

Information Services and Technology FY 2014 - 16 Performance Plan

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I. Mission Statement

The Information Services and Technology Department assists County departments in achieving their stated business goals by effectively deploying information management services and providing proven and reliable technologies.

II. Department Overview

The Information Services and Technology (IST) Department is committed to working collaboratively with County departments and the local community in defining and maintaining plans, and delivering high value application and technology products and services. The department is responsible for processing, maintaining, and ensuring the security of the County's business applications on the appropriate hardware and software platforms in accordance with the County's Strategic Plan.

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IST has organized its functions into three divisions:

The Business Office is committed to supporting the department's core functions through the management of financial and human resources plus the operation of three direct services: PC lease, project management and system implementation support.

The Systems and Applications Division is committed to supporting the business goals of our clients and our residents by providing effective, efficient, and innovative business software solutions. Systems and Applications encompasses both internal and purchased County systems for enterprise areas including enterprise resource management, land use, justice, property taxes, and geographic-based applications. The focus of the division is enterprise applications that support the business operations among many County departments and external agencies as well as major operations within individual departments.

The Technical Services Division is committed to providing and maintaining an information technology infrastructure that is robust, cost-effective, and that efficiently and flexibly meets the business goals of our customers. The division is dedicated to responsive customer service that enables the full utilization by its customers of all the facilities provided by the department. The division also provides direct response to problems through its Helpdesk; manages the local and wide area networks and over 400 server environments connected to a high availability storage device; supports the County's email and domain; and provides automated support of desktop software. Additionally, the division provides support to third party turn-key applications, telephone services, records management, and the County's public website, www.marincounty.org.

III. Program Description and Responsibilities

Business Office

The Business Office division develops, plans, and administers the department's annual budget consistent with the County's Strategic Plan. The Business Office also manages procurement of contracts, facilities, accounting, payroll, recruitment and other human resource management services. This includes the Countywide personal computer/printer leasing program, project management office, training, project and program implementation and IST change management.

ATOM

The primary business objective of the Administrative Technologies of Marin (ATOM) project is organizational change directed at efficient and transparent operations of the administrative services function of Marin County. The operational elements of Finance, Human Resources, Payroll, and Budget are the primary targets of this improvement effort. Turning over a new leaf with administrative technologies will first start with improving the administrative services departments' operational effectiveness and will be followed by the selection and implementation of a new software system to replace the current SAP software system.

Systems and Applications

The Systems and Applications division plans, implements and supports County business systems. The division follows best practice standards defined for project management, database management, integration services, and for software development and testing. Systems and Applications encompasses both internal and purchased County application systems for enterprise areas including enterprise resource planning, justice, property taxes, and

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land use. The division focuses on enterprise applications that support the business operations among many County departments, external agencies, and operations within particular departments.

Justice

The Justice program plans, implements, and supports business systems for all County justice departments as well as the Marin County Superior Court. These software applications provide case management systems for the District Attorney, Public Defender, and Probation. Marin's integrated Electronic Justice Search System (EJUS) provides an integrated view and access to Marin justice data that extends to 20+ external justice agencies such as local law enforcement, College of Marin Police, San Quentin, California Highway Patrol (CHP), FBI, National Park Service, United States Marshall, etc. The focus of these applications is to provide enterprise support for business operations among County departments, external agencies, and operations within individual departments.

Land Systems

The Land Systems teams provide software application development and program product support for County business activities in several areas. For the Assessor-Recorder and Department of Finance the teams support business property and secured property assessment, taxation, billing and collections, plus the resultant funds distribution process to General Fund and County Agencies. For the Community Development Agency, it is supporting systems in areas of 1) Environmental Health Services, such as restaurant and waste management inspection, and 2) Building & Safety and Planning activities, such as construction planning and permitting. For Agriculture, Weights, and Measures, the team supports applications for various types of certification, permitting, and tracking. For geographic information systems (GIS), the team supports applications used by County departments, Marin agencies, and MarinMap. Under the Marin General Services Agency, the MarinMap program has developed Internet-accessible GIS data and has its public presence at www.marinmap.org.

Support Services

The application support services teams provide the infrastructure and support for software development. Software development and support encompasses both internal and purchased County application systems for enterprise areas including justice, property taxes, and land use. The teams providing application support encompass the areas of Database Administration, Application Integration, and Quality Assurance.

SAP

The Marin Enterprise Resources Information Team (MERIT) has a sole focus on the ongoing support and maintenance of the SAP application. The SAP application provides a suite of Enterprise Resource Planning (ERP) services that includes: Accounts Payable, Accounts Receivable, Fund Accounting, General Ledger, Purchasing, Benefits Administration, Human Resources, Learning Solutions, and Payroll. Additionally, the team provides critical support to the retirement contributions calculation and interfaces the Marin County Employee Retirement Association (MCERA).

Technical Services

The Technical Services division maintains the County's hardware and software infrastructure. This infrastructure supports the County's application systems, including the Marin Enterprise Resources Information Team (MERIT) financial and administrative system, criminal justice

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systems, health and human services, property and tax systems, document and record management system, as well as the County's public website and internal intranet.

This division maintains over 400 servers, the County's data and voice network equipment. Program responsibilities include: maintenance of the County website; development of the SharePoint collaboration platform; support of document and records management programs; in-house departmental service and support for such departments as Public Works, Community Development Agency and County Fire; maintenance and billing for the County's voice and data network; management of the County's Information Security Program; oversight of the community based Marin Information and Data Access Systems (MIDAS) network; and providing on-call service desk support for County users.

Data Center

The Systems Administrators group provides services such as Active Directory, Domain Name System (DNS), Dynamic Host Configuration Protocol (DHCP), and County email. The group also supports over 400 servers supporting functions and applications such as law enforcement, property, human resource and financial systems, County email, and the County website. Responsibilities include 24 x 7 support, and maintenance and replacement of equipment.

The Security team is responsible for a secure and safe computing environment for County employees and the Helpdesk team provides a central point of contact for County clients to report problems with services or systems. The group provides technical support for desktops, laptops, and other hardware. This includes software configuration, maintenance, and replacement of equipment.

Data Network

The Data Network group manages the network infrastructure supporting the Systems Administrators group, Telephone Services, and the Sheriff, and interconnects with the MIDAS network. The network group provides network connectivity for all County users at the Civic Center and over 40 remote locations. Program responsibilities also include the management, support and maintenance of the County firewalls, Virtual Private Network (VPN) remote access, and wireless network connectivity. The Cabling Services group provides cable infrastructure design, installation and maintenance, supporting both the Data Network group and Telephone Services. Program responsibilities for Cabling Services also include support of telephone systems at the Civic Center and remote locations.

Telephone Services

Telephone Services manages the Civic Center telephone system and the telephone systems at over 40 additional County offices. The group works closely with County departments to develop customer service programs and to enhance voice communications with clients. Program responsibilities also include the development of the annual budget and associated chargebacks, financial management of the Telephone Services fund center, vendor management and contract management.

MIDAS

The Marin Information and Data Access Systems (MIDAS) program connects the County to its municipal and non-profit business partners by providing internet access and support for private network-based shared applications: MarinNET libraries, Marin Law Enforcement Data System, MarinMap, the County as well as cities and towns of Marin.

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MIDAS services include managing, maintaining, and monitoring the Wide Area Network (WAN) connected through the Civic Center, fielding public and agency inquiries, and supporting the identification and development of network-based applications. MIDAS' public presence is www.marin.org, which provides information and links to a variety of resources within Marin County. Network access, web, mail, domain name hosting, and help desk services are provided to public agencies on a fee basis. WAN administration, server hosting, and help desk functions are the responsibility of the [marin.org](http://www.marin.org) private contract service providers.

Web

The web program is in support of the County's public website www.marincounty.org as well as its internal employee intranet. In addition it supports the County's social media initiatives and overall Americans with Disabilities Act (ADA) support.

Support Services

Services that IST provides in support of the County's mission include a help desk that assists County employees. In addition IST supplies onsite support for the Department of Public Works, Community Development and Marin County Fire, as well as application development for Health and Human Services.

IV. Accomplishments for FY 2013-14

- Successful implementation of a new Emergency Operations Facility phone and voicemail system with the ability to operate autonomously if the Civic Center voice systems are unavailable
- Completed development of cashiering system for the Marin County Superior Court
- Completed development and implementation of AB109, Penal Code 1170 for County justice systems, upgrading the courts criminal system, probation case management system, integrated justice system, and County justice integration points systems, in order to handle new case types
- Completed all development and implementation phases of Odyssey case management system for the Probation Department, and retired references to systems using outdated technology
- Implemented an enterprise scale Adobe Forms Automation solution and completed delivery of pilot for Boards and Commissions, Elections and Marin County Parks
- Developed and implemented a new case management system for the Board of Assessment Appeals
- Successfully implemented Project Management Office
- Developed and implemented online property tax applications for Tax Bill Online and Property Tax Exemptions
- Completed systems development and implementation for the federal statute Patient Protection and Affordable Care Act (PPACA)
- Successfully migrated the County's data center to the new Emergency Operations Facility
- Fully implemented the new County website with all departments
- Developed new mobile application for Elections
- Completed new Marin County Fair site
- Developed and implemented new home page and newsroom on public site
- Completed replacement of old Storage Area Network devices in preparation of the new Emergency Operations Facility data center and the disaster recovery project

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- Upgraded active directory to Windows version 2008 R2
- Migrated SAP to Windows Server 2008 platform
- Replaced old mainframe tape management software
- Implemented Verisign Cloud DNS
- Implemented Active Directory Federation Services (ADFS) for cloud-based Single Sign On (SSO)
- Implemented Hyper-V software to improve cost/benefit for file server virtualization

V. Key Challenges and Outstanding Issues

- Increased demand on data center teams due to the Emergency Operations Facility and disaster recovery projects
- Achieving compliance with the Section 508 amendment to the Rehabilitation Act of 1973 as it relates to information technology
- A large portion of departmental staff are eligible and predicted to retire within the next five years
- Anticipated modernization of legacy applications will create additional costs

VI. Performance Plan

Department Goal	Countywide Goal
Goal I: Deliver reliable software solutions that provide business functionality, reporting functionality and efficient self-service portal options	X. Financial Responsibility

Initiative Description	Program(s)
By June 2015, publish a technology and staffing transition plan, including a generalized roles/responsibilities matrix update, for the Financial system implementation in progress	Business Office
By December 2015, successfully go live with the foundational suite of Financials software modules and retire the Financial components of SAP	Business Office
By December 2015, begin the Human Resources (HR)/Payroll software implementation to replace the HR/Payroll components of SAP	Business Office

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Program: Administrative Technologies of Marin (ATOM)

Objective: Successfully implement a new suite of financial services software to replace the financials components of SAP

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of users utilizing self service	5%	5%	5%	10%	51%	100%
 Percentage of users satisfied with Administrative Technologies (ATOM) of Marin project engagement	N/A	N/A	N/A	80%	80%	80%

Story Behind Performance:

Project engagement began in FY 2012-13 with business process evaluation.

Department Goal	Countywide Goal
Goal II: Provide uninterrupted information services to our clients and the community	II. Safe Communities

Initiative Description	Program(s)
Implement business resumption capabilities at the department's secondary Data Center (Disaster Recovery site) for critical systems, including infrastructure	Technical Services
Perform complete production replication between the primary and the disaster recovery data centers	Technical Services
Determine recovery requirements for critical systems: <ul style="list-style-type: none"> • Identify and document critical systems • Determine network and server design for Data Center (DR site) based on identified critical systems • Determine client access • Determine need for separate internet access to the DR site 	Technical Services
Implement network design at the Data Center (DR site): <ul style="list-style-type: none"> • Build network infrastructure • Build server/storage infrastructure • Test infrastructure recovery Test critical system recovery 	Technical Services
Research cloud solutions for added resiliency of critical system recovery	Technical Services

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Voice Disaster Recovery & Business Resumption <ul style="list-style-type: none"> • Build upon existing Emergency Operations Facility survivable phone and voicemail systems by adding survivable options for additional remote sites (in FY 2014-15, Marin City Public Safety Building; in FY 2015-16, Pt. Reyes Public Safety Building) • Enhance failover communications to include conferencing and reporting systems 	Technical Services
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Program: Technical Services

Objective: Ensure that critical information systems are in a secure and reliable facility

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of critical systems migrated	N/A	N/A	N/A	10%	20%	50%
Percentage of scheduled uptime of critical systems	N/A	N/A	N/A	99%	100%	100%

Story Behind Performance:

When the new Office of Emergency services is up and running, we will be migrating our critical systems from equipment in the Civic Center to the Emergency Operations Facility (EOF).

Department Goal	Countywide Goal
Goal III: Ensure that IST projects are delivered on-time and on-budget	VI. Excellent Customer Service

Initiative Description	Program(s)
Ensure employees enter project time in AtTask software, thereby enabling project resourcing	Business Office
Implement project reporting across all divisions within the department	Business Office
Expand Project Management Office to other County departments	Business Office

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Program: Business Office

Objective: Establish uniform, best practice policies and methodologies for project planning

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Percent of projects completed on budget	N/A	N/A	N/A	60%	70%	80%
Percent of projects exceeding budget by more than 10 percent	N/A	N/A	N/A	40%	30%	20%
Total hours worked over what was planned	N/A	N/A	N/A	15%	10%	10%
Percent of projects processed through Project Management Office (PMO)	N/A	N/A	N/A	70%	100%	100%

Story Behind Performance:

In 2013, the department established a Project Management Office, and in FY 2014-15 it will add more functionality to the process.

Department Goal	Countywide Goal
Goal IV: Increase online and mobile access to the County	VI. Excellent Customer Service

Initiative Description	Program(s)
Develop and implement County Assessor Personal Property System V2 (CAPPS2) phases 1-3, which will provide a full suite of web-based applications including vessels, airplanes, houseboats, foreign improvements, leaseholds and possessory interest, in addition to retiring the current system that is using outdated and unsupported technology	Systems and Applications
Develop and implement web-based Probation Online case management systems phases 2-3 for adult defendant management and adult offender work program	Systems and Applications
Increase public and employee online capabilities through automated forms and enhanced automated workflow for County departments	Systems and Applications
Complete the development and modernization phase for the Community Development Agency, which will provide citizens with online access of over the counter functions, as well as the development of new license and permitting systems for the Building and Safety, Environmental Health Services, Land Use and Planning programs	Systems and Applications

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Initiative Description	Program(s)
Develop and implement a scalable mobile device enabled website for Marincounty.org starting with core services and information. The site will be built using the Sitecore mobile platform and satisfy Section 508 requirements. It will detect mobile devices, render accordingly and be designed for expansion.	Technical Services
Create Parks Incident Reporting Application for Parks personnel to record/report incidents that occur on Open Space Preserves and Parks properties, which includes 40 to 50 Parks locations and codes.	Technical Services
Design a general electronic payment solution for departments that would like to add electronic payment functionality to their business processes on the Marincounty.org website. The service will also be available for over the counter, phone, kiosk and mobile transactions.	Technical Services

Program: Technical Services/Systems and Applications

Objective: Meet long term restructuring goals by providing County business processes on the web and providing self-service for county residents and employees

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Percentage of Marin County Parks short-term use permits issued online	N/A	N/A	N/A	15%	20%	25%
 Percentage of building permits issued online	N/A	N/A	N/A	15%	20%	25%
 Number of visitors to the County website	2,000,000	1,432,963	1,693,124	1,926,000	2,200,000	2,400,000

Department Goal	Countywide Goal
Goal V: Effectively anticipate and plan for the Information Services and Technology needs and priorities of the County.	IX. Managing for Results

Initiative Description	Program(s)
Complete an Information Technology Strategic Plan that is integrated with the County Strategic Plan update	Business Office
Complete a pilot project for cloud-based storage that will increase the ability of County staff to use mobile technologies	Technical Services