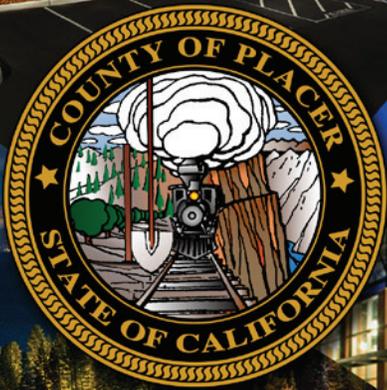


# INFORMATION TECHNOLOGY

## 2017 STRATEGIC PLAN



ADOPTED  
DECEMBER 12, 2017



ADMINISTRATIVE SERVICES  
INFORMATION TECHNOLOGY



# 2017 IT STRATEGIC PLAN

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# PURPOSE

## IT STRATEGIC PLAN

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The 2017 Information Technology Strategic Plan outlines the County's technology priorities for the next three years. The plan identifies key initiatives and projects which align with the County's vision and its mission. It will serve as a guide when setting priorities and when making investment decisions. This plan will also allow the Information Technology Division to communicate goals and initiatives to its customers and partners.

### Placer County Vision

To be a County government known for providing exceptional local and regional leadership, that works in partnership with the community to develop creative solutions to the diverse issues facing our region, and

bestows to current and future generations even better communities in which to live, raise families, work, vacation, and conduct business.

### Placer County Mission

To provide responsive, efficient and effective public services that promote the health, safety, well-being and prosperity of our citizens while protecting our environmental resources and preserving the rich heritage of our region.

### Administrative Services Mission

To cost-effectively provide a wide range of administrative, technology, collection, procurement, and print services essential for customer departments to efficiently deliver quality and timely support to the citizens of Placer County.

2017



# EXECUTIVE SUMMARY

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The Administrative Services Department's Information Technology Division (Division) is pleased to present the 2017 Information Technology (IT) Strategic Plan. As technologies continue to emerge at a rapid pace, the 2017 IT Strategic Plan was developed in collaboration with County departments and identifies key initiatives over a three-year period. These initiatives include Service Delivery Innovation, Cloud-Based Technologies, Accessible Government, Business Automation, and Information Security.

The 2011 IT Strategic Plan focused on six initiatives and included 182 projects of which 118 have been successfully completed and 19 are underway. The feasibility of the remaining 45 projects are being reassessed against County business objectives, availability of funding, and changes in technology. Information technology was a catalyst in meeting the County's goals and business objectives outlined in the previous IT Strategic Plan.

In addition to the successful implementation of the 2011 IT Strategic Plan initiatives, the IT Division accomplished two other major strategic business objectives. These business objectives included the transition of the Information Technology Division from a general fund to an internal services fund (ISF) and the reorganization of the County's Information Technology Governance structure. Both efforts contributed to improving, modernizing, and reducing the overall cost of information technologies countywide while maintaining high quality service for all County departments.

The transition to an ISF provided a new billing methodology that recovers all costs associated with providing IT services, including indirect costs. The objective is not to make a profit but to recover, over a period of time, the total costs of providing IT services.

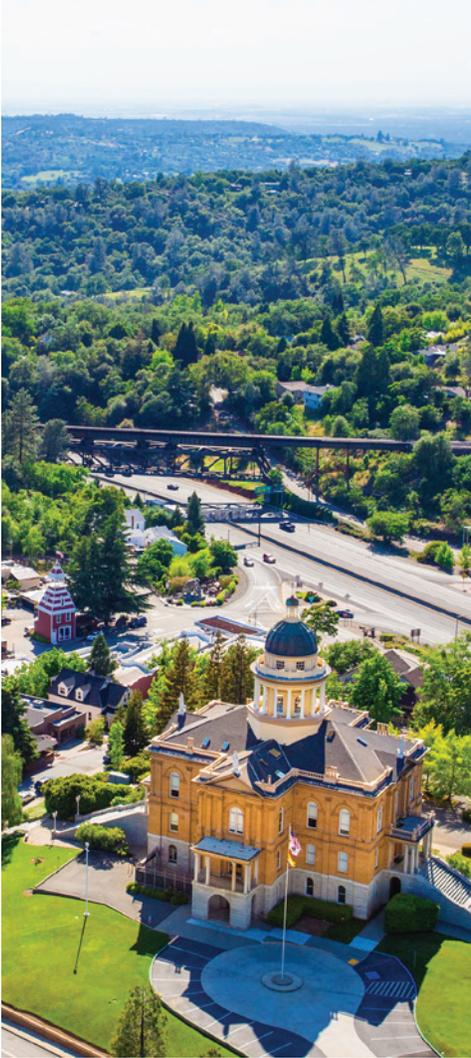
User departments are now billed directly in order to ensure equitable charges to all departments that request and receive IT services.

The Information Technology Governance structure was reorganized to eliminate duplicative processes and streamline the evaluation, selection, prioritization, and funding of competing IT initiatives. A hierarchical decision matrix was created with fewer committees comprised of representatives from the County's five functional areas: criminal justice, finance, general government, health & welfare, and public ways, facilities & community development.

With the 2017 IT Strategic Plan, the Division is driven to reshape how it conducts business with County departments, other government agencies, and the public by core competencies around automation, business analysis services, and online accessibility to County services. To achieve measurable outcomes, the Division will leverage future information technology investments to improve services across all aspects of government. In addition, the support environment will transition from a technology-centric model to a business-centric model with an emphasis on process improvements and application support services.

The 2017 IT Strategic Plan was developed in alignment with the Placer County Board of Supervisors' adopted vision and mission. These priorities will continue to serve as the cornerstone for the enhancement and streamlining of County government services through the use of information technology.

Jerry Gamez  
Director of Administrative Services



# BACKGROUND

The County has a rich history of supporting information technology initiatives. With the insight and leadership of the Board of Supervisors, sound investment decisions consistent with industry best practices have led to a robust and reliable enterprise-class, information technology infrastructure. The Board’s support of information technology initiatives has allowed for efficient delivery of services and has set the County apart as a leader in innovation. Since the first Board approved Information Systems Master Plan of 1989, the County has pursued increased efficiency by utilizing leading edge technology. As technology and services requirements changed, subsequent plans followed to continue the improvement of services provided to the County and its citizens.

As with preceding plans, the 2017 IT Strategic Plan was designed to pursue increased efficiencies and improve services. The plan was developed after researching emerging technologies and examining the needs of County departments and its citizens. In the process of designing the plan, the Board of Supervisors, the Technology Governance Committees, department heads and Information Technology management were consulted. The recommendation was to develop a flexible three-year plan which is adaptable to changes in technology.



# 2011 INFORMATION TECHNOLOGY STRATEGIC PLAN: INITIATIVES INCLUDED

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## Enterprise Initiatives

- countywide mandated core systems
- department mandated core systems
- department specific existing systems
- department specific emerging technologies
- countywide enterprise technologies
- develop and sustain IT capital investments

## Green Initiatives

- virtualization of servers, desktops, storage, applications and networks
- energy power management
- electronic document imaging and management

## Web Initiatives

- cloud computing
- eService delivery
- iPlacer (intranet)
- web conferencing
- training/distance learning

## Information Technology Service Delivery Initiatives

- server consolidations
- single countywide customer support center
- single domain
- storage area network consolidation
- network access controls
- single sign-on

## Radio Network Initiatives

- countywide interoperable radio network
- narrowbanding

## Telecommunications Initiatives

- voice/data convergence
- VoIP technologies
- unified communications
- video communication services
- maintaining state-of-the-art infrastructure



# TECHNOLOGY GOVERNANCE

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Technology Governance for Placer County ensures technology projects are properly aligned with the County's organizational goals and objectives as well as the IT Strategic Plan.

In January 2017, Technology Governance was restructured to reduce redundancy in membership, clearly define committee roles and responsibilities, and increase communication efficiency. As a result of the restructure, the governance process has been streamlined allowing for projects to be expedited. The reorganization has multiple layers which continue to address governance issues on both the countywide and operational levels.

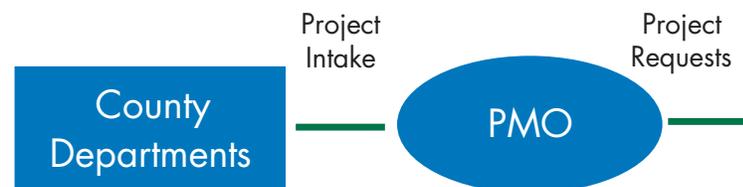
## Technology Governance – 2017

The Board of Supervisors provides vision, direction and oversight for transformative countywide initiatives. The IT Strategic Plan initiatives are in alignment with the countywide initiatives.

Technology Governance Committees are responsible to ensure technology projects are aligned with the IT Strategic Plan.

## Executive Technology Steering Committee

- Defines and provides guidance for the development and support of the organizational strategic plan.
- Ensures the IT Strategic Plan is aligned with organizational goals and objectives.
- Provides recommendations to the Board of Supervisors regarding the IT Strategic Plan.
- Includes members from the Executive Management level.



### Leadership Committee

- Reviews and proposes updates to the IT Strategic Plan to the Executive Technology Steering Committee.
- Ensures all system requests are aligned with the IT Strategic Plan.
- Includes members from the Senior Management level.

### Working Committees

- Reviews, recommends and oversees implementation of the IT Strategic Plan approved initiatives.

The Information Technology Division’s Project Management Office (PMO) ensures new technology project proposals are aligned with the IT Strategic Plan. The PMO assists the Technology Governance Committees in understanding the objectives and justification of new department proposed projects prior to their approval.

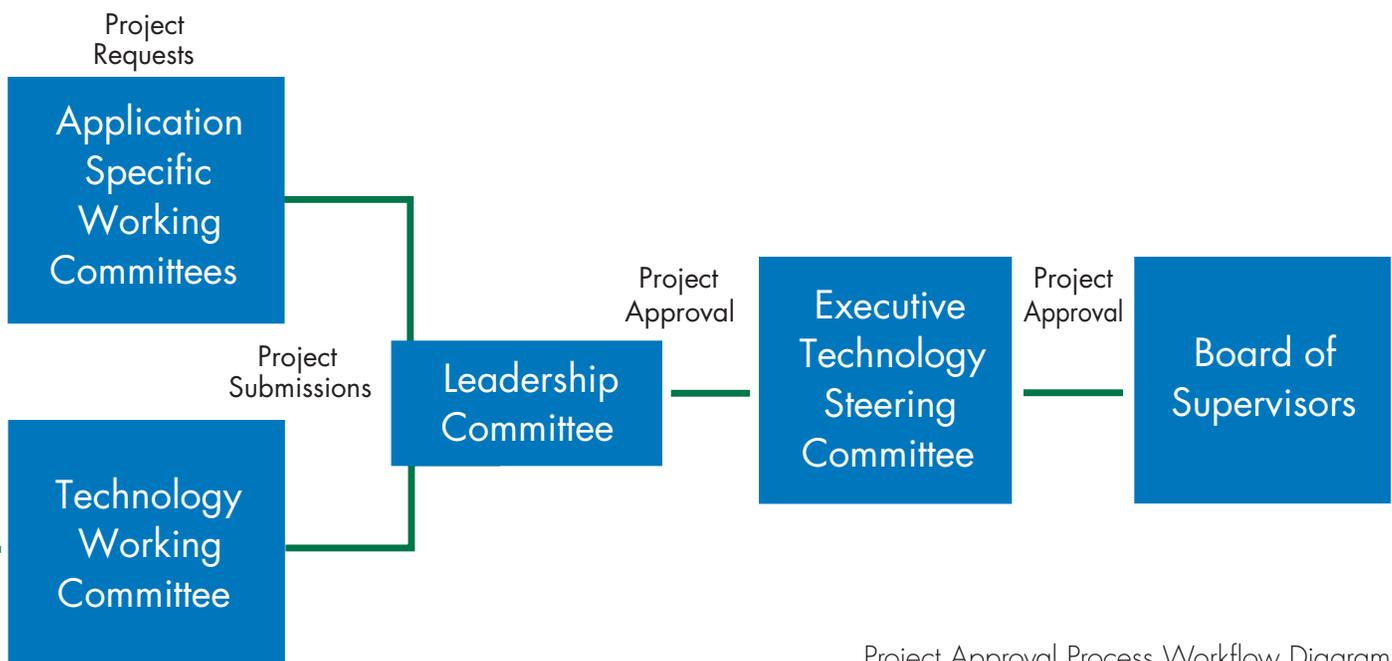
### Project Approval Process

A project approval process has been established to streamline projects through the Technology Governance process as well as align new proposals to the IT Strategic Plan. Projects submitted for approval follow the workflow diagram below.

Technology Governance utilizes this approval process to conduct a comprehensive review in order to ensure projects include:

- business requirements
- funding source
- resource requirements
- ongoing maintenance requirements and
- implementation schedules

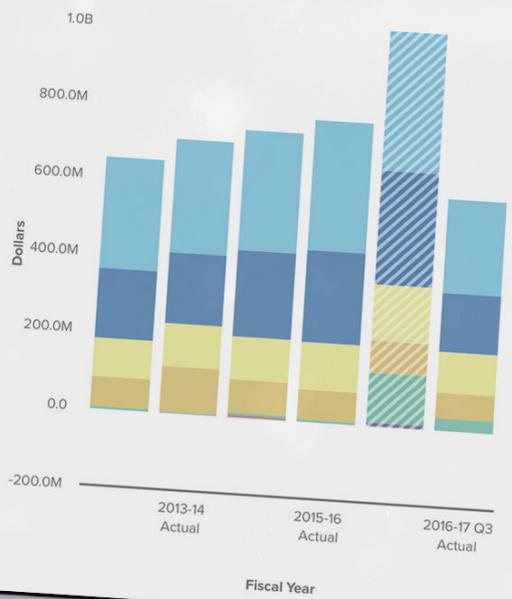
The approval process also ensures projects are aligned with the Strategic Plan and its initiatives.



Project Approval Process Workflow Diagram

The information presented here is the county's current operating budget, revenues and expenses. This may differ from other published data and should not be used as investment information. For disclaimer information click here: [bit.ly/1Nw38Qg](http://bit.ly/1Nw38Qg)

- Filters Views
- Where does the county get its revenue?
  - How does the county spend its money (by department)?
  - How does the county spend its money (by expense)?
  - How much has the county spent on public safety?
  - How much has the county spent on public parks?
  - How much has the county spent on libraries?



- Sort Large to Small
- Salaries & Employee Be...
  - Services and Supplies
  - Other Financing Uses
  - Other Charges
  - Capital Assets
  - Capital Asset Transfer (...)
  - Appropriation for Contin...
  - Charges for Services
  - Memo
  - Intra Fund Transfers



# STRATEGIC INITIATIVES

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## **Service Delivery Innovation**

Drive efficiencies in IT service delivery by transitioning from a technology-centric to a business-centric model resulting in cost-effective solutions and improved customer satisfaction.

## **Cloud-based Technologies**

Leverage cloud-based technologies that are scalable to deliver services in a rapid and cost-effective manner, increasing employee productivity while reducing County infrastructure and support costs.

## **Accessible Government**

Improve accessibility to public services and information through web and mobile solutions, leverage social media to enhance communications, and promote government transparency.

## **Business Automation**

Create a flexible, digital environment that meets the needs of County departments, which provides tools to foster greater collaboration and increase productivity.

## **Information Security**

Adopt a comprehensive countywide Information Security Program that aligns resources, processes, and policies with national standards and regulations.

# SERVICE DELIVERY INNOVATION

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Drive efficiencies in IT service delivery by transitioning from a technology-centric to a business-centric model resulting in cost-effective solutions and improved customer satisfaction.

## Service Delivery Innovation

Service delivery is a critical enabler of innovation in the delivery of County services and programs. A service delivery model represents the manner in which the IT Division orchestrates its resources and capabilities to fulfill its role within the County. Transitioning the IT Division to operate as a trusted business partner with County departments will ensure their business objectives are met through the delivery of quality services.

## Business Case for Service Delivery Innovation

The goal of this initiative is to provide timely, cost-effective, quality services that meets the County's business needs today and positions the IT Division to provide innovative solutions for business transformation and improved service delivery into the future.

To successfully transition to a trusted business partner, the IT Division must:

- engage County leadership and departments in discussions focused on improving government services through the effective use of technology
- define services based on the benefit or value (ROI)
- define service levels that exceed customer requirements
- establish a robust and user friendly service catalog

The IT Division must understand the expectations of its customers and be responsive to their needs. The Division will emphasize the importance of expedited delivery and quality service to its customer. Other transformations to IT services include:

- establishing and communicating expectations to IT Division staff
- recruiting and retaining talent; improving talent management practices
- modernizing employee training
- establishing a quality assurance program to ensure exceptional service is provided
- improving responsiveness to County departments needs
- developing an organizational change management process
- managing operational cost to achieve customer savings

## Service Delivery Innovation Technology Projects

### Quality Assurance Program

Establish a quality assurance program to ensure exceptional services are provided.

### Information Technology Service Catalog

Expand the existing Information Technology Service Catalog providing a user friendly interface for IT liaisons to manage service tickets.

### Exchange Online

Migrate email services (Microsoft Exchange) from the current on-premises, County-maintained hosting to the Microsoft SaaS offering.

### Office 365

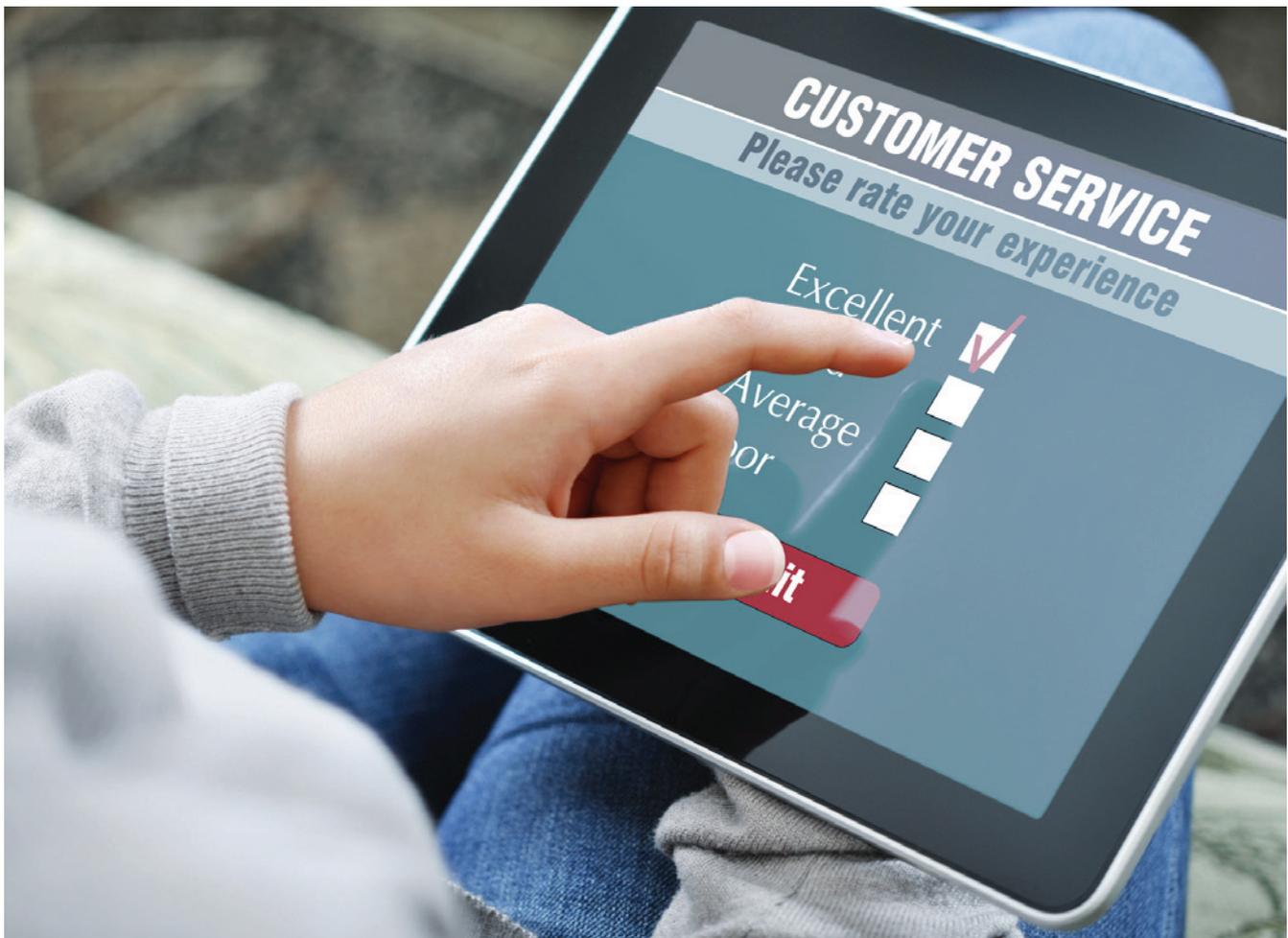
Migrate the Microsoft Office suite (Word, Excel, PowerPoint) hosting from the current on-premises, County-maintained hosting to the Microsoft SaaS offering.

### Workday ERP Replacement

Replace the existing ACORN and legacy PAS systems with the Workday ERP product in order to move the on-premises hosting of these enterprise applications to a SaaS solution.

### Disaster Recovery as a Service

Migrate the server services and disaster recovery data from the current on-premises, County-maintained hosted model to a cloud-based solution, in a combination of managed hosting and private cloud.



# CLOUD-BASED TECHNOLOGIES



Leverage cloud-based technologies that are scalable to deliver services in a rapid and cost-effective manner, increasing employee productivity while reducing County infrastructure and support costs.

## Cloud Services

Cloud computing is defined as storing and accessing data and programs over the internet.

Since the 2011 IT Strategic Plan, the value proposition of cloud technologies has improved. Cloud service providers have alleviated security concerns and delivery limitations of the past.

This has created the opportunity to consolidate the delivery and maintenance of common-to-all applications and services.

## Business Case for Cloud Services

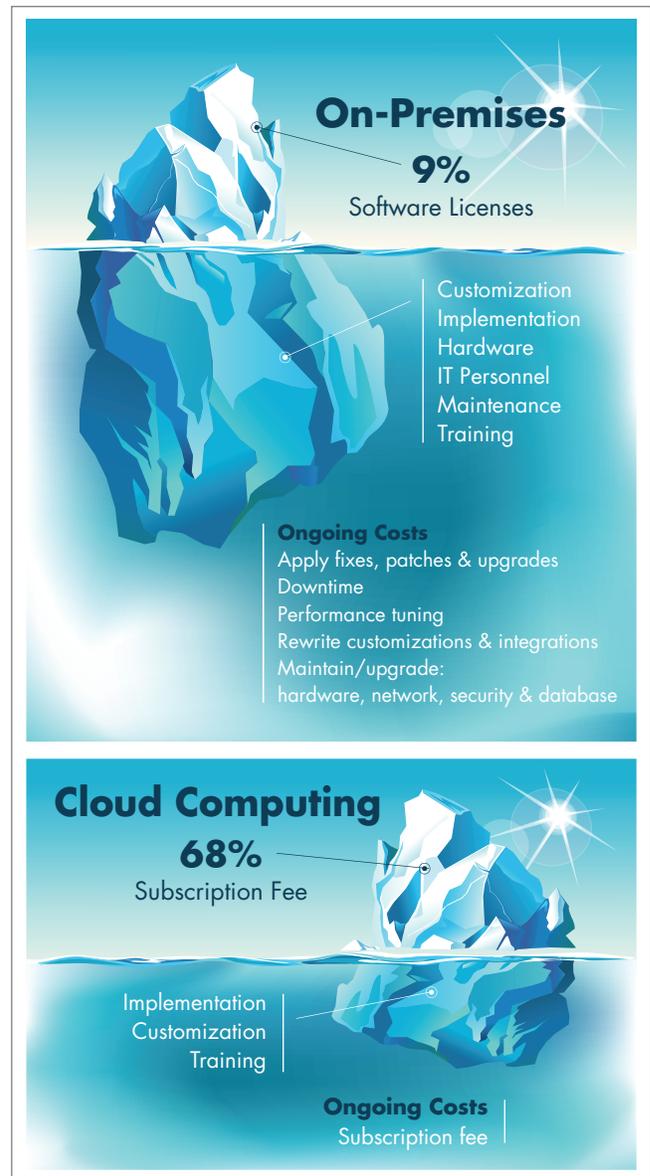
### Economies of Scale

Cloud service providers can typically offer services at a lower cost, because they provide common services to hundreds or thousands of customers.

### From Technology-centric to Business-centric

The transition of some services from traditional on-premises hosting to cloud services enables the

organization to reshape itself by allocating less human capital to the maintenance of IT infrastructure (technology-centric), to one focused on the business partner (business-centric). The Placer County Cloud Initiative is a strategic decision to transition IT resources from maintenance of existing systems to improving business processes that directly impact citizens and employees in a managed approach.



## Elastic and Scalable

Cloud services are by definition service-based, typically using either a subscription or metered-use fee arrangement. As services are required, the cloud consumer simply requests those resources like any other consumer service. This avoids an extensive implementation process.

## Cloud-based Technology Projects

### Workday ERP Replacement

Replace the existing ACORN and legacy PAS systems with the Workday ERP product in order to move the on-premises hosting of these enterprise applications to a SaaS solution.

### Exchange Online

Migrate email services (Microsoft Exchange) from the current on-premises, County-maintained hosting to the Microsoft SaaS offering.

## Office 365

Migrate the Microsoft Office suite (Word, Excel, PowerPoint) hosting from the current on-premises, County-maintained hosting to the Microsoft SaaS offering.



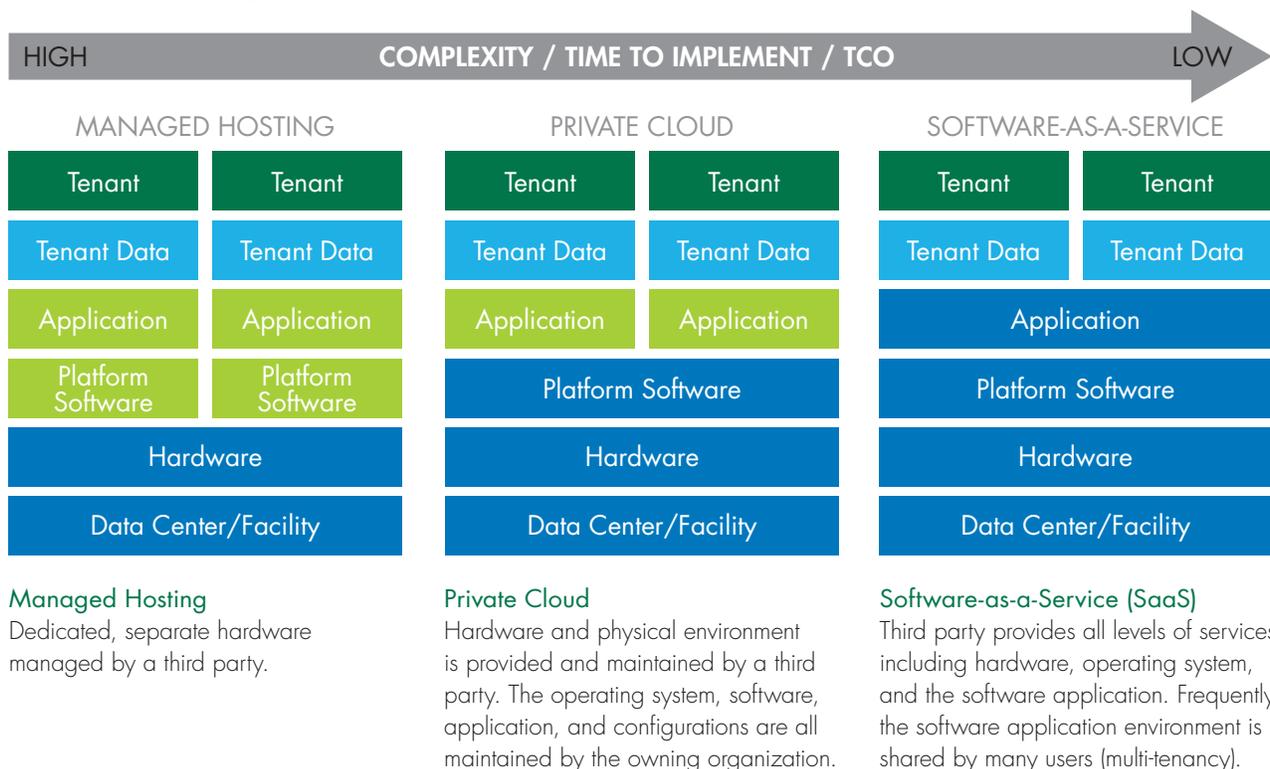
## Disaster Recovery as a Service

Migrate the server services and disaster recovery data from the current on-premises, County-maintained hosted model to a cloud-based solution, in a combination of managed hosting and private cloud. (see 'Cloud Terminology Defined' below)

## Website Initiative

Transition the current on-premises web content management system with a SaaS offering.

## Cloud Terminology Defined



# ACCESSIBLE GOVERNMENT

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Improve accessibility to public services and information through web and mobile solutions, leverage social media to enhance communications, and promote government transparency.

## Accessible Government

Accessible government is more than just social media, web presence, forms, and avoiding visiting a County facility. It is the technology direction which enables the County to build online services that engage, interact, and otherwise benefit its citizens. Information Technology provides the needed platforms, the common and reusable technology, the consulting on the “how,” and the support to develop and execute technology projects in order to further enhance accessibility for citizens.

## Business Case for Accessible Government

Placer County is committed to being transparent in order to partner with citizens in making the County the greatest place to live, work, and play. An accessible government initiative contributes to this transparency. To execute this initiative, the following objectives will lead IT’s efforts:

- promote government accessibility and participation through active and modern social media platforms to include video production and emerging technologies
- enable citizens to communicate and function digitally with all levels of County government by using automated business processes, information and communication technologies
- streamline citizen access to government services and functions through automated payments, applications, and status updates
- implement different levels of digital interactions for

overall efficiency in services provided by Placer County to:

- business
  - citizens
  - employees
  - other government agencies
- build and improve technologies to maximize the County’s services by delivering stable, reliable, reusable, and time saving components, along with greater capacity to handle future and predicated loads and analytics that quantify and measure success

## Accessible Government Technology Projects

### Closed Captioning

Expand closed captioning services to include Planning Commission meetings.

### eSignature

Provide policies and guidelines for the appropriate business use of electronic and digital signatures.

### HD Video

Upgrade the video production systems to support High Definition broadcast.

### Web Chat

Offer web chat as an alternative communication channel for public inquiry through the County’s website.

### Website Transition

Migrate to a new content management system in order to improve the County website’s efficiency and delivery of web-based communications.

## Electronic Records Retention

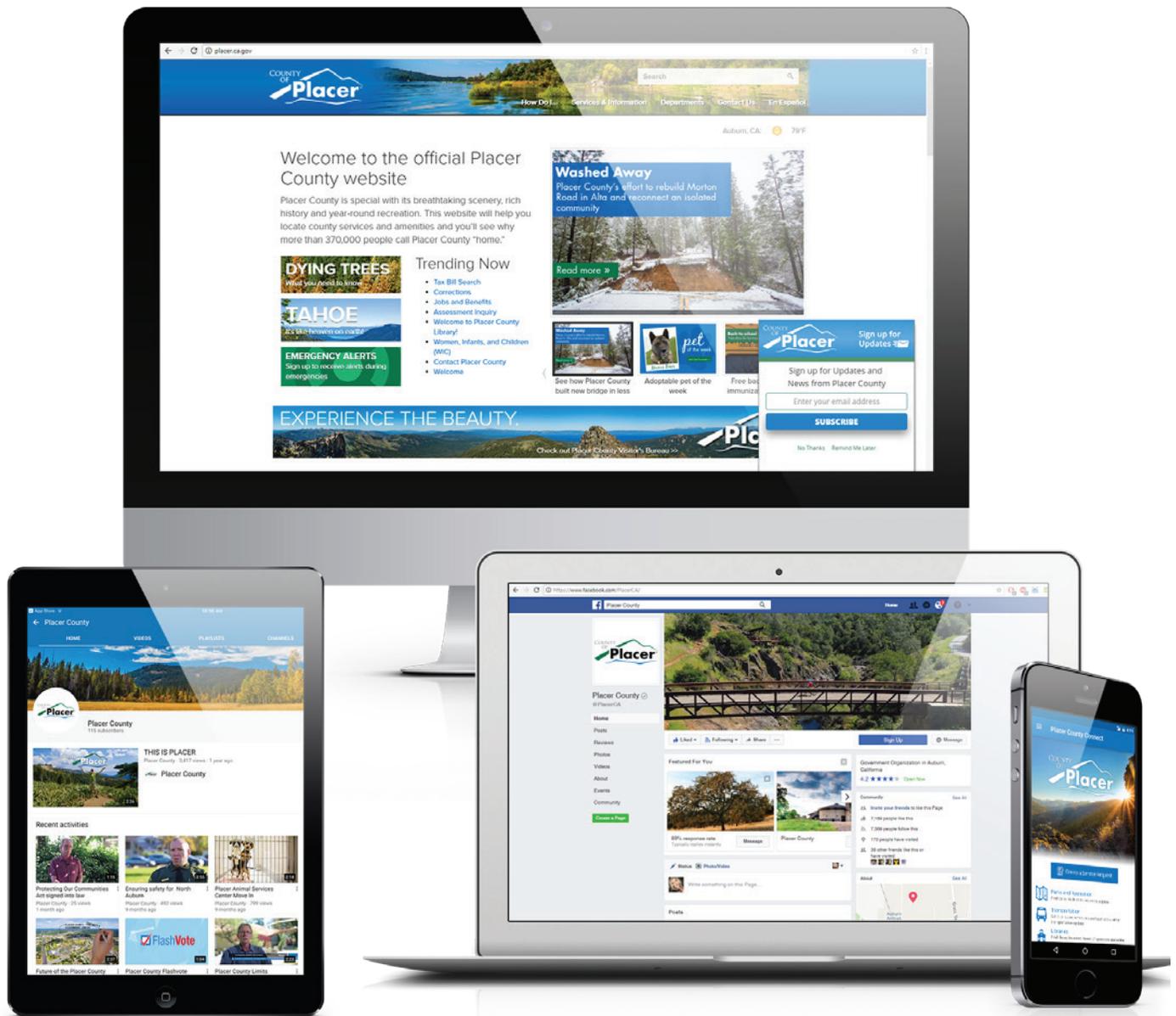
Make electronic records available instantly to the public through the County's website by securely storing and protecting confidential records.

## GIS/ESRI

Enhance the County's capability to share pertinent geographical data to the public through multiple applications.

## Placer Connect Extension

Expand the footprint of the County's citizen relationship management application, Placer County Connect, by including additional departments and services.



County website (placer.ca.gov), Placer County YouTube channel, Placer County Facebook page, Placer County Connect mobile app

# BUSINESS AUTOMATION

Create a flexible, digital environment that meets the needs of County departments, which provides tools to foster greater collaboration and increase productivity.

## Business Automation

Business Automation identifies processes currently performed manually requiring a higher degree of labor resources, automating them through technology in order to control costs, optimize labor resources, and increase business responsiveness. These business automation tools include electronic routing, signature, and approvals that can be accessed through traditional methods or mobile devices.

## Business Case for Automation

Five primary justifications supporting this initiative include:

### Streamline Communication

Automation software assists in streamlining communication and offers a visual dashboard to track and obtain a status of requests in a common location. An automated workflow enables a team to huddle together around individual items in a workflow and get things done in a simple, streamlined way.

### Accountability

Automated workflow creates an owner for each step of a process. Initiations, approvals, rejections, and input tasks are all bound to an individual expected to perform an action. Enabling that level of information transparency in business process enforces accountability on all stakeholders.

### Minimize Cost and Error

By substituting human vulnerabilities with the accuracy of a defined, automated process, the likelihood of avoiding the costs associated with errors and inefficiencies is increased.



## Tracking

An automated system enables the user to check the status of any item as well as an overall view of the entire system. It also tracks incoming requests, approval and rejection status, time spent on each, and which tasks took the longest to complete.

## Labor Resources

Business Automation enables repetitive tasks to move smoothly through the organization with a minimum of human capital expended, allowing human talent to focus on higher order problems while eliminating the chance of human errors.

Methods for achieving this initiative are to expand current applications or acquire a specialized business automation tool.

## Business Automation Technology Projects

### ERP Implementation Project

Implement a comprehensive solution (Workday) to replace the current legacy PAS and ACORN systems in order to streamline and modernize the financial, human resources and payroll functions.

### Personnel Action Form Automation

Replace the current paper Personnel Action Form with an electronic routing and approval process.

### Office 365 Deployment Project

Migrate the County's email services (Microsoft Exchange and Outlook), office suite (Word, Excel

and PowerPoint), and file services (F: and T: drives) to a Microsoft software-as-a-service offering to enhance collaboration and communication improving business processes.

### Electronic Records Management

Expand automated workflows in the electronic records management system to increase productivity by reducing manual processes.

# INFORMATION SECURITY

Adopt a comprehensive countywide Information Security Program that aligns resources, processes, and policies with new national standards and regulations.

## Information Security

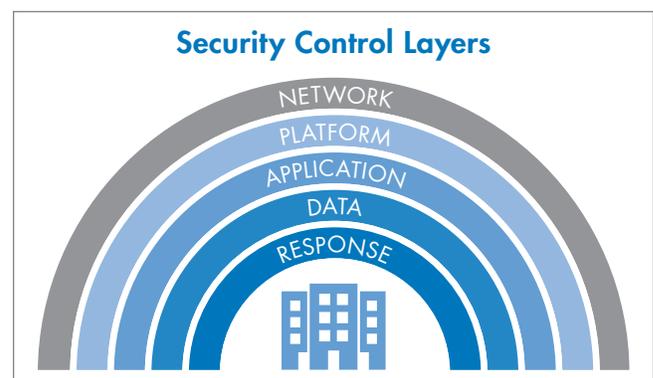
Technology solutions included in the 2017 IT Strategic Plan offer unprecedented opportunities to improve efficiencies, productivity, and customer satisfaction but include an inherent risk to the technology portfolio. The County maintains a policy based security program to ensure the availability and integrity of the mission-critical systems that protect our communities and provide invaluable services to the public. To further meet the challenges of today's complex security risks, the IT Division will develop a comprehensive security program aligned with new national standards and regulations.

## Business Case for Information Security

The IT Division utilizes a defense-in-depth approach to security, providing multiple layers of controls strategically located throughout the County's enterprise data network. A high-level view and description of the

defense-in-depth approach consist of:

- network: firewalls, DMZ, data loss prevention
- platform: antivirus, patching, security configurations
- application: role based access, encrypted connectivity, authentication
- data: file and data encryption, replication and backups
- response: monitoring, intrusion detection, log correlation, remediation



The new comprehensive security program will be based on applicable laws, regulations, industry standards, and include the following components:

- Information Technology Security Supervisor
- Information Security Advisory Committee (Leadership Committee)
- information security policies
- information security awareness training and education
- information identification and classification
- information risk assessment(s)
- implementation of information security controls (defense-in-depth)
- monitor effectiveness and assurance
- business continuity and disaster recovery

The components outlined above are necessary to address both internal and external threats which place government and information systems at risk. To implement the new security program, the Board of Supervisor's adoption of a comprehensive, countywide security program is required.

## Information Security Technology Projects

### Adopt Information Security Program

Adopt a Board of Supervisors approved Information Security Program to provide guidance in safeguarding the County's information technology assets.

### Develop Countywide Security Policies

Establish countywide security policies aligned with national standards and regulations enabling the development of department specific security procedures to secure the County's IT infrastructure from internal and external threats.

### Create Security Procedure Review Process

Create a security procedure review process in order to monitor effectiveness and adherence to the countywide security policies.

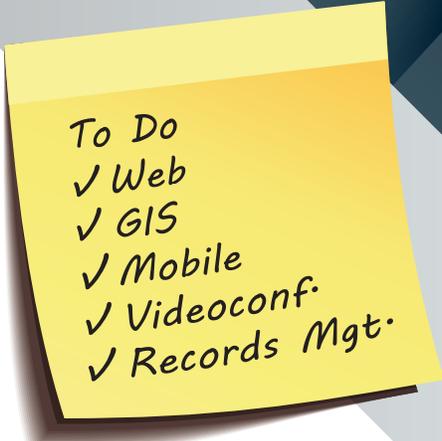
### Network Access Control Implementation

Develop and enforce application policies that provide proper user and device access through visibility into the devices that connect to the County's data network.

### Endpoint Data Loss Prevention

Implement endpoint data loss application policies to safeguard sensitive and confidential information.





# PROJECTS

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The Strategic Initiatives section identified the countywide projects below. Because of their impact, they are further defined and described.

- Enterprise Resource Planning (ERP) Replacement Project
- Website Transition Project
- Office 365 & Exchange
- Windows 10 Upgrade
- Geographic Information System (GIS)
- Cloud-Ready Network Architecture Project
- Countywide Interoperable Radio Network Project
- Electronic Records Management

For a comprehensive list of projects see the appendix, Projects by Department.

# ENTERPRISE RESOURCE PLANNING (ERP) REPLACEMENT PROJECT

On February 21, 2017, the Board of Supervisors approved the Enterprise Resource Planning (ERP) Replacement Project to replace the County’s legacy financial system (PAS) and current human resources/ payroll system (ACORN) with a single ERP solution. Master Services Agreements were awarded to Workday, Inc., for subscription licensing, training, and related services and to Sierra-Cedar, Inc. for professional services in the implementation of the new system.

The project is aligned with three of the 2017 IT Strategic Plan initiatives: Cloud-based Technologies, Service Delivery Innovation, and Business Automation. The selection of Workday’s Cloud ERP (Workday) solution enables the County to migrate from the current on-premises systems to a software-as-a-service (SaaS) model. As a result, a lower total cost of ownership is anticipated with this cloud solution in the following areas: on-going support, acquisition of hardware, and software maintenance agreements.

With the Service Delivery Innovation initiative being at the forefront of leading-edge solutions, Workday provides the County’s financial, human resources and payroll administrations the best operating system.

To align with the Business Automation initiative, the solution must be all-inclusive in order to replace the current systems. Workday exceeds this requirement and is fully functional in the following:

## Financials

- accounting
- budgeting

- financial services to County departments, school districts, special districts and cities

## Human Resources/Payroll

- recruitment
- benefits administration
- employee performance management
- payroll administration

## Goals and Objectives

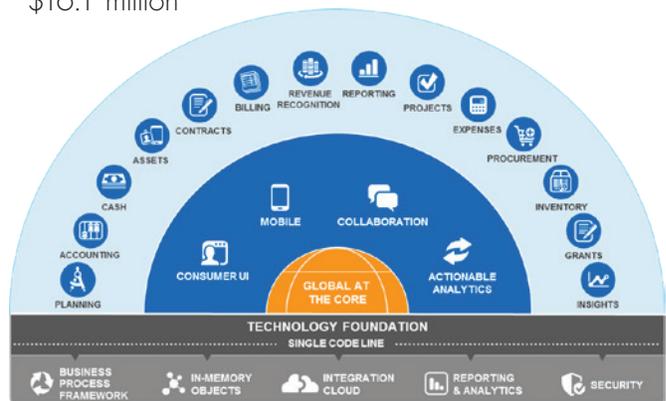
Replace the existing ACORN and legacy PAS systems with the Workday ERP enabling a transition from the on-premises hosting of these enterprise applications to a SaaS solution. Estimated deployments are as follows: July 2018 for financials and January 2019 for human resources/payroll.

## Funding Sources

Countywide Systems Fund, Infrastructure Reserve Fund, the Automation Reserve Fund, and the Capital Projects Fund

## Budgetary Cost Estimate

\$16.1 million



# WEBSITE TRANSITION PROJECT

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In February 2017, the Website Transition project received approvals from the Technology Governance Committees to transition the County's public website [www.placer.ca.gov](http://www.placer.ca.gov) from an internally administered content management system (CMS) to a software-as-a-service solution. The selected CMS provider will implement, support, and host any current and future technological advances in order to deliver and maintain a fully operational website exceeding the capabilities of the existing site. The project is aligned and supports two of the 2017 IT Strategic Plan initiatives: Accessible Government and Cloud-based Technologies.

The County's public website is a critical communication tool to the Accessible Government initiative. The site must maintain current and valuable information but also be easy for citizens to use. To improve the site's efficiency and delivery of web-based communications, a replacement content management system is desired. A new system will allow the County to keep content relevant and up to date as well as redesign the site using industry best practices.

In alignment with the Cloud-based Technologies initiative, a cloud-based, software-as-a-service model provider will be contracted. By moving to this model, improved efficiencies are expected from:

- effective cost management with a capital expenditure versus operating expenditures
- efficient use of human capital by moving from an on-premises system to a SaaS solution
- increased productivity from the use of a simple content management system with out-of-the-box templates

- minimization of future costs from upgrades or redesigns
- an expeditious project implementation

In alignment with these 2017 IT Strategic Plan initiatives, the new County website will be accessible to the public delivering a positive impact while utilizing an effective cloud-based solution.

## Goals and Objectives

Replace the current on-premises web content management system with a SaaS offering.

## Proposed Funding Source

Information Technology Division's internal service fund core charges

## Budgetary Cost Estimate

\$181,640 one-time cost  
\$27,800 annually

# OFFICE 365 & EXCHANGE

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Citizens expect government leaders to be productive, collaborative, responsive, and committed to improving public services. Microsoft Office Suite products are the leading tools utilized by agencies including the County. The Information Technology Division will upgrade from the traditional on-premise licensing model to Microsoft's software-as-a-service Office 365 solution. This upgrade will modernize the IT environment to help meet these high expectations as well as support rigorous security requirements and to further help protect and enable citizens.

The Office 365 project is in support of several of the 2017 IT Strategic Plan initiatives: Business Automation, Service Delivery Innovation, and Cloud-based Technologies. The Business Automation initiative seeks digital solutions such as Office 365 that innovative productivity and business processes. Empowering County employees with Office 365 will allow them to increase civic engagement, improve citizen services,

and connect with the community using social media connections, cloud portals, and applications. Service Delivery Innovation and Cloud-based Technologies initiatives incorporate emerging technologies such as Office 365 into the Information Technology portfolio. This solution offers innovative digital processes and cloud-based analytics tools, which will improve citizen services while increasing the County's transparency.

## Goals and Objectives

Migrate the on-premises Exchange email system to the Microsoft cloud offering. Migrate end user office suite to Office 365 and F: and T: drives to One Drive.

## Funding Source

Information Technology Division's internal service fund core charges

## Budgetary Cost Estimate

\$250,000 - \$300,000 annually

# WINDOWS 10 UPGRADE

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Windows 7 is currently the standard operating system for County workstations. Microsoft support for Windows 7, including security updates, ends on January 2020. This project takes a proactive approach to upgrading approximately 2,700 desktop operating systems over the next two years.

The migration approach includes:

- providing Windows 10 image to departments for application testing
- delivering new tablets with Windows 10
- deploying new laptops and desktops with Windows 10 beginning in January 2018

## Goals and Objectives

Upgrade all County computers from Windows 7 to Windows 10 by December 2019 for improved security, performance, and management tools.

## Funding Source

The County is currently licensed for Windows 10 through the maintenance of an enterprise agreement with Microsoft and funded by the Information Technology Division's core systems charges.

## Budgetary Cost Estimate

\$0, included in the Microsoft enterprise agreement at \$530,000 annually

# GIS

## GEOGRAPHIC INFORMATION SYSTEM

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Placer County's Geographic Information System (GIS) program provides access to spatial information to County departments, other government agencies, and the public. The GIS program has transitioned to an enterprise-class system and enables the creation of special-purpose maps as well as more sophisticated modeling and analysis tools. The County's GIS program priorities are as follows:

- provide skilled and knowledgeable staff to support development and analysis
- provide appropriate training and educational tools
- identify and prioritize development opportunities
- enhance presentation of information through maps, graphics, and analytics
- maintain countywide standards for development, maintenance, and presentation of GIS information
- identify efficiencies to optimize the utilization of GIS data
- utilize GIS data to facilitate informed decisions
- establish intergovernmental relationships that promote GIS services

### 2017 Strategic Plan

In support of the 2017 IT Strategic Plan's Accessible Government and Business Automation initiatives, the GIS program will undertake three major projects to enhance services: migration to ArcGIS Pro, implementation of aerial imagery, and improved mobile field collection.

### ArcGIS Pro Upgrade

The County implemented the GIS suite of products provided by Environmental Systems Research Institute

(ESRI) in 1995. As part of the 2017 IT Strategic Plan, the GIS program will undergo one final planned upgrade to the application prior to transitioning to ESRI's next generation product, ArcGIS Pro. Moving to ArcGIS Pro represents a significant technological advancement for the GIS program.

New features of the ArcGIS Pro application include:

- advanced analytics
- advanced visualization
- three-dimensional capabilities
- connecting and sharing
- image processing
- data management

### Deliver Web Based Imagery

The GIS program will implement an imagery server to provide historic photography dating back to 1937. The aerial imagery is obtained every three years from Google. To offset these program costs, the GIS program will develop equitable cost recovery agreements with incorporated cities and neighboring counties.

### Field Data Collection

The GIS program plans to increase field data collection utilizing mobile devices, allowing staff to perform data collection activities while in the field. The data collected will be immediately uploaded to the County's central GIS database allowing for real-time statistics and spatial distribution.

### Budgetary Cost Estimate

\$60,000

# CLOUD-READY NETWORK ARCHITECTURE PROJECT

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The deployment of cloud-based technologies requires the transition of network transport infrastructure from an on-premises model to an external based architecture to support required throughput, scalability and resiliency. The Telecommunications Division will conduct an assessment of the existing network architecture and deploy solutions that support cloud-based technologies.

## Goals and Objectives

Transition to a cloud-ready network by:

- determining the impact on the network
- designing a scalable and resilient network
- upgrading external connectivity and associated networking equipment

## Funding Source

Telecommunications Division Capital Replacement Fund

## Budgetary Cost Estimate

\$300,000

# INTEROPERABLE RADIO NETWORK COUNTYWIDE PROJECT

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In 2003, the Board of Supervisors approved the Countywide Radio Network Strategic Plan. This plan identified a countywide digital radio network solution for replacing the County's aging radio communication systems to meet new federal public safety standards. The network is comprised of three operating zones: West, I-80, and Tahoe. As of June 2017, the West and I-80 zones have been implemented and serve the County's public safety agencies, general government, and mutual aid partners. During the 2017 IT Strategic Plan, the Telecommunications Division will focus its efforts on the following priorities:

- optimization of West and I-80 zones
- migrate the Sheriff's Office onto the new digital radio network
- complete the site acquisition and development of the Tahoe zone

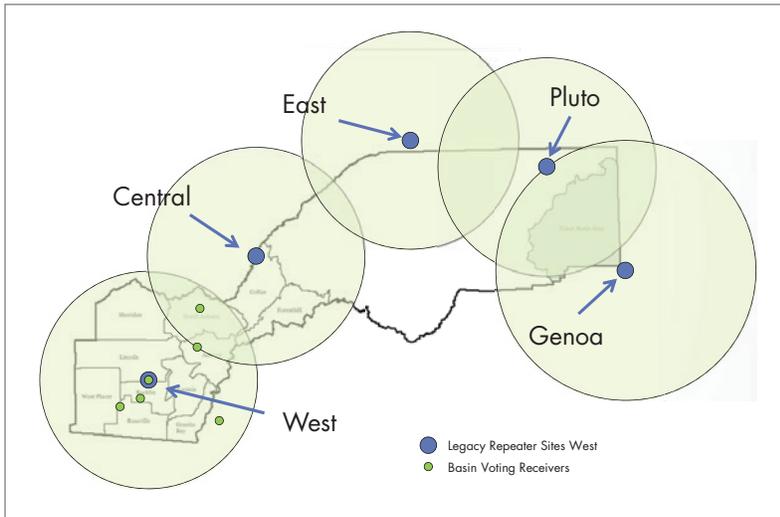
## Funding Sources

- Department 10 Countywide Radio Project
- Department 1 Telecommunications Division

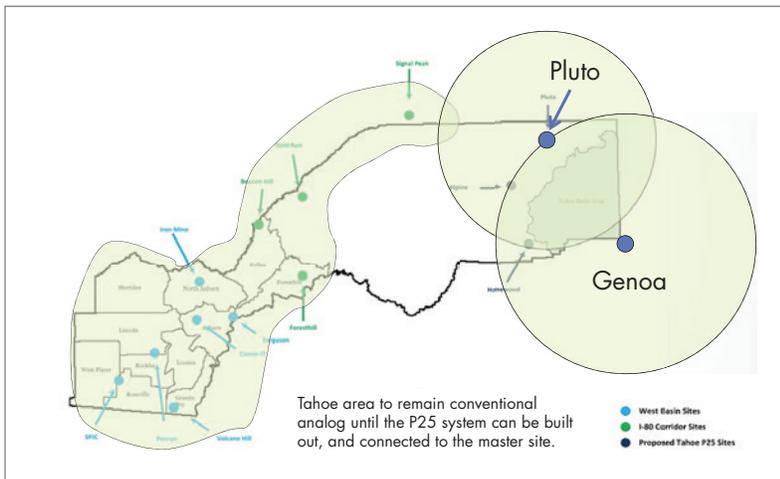
## Budgetary Cost Estimate

\$2.35 million

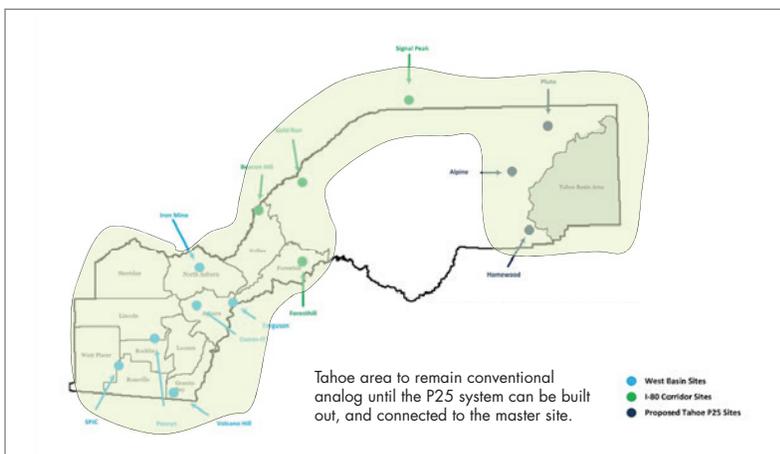
## Legacy Conventional Radio Coverage Map



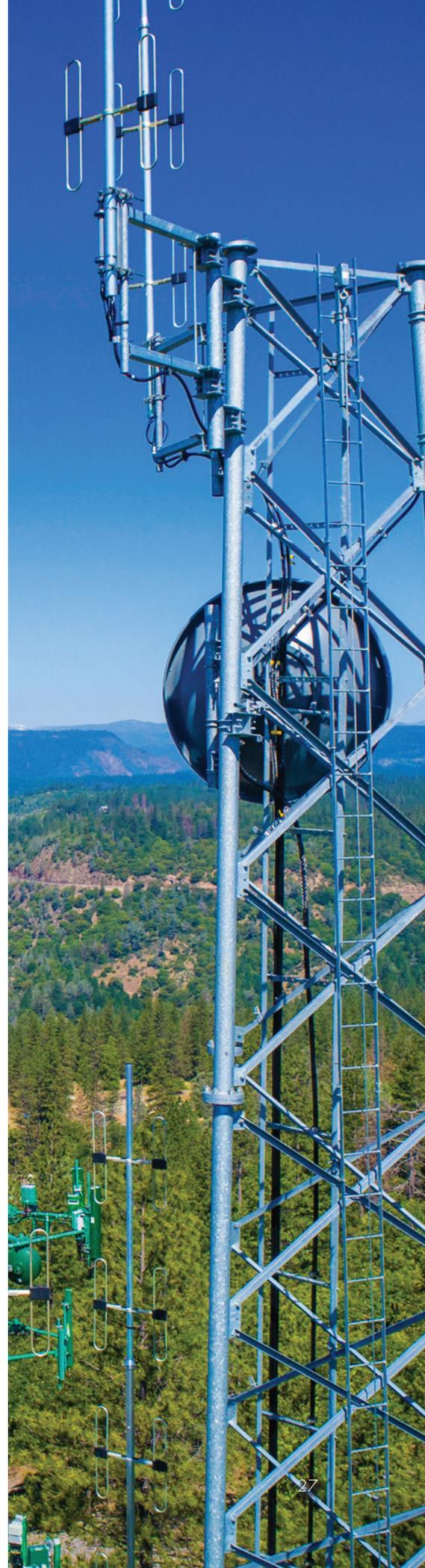
## Existing P25 Conventional Radio Coverage Map



## Final P25 Digital Radio Coverage Map



Coverage representations only.



# ELECTRONIC RECORDS MANAGEMENT

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As digital document technology advances, citizens as well as employees expect instant access to records. For the County to exceed their expectations, information not only needs to be easily accessible but also managed effectively. An electronic records management system improves customer service and efficiencies by modernizing manual and paper based processes.

In alignment with Accessible Government and Business Automation initiatives, a countywide electronic records management system will:

- securely provide information immediately to citizens and County employees
- increase productivity through automated workflows and the ability to work on the same document simultaneously
- benefit business units by reducing the need for physical storage, resulting in cost and time efficiencies

## Goals and Objectives

The 2017 IT Strategic Plan project will:

- provide electronic records instantly to the public through the County website by securely storing and protecting confidential records
- expand automated workflows in the electronic records management system to increase productivity by reducing manual processes
- develop a comprehensive plan to convert departments' existing records to an electronic format

## Project Funding

Purchases to be funded by respective departments

## Budgetary Cost Estimate

\$455,523





# APPENDICES

## IT STRATEGIC PLAN

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The appendices section covers the following:

- Projects for County departments, divisions and special districts
- The County's Information Technology programs and staffing structure
- The Information Technology Division's lines of business
- The Information Technology Division Internal Service Fund
- Change Management and its impact on project success

# PROJECTS BY DEPARTMENT

## CRIMINAL JUSTICE

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>District Attorney</b>	Upgrade computers in courtrooms and throughout the Department	Equipment Upgrade	Deploy industry standard equipment to improve efficiencies	Service Delivery Innovation
	Implement a leading-edge case management system to improve business functions, public access and data storage	New Dawn Implementation	Implement a cloud-based case management system to improve business functions with automated workflows reducing paper and manual processes and to securely grant public access to discovery	Cloud-based Technologies Business Automation
			Migrate to a cloud-based data storage solution	Cloud-based Technologies
<b>Probation</b>	Utilize digital reporting processes	Recidivism Rates Software	Implement software with abilities to gather data and conduct analyses in order to help reduce recidivism rates	Business Automation
	Utilize emerging technologies to improve business functions	Caseload Explorer Upgrade	Upgrade existing solution to a cloud offering	Cloud-based Technologies
		Officer Scheduling	Implement online scheduling of appointments for officers	Business Automation
	Provide other government agencies accessibility to County services (e.g. Sacramento County Office of Economic Development)	TBD	TBD	Accessible Government
	Remain compliant with government mandates through technological tools	Continuous	TBD	Business Automation

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Sheriff</b>	Provide valuable and cost-effective technology solutions to maintain and improve officer and public safety	Field Mobility	Improve mobility by providing Field Operations staff with secure and effective tools to access criminal justice and tactical information from the field	Information Security Business Automation
		New Public Safety Systems	Upgrade or replace the Computer Aided Dispatch, Records Management, Corrections Management, Mobile Data and Field Reporting systems	Information Security Business Automation
		GIS Upgrade	Participate in the ongoing GIS initiative to provide updates to the County GIS database allowing timely and accurate data for new roads, neighborhoods, developments and any changes in jurisdictions	Information Security
	Reduce paper and streamline data collection and querying/reporting tasks by utilizing digital tools, electronic document workflows and distribution	Digital Document Management System	Develop a document automation system to include processes for training/travel requests and policy acknowledgements	Business Automation
	Remain compliant with government mandates through technological tools	Continuous	TBD	Business Automation
	Research additional technology to determine the benefits and risks	TBD	TBD	Service Delivery Innovation
	Manage and protect sensitive criminal justice information	TBD	TBD	Information Security

# PROJECTS BY DEPARTMENT

## FINANCE

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Assessor</b>	Improve efficiency and service through digital document processes and automated workflows	Digital Signature	Improve digital document management process by adding a digital signature feature to transition from a paper process to a comprehensive online digital process	Business Automation
		Digital Document Management System	Upgrade existing software to accommodate both scanned images and documents with electronic signatures	Business Automation
	Improve the content, resources, and functionality of the County website	Website Enhancements	Improve the public website content and functionality. Ability for the public to find the information they need through the internet	Accessible Government
	Participate in the countywide objective of a GIS open data portal	TBD	TBD	Accessible Government
<b>Auditor-Controller</b>	Improve efficiency and service through digital document processes and automated workflows	Digital Document Management System	Implement the countywide digital document management system for automated workflows and end-of-life archiving	Business Automation
	Utilize emerging technologies to improve business functions	Workday Implementation	Implement the solution to modernize and replace the County's legacy financial system and provide the County one ERP solution for all business needs by integrating and upgrading the human resources/payroll system	Business Automation

# PROJECTS BY DEPARTMENT

## GENERAL GOVERNMENT

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Air Pollution Control</b>	Simplify permitting process through self-service tools and more payment options	Online Services	Enhance web based self-service tools; allow citizens to fill out forms, make payments and access information on the web and through the Accela Citizen Portal	Accessible Government
	Reduce paper by moving to a digital document process and automating workflows	Digital Document Management System	Implement the countywide digital document management system for automated workflows and end-of-life archiving	Business Automation
	Provide current information regarding burn days, air quality, etc. with a virtual map online	GIS Integration	Integrate the program to leverage faster updates	Cloud-based Technologies Accessible Government
<b>Central Services</b>	Improve efficiency and service through digital document processes and automated workflows	EFI Digital StoreFront	Use the cloud-based store front for printing service requests and project tracking to simplify the ordering process and encourage self-management of project initiation and status updates	Cloud-based Technologies Business Automation
	Develop an automated document system to manage end-of-life archiving	Digital Document Management System	Implement the countywide digital document management system for automated workflows and end-of-life archiving	Business Automation

# PROJECTS BY DEPARTMENT

## GENERAL GOVERNMENT

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Clerk of the Board</b>	Improve efficiency and service through digital document processes and automated workflows	Board Agenda Process Automation	Streamline County agenda workflow processes, and promote cross-departmental efficiency and collaboration in an effort to implement a digital solution to automate agenda practices. Continue to connect with citizens through meeting notices and agenda delivery over multiple digital devices	Business Automation
	Develop an automated document system to manage end-of-life archiving	Digital Document Management System	Implement the countywide digital document management system for automated workflows and end-of-life archiving	Business Automation
<b>Clerk Recorder</b>	Utilize emerging technologies to improve accessibility to public information	Remote Voting	Implement a new voting system to accommodate new voting laws allowing citizens to vote from any voting location	Business Automation Accessible Government
		Mobile Voting Information	Provide voter information through Placer Connect and text messages	Business Automation Accessible Government
		GIS Additions	Add information to GIS maps such as district lines and street number range. Create GIS overlays for population, demographics and voting analytics	Business Automation Accessible Government
		Online Services	Enhance online services so voters can customize information	Accessible Government

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>County Counsel</b>	Provide tools that enhance performance and research capabilities on active cases	Trial Director	Implement trial presentation tools enabling electronic presentation of video depositions and case evidence in a contiguous digital format	Business Automation
		Case Management System Upgrade	Upgrade the legacy system to a modern tool	Business Automation
		eDiscovery Software Upgrade	Upgrade the software to gain more efficiency in searching emails for evidence	Business Automation
	Develop an automated document system to manage end-of-life archiving	Digital Document Management System	Implement the countywide digital document management system for automated workflows and end-of-life archiving	Business Automation
	Improve efficiency and service through digital document processes and automated workflows	Digital Document Management System	Develop a document automation system to reduce paper and streamline data collection and querying/reporting tasks by utilizing digital tools, electronic document workflows and distribution	Business Automation
	Ensure cloud-based services maintain confidentiality and security	Countywide Security Policies	Establish policies aligned with national standards and regulations enabling the development of department specific security procedures to secure the County's IT infrastructure from internal and external threats	Cloud-based Technologies  Information Security

# PROJECTS BY DEPARTMENT

## GENERAL GOVERNMENT

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>County Executive Office</b>	Utilize emerging technologies to improve business functions	Online Voting Results	Provide voting results online	Accessible Government
		Board Agenda Process Automation	Implement a digital agenda process to automate County agenda practices, connect with citizens through meeting notices and agenda delivery over multiple digital devices, streamline workflow, and promote cross-departmental efficiency and collaboration	Business Automation
	Improve services by utilizing data from applications to generate metrics and conduct analyses	Placer Connect Metrics	Collect analytics from Placer Connect and develop reporting metrics to detail issue resolution	Business Automation
		VFA Facility	Implement capital improvement software to enable the generation of a countywide capital improvement plan	Business Automation
		Criminal Justice System Analytics	Collect data from the criminal justice system and display the information on an analytics dashboard	Business Automation
	Promote collaboration and information sharing by utilizing advanced video conferencing tools and digital communications	Video Conferencing/ Online Collaboration	Provide digital conferencing with enhanced options to create, manage and collaborate on documents during an online meeting, in a conference room, or both	Service Delivery Innovation

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>County Executive Office - Tahoe Region</b>	Promote collaboration and information sharing by utilizing advanced video conferencing tools and digital communications	Video Conferencing/ Online Collaboration	Provide digital conferencing with enhanced options to create, manage and collaborate on documents during an online meeting, in a conference room, or both	Service Delivery Innovation
	Upgrade network transport to increase internet speed	Cloud Readiness	Increase internet bandwidth and associated infrastructure to support cloud architecture	Service Delivery Innovation
	Utilize emerging technologies to improve business functions	Interactive Voice Response	Improve management of voicemail and text messaging	Service Delivery Innovation
		Website Transition	Enhance the public website and Tahoe page through improvements in access, design and tools for development	Service Delivery Innovation
	Improve technical support for Tahoe region	Technical Support Model	Assess staffing requirements for Tahoe operations to comply with defined service level agreements	Service Delivery Innovation
<b>Economic Development</b>	Develop digital tools to engage and assist users explore and create economic opportunities	Website Updates	Redesign the Division's webpages to engage users; improve the look, feel, and navigation of the website; provide access to real-time data, and ensure content is easy for editors to manage	Accessible Government
		Small Business Resource Center	Develop a Small Business Resource Center in South Placer that provides businesses with tools, information and resources	Accessible Government
	Provide tools to improve decision making and influence outcomes	GIS Tools	Implement tools that utilize GIS and data to improve decision making	Business Automation
		CoStar Market Analytics	Implement analytics and property search tools to improve decision making	Business Automation

# PROJECTS BY DEPARTMENT

## GENERAL GOVERNMENT



Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Emergency Services</b>	Utilize emerging technologies to improve business functions	Video Wall Control Center	Design an information wall using video projection, monitors and whiteboard capabilities with switcher and router controls	Business Automation
		Video Conferencing/ Online Collaboration	Provide digital conferencing with enhanced options to create, manage and collaborate on documents during an online meeting, in a conference room, or both	Business Automation
	Improve efficiency and service through digital document processes and automated workflows	Digital Document Management System	Implement the countywide digital document management system for automated workflows and end-of-life archiving	Business Automation
	Develop an automated document system to manage end-of-life archiving			

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Human Resources</b>	Manage the lifecycle of an employee from application to retirement with emerging technologies	Digital File Management	Digitize active employee personnel files	Business Automation
		Digital Application Process	Evaluate options to enhance the application tracking technology	Business Automation
		Digital Onboarding Process	Migrate the current HR onboarding process to a digital environment	Business Automation
	Improve education tools by implementing online learning	Expansion of Online Learning	Develop a learning environment which includes online learning tools and tool development with options for tracking department specific training	Business Automation
	Increase online functionality to encourage self-service	Mobile Device Software	Implement software applications that are adaptive to mobile devices	Accessible Government
		Placer Connect Expansion	Expand to include information on Placer County as an employer of choice	Accessible Government
	Expand technology options for recruitment and onboarding	Skype for Business	Make distance recruiting and communication more accessible by utilizing video conferencing for interviews and meetings	Business Automation

# PROJECTS BY DEPARTMENT

## GENERAL GOVERNMENT

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Library</b>	Modernize operations to improve efficiency and expand services	Upgrade Integrated Library System	Upgrade the existing Integrated Library System (ILS) with a solution to meet the developing needs of the County's libraries and the public which includes: support for materials acquisition; an online public access catalog; ability to share services and catalog with other local agencies; patron circulation and accounts; cataloging and processing; reporting and third party integration of RFID; automated materials handling and electronic payment	Accessible Government  Business Automation
		Public Single Sign-on	Implement a single sign-on system for citizens to connect to all components of the Integrated Library System	Accessible Government
		Mobility	Become more mobile with the use of tablets, iPhones and smartphone applications	Service Delivery Innovation
	Provide self-service opportunities through additional online self-service tools	Self-service Applications	Use kiosks and web applications for self-service as the preferred checkout, check in, catalog lookup, fine and fee payment and placing holds on books and media in order to reduce the cost of routine customer transactions	Accessible Government  Business Automation
	Improve efficiency and service through digital document processes and automated workflows	Digital Document Management System	Provide documents and records for access online	Accessible Government
		Digital Scheduling	Implement a digital solution for staff scheduling	Business Automation
	Increase bandwidth at library facilities	Library Bandwidth Upgrades	Increase throughput to all Library branches to support public internet access needs	Service Delivery Innovation

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Public Information Office</b>	Utilize flexible, efficient and cost-effective cloud solutions	Digital Collaboration	Use chat and cloud project management applications to encourage collaboration with the ability to share files, edit calendars or manage scheduling	Business Automation
	Utilize digital platforms to foster communication with citizens and employees	Video Conference Updates	Upgrade video conferencing functions to allow citizens to remotely view and engage in public meetings	Accessible Government
		Employee Mobile Application	Use an application for employees to instantly communicate recommendations, suggestions, or feedback and to facilitate remote workers engagement with the intranet and ability to stay informed	Business Automation
		Implement Instant Messaging	Utilize Skype for Business to improve staff communication	Business Automation Service Delivery Innovation
		Video Conferencing/ Online Collaboration	Provide digital conferencing with enhanced options to create, manage and collaborate on documents during an online meeting, in a conference room, or both	Business Automation
		Placer Connect	Establish an efficient process to allow information received to be tracked and delivered directly to the appropriate department	Business Automation
		Online Calendar Enhancements	Improve online calendaring functions on the public website to allow the public to search, sort and prioritize events	Accessible Government

# PROJECTS BY DEPARTMENT

## GENERAL GOVERNMENT

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Revenue Services</b>	Provide self-service opportunities through additional online self-service tools	Public Website Enhancements	Enhance the site by: (1) increasing the availability of self-service tools which allow citizens to complete forms, make payments and access information; and (2) developing a management function for the Transient Occupancy Tax (TOT) program in order to submit applications online, calculate taxes and gather data to increase revenue generated from TOT payments	Service Delivery Innovation  Accessible Government
		Self-service kiosks	Deploy multiple self-service options (e.g. counter, web and kiosk) allowing credit card and debit card payments. For Tahoe and Roseville offices, add kiosks where citizens not only can make payments but can assess and verify information, comply with TOT ordinance requirements and submit specific requests to staff	Service Delivery Innovation  Accessible Government
	Utilize emerging technologies to improve business functions	CUBS Replacement	Replace current collections software system (CUBS) and evaluate other systems for managing payments, collections and data requests	Service Delivery Innovation
		Interactive Voice Response	Use Interactive Voice Response (IVR) to setup call forwarding workflows to automatically route calls to the appropriate person	Business Automation

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Risk Management</b>	Use technology to improve collaboration and document management	Digital Document Management System	Develop a document management system to reduce paper and streamline data collection and querying/reporting tasks by utilizing digital tools, electronic document workflows and distribution	Business Automation
	Enable better two-way communications and self-management of claims	Placer Connect Expansion	Improve tort claim processing without soliciting claims from citizens	Accessible Government
<b>Telecommunications</b>	Upgrade network transport infrastructure necessary to deliver emerging technologies	Cloud Readiness	Increase internet bandwidth and associated infrastructure to support cloud-based and collaborative applications (Office 365 Skype for Business, Work Day, etc.)	Service Delivery Innovation Cloud-based Technologies
		Disaster Recovery Plan	Redesign core network to enhance network resiliency and update infrastructure disaster recovery plan	Service Delivery Innovation Cloud-based Technologies
		Cable Infrastructure	Design Cable Infrastructure to support the Dewitt Master Plan	Service Delivery Innovation Cloud-based Technologies
	Enhance digital collaboration through business automation solutions	Wi-Fi Upgrade	Improve access across County locations	Service Delivery Innovation
		Video Conferencing System	Implement the next generation of video conferencing systems to improve collaboration	Service Delivery Innovation Business Automation

# PROJECTS BY DEPARTMENT

## GENERAL GOVERNMENT



Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Telecommunications (continued)</b>	Improve citizen accessibility to County services through innovative solutions	Telephony Systems	Deploy systems to improve citizens' accessibility to services (Interactive Voice Response System, Unified Communications, Automated Call Distribution systems, Call Recording Systems, and several NEC PBX systems)	Service Delivery Innovation  Accessible Government
		HD Broadcast	Upgrade the video production systems to support High Definition broadcast	Service Delivery Innovation  Accessible Government
		Closed Captioning	Expand closed captioning services to include Planning Commission meetings	Service Delivery Innovation  Accessible Government
	Complete the Countywide Interoperable Radio Network	Countywide Interoperable Radio Network Completion	Optimization of West and I-80 zones; migrate Sheriff Office onto new digital radio network and complete site acquisition and development of Tahoe zone	Service Delivery Innovation  Information Security

# PROJECTS BY DEPARTMENT

## HEALTH & WELFARE

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Adult Systems of Care (ASOC) &amp; Children's Systems of Care (CSOC)</b>	Streamline workflow by implementing native processes within Avatar's current platform	Avatar Digital Forms	Create electronic forms and automated workflows for data entry into Avatar	Business Automation
		Avatar Document Imaging	Enable scanning feature of health records and create online patient charts; implement business rules around retention policies	Business Automation
		Implement Managed Services Organization	Add an automated billing module for authorization application to streamline processes and to remove duplicate data entry	Business Automation
		Avatar KPI Module	Implement the module to enable the gathering of performance metrics	Business Automation
		Online Authorization for Substance Abuse	Allow digital authorization for substance use	Business Automation
		Avatar Add-ons	Enable dictation, RevConnect for eligibility, and Medical Eligibility Data System	Business Automation
		Integrate Payroll and Avatar Timesheet Process	Create a single data entry process for capturing productivity and employee work time in both County payroll system and Avatar simultaneously	Business Automation
		Avatar Enhancements	Activate the intake, billing rules and preadmit modules within Avatar to streamline business processes	Business Automation
		My Health Point	Enable access for patients to check their medical status online	Accessible Government
		Health Information Exchange	Enable access to share data with other health entities	Accessible Government
	Single Sign-on	Enable on all Avatar systems	Business Automation	
Reduce time of employee onboarding with Avatar learning modules	Avatar Training Modules	Utilize the Avatar training service to develop training materials	Business Automation	

# PROJECTS BY DEPARTMENT

## HEALTH & WELFARE

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Adult Systems of Care (ASOC) &amp; Children's Systems of Care (CSOC) (continued)</b>	Utilize emerging technologies to improve business functions	Child Welfare Digital Services Migration (CSOC only)	Migrate to the new platform including its improved set of services using the agile process to enhance user experience and introduce new capabilities currently not provided by legacy systems	Business Automation
		Interactive Voice Response system (IVR)	Improve phone routing by implementing a telephony menu that enables identification, segmentation, and routing of callers	Business Automation
		Data Warehouse	Create a warehouse system of current and historical data used for reporting and data analysis	Business Automation
		Online Services	Expand web based services to include two-way communication and descriptions of available services provided by the Department	Accessible Government
		GIS Data Mapping	Expand overlays to meet the Medi-Cal Managed Care mandates	Accessible Government Business Automation
		Video Editing	Implement technologies for editing images, video and web documents	Business Automation
	Become more mobile with use of tablets, web applications and enabling personal hotspots	Mobile Hotspots	Enable mobility from a vehicle, or remote location for field staff to access County services	Business Automation

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Animal Services</b>	Become more mobile with use of tablets, web applications and enabling personal hotspots	Mobile Hotspots	Enable mobility from a vehicle, or remote location for Field Officers to access County services	Business Automation
	Provide self-service opportunities through additional online self-service tools	Volunteer Online Registration	Allow volunteers to sign up for time slots online enabling a paperless process	Business Automation
		Mobile Payments for Animal Licenses	Create an application to allow citizens to make direct, secure and accurate payments for animal licenses	Accessible Government
		Expand Placer Connect	Expand functionality to the Animal Services features on Placer Connect	Accessible Government
		Services on Tahoe and Roseville kiosks	Add kiosks to the Tahoe and Roseville offices where citizens can get information, use all Animal Services online features and register and pay for animal licenses	Accessible Government
	Utilize advanced video conferencing tools to promote collaboration and better communication	Video Conferencing/ Online Collaboration	Include Animal Services in the countywide project	Business Automation
<b>Child Support Services</b>	Improve accessibility to County employee services	MyPlacer & Services Accessibility	Improve accessibility for County employees to connect and utilize employee services and MyPlacer	Business Automation
	Utilize emerging technologies to improve business functions	Placer Connect Expansion	Add contact information for CSS, office locations, payment locations, and other general information	Business Automation Accessible Government
	Develop an automated document system to manage end-of-life archiving	Digital Document Management System	Implement the countywide digital document management system for automated workflows and end-of-life archiving	Business Automation

# PROJECTS BY DEPARTMENT

## HEALTH & WELFARE

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Environmental Health</b>	Becoming more mobile with use of tablets, web applications and enabling personal hotspots	Mobile Hotspots	Enable mobility from a vehicle or remote location	Business Automation
	Utilize emerging technologies to improve business functions	Drone Technology	Authorize the ability to fly drones over the scene of an environmental accident	Business Automation
	Provide self-service opportunities through additional online self-service tools	Electronic Payments	Improve digital payment options to create a better experience for citizens	Accessible Government
		Services Functionality on Placer Connect	Expand the reporting functionality on Placer Connect to manage claims and complaints	Accessible Government
		Services on Tahoe and Roseville kiosks	Add kiosks in Tahoe and Roseville County offices where citizens can get information, use all Environmental Health online services and register and pay fees and request information	Accessible Government
	Utilize advanced video conferencing tools to promote collaboration and better communication	Video Conferencing/ Online Collaboration	Provide digital conferencing with enhanced options to create, manage and collaborate on documents during an online meeting, in a conference room, or both.	Business Automation
<b>Human Services</b>	Improve efficiencies through digital sharing of secure information across departments and other government agencies	Division Intranet	Develop an intranet to post Division and state program information to enhance communications	Business Automation
		Digital Signature	Improve digital document management process by adding a digital signature feature to transition from a paper process to a comprehensive online digital process	Business Automation

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Human Services (continued)</b>	Utilize emerging technologies to improve business functions	Workstation Cameras	Installation of workstation cameras to allow users to keep laptops docked when participating in a video conference	Business Automation
		Implement Instant Messaging	Utilize the instant messaging application of Skype for Business to improve staff communication	Business Automation Service Delivery Innovation
		DVS Software Expansion	Expand the DVS Call Recording Software to increase the calls recorded for QA/QC purposes	Business Automation
		Workforce Management Implementation	Implement the software to optimize Call Center performance with the utilization of the staff scheduling application	Business Automation
	Implement CalWIN enhancements to improve client communication	CalWIN Enhancements	Implement digital signature and client notification via email or text	Accessible Government Business Automation
	Provide flexible, on-demand training through a countywide elearning program	Enhance eLearning	Enhance the existing program to include Human Service specific trainings in order for staff to complete assigned or elective courses	Business Automation
	Develop an automated document system to manage end-of-life archiving	Digital Document Management System	Implement the countywide digital document management system for automated workflows and end-of-life archiving	Business Automation
	Enhance communication with the public by utilizing social media tools	Web Chat Enhancement	Enhance online communication with citizens through web chat to answer their questions or address issues	Accessible Government

# PROJECTS BY DEPARTMENT

## HEALTH & WELFARE

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Public Health</b>	Utilize technology to streamline processes and create efficiencies	Implementation of a Health Information Exchange (PreManage)	Implement PreManage, a health information exchange between hospitals, HHS, and service delivery partners in the community	Business Automation
		Data Storage - Sharing of Information (Inter-departmental)	Develop a data warehouse to facilitate sharing of information between divisions within HHS and with other County departments in order to improve the client service experience	Service Delivery Innovation
		GIS Mapping of Field Cases	Use GIS to map field cases for graphical view of countywide health concerns	Business Automation
	Provide self-service opportunities through additional online self-service tools	Online payments	Enable for patients to make direct, secure and accurate payments	Accessible Government
		Self-service kiosks	Install kiosks in the Medical Clinic or new HHS building for citizens to access Whole Person of Care program information, vital statistics and death certificates	Accessible Government
	Use social media and other outlets to create more two-way communication opportunities	Services Functionality on Placer Connect	Utilize the application to track and manage public feedback	Accessible Government
		Social Media Enhancements	Create two-way communication opportunities through social media	Accessible Government

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Veteran Services</b>	Improve information security measures	Information Security Policies	Develop policies and procedures which secure client information and safeguard its confidentiality as well as expand the Department's level of awareness, knowledge and skill to avoid information security incidents	Information Security
	Reduce paper and streamline data collection by utilizing digital tools, electronic document workflows and distribution	Digital Document Management System	Implement the countywide digital document management system for automated workflows and end-of-life archiving	Business Automation
	Utilize emerging technologies to improve business functions	Personal Identity Verification Card Access	Implement a secure solution for card readers to access Federal services	Information Security
		Kiosk Expansion	Upgrade and expand kiosk use throughout Placer County enabling signature capabilities. Utilize kiosks for intake allowing employees to work remotely	Business Automation Accessible Government
		Placer Connect Expansion	Expand to initiate, track and manage documentation such as pension forms	Business Automation Accessible Government
	Expand video conferencing for seminars	Video Conferencing/ Online Collaboration	Provide digital conferencing with enhanced options to create, manage and collaborate on documents during an online meeting, seminar, or in a conference room	Service Delivery Innovation

# PROJECTS BY DEPARTMENT

## PUBLIC WAYS, FACILITIES & COMMUNITY DEVELOPMENT



Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Agricultural Commission</b>	Expand the information management system by utilizing GIS for permitting	Database Management - Aerial Photos Update	Update aerial photos to improve the current database	Business Automation Accessible Government
	Utilize emerging technologies to improve business functions	New Report Management Database	Update the Access Database to a new system enabling workflows for report management	Business Automation
		Placer Connect Expansion	Add bear incident reporting to Placer Connect	Accessible Government
		Daily Ag Report Collaboration	Utilize partner County tools to create the Daily Ag Report	Business Automation
	Use online tools to manage claims more effectively	TBD	TBD	Accessible Government

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Community Development Resource Agency</b>	Utilize digital tools for the planning and permit operations	Digital Plan Review	Utilize automated tools to allow electronic review and submission for building plan checks, improvement plans and final maps	Business Automation  Accessible Government
		Online Operations	Expand online permitting operations to include complex building permits, planning entitlements, improvement plans and maps which will reduce paper and streamline the process	Business Automation  Accessible Government
	Implement an automated routing system to minimize travel and maximize the workday	Call Routing Software	Implement an automated routing system with the capability to manage inspection service calls and with the ability to designate daily work demand, travel times, hours to perform services, staff availability, and weight of request	Business Automation
	Develop online self-service tools to schedule permit appointments and to post wait times	Online Self-service Tools	Develop tools that will allow customers to monitor wait times for front counter services and schedule appointments	Accessible Government
	Utilize emerging technologies to improve business functions	Drone Technology	Utilize drones for planning and code compliance	Business Automation
		Electronic Campus Maps	Install digital campus maps at both Auburn and Tahoe CDRC facilities to provide self-service platforms to allow citizens the ability to identify their present location, access directions to other County facilities and view a list of services provided	Accessible Government
		Data Collection with GIS	Collect field data on mobile devices to access GIS maps and databases	Business Automation

# PROJECTS BY DEPARTMENT

## PUBLIC WAYS, FACILITIES & COMMUNITY DEVELOPMENT

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Facilities and Department of Public Works</b>	Utilize technology to promote passenger retention and make access to public transportation easier and more manageable	Nextbus System	Implement the tracking system to enable the public to find bus stops	Accessible Government
		Online and Mobile Bus Fares	Implement an online sales system and a mobile application to purchase bus fares	Business Automation Accessible Government
		Public Transportation Wi-Fi	Provide Wi-Fi on public transportation	Accessible Government
	Utilize technology that will embrace safety for citizens and employees	Security Camera System	Install new camera systems on buses for safety & security	Information Security
		Closed Caption Screens	Install closed caption screens	Information Security
		Security Video Editing Software	Provide video editing software for supervisors	Information Security
		Campus Security Cameras	Install security cameras on County facilities	Information Security
		Drone Technology	Utilize drones for bridge inspections and integrating GIS mapping	Information Security Business Automation
	Promote safety by upgrading and installing automated software for alerts and forecasting	Flood ALERT Upgrades	Complete upgrades to flood ALERT system of gages	Information Security
		Flood Forecasting Software	Incorporate software to provide real-time forecasting and early public warnings	Information Security
	Increase efficiency through utilization of automated software for road signage, fleet management and forecasting capital expenditures	KeyValet Integration	Integrate KeyValet software for an automated fleet management system for a total solution to manage and maintain County motor pool vehicles	Business Automation

Departments/ Divisions	Objectives	Projects	Project Descriptions	Strategic Plan Initiatives
<b>Facilities and Department of Public Works (continued)</b>	Remove technology redundancy by reducing the amount of repetitious applications used to do the same job	StreetSaver Software	Install new software to incorporate road infrastructure management and asset management in one mobile application	Business Automation
	Develop a document automation system	Digital Document Management System	Develop a document automation system to reduce paper and streamline data collection and querying/reporting tasks by utilizing digital tools, electronic document workflows and distribution	Business Automation
	Utilize emerging technologies to improve business functions	FAMIS Cloud Software Upgrade	Upgrade to the latest cloud offering and decommission the on-premise environment	Cloud-based Technologies
		VFA Facility	Implement capital improvement software for building valuation	Business Automation
		AssetWorks Upgrade	Migrate AssetWorks to the cloud	Cloud-based Technologies
		Storyboard Exhibits with Photoshop	Enable engineers to create a "storyboard" using Photoshop for exhibits	Business Automation
		Upgrades for Engineering Power Users	Issue engineering power users computers and technologies needed to implement projects	Business Automation
		Mobile Device Upgrade	Engineering mobile device upgrade	Business Automation
		Dash board Design	Implement an onboard telematics system for data collection and management to optimize fleet performance	Business Automation
Online Facilities and Parks Reservation System	Implement an online system to allow citizens to reserve ballfields, campgrounds, memorial halls and Hidden Falls parking	Accessible Government		

# INFORMATION TECHNOLOGY PROGRAMS

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The County's Information Technology programs consist of two separate Internal Service Funds, the Information Technology Division and the Telecommunications Division.

## INFORMATION TECHNOLOGY DIVISION

### Enterprise Support Services Group

The Enterprise Support Services group of Information Technology is responsible for enterprise-class systems and solutions. The group consists of two teams:

#### The Enterprise Support Team

The Enterprise Support Team is responsible for the availability, administration, support, and maintenance of the County's external website and the County's internal SharePoint intranet solution (MyPlacer). This team partners with and supports technical staff in other County departments who provide content updates to the external website and to MyPlacer. This team provides consultation assistance on solutions requiring web-enablement, SiteCore and SharePoint.

The Enterprise Support Team also includes the Project Management Office (PMO). The PMO provides enterprise-class project management oversight and planning for major information technology initiatives across the enterprise.

#### The Application Support Team

The Application Support Team is responsible for the availability, administration, support, and maintenance of the County's Automated County Online Resource Network (ACORN) and Performance Accounting

Series (PAS) solution environments. Additionally, this team is responsible for Oracle and SQL database administration and offers database consultation services to County departments.

The Enterprise Support Services group maintains a ten-year capital replacement plan which includes hardware and software upgrades, customer driven maintenance, and other support as required.

### Customer Support and Infrastructure Services Group

The Customer Support and Infrastructure Services group of Information Technology has primary responsibility for direct IT customer support to users via the Customer Service Center and for enterprise infrastructure and data systems via the Infrastructure Services Team.

#### The Customer Support Team

The Customer Services Team is responsible for coordinating the administration, support, and maintenance of countywide support applications. This team is also responsible for the staffing, support, and administration of the network Customer Service Center, the data center, and network change management.

#### The Infrastructure Services Team

The Infrastructure Services Team is responsible for the availability, administration, support, and maintenance of enterprise-wide Windows-based systems and solutions. This team provides technical support for the County's networked business computing environment and manages the County's email, web conferencing, remote access, and file service solutions. This team

provides Windows system administration and manages an enterprise-class Storage Area Network (SAN) which houses the County's data. County departments may enter into a Service Level Agreement (SLA) with the team to host and manage servers and associated storage within the County's primary data center for their dedicated Department Specific Applications.

### **The Security Services Team**

The Information Security Team is responsible for implementing a comprehensive security program designed to protect the County networks, systems, and data. Additional responsibilities include the enforcement of security policies and procedures, security awareness programs, auditing and forensics, and applicable industry and governmental compliance.

### **Application Support Services Group**

The Application Support Services Group is responsible for providing information technology support services to the Human Services, Environmental Health, Children's System of Care, Adult System of Care, Community Health/Clinics and Animal Services divisions of the Health & Human Services Department.

## **TELECOMMUNICATIONS SUPPORT SERVICES DIVISION**

The Telecommunications Support Services Division of Information Technology includes network infrastructure and telecommunications services, radio services and media services. This Division has four responsibilities: countywide data network systems, voice network systems, two-way radio systems and media services.

### **The Network Infrastructure / Telecommunications Services Team**

The Network Infrastructure / Telecommunications Services Team is responsible for the administration, support, and maintenance of the wide area network, local area networks, networking equipment, structured cabling, and backup power systems. This team is also responsible for the administration, support, and maintenance of the voice network, centralized voice mail system and call accounting system. This team assists other County departments in defining and implementing their individual telecommunications needs and coordinates all new additions to the production and test data networks.

### **The Radio Services Team**

The Radio Services Team manages and maintains the Countywide Radio Network and the SCADA (Waste Water Management) network. In addition, this team supports the County's Public Safety Dispatch Center and the Office of Emergency Services Center.

### **The Media Services Team**

The Media Services Team provides complete media solutions to all County departments using advanced audio/visual technologies. In addition, this team provides production and post production service support for the Board of Supervisors' meetings and the Planning Commission hearings.

The Telecommunications Division maintains a five-year capital replacement plan which includes hardware and software upgrades, customer driven maintenance, and other support as required.



# INFORMATION TECHNOLOGY STAFF

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Information Technology Management Team (left to right): **Kevin Krogsrud** (IT Division Manager); **Jarrett Thiessen** (Deputy Director of Information Technology); **Michael Spak** (IT Division Manager); **Mike Lewis** (IT Division Manager); and **Dieter Wittenberg** (IT Division Manager)

County information technology services are provided to users by two primary methods, the centralized County Information Technology Division and by technology staff embedded within the various County departments. The total staff for IT and Telecommunications are 82, and the total of all other County departments and special districts are 34 staff for an overall County total of 116.

## Information Technology Division

Sixty-three staff that support the programs and services in the groups and teams indicated in the Informational Technology Programs appendix.

## Telecommunications Services Support Division

Nineteen staff that support the programs and services

in the groups and teams of the Telecommunications Division.

## Criminal Justice

Fifteen staff located in: Sheriff (11), District Attorney (2), Probation (2)

## Other Departments

Seventeen full time allocations located in: Assessor (3), Auditor-Controller (3), Clerk-Recorder (3), Community Development Resources Agency (3), Public Works & Facilities (3), Human Resources (1), Treasurer Tax Collector (1).

## Special Districts

Two full time allocations located in: Air Pollution Control (1), Child Support (1)

# MATRIX OF SERVICES

County information technology services are provided to users by two primary methods, the centralized County Information Technology Division and by technology staff embedded within the various County departments.

AGENCY OR DEPARTMENT	SERVICE DESK	DESKTOP	MOBILE	NETWORK	TELECOM - PHONE & VOICEMAIL
<b>CRIMINAL JUSTICE</b>					
DISTRICT ATTORNEY	D	D	D	IT	IT
PROBATION	D	D	D	IT	IT
SHERIFF-CORONER-MARSHAL	D	D	D	IT	IT
<b>FINANCE</b>					
ASSESSOR	D	D	D	IT	IT
AUDITOR-CONTROLLER	D	D	D	IT	IT
TREASURER-TAX COLLECTOR	D	D	D	IT	IT
<b>GENERAL GOVERNMENT</b>					
ADMINISTRATIVE SERVICES	IT	IT	IT	IT	IT
BOARD OF SUPERVISORS	IT	IT	IT	IT	IT
CLERK OF THE BOARD	IT	IT	IT	IT	IT
CLERK-RECORDER	D	D	D	IT	IT
COUNTY COUNSEL	IT	IT	IT	IT	IT
COUNTY EXECUTIVE OFFICE	IT	IT	IT	IT	IT
HUMAN RESOURCES	IT	IT	IT	IT	IT
LIBRARY	IT	IT	IT	IT	IT
<b>HEALTH AND WELFARE</b>					
ADULT SYSTEM OF CARE	IT	IT	IT	IT	IT
CHILDREN'S SYSTEM OF CARE	IT	IT	IT	IT	IT
CHILD SUPPORT SERVICES	D	D	D	D	IT
HUMAN SERVICES	IT	IT	IT	IT	IT
PUBLIC HEALTH / WHOLE PERSON CARE	IT	IT	IT	IT	IT
VETERANS SERVICE OFFICE	IT	IT	IT	IT	IT
<b>PUBLIC WAYS, FACILITIES AND COMMUNITY DEVELOPMENT</b>					
AGRICULTURAL COMMISSIONER / WEIGHTS & MEASURES	IT	IT	IT	IT	IT
COMMUNITY DEVELOPMENT RESOURCE AGENCY	D	D	D	IT	IT
BUILDING INSPECTION	D	D	D	IT	IT
ENGINEERING & SURVEYING	D	D	D	IT	IT
FACILITY SERVICES	D	D	D	IT	IT
FARM ADVISOR	IT	IT	IT	IT	IT
PUBLIC WORKS	D	D	D	IT	IT
<b>EXTERNAL ENTITIES AND SPECIAL DISTRICTS</b>					
PLACER COUNTY FIRE	D	D	D	D	IT
GRAND JURY	IT	IT	D	IT	IT
AIR POLLUTION CONTROL DISTRICT	D	D	D	IT	IT

IT = Information Technology Division D = Department Provided B = Both

The following table indicates the various services that are provided by the Information Technology Division (IT) versus those provided by Departments (D).

HOSTING SERVICES - SERVER	EMAIL	APPLICATION SUPPORT	WEB	MEDIA SERVICES	PROJECT MANAGEMENT	RADIO
<b>CRIMINAL JUSTICE</b>						
D	IT	D	IT	IT	D	IT
D	IT	D	IT	IT	D	IT
D	IT	D	IT	IT	D	IT
<b>FINANCE</b>						
IT	IT	D	IT	IT	D	N/A
IT	IT	B	IT	IT	D	N/A
IT	IT	D	IT	IT	D	N/A
<b>GENERAL GOVERNMENT</b>						
IT	IT	IT	IT	IT	IT	N/A
IT	IT	IT	IT	IT	IT	N/A
IT	IT	IT	IT	IT	IT	N/A
D	IT	D	D	IT	D	N/A
IT	IT	IT	IT	IT	IT	N/A
IT	IT	IT	IT	IT	IT	N/A
IT	IT	B	IT	IT	IT	N/A
IT	IT	IT	IT	IT	IT	N/A
<b>HEALTH AND WELFARE</b>						
IT	IT	IT	IT	IT	IT	N/A
IT	IT	IT	IT	IT	IT	N/A
D	D	D	D	IT	D	N/A
IT	IT	IT	IT	IT	IT	N/A
IT	IT	IT	IT	IT	IT	N/A
IT	IT	IT	IT	IT	IT	N/A
<b>PUBLIC WAYS, FACILITIES AND COMMUNITY DEVELOPMENT</b>						
IT	IT	IT	IT	IT	IT	N/A
IT	IT	D	IT	IT	D	N/A
IT	IT	D	IT	IT	D	N/A
IT	IT	D	IT	IT	D	N/A
IT	IT	D	IT	IT	D	N/A
IT	IT	IT	IT	IT	IT	N/A
IT	IT	D	IT	IT	D	N/A
<b>EXTERNAL ENTITIES AND SPECIAL DISTRICTS</b>						
D	D	D	D	IT	D	IT
D	D	IT	D	IT	D	N/A
IT	IT	D	IT	IT	D	N/A

# INFORMATION TECHNOLOGY DIVISION LINES OF BUSINESS

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## CORE IT SERVICES

Core IT Services are provided for the benefit of all County departments and include the following:

- Data Center Services
- Security Services
- Enterprise Systems Services
- Countywide Application and Solution Services
- Customer Service Center (Help Desk)

### Data Center Services

The County's primary data center is located in the Finance Administration Building in Auburn and the Disaster Recovery Data Center is located at the South Placer Justice Center in West Roseville. Both data centers are accessible only through card key controlled doors and are monitored continuously (Sonitrol and Sensaphone). The County's data centers are equipped with redundant power supplies. There are redundant batteries for guaranteed uninterrupted power delivery as well as redundant generator capacity to supply power for long term outages. All equipment racks have redundant Power Distribution Unit (PDU) connections. There is 24/7 monitoring and problem resolution for power and cooling provided by Facility Services.

### Security Services

Provides reliable and effective security solutions to protect information and information systems. These services include:

#### Network Security Systems

Policies and procedures implemented to avoid and keep track of unauthorized access, exploitation,

modification, or denial of the network and network resources.

#### Network Security Consulting

Includes the architectural design, implementation of security compliance applications to increase protection from ongoing security threat activity.

#### Remote Access

Remote Access is a fully managed solution for Placer County employees and business partners requiring secure remote access to the Placer County Network resources. This service provides standards based encryption technology, while performing authentication and authorization of users according to their profiles, allowing them to access to a pre-authorized list of division/department resources.

### Enterprise Systems Services

Provides database administration, HP-UX administration and web support for both internal and external web sites. These services include:

#### Oracle Database Administration

Placer County IT performs all activities related to maintaining a successful database environment. These activities include designing, implementing, maintaining the database system, establishing policies pertaining to the management, security, maintenance, and use of the database management system.

#### HP – Unix System Support

Centrally managed hardware platform based on the UNIX Operating System (OS) software that includes daily monitoring, 24/7 support, installation and configuration, patch management, and security scanning.

## Web and Business Process Solutions

Placer County IT performs all activities related to maintaining a successful web environment, including the administration, availability, support, and maintenance of the County's external website and intranet infrastructure.

## Countywide Application and Solution Services

IT provides software application implementation, maintenance, and management of countywide applications and solutions to meet the business needs of Placer County. These services include:

### Placer County Email

Placer County provides a feature rich email system at a high constant quality level that is reliable and secure. Features of the email system include:

- virus protection
- spam filtering
- secure email encryption
- email archiving
- Outlook web access
- calendaring
- address book
- tasking
- distribution lists
- resource/room mailboxes
- email reporting and analysis
- unified data protection
- high availability network and server infrastructure
- back-up and recovery services

### Countywide Application Support

Provides countywide software application maintenance and management to meet the business needs of Placer County including:

- application support
- patch management
- interface management
- vendor support
- reports

### Customer Service Center (Help Desk)

The Placer County IT Division's Customer Service Center (CSC) functions as the first line of contact for problem reporting, tracking and resolution for departments. The Customer Service Center provides high quality personal assistance, timely problem resolution and effective courteous service to its customers in various lines of business. Our trained staff provides remote desktop support and first call resolution of requests for service received by the CSC. Under the umbrella of the Customer Service team are several other countywide processes that include:

#### ▪ Network Change Management

Provides the process of controlling modifications to hardware, software, firmware, and documentation to ensure that information resources are protected against improper modification before, during, and after system implementation.

#### ▪ Hardware/Software Maintenance

Provides customers with problem resolution, patch management, needs analysis of the desktops for countywide infrastructure, and complete system lifecycle management. Specialists in this service area have developed processes for troubleshooting and maintenance of desktops. Their experience provides flexible configurations to meet customer business needs. The following are some of the services that are available to customers:

- desktop problem resolution of countywide applications

# LINES OF BUSINESS (CONTINUED)

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- automated software patch and software installation/upgrade services for countywide applications
- hardware and software recommendations

## Countywide Planning Initiatives

Technology is one of the key elements of alternative service delivery models that allow Placer County to provide cost-effective quality service. Use of technology will improve online delivery of public services by providing services 24/7. Placer County must make numerous decisions each year concerning information technology projects, which projects are best for the County, which projects meet the County business objects, which are the most cost-effective, and which projects should be funded. The IT Division in conjunction with the Technology Governance Committees work together to assure that an IT Strategic Plan is developed and aligns with the Placer County mission, "To provide responsive, efficient and effective public services that promote the health, safety, well-being and prosperity of our citizens while protecting our environmental resources and preserving the rich heritage of our region."

## SERVER HOSTING SERVICES

IT provides hosting services for both physical and virtual servers per Hosted Server Service Description. These services include:

- Server Infrastructure
- Windows System Administration
- Enterprise-class Storage Network (SAN) Administration

## Server Infrastructure

Server Infrastructure is the physical hardware used to interconnect applications and users. This includes, but is not limited to, the microprocessors, random access memory, hard disk, and networking devices that provide and control that access. This infrastructure benefits Placer County by allowing applications to be delivered to users from a centralized set of hardware while consolidating and protecting the data generated by users from loss. Disaster Recovery Architecture and Operation provides an effective coordination process across relevant ministries to administer the current and future recovery response operations at the time of a disaster declaration.

## Windows System Administration

Microsoft Windows Server operating system that includes daily maintenance, 24/7 support, and monitoring, installation and configuration, patch management and security scanning. Features of this service include:

- fully automated operating system and patch deployment
- access to experts
- recommendations and support for installing applications
- support for selection, configuration and deployment
- supports clustering and/or load balancing

## Enterprise-class Storage Area Network (SAN) Administration

The SAN Network allows for a large amount of disk storage that can be used over separate servers for data storage. This allows Placer County IT to combine

data storage needs and maintain data in one location thus streamlining data protection needs such as disaster recovery, data protection and availability of data through redundancy.

## **DATA STORAGE F: & T: DRIVES**

Provide reporting on the departmental data storage utilized on the F: and T: drives for file storage.

The F: drives are personal storage drives for each employee with a PLACERCO account. It is currently unlimited in terms of space. Employees can store work files and folders on their F: drive indefinitely. The benefit of using the F: drive is that work files are available quickly and easily to workers from their County workstation. The F: drives are secure so that each employee can view only their F: drive.

The T: drive is the departmental level data storage drive for each department. It is an allocated storage area on a County file server for County departments to store and share work files and folders. It is also unlimited in terms of space and time, i.e. files never expire. The T: drive for each department can only be viewed by members of that department as defined in Active Directory. The benefit of using the T: drive is that it provides a very convenient way to share work product amongst members of a department and creates a location for long-term archive and search of that work.

## **DEDICATED APPLICATION SUPPORT STAFF**

Dedicated IT Staff provided to maintain and support Department Specific Applications. This dedicated application maintenance and support services will be based on a mutually agreeable service agreement that includes patch management, interface management, vendor support, reporting support, and

application maintenance with the department that utilizes the specific application.

## **COUNTYWIDE ENTERPRISE SERVICES**

Provide support to CEO initiatives as well as being closely aligned with business units in support of efficient and effective business process solutions.

### **Enterprise Resource Planning (ERP) solution**

ERP systems are accounting-oriented information systems. Placer County currently uses PeopleSoft (ACORN). The IT Department currently supports and administers all enhancements to ACORN.

### **Countywide Financial Systems**

Placer County IT performs all activities related to the administration, availability, support and maintenance of the Performance Accounting Series (PAS) which is the County's financial management system. The system provides countywide functional data such as budget reporting & tracking, procurement & inventory management, treasury management, labor cost distribution, cost and revenue tracking, project billing, asset management, cost allocation, payment processing & 1099 reporting, and interest earning calculation and distribution. The system is utilized by all County departments with the primary user departments consisting of Auditor-Controller, Treasurer-Tax Collector, Health & Human Services, Facility Services, Public Works, Sheriff, and Administrative Services. The system is required to comply with federal and state laws as well as accounting standards (GAAP, GASB).

## **INTERGOVERNMENTAL SERVICE AGREEMENTS**

Hosted IT services provided to non-county governmental agencies including special districts. These are agreements between the Administrative Services, Information Technology Division, and

# LINES OF BUSINESS (CONTINUED)

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governmental agencies to provide information technology services. These agreements are reviewed annually.

## EXTERNAL SERVICE AGREEMENTS

Remote access to specific County applications/data provided to non-governmental agencies, such as title companies.

## DEPARTMENT SPECIFIC APPLICATION SERVICES

Application support services provided to County departments to support the maintenance of Department Specific Applications including application support, patch management, interface management, vendor support, and reporting support.

## PROJECT MANAGEMENT/BUSINESS ANALYSIS SERVICES

Project management and business analysis services are provided to County departments as requested. Services would be billed based on a mutually agreed upon scope of work. These services include:

- project management
- business analysis for business process automation
- business analysis for website enhancements
- department specific application upgrades/enhancements

## OTHER BILLABLE SERVICES

Other services are provided to County departments as requested. Services would be billed based on a

mutually agreed upon scope of work. These services include:

- internal security audits/security services
- virus/malware remediation services
- hardware/software MAC's
- network account maintenance
- data restore services
- litigation hold services

### Internal Security Audits

IT Security performs four types of internal security audit /investigation functions. These include computer forensics, email usage audit, internet usage audit and network usage audit. Depending on the type of incident or management request, IT Security could perform one or all four of them for a single incident. Each type of security audit has multiple levels of forensics, from basic inquiry to specific detail.

### Virus/Malware Remediation Services

IT Security will identify and determine nature of the virus and/or malware infection. The appropriate action to prevent the spread of the virus and remove the virus/malware from the device will be taken.

### Hardware/Software MAC's

Includes needs analysis, design build and maintenance of the desktops for countywide infrastructure and department specific systems. Specialists in this service area have developed processes for fast installation and upgrade of desktops. Their experience provides flexible configurations to meet customer business needs. The following are some of the services that are available to customers:

- device moves, setup and installation
- department specific software patch and software installation/upgrade services
- parts procurement/installation

### Network Account Maintenance

This service provides customers with the ability to request changes to network accounts including moves/add/changes.

### Data Restore Services

Process to copy backup files from secondary storage to hard disk. A restore is performed in order to return data to its original condition if files have become damaged or to copy or move data to a new location.

### Litigation Hold Services

Process utilized to preserve all forms of relevant information when litigation is reasonably anticipated.

## INTERNAL SERVICE FUND

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Subsequent to the publication of the 2011 Information Technology Strategic Plan, the Information Technology Division undertook an initiative to transition from a general fund to an internal service fund (ISF). This major initiative was undertaken to provide an extraordinary level of cost transparency to County leadership and customer departments. Beginning with fiscal year 15/16, the Information Technology Division's transition to an ISF was complete.

Internal service funds are established to finance, administer, and account for department or agencies of a government whose exclusive or nearly exclusive purpose is to provide goods or services (e.g. IT/data services) to the government's other departments on a cost-reimbursement basis.

The charges by an ISF attempt to recover sufficient revenues to fund all the costs associated with providing goods and/or services, including indirect (allocated) costs. An ISF's objective is not to make a profit but to recover, over a period of time, the total costs of providing goods or services. All users of an ISF should be billed directly to ensure equitable charges to all departments receiving the ISF's goods or services.

In order to effectively implement and align the internal service fund with the Board's priority-based budgeting initiatives, the Information Technology Division adopted a standardized billing methodology and charge rate policy which enables full cost recovery of IT costs, consistent with Government Accounting Standards Board guidelines.

Countywide IT services provided under the ISF billing methodology include the following defined lines of business:

- core IT services
- server hosting services
- data storage F: & T: drives
- dedicated application support staff
- countywide enterprise services
- intergovernmental service agreements
- external service agreements
- department specific application services
- project management services/business analysis
- other billable services

Each line of business is defined and elaborated in the previous appendix, Information Technology Division Lines of Business.

# CHANGE MANAGEMENT

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Change Management is critical to the successful implementation of the 2017 IT Strategic Plan initiatives and projects. This human side of project management concentrates on the difficulty staff experience when things change: business processes, roles, applications, or new functionality. User adoption can be the difference between a successful project and a failed project.

A Change Network is the core communication base that can be established for any large scale project effort within the County. A Change Network can encourage project investment and commitment to success as a groundswell from within departments instead of dictated to departments by outside entities. This involves aligning leaders and employees across the County and making them aware of a project's goals, importance, and their role in preparing for upcoming change.

## Change Network Actions

The Change Network contributes to the project's success through:

- **building awareness and ownership**  
include a formal mechanism for gathering feedback regarding the integration and monitoring employee impact
- **enhancing communication**  
quickly disseminate accurate project information and minimize rumors that can slow or detract from the effort
- **promoting understanding**  
provide front-line resources to assist people in dealing with uncertainty and ambiguity as the County progresses through the project
- **advocating positive change**  
enable face-to-face and informal communications

required in changing behaviors and attitudes

- **explaining “what’s in it for me?”** – tailor communications language, messages, and methods to employees who will be impacted by changes due to the project

## Members of a Change Network

A Change Network is made up of many members who take a vested interest in the project. They lead change through:

- a two-way communication channel between business users and the project team
- a cross-functional network of people outside the project team who serve as project advocates
- a group of people who influence positive change
- a formal network to leverage peer to peer communication

## Change Network Members

- **department change leaders**  
well-respected, senior level, experienced managers within the organization who take a visible and active role in demonstrating support and driving the integration at the executive level
- **change agents**  
at the heart the change effort, these individuals connect with informal peer networks to act as a communication nexus between their departments and the project team
- **sponsors and steering committee**  
senior level executives visibly support and direct change within their stakeholder groups
- **change management lead**  
this member leads and facilitates the efforts of the project change network
- **project team members**  
team members provide subject matter expertise



## Change Network Activity Phases

### 1. Planning

Develop change management and communication plans, establish preliminary resource list for key Change Network roles, and communicate with department heads and leadership teams early in the process to prepare for Change Network participation and engagement.

### 2. Recruiting

With management approval, directly connect with prospective Change Network Resources with either phone calls or in person visits. Establish an approved Change Network resource list and schedule Change Network kick-off.

### 3. Kick-off

Present ideas and techniques for managing organizational change, review role expectations of Change Network partners, project timeline and milestones, and establish follow up items for connecting with their home departments.

#### Engaging:

An extensive communication effort will continue through the term of the project and should include: monthly or bi-weekly Change Network meetings, stakeholder feedback, informal sharing, change workshops and engagement activities, regular email or voicemail updates, scheduled progress check-ins with the project team, and well maintained project websites and information hubs.



Editing by Ruth Allwein

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