strategy and migrate applicable elements of its IT infrastructure to cloud-based solutions 			●
<ul style="list-style-type: none"> Conduct a Cost benefit Analysis (CBA) for every medium to large IT project * 			●
<ul style="list-style-type: none"> Standardize specifications for PC's, Notebook computers, File Servers, Mass Storage Devices, Data-Base software and other core infrastructure equipment and software. IT hardware and software County departments should acquire is listed in <u>Exhibit A</u> and will be updated annually. 			●
<ul style="list-style-type: none"> Investigate Open Source software solutions as a means of reducing ongoing software maintenance costs 			●
<ul style="list-style-type: none"> Focus on implementing proven, "off-the-shelf" solutions wherever possible and avoid customized IT solutions 			●
<ul style="list-style-type: none"> Where feasible and prudent, the County will seek to establish public / private partnerships for the procurement, implementation and support of technology 	●		
<ul style="list-style-type: none"> Will continuously review IT replacement cycles to determine if the useful life of IT can be extended 			●

* Medium to large IT projects are defined as any IT project that may impact multiple County departments, a user community greater than 50, or cost in excess of \$100,000 (RFP trigger).

Conclusion

Moving forward, IT investments should be aligned with the strategic goals outlined in this document. Additionally, Countywide and/or cross departmental IT initiatives will be reviewed and preliminarily ranked by the County's IT Steering Committee, the IMPC, and will then be reviewed by the County Manager for recommendation to the full Board for funding consideration.

EXHIBIT A

IT HARDWARE AND SOFTWARE STANDARDS As of September 2012

- PC - Small Form Factor i5 3570 Processor, 4 GB, 1333MHz Memory, 250GB 7200RPM Hard Drive, Windows 7 Professional 32 bit or 64 bit OS (depending on client need)
- Virtual Desktop Instance (VDI): Thin terminal client running Windows 7 32 bit or 64 bit OS (depending on client need), VMWare View Version 5.1
- Office Automation: Microsoft Office 2010 Standard
- Database software: Oracle 11.G-R2 and above, Microsoft SQL Server 08-R2 and above, etc.
- Network Operating System: Microsoft Active Directory 08 and above
- Black and White Printer: HP M601nd or equivalent
- Color Printer: HP M551dn or equivalent

EXHIBIT B

STATUS FY 2011-12 Countywide IT Initiatives

EXHIBIT B – Status of FY 2011-12 Countywide IT Initiatives				
IT Initiative \ Idea	Brief Description of Initiative	Approximate Cost (1 time)	Savings Projections \ Efficiency Opportunity \ Benefit	Status
Implement ATKS 24x7 Advanced Scheduler Module at SMMC	Implement the Advanced Scheduler module (currently County owned) of ATKS for 24x7 departments. This will improve time card coding by standardizing application of MOU rules, automating employee time data entry and improving staff scheduling capabilities.	\$4,500,000	An independent Cost Benefit Analysis (CBA) was completed in June, 2011. Results indicated ongoing post implementation annual savings of approximately \$4 million per year. A Controller's Office CBA resulted in a very conservative estimate of a 49 month payback period, 6 year Internal Rate of Return of 16.6% and ongoing post implementation cost savings of approximately \$1million per year.	Project is underway with Medical Center as the pilot. Using phased approach, with Phase-I implementation by November 2012.
Provide staging and storage environment for Board agenda materials.	In support of the vendor-based work flow solution for redesigning the agenda review process, leverage the County's Electronic Content Management (ECM) platform for submissions and archival.	\$50,000	Will standardize the location of Board materials while simplifying access of Board materials for both County staff and the community we serve	SIRE implemented for agenda processing, including five years of archives. Use of Autonomy to be explored for storing 5+ year documents.

EXHIBIT B – Status of FY 2011-12 Countywide IT Initiatives

IT Initiative \ Idea	Brief Description of Initiative	Approximate Cost (1 time)	Savings Projections \ Efficiency Opportunity \ Benefit	Status
Implement a Master Address Database (MAD)	MAD will support property-reporting workflows required by County staff using an upgraded Property Review Application. In addition, staff will be able to maintain address data using the GeoMedia address maintenance tool, and departmental business systems will be able to use web services to validate addresses using an openly accessible address validation API (application programming interface) to allow programs to work together.	\$195,000	By centralizing addresses in a single and complete source record the County can reduce duplicate effort, streamline existing address driven workflows and provide a high level of standardization across many County systems.	Tools have been built. Workflow consolidation and prioritization of other projects pending completion of GIS business plan and funding structure in early 2013.
Criminal Justice Systems interoperability Cost benefit Analysis (CBA)	Determine savings associated with creating a high level of integration of County criminal justice systems	\$125,000	This CBA will identify where savings can be achieved through greater interoperability of our criminal justice systems. This savings will offset the one-time costs of implementing case management systems for the County’s criminal justice departments – Probation, The Sheriff’s Office and the DA’s Office as well as the Courts.	Completed; the result was a recommendation to replace current CJIS with best-of-breed Case Management Systems for each of the Criminal Justice agencies and continue integration using a middleware based approach. Savings to offset one-time costs still being identified.

EXHIBIT B – Status of FY 2011-12 Countywide IT Initiatives

IT Initiative \ Idea	Brief Description of Initiative	Approximate Cost (1 time)	Savings Projections \ Efficiency Opportunity \ Benefit	Status
Improve County Web presence	Improve or replace the County's Content Management System (CMS)	TBD	Will simplify the posting of web content thereby reducing the time and cost of posting content while also improving the web experience of the community we serve.	Drupal selected as CMS; RFP process and vendor selection for implementation and hosting completed Sept 2012; contract negotiations underway. Expected timelines for the project are about 24 months.
Web content language translation	Translate primary web content into Spanish and other languages commonly used in our County.	TBD	Will make the County's eGov environment a helpful resource for all San Mateo residents.	Will be addressed with Website Redesign project

EXHIBIT C

EXHIBIT C – Funded FY 2012-13 Initiatives			
Category of Request	Project Title	FY 2012-13 Estimated Cost	Notes
INFRASTRUCTURE			
Infrastructure	Business Analysis - Data/Phone Network Convergence	\$ 125,000	One-year project to prepare business requirements and cost estimates to replace separate phone and data networks with a converged network (VOIP)
	Subtotal Infrastructure	\$ 125,000	
MAJOR BUSINESS SYSTEM REPLACEMENT			
Criminal Justice	Middleware solution for Criminal Justice Integration(CJI) Project	\$ 500,000	Estimate \$2 million multi-year project cost to purchase middleware and integrate case management systems as they are selected and implemented; The annual amount needed is an estimate and will be known after selection and negotiations are completed.
Payroll	HR Information System (HRIS) & Payroll System	TBD	Estimate \$5 million multi-year project cost to procure and implement new system; currently selecting software vendor and implementor. Implementation and ongoing costs (software, hardware, labor, etc.) to be estimated upon making selection and completing negotiations.
Property Tax	RFP requirements - Tax Cycle System	\$ 250,000	One-year project to prepare requirements for Assessor, Controller and Tax Collector
Web	Web Redesign, Drupal Content Management System Implementation and Content Migration	TBD	Estimate \$1.5 million multi-year project cost to procure and implement new system; have selected Drupal and currently selecting software and implementation vendors. Implementation and ongoing costs to be estimated upon making selection and completing negotiations.
	Subtotal Major Business System Replacement	\$ 750,000	+ Additional \$8 million over the next 4 years

EXHIBIT C – Funded FY 2012-13 Initiatives

Category of Request	Project Title	FY 2012-13 Estimated Cost	Notes
COUNTYWIDE and CROSS- DEPARTMENTAL PROJECTS			
Geographic Information System (GIS)	GIS Business Plan and Funding Structure	\$ 100,000	Finalize business plan and funding structure before prioritizing Geodatabase Redesign, Digital Mapping and Density Analysis projects
Enterprise Content Management (ECM)	County-Wide e-Forms: Pilot	\$ 25,000	Prioritization process will be developed to select forms for pilot
Enterprise Content Management (ECM)	Civil Service Records: Supervisory Level Access	\$ 50,000	
	Subtotal Countywide and Cross-Departmental Projects	\$ 175,000	
	TOTAL FY 2012-13 RECOMMENDED PROJECTS	<u>\$ 1,050,000</u>	<u>+1st Year of HRIS/Payroll and Web Redesign</u>
NOT RECOMMENDED:			
Enterprise Content Management (ECM)	County-Wide Audio/ Visual File Repository	\$ 10,000	Wait for Web Redesign implementation
Electronic Content Management System	Digital Mailroom	\$ 200,000	Promote e-subscribe and other ways to reduce amount of physical mail first; conduct further analysis of need and impact
Electronic Content Management System	Shared Drive Elimination Pilot	\$ 40,000	Complete Records Retention Policy first, to include retention of electronic files; then prioritize shared drives and files to retain

EXHIBIT C – Funded FY 2012-13 Initiatives

Category of Request	Project Title	FY 2012-13 Estimated Cost	Notes
Geographic Information System (GIS)	Geodatabase Redesign, Digital Map Library, and Density Analysis Model	\$ 430,000	Complete GIS Business Plan first before prioritizing projects
Controller and ISD	Pilot Project of Invoice Scanning, Data Extraction, and Workflow Solution	\$ 300,000	Will do CBA upon completion of pilot project. Hard dollar savings to be achieved by increasing vendor discounts taken due to prompt payment. Ongoing costs to maintain functionality will also be calculated.
PLACE HOLDER Infrastructure	Data Network Replacement – VoIP convergence	\$ 4,800,000	Wait until Business Analysis is completed
PLACE HOLDER Infrastructure	Telephone System Replacement – VoIP convergence.	\$ 5,100,000	Wait until Business Analysis is completed

Infrastructure and Major Business System Needs in Next 5 Years

EXHIBIT D

Exhibit D – Infrastructure and Major System Needs over 5 Years			
What Needs to be Replaced	Age of Current System / Equipment	Approximate Replacement Cost (will review annually)	Notes
Criminal Justice Information System (CJIS)	22 Years	\$10 – 17 Million	Due to the shared database and programs, departmental efficiencies cannot be automated without a significant risk to other departments; consultant analysis recommended best-of-breed case management systems for each department
Payroll & Human Resources Information System	21 Years	\$3 – 4 Million plus significant process reengineering	Payroll System will no longer be supported by vendor in 2018; Personnel/HR systems have significant gap between required and available functionality
County Telephone System	20 years	\$5,100,000	Business analysis to be completed in FY 2013 for voice/data network convergence (voice over IP)
Assessment Roll/ Tax Billing/ Controller's Tax Apportionment	~ 12 Years	Unknown	Need to do "state of the market" survey. Current systems operate on a singular platform which is expensive and does not fit in with other data center efficiencies; applications are not integrated; Assessor application is no longer supported by original vendor; Tax Billing and Revenue process needs updating
BRASS Budget System	~ 12 years	Unknown	Estimates not yet prepared; original vendor was acquired and long-term plans for support is unknown

Exhibit D – Infrastructure and Major System Needs over 5 Years			
What Needs to be Replaced	Age of Current System / Equipment	Approximate Replacement Cost (will review annually)	Notes
Geographic Information System (GIS) Data Model and Platform	11-12 years	\$500,000 +	GIS has grown into more uses than originally envisioned; current platform needs to be reviewed for long-term viability
Data Centers	10-20 years	\$5,000,000	Need to review for virtualization and cloud-based alternatives
E-Mail / Messaging/ Archive	10 years	\$900,000	
Security Badging – Proxim Technology (currently CardKey)	10 years	\$5,000,000	
Countywide IT Security Tools	6-8 years	\$1,000,000	
County Data Network	6 years	\$4,800,000	
Blade Servers	5-7 years	\$950,000	
Storage Area Networks (SANs)	4-6 years	\$3,000,000	
Service Desk Software and Reporting Tools	2 years	\$500,000	

