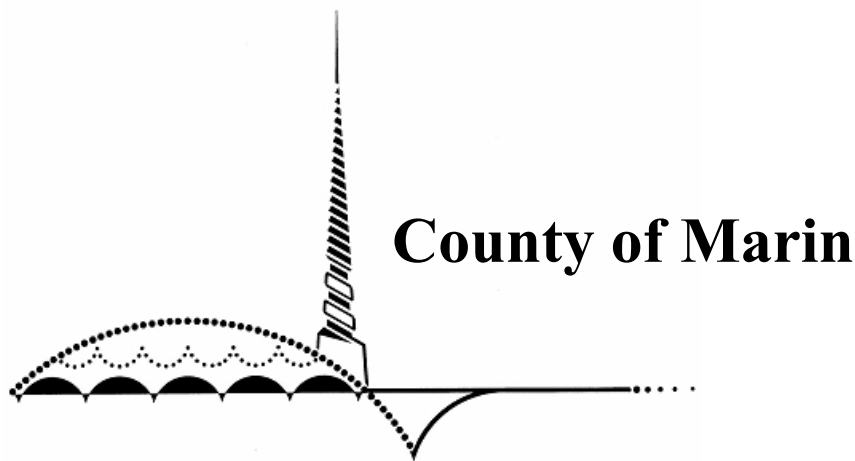


A Strategic Plan for Information Services III

A Strategy for Information Services and the role of Technology in Marin
County Government 2004 – 2008

ISSPC 3
Meeting #1 April 5, 2004



<u>Committee Members:</u>	<u>Title</u>
Laura Armor	Director-Human Resources
Ernest Culver	Assistant Auditor/Controller
Dennis Finnegan	Undersheriff
Gail Haar	Deputy Director of Library Services
Dave Hill	Director-Information Services
Alex Hinds	Director Community Development
Matthew Hymel	Chief Assistant County Administrator
Margaret Kisliuk	Chief Assistant Director-Health & Human Services
Joan Thayer	Assessor Recorder
Jose Varela	Assistant Public Defender

<u>Staff:</u>	
John Martin	Systems & Programming Manager-Information Services

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ISSPC3-Looking Forward

IST Priorities for 2004-2008

1. Maintain and support the technical infrastructure		Ongoing
1.1	Data Center	↓
1.2	Help Desk	
1.3	Training	
1.4	Re-establish the disaster recovery program	

2. Maintain and support the enterprise functions		Ongoing
2.1	Staff business knowledge succession program	↓
2.2	E-Gov	
2.3	Desktop	
2.4	Financial/Budget	
2.5	GIS	
2.6	HHS	
2.7	Justice-County Departments	
2.8	Justice-Courts	
2.9	Payroll	
2.10	Property	
2.11	Records Management	
2.12	Integration Services	

3. Develop a new Justice system		
3.1	DA-DARWIN Case Management	2002-2004
3.2	Public Defender Case Management	2004-2006
3.3	Sheriff-Tiburon Records & Jail Integration	2004-2006
3.4	EJUS-Integrated information retrieval	2004-2008
3.5	Courts-Vision Integration	2005-2008
3.6	Juvenile Probation Case Management	2006-2008

4. Continue the development of the ISSPC projects		
4.1	E-Gov-additional public and internal transactions	Ongoing
4.2	HHS-Data Warehouse	Ongoing
4.3	HR-Employee Self Service	2004-2005
4.4	Property-CAPPS-Unsecured Property Appraisal	2004-2005
4.5	Financial-ERP selection and installation	2004-2008
4.6	Re-establish staff training funds	2005-2006

Staff Business Knowledge Succession Program

With a number of IST staff reaching retirement age it is imperative that the department have promotional opportunities and projects which provide for the transfer of valuable business knowledge to a new generation of support and development staff.

The ISSPC Recommendation and Current Project Status

The original plan envisioned 30 projects grouped loosely into 5 major thematic areas. These were:

1. E-Gov
2. Records Management
3. Application Modernization
4. Infrastructure Modernization
5. IT Policies, Support & Training

During discussions with the County Administrator, 6 projects were dropped and 4 projects deferred due to budgetary constraints. However, during three subsequent fiscal years, 22 projects were resurrected or added as the result of the Budget Change Proposal process.

On the following pages, you will find statements about each of the major projects covering the history of the project, its current status and what ongoing efforts or support is yet required. The project ids are those used in the ISSPC proposal or IBCP.

1-E-Gov

The purpose of this project was to carry out the vision established in the “County of Marin and the Internet” plan adopted by the Board of Supervisors in October, 2000.

A web steering committee was formed in January, 2001. Their task was to select a look & feel for the new Marin Inter and Intranet sites and to set the strategy for their implementation. A web design vendor was hired and a “natural” look adopted for both sites. Navigation, translation and various infrastructure services were selected and/or developed by IST staff. The Internet site <http://www.co.marin.ca.us> was inaugurated on July 1, 2001 and has grown to over 13,000 pages of content. Currently over 150,000 people visit the site each month. The largest single group of users are the patrons of the Marin County Free Library.

During the latter part of 2001, IST staff developed an upgraded Intranet site <http://mine> which went into production in December, 2001. Over 1,700 Marin staff use the mine regularly. It has become the single most used repository of information by county staff.

Recent achievements were aimed at improving content and providing new infrastructure tools to further true E-Government. These included installation of a 2 way forms engine, a customer service request fulfillment system, a document subscription facility and a calendar of events facility. All of these facilities work on both the Inter and Intranets.

A group of over 40 departmental web masters has been trained and provide most departmental content. IST staff continues to develop specialized content and infrastructure and support both the Inter and Intranet sites.

Future plans for the Internet and Intranet include moving enterprise functions like Justice and Human Resources to the web and providing direct public and staff access to forms and transactions to improve efficiency.

2-Records Management

2-A Imaging Platform:

The goal of this initiative was to establish a platform that was sufficiently robust to provide secure storage and retrieval for any department's images. By the end of the first year of ISSPC an optical jukebox was implemented and sufficient software licenses to support the retrieval and use of images were provided. Departments that want to implement imaging applications are still responsible for budgeting for scanners and staff to support those applications. The following departments have imaging applications either in production or underway:

Auditor Controller – CRs, MARS reports, Payroll and Retirement Payroll, imaging of payroll microfilm

Assessor – Property & Commercial Records, Timesheets, Assessor Statistics, Assessment Roll

CDA – Building Inspection Plans, CDA Maps & Overlays (in progress), Septic Microfilm Archive, Environmental Health Food Borne Illness Complaints, Planning Documents (in progress)

County Clerk – Business Licenses, Fictitious Business Licenses, Marriage Licenses. Employee Oath of Office, Expired Process Server Apps.

District Attorney – Case Files

DPW – Purchase Orders, Flood Control, Property Transfers, Traffic Resolutions, Real Estate Records, Survey Books

Human Resources – Affirmative Action Applications and Complaint Forms, Training Pre/Post Franklin Covey Assessment Forms

Justice Community – Shared Court Related Documents and Discovery (in process)

Library – Quarterly Reports

Parks and Open Space – Park Architectural Drawings and Parks Manuals

Public Defender – Case Files (in progress)

Tax Collector – Tax Remittances and Checks, Tax Rolls

Coroner – Death Certificates

2-B Document Management Platform:

The county requires the ability to manage the vast numbers of electronic records living in file shares according to the records management retention schedules. We are coupling Documentum's Records Manager software with Microsoft's Sharepoint Portal server. Sharepoint Portal server will facilitate the collaborative process of developing documents and the "publishing" of the final document in Records Manager software which will apply the retention schedules and purge the documents at the appropriate time. The application is being piloted in IST and will be gradually rolled out to interested departments. We are currently in the process of implementing the Documentum software. Our first challenge is developing a File Plan that is generic enough to service other departments' administrative needs. Training is scheduled for the first week of June with a gradual rollout over the summer months.

2-C Assessor's Electronic Records:

The goal of this initiative was to facilitate the Assessor in scanning and storing all of their paper property records to complete their "electronic property record". An additional optical jukebox was purchased and installed to house the millions of images and the Assessor issued an RFP for the scanning of the paper. The vendor is scanning the paper property records and the conversion is a little more than two-thirds of the way to completion. The Assessor has already removed 4 rows of floor to ceiling files, freeing up space for their mapping division.

3-Application Modernization

3-A Assessor's Work Flow:

The purpose of this project was to re-engineer the flow of work through the Assessor's department and to provide a modern system which integrated workflow, GUI access to the mainframe, office automation, e-mail, calendaring and access to images. The system also replaced all of the in-house developed systems created by Assessor's staff for real property appraisal. The COMPASS and ARROW systems were completed in November, 2003. IST staff support these systems along with the mainframe based TAPIS Property Tax System which generates over \$450 million in revenues annually.

3-B Auditor's Data Warehouse

The purpose of this project was to provide Property Tax Departments with direct access to tax data via MicroSoft ACCESS. However, a number of programmatic tools were also developed by IST to improve ease of access. A major upgrade was requested and delivered in April, 2002.

3-C Community Development Building Permit Management & Tracking

The purpose of this project was to create a work flow application for CDA to manage building permits from point of submission through approval and inspection and build out. Originally the project was to be funded through trust funds. After 9 months work, the funding source was exhausted, the project stopped and the programmer hired for this effort was let go.

3-D CJIS Windows Enhancement:

This started as a pilot project to prove the ability to modernize the Justice System by placing some primary input functions on a Windows based platform. It has subsequently grown to encompass the replacement of CJIS with a distributed Justice system. The new system will integrate Marin-developed systems for the District Attorney, Probation and Public Defender with purchased systems for the Sheriff and Courts.

The initial effort, to provide the Probation Department with a modern case management system, PRISM, will be completed in the Summer of 2004. This system is in use by over 70 Probation Staff and manages all adult probation cases. Recently, a web based 2 way forms capability was added to allow probationers to electronically file their monthly reports via the web.

The second effort, District Attorney case management, is covered in item 3-E below.

The third effort is the development of a case management system for the Public Defender's office.

The fourth effort is to provide an inquiry portal to all these systems which integrates their contents into a single viewpoint. This system, called EJUS is also covered below.

3-E DA Case Management

Development of the DARWIN system began in 2002 and is scheduled for completion in the Fall of 2004. DARWIN is currently used by over 80 District Attorney staff. The system covers all aspects of the District Attorney's efforts from complaint tracking through court filing, case scheduling, investigations and witness management. It provides for a complete electronic record of all case materials including images of all documents complete with biometric electronic signatures.

3-F Financial System Enhancements

The purpose of this project was to upgrade the AMS financial system. The idea was to stay current with the vendor's offerings and then be able to take advantage of their more modern system as it was developed. The latest version of AMS software is installed and IST staff continues to support the product. However, the vendors "modern" offering was found wanting and the current system is "frozen" awaiting replacement by an Enterprise Resource Planning (ERP) solution discussed below.

3-G GIS Support

In order to more effectively deploy GIS applications, IST and CDA have teamed up to bring GIS capabilities to the entire County organization. Combining IST's technical skills with CDA's mapping skill in a matrix organization have accomplished the following in the last nine months:

- Elections Precincts and Polling Places – Public
- Application to coordinate the districts with the precincts-Restricted to use by Election
- Application to facilitate the coordination of Tax Rate Areas, Special Districts, and Precincts – Restricted to use by the Auditor
- Linking GIS to the EGov Service application
- LAFCO – An interagency application (funding provided by LAFCO)
- Supervisors and CAO Application – provides all associated districts for any given address
- Parks and Recreation Locator Application
- Anadromous Fish Application for Flood Control District
- WEB-based Countywide Plan Application (in process)
- Agriculture Maps (in process)
- E-Nature – links wildlife species to parks & open space (funding provided by E-Nature)

Applications that are either secure or are for internal use can be accessed through the MINE. The public is able to access public applications through E-Gov.

3-H Gold Budget Preparation System

The purpose of this project was to continue and expand the development of an Intranet based budget preparation system for the County. The system is also used by all Marin accounting staff to access current financial information and to prepare their budget submissions. A data warehouse of financial information has been developed and is used by the Auditor's and CAO's staff for analysis of budgetary and financial information. This data warehouse is also used by a number of departments to develop reports required by State and Federal regulations. While all major development was completed in fiscal 2003-2004, the CAO, Auditor and a number of other departments continue to request specialized reports which are developed by IST staff.

3-I HHS Client Data Warehouse

The Client Index is a secure, web application that allows authorized staff to view the HHS services used by a single client and provides a method of reporting demographic information and statistical data about HHS clientele. Phases I and II are in production, incorporating data from 15 different systems within HHS for welfare, public health, mental health and aging. Only data from two relatively small systems still needs to be added and will be completed in April, 2004. Work has begun on a data warehouse that will be used for heavy statistical reporting and will provide HHS with valuable reporting capabilities for assessing and planning services. Phase I of the data warehouse will be finished by July, 2004.

3-J Justice Data Warehouse

The purpose of this project was to establish a data warehouse of justice information and then to integrate that information with HHS information. The original project was never started due to fiscal constraints and concerns about the legalities of mixing Criminal and HHS data. However, the EJUS project, discussed below, will provide many of the data analysis capabilities originally envisioned.

3-K Payroll System Enhancements

The purpose of this project was to add some modern features to the Payroll/Personnel system. The first phase involved bringing the system up to date to meet new federal and state reporting mandates. The second phase, installed in October, 2002, provided for unlimited deductions and a new, more explanatory, paycheck. The third phase, installed in the Spring of 2004, improved the handling of year end reporting. A final phase, HR improvements and self service is discussed below. This project and the Payroll/Personnel system require ongoing IST support staff.

3-IST related Budget Change Proposals Adopted after ISSPC

2001-123-2-Transient Occupancy Tax

The purpose of this project was to develop a system to manage the collection of Transient Occupancy Taxes...the hotel tax. The system was installed in the Fall of 2003.

2002-121-1Purchase a new Financial System

The Auditor/Controller is pursuing the purchase and installation of an Enterprise Resource Planning system (ERP) to replace current financial, budget, payroll and Human Resources systems. The request for proposal is scheduled to go out for bid in the Spring of 2004. Installation of the Financial system is scheduled for June of 2006. Installation of the Payroll and HR systems will occur later. The extent to which the new system will replace the GOLD budgeting system has yet to be determined.

2002-125-3-Provide touch screen access at Assessor's front counter

This project was intended to provide "one stop shopping" for all information related to a property owner's information. Touch screens have been installed in the Assessor's offices and are scheduled to be installed in the Tax Collector's offices in the Summer of 2004.

2002-125-4-Replace Business Property System

This project was originally proposed in 2001 and finally approved for work in 2002. A contract analyst and programmer were hired in August to determine the requirements and develop a prototype. After review by the Assessor and CAO, further development was approved. The first phase, support for Business Property Appraisal was installed in the Spring of 2004. Additional phases to support appraisal of boats, airplanes and other unsecured properties and to provide for supplemental assessments are desired but may be deferred due to budgetary constraints.

2002-230-IST E Purchasing Study

This project was intended to evaluate the desirability and costs associated with providing Internet purchasing systems to vendors. This project has been suspended awaiting the outcome of the decision about a new financial system. It is assumed that E-Purchasing would be a feature of the ERP system.

2002-761-8-Parks Reservations

This project will allow a person to use the County Internet site to view, select and reserve park facilities. The project is under development and scheduled for installation on the County Web Site in the Summer of 2004

2003-234-1- EJUS Integrated Justice Access

This project will provide all Justice agencies, including the local police forces, with a single point of access to all Marin Justice information using a secure Internet site. Design and development have been started and a steering committee and focus groups convened to guide the development. This project and the associated Justice development projects are IST's highest priority for fiscal 2004-2005 and beyond.

2003-321-1-Sheriff's Records Management System

This project will involve IST in the support of the installation and maintenance of the Sheriff's new Records Management and Jail Management Systems being purchased from Tiburon Inc. IST and the Sheriff's Office have identified 5 major data conversion efforts to take place in fiscal 2004-2005. IST, the Sheriff and the other Justice agencies have identified 22 points of integration between the new system and existing and planned Justice systems. This integration effort is also planned for fiscal 2004-2005.

2004-234-1-Replace CJIS

This project involves all the planning activities necessary to provide the Marin Justice Agencies with an integrated operations system when the Marin Superior Court moves to the new California Courts VISION System. In addition to a major effort required to integrate Marin Agencies with a new Courts system, it will be necessary to replace the existing Juvenile Probation system which is based on the current Courts Civil System called PHOENIX.

2004-141-1-HR Self Service

This project covers the final phase of the Payroll Upgrade. It includes a number of new functions and features for Human Resources and for all County Employees. These activities include development of MINE portals to all training and benefits information and the addition of supervisory responsibility relationships. Employee self service will be provided to allow staff to schedule training, to see their payroll data and to maintain their personal information.

4-Infrastructure Modernization

4-A Security Program

The purpose of the security program was to implement controlled access to County systems from outside the Civic Center through a secure firewall. It was also intended to set up security areas within the County to protect departmental systems from unauthorized users inside the Civic Center.

The County purchased three Checkpoint firewalls that provide this protection. These systems are installed and in an ongoing maintenance mode. This project is complete.

4-B Central Storage

The purpose of the central storage project was to implement a high-capacity, secure environment for storing County records. The County purchased a Dell storage area network implemented that network on the new Windows 2000 servers. This project is complete.

4-C Network Upgrade

The County was challenged to provide an upgrade to its 3Com network due to 3Com abandoning this technology. This was a three-phase project all of which are now completed. The Civic Center campus including 10 and 20 North San Pedro have been completely upgraded. This project is complete.

4-D Connect the telephone switch to the digital network

Not funded, but done anyway.

4-E Help Desk Software Upgrade

The purpose of this project was to replace the defunct call tracking system, Magic, with a new system. IST purchased the REMEDY system and converted over from Magic. This new system has a Web interface that can be found on <http://MINE/techhelp>. This project is complete.

4-F Server Operating System Upgrade

The purpose of this project was to upgrade all County server operating systems to Windows 2000. IST has implemented a full Windows 2000 server complex and has converted all of the County to Windows 2000 desktop and the server operating systems. Included in this project are the new password security policy and new versions of Microsoft BackOffice services: mail, database, and management software. This project is complete.

4-G Telework Technical Support

The purpose of the telework project is to implement remote access to the County from employee homes. A staff person has been hired and over 150 persons connected to the County infrastructure from their homes over a broadband connection.

4-Information Budget Change Proposals Adopted after ISSPC

2001-234-8-Develop a disaster recovery plan

The purpose of this project was to develop and implement a plan for recovering from a disaster that had destroyed the data center in the Civic Center. A disaster recovery strategy was designed and a plan was recommended in the Fall of 2003 using retired equipment from the latest Data Center upgrade. The plan was not funded due to the current budget crisis and the retired equipment was surplussed. Formulation of a new plan must await the identification of additional budgetary resources.

2001-234-1-Upgrade all HHS Infrastructure

The purpose of this project was to convert HHS servers from the Novell system to Microsoft Windows 2000. All hardware has been purchased and installed in HHS. This project is complete.

2001-234-6-Lease all PCs County-wide

This project is designed to put leased PCs on all County desktops. This initial project is complete and IST is now in the process of looking at replacements for the oldest of the leased PCs. This project is complete.

2001-162-1-Install countywide automated attendant

This project was designed to provide telephone access to all County departments and services from a single telephone number: 499-7000. Both English and Spanish versions of the system were planned. The Spanish version is on hold due to budget constraints. The English version of this project is installed and is in a maintenance and support mode.

5-IT Policies, Support & Training

5-A Projects/Contracts Manager

This project was dropped due to budgetary constraints.

5-B Bel Marin Keys Training Facility

During the first year of ISSPC a training room was opened at Bel Marin Keys to provide a fully equipped room for technical training. The training room is equipped with 16 PCs, an overhead projector and video capabilities. This project is complete

5-C Civic Center Training Facility

This project was dropped due to budgetary constraints.

5-D Increase IST training budget

The purpose of this project was to bring the standard for training for IST technical staff up to \$5,000 per year. For fiscal 2002-2003, a standard of \$2,000 per technical staffer was funded. For fiscal 2003-2004, this number has been reduced to pre-ISSPC levels due to fiscal constraints. For fiscal 2004-2005, this number was further reduced to a minimal level. As a result, IST staff technical skills have started to lag. This is not a project but, rather an ongoing expense which will need to be increased in future years to re-establish technical skill levels.

5-E Increase Other Department's training budget for technology

This project was dropped in lieu of the development of a technical training staff within IST.

5-F Technical Training Staff

IST currently has two trainers on staff who develop the technical training curriculum for County staff and present the courses. All of the technical curriculum is taught by in-house staff. The training curriculum has moved beyond the basic desktop software and now includes generally used applications such as GOLD. Using in-house staff gives us the opportunity to tailor the courses to specific county needs. The training staff also publishes a monthly newsletter with tips on using Desktop software. The training room is also available to departments that need training on specialized software used in their department.

5-G Support Levels

The purpose of this project was to bring support staff levels up to industry standards which suggest 1 first level support person for every 75 workstations and 1 second level support person for every 150 to 200 workstations. The original project request called for the addition of 10 people over 3 years to bring Marin County into compliance. This number was cut back to 1 person in each of 3 years due to budgetary constraints. At IST's request, the support person for the third year was reclassified to provide a second trainer.