

County of Ottawa



County Technology
Master Plan

(2009 Update)

County Mission Statement

Ottawa County is committed to excellence and the delivery of cost - effective public services

Information Technology Mission Statement

In partnership with our customers, the Ottawa County Information Technology Department provides cost-effective solutions and technical leadership to accomplish organizational and departmental goals, and enables delivery of excellent service that will positively impact those served by the County.

County Vision Statement

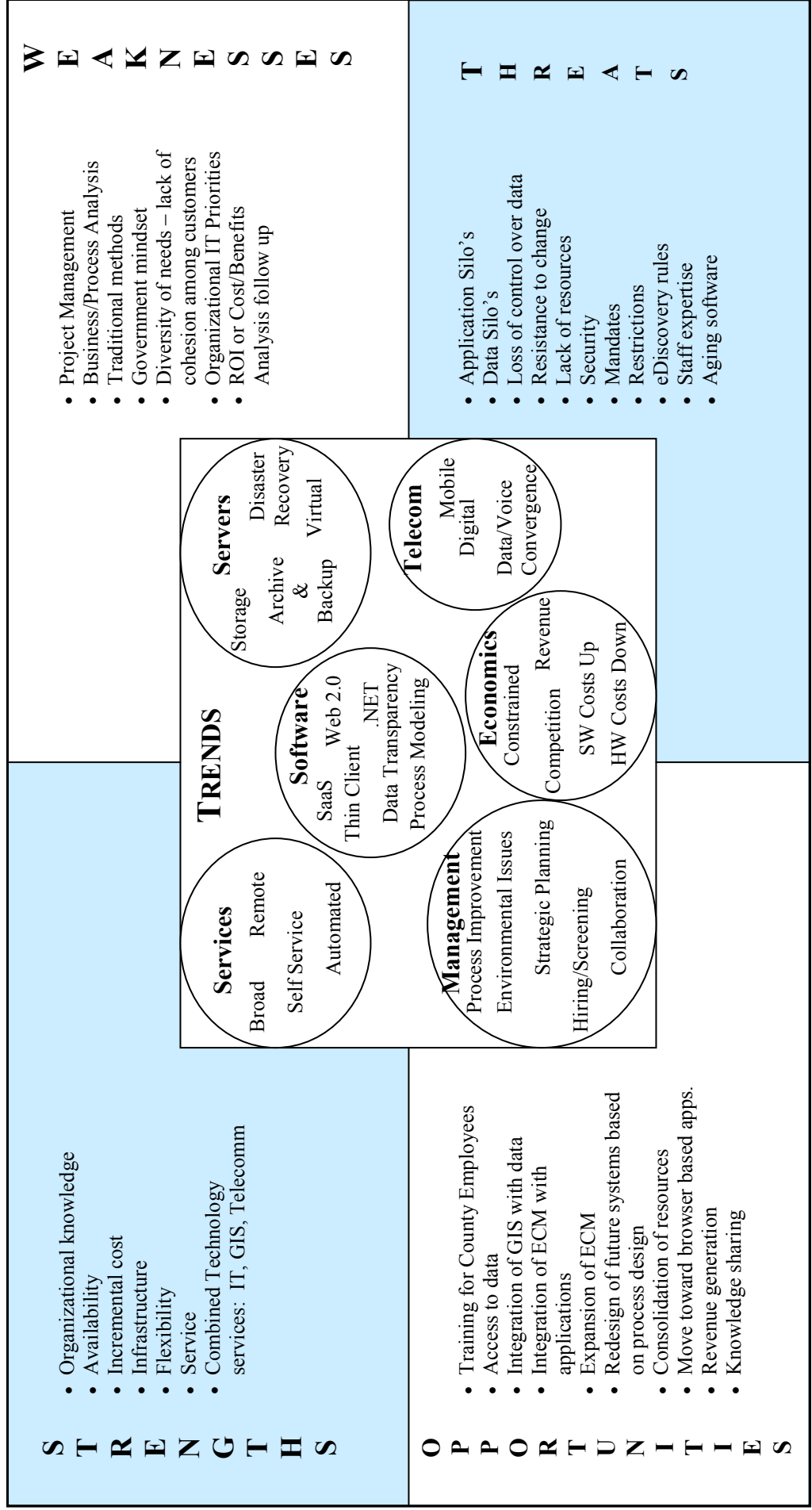
Ottawa County strives to be the location of choice for living, working, and recreation

Information Technology Vision Statement

Ottawa County will be a model of technology application for local government.

SWOT-T Analysis

The Information Technology Department continually evaluates the County's **strengths**, **weaknesses**, **opportunities**, and **threats (SWOT)** in the area of information technology. These evaluations facilitate planning and form a basis for the development of goals, objective and initiatives. Further, to identify possible opportunities and maintain a proactive approach to matching emerging technology and methods to County needs, the traditional SWOT analysis has been modified to include the identification of **Trends (SWOT-T)**. Trends include technology, issues and practices that could have an impact on County operations in the future.



Goals, Objectives and Initiatives

Board Goals

Goal 1: To maintain and improve the strong financial position of the County

Goal 2: To maintain and enhance communication with citizens, employees, & other stakeholders

Goal 3: To contribute to a healthy physical, economic, and community environment

Goal 4: To continually improve the County's organization and services

IT Goals and Objectives		Minimum Target	Board Goal(s), Objective (if stated) Supported
Goal 1: To improve the service delivery experience			
	• Exceed Industry Best Practice Service Level Agreement Targets on Problem Response and Resolution	85%	4
	• First Call Resolution Rate Target for Help Desk Calls.	50%	2, 4
	• Reduce average turnaround time on application enhancements.	10%	4
	• Reduce average Project Request administration time.	50%	4
	• Maintain a High Level of Customer satisfaction.	85%	2, 4
Goal 2: Develop Cost Effective, Comprehensive Solutions			
	• Increase effort to develop new Technology solutions	50%	4
	• Efficiency Savings through Improved Processes Using Automation.	50%	1, 4
	• Application Changes implemented Without Causing Follow Up, Service impairment or Disruption.	70%	1, 4
Goal 3: Provide IT Vision			
	• Increase employee awareness of IT capabilities.	80%	2
	• A Technology Master Plan is developed	2008	Goal 4, Obj 1
	• Department Heads and Elected officials report awareness of County Technology Plan.	80%	2
	• Improve leadership rating	80%	2, 4
	• Expand use of generally beneficial new technology	Case based	1
Goal 4: Maintain a current, viable, secure & reliable infrastructure			
	• Consolidate Servers and Server Storage.	70%	1,4
	• Limit Growth of Hardware Maintenance on End User Equipment	0%	1
	• Maintain a high percentage of Hardware Warranty Coverage.	90% - Servers 60% - PC. Laptops	1
	• Network availability	>99%	Goal 4, Obj 6
	• During Major Outages, Restore Service Within an Acceptable Time.	Contingency Plan	Goal 4, Obj 6
	• System Administrators to Server .	<1:125	1
	• Support Staff to Devices	<1:700	1
	• Support Staff to FTE's supported	<1:250	1
Goal 5: Increase Product Demand			
	• Provide relevant data to customers by updating data layers quarterly.	As stated	2, 4
	• % increase of map, data and services used by County Departments for daily tasks	5%	4
	• Number of new partners.	1	1
	• % increase in map, data and services used by local units for daily tasks.	5%	Goal 4, Obj 2
	• % increase in annual visits to web site.	5%	Goal 2, Obj 2
	• % increase in average daily unique visitors to web site.	5%	Goal 2, Obj 2
	• % increase in average pages viewed per visit.	5%	Goal 2, Obj 2
	• Generate Annual Revenue from Subscribers.	3%	1
	• Generate increased revenue from data and services.	5%	1
	• Generate total revenue increase from GIS less new subscriber buy in.	3%	1

Basic IT Strategies

Goal 1: Improve the Customer Service Delivery Experience.

Strategy 1: To deliver support in a way that minimizes disruption to a customer by using tools for remote diagnosis and assistance.

Strategy 2: To minimize the effort needed to obtain assistance when needed and reduce frustration by making the assignment of IT resources to resolve an issue transparent to the requester.

Strategy 3: To expand employee and public self-service capabilities through web applications.

Strategy 4: To develop a technically capable and informed workforce.

Strategy 5: To apply ITIL and other process improvement methods as appropriate to optimize the efficient delivery of IT services.

Goal 2: Develop Cost-Effective, Comprehensive Solutions

Strategy 1: To leverage Electronic Content Management as an enterprise solution.

Strategy 2: To move aggressively as practical toward thin client (browser) based applications.

Strategy 3: To improve the current Justice System through refactoring into a web accessible application, reengineer the database and add enhancements as practical with funding limitations.

Strategy 4: To replace the Financial System with a more capable system that will allow greater outsourcing of functions from Fiscal Services to Departments, increased automation of manual processes, integration with ECM and expanded functionality to support the Human Resources processes.

Strategy 5: To maintain existing systems through maintenance contracts and upgrades provided by the vendor.

Strategy 6: To leverage information in all systems through data exchange and integration.

Goal 3: To Provide IT Vision to the County.

Strategy 1: To guide the County's technology investment by maintaining a five year technology plan that supports County goals, identifies key issues, major initiatives and cost estimates based on a continuous process of information gathering, analysis, evaluation and prioritization.

Strategy 2: To communicate the Technology Plan to County Elected Officials and Department Heads, monitor its progress, and use it as a source for ongoing dialogue regarding County IT investments.

Strategy 3: To participate in and facilitate departmental and enterprise technology planning and decision-making.

Basic IT Strategies

Goal 4: To Maintain a Current, Viable, Secure and Reliable Infrastructure.

Strategy 1: To avoid obsolescence, manage maintenance costs, and ensure reliable operations through consistent scheduled replacement of hardware.

Strategy 2: To invest in proven technology based on cost justified requirements.

Strategy 3: To continually evaluate the threat environment and implement effective countermeasures.

Strategy 4: To evaluate new technology in a systematic way and adapt technology which shows a high potential for success in terms of acceptance and Return On Investment (ROI).

Goal 5: Increase Product Demand.

Strategy 1: To increase public awareness of GIS products and capabilities.

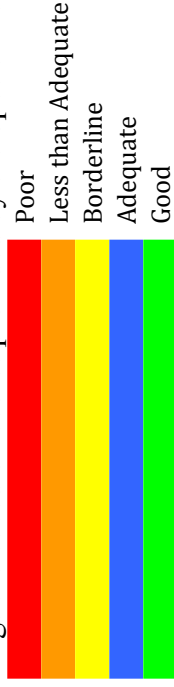
Strategy 2: To maintain a competitive pricing structure for GIS products.

Strategy 3: To apply existing products and capabilities to newly identified requirements.

Strategy 4: To Increase awareness of IT products and capabilities in County departments.

Technology and Service Rankings

The following list reflects key technology categories and specific technology issues. The current status of each issue is explained and rankings are based on scores provided by the Special Technology Committee, Department Heads and Elected Officials, and IT Staff.



Count	Item	Average Rank	Status	2008 Comments	2009 Status	2009 Comments
Infrastructure						
1	Security - Equip	9.038	3	Ongoing need to evaluate and protect against emerging threats	3	Network vulnerability test completed – no high or critical findings. Identified issues addressed.
2	Servers	7.790	3	Ongoing need to consolidate and improve Contingency	3	Expanded Server and storage capability in Grand Haven to support Disaster Recovery
3	Network	7.391	1	Upgraded in 2005	1	Internet Bandwidth increased from 3Mb to 10Mb full duplex
4	Courtroom Technology	7.246	4	Inconsistent/Nonstandard, New Courthouse Under Construction	2	New Courthouse equipment standardized and installed. Resolving post implementation issues.
5	Contingency Capability	7.228	3	Limited for Servers and Network	3	Refer to item 2. Ongoing evaluation and improvement.
6	End User Equipment	6.835	2	Adequate - starting to increase average age of Desktop and Laptop equipment by delaying replacement	2	Adequate – newer applications are requiring more robust computers. During the past year this has resulted in unplanned upgrades.
7	Wireless	6.456	4	Only installed in limited areas	3	New GH Courthouse has wireless coverage of Courtrooms and limited in other areas. Access is currently restricted to essential employees.
8	Phone System	5.860	3	Functional but limited	3	System was reviewed in 2009 and budgeted for upgrade in 2010.
9	Video Conferencing	5.675	5	Very Limited	5	No Change
10	Mobile Technology	5.282	1	Conservative in expanding Blackberry use. Limit Cell phone models.	1	Additional laptop and wireless capability.
11	Voice/Data Convergence	5.238	5	No Capability	5	Integration possible if planned phone system upgrade completed in 2010.
12	Board Room Technology	4.456	1	Functional potential improvements	1	No Change

Technology and Service Rankings

Applications

1	Justice System	8.548	5	Large, limited and Impacts high percentage of County Departments	5	No Change
2	Web	8.523	1	Ongoing enhancements to system installed in 2005	1	No Change
3	Imaging	8.396	1	Opportunities to expand. Limited by resources available	1	Expanded to HR On-line Application System. Criminal workflow expanded to Holland DC. Some issues with Workflow licensing limits.
4	Financial System	7.507	4	Requirements being evaluated for a new system this year	4	On hold.
5	Court/Prosecutor Scheduling	7.253	5	Currently part of Justice System	5	No Change.
6	Intranet	7.215	4	Development ongoing but slowed by limited resources	4	No Change. Superseded by other priorities.
7	Food Inspections	7.178	3	Would like to replace	2	Still want to replace but have information available through web site.
8	Human Resources	7.016	5	Financial System supports but has not been used due to limitations	5	No Change. Some automation of workflow through web and Lotus Notes apps.
9	Collections	6.908	5	Justice System records Judgements, not payments. Access Database supports Clerk's Payment tracking	5	No Change.
10	GIS	6.872	1	Upgraded in 2007-2008	1	No Change
11	E-Mail	6.845	2	Could be improved with Voice/E-mail integration	2	Re 2008 comments, ref Voice/Data Convergence (Infrastructure Item 11). Need a centralized archive capability.
12	Land Records Management	6.750	2	Currently evaluating next generation	1	New system installed June 2009
13	CourtStream	6.494	1	Detention and Juvenile Case Management applications live, desire to improve and expand by CC Staff	1	Enhancements completed in 2009.
14	Asset Management	6.152	5	Currently no automation for tracking computers and laptops - manual inventory process	5	Asset Management System scheduled for implementation by end of 2009
15	Field Reporting for Env/Public Health	6.137	5	No capability	5	No Change.
16	Help Desk Software	6.012	1	Footprints application installed in 2006, continue to refine procedures and add tracking systems	1	No Change.
17	Performance Management	5.946	5	No Capability other than Help Desk software for IT	5	No Change.

Technology and Service Rankings

Applications

18	CMH	5.757
19	JIS - Probate Court	5.639
20	Public Health	5.574
21	Property System	4.931

2	Ongoing enhancements to system installed in 2005	2	No Change.
4	Used by Probate Court. State is developing next generation with expected completion in 2011	4	No Change.
5	Being replaced in 2008 should change to Green	1	System installed April 2009.
1	Includes software for Treasurer	1	BS&A Upgraded (Tax & Assessing Oct 2009)

Services

1	Security - Service	8.569
2	IT Staff Technical Training	8.173
3	Cost Containment	7.868
4	IT Staff Resources	7.361
5	Employee Computer Training	7.284
6	Purchasing/Installing Equipment	7.068
7	Custom Application Development	6.746
8	IT Governance	6.636
9	Help Desk	6.618
10	Law Enforcement Specific Support	6.568
11	Hosting for Local Units	6.409
12	User Services	6.133
13	Contracted Support	5.605

2	Ongoing investment needed	2	No Change.
2	Ongoing need to keep staff current	2	No Change.
3	Software Costs are escalating. With each new system the costs will increase and increases exceed CPI.	3	No Change.
2	Demand will and should exceed capacity	2	No Change. Use of Consulting and Contract Svcs where critical requirements exist.
3	Working with HR to evaluate and improve	1	HR & IT Collaboration has been effective.
2	Extends over a period of 6 months or more based on other support requirements	3	Staff extended this year due to building moves.
3	Demand is high but this can drive up support costs	3	No Change.
2	IT Oversight, considers IT a strategic asset, acceptable policies and procedures	2	No Change.
2	Centralization of support call handling, continue to shift a broader range of support calls to Help Desk	2	No Change.
4	Dedicated resource for the Sheriff similar to that provided to Public and Mental Health	4	No Change.
3	Unknown at this point, GIS supports and Imaging is approved, Network bandwidth is limited	3	Bandwidth of Internet increased from 3Mb to 10Mb. GIS added one subscriber. Other LU agreements in process.
2	On site support, continue to shift a broader range of support issues to onsite User Services staff	2	No Change.
2	Support specialized needs, vendor supplied systems resources that don't require staff increases	2	No Change. Management challenges involved in getting complete and satisfactory performance.

Technology Initiatives Investment Schedule

Item	Average Rank	Estimated Minimal Investment	Estimated Maximum Investment	Estimated Annual Cost	Comments
Security - Infrastructure	9.038	\$50,400	\$199,700		Min: Replace Firewalls, renew E-mail Filter. Max: Web Filter, Network Access Control, Auto Arch/Ret
Justice System	8.548	\$500,000	\$3,000,000		Costs Depend on option: Reface to Replace
Imaging	8.396	\$194,600		\$25,600	Annual Costs for Maintenance. Refer to page 16 for possible expansion costs identified during a planning session conducted September 2007.
Web	8.523			Ref Page 11	Assuming on-line services continue at the 2008/2009 pace with a 3% increase biannually. Refer to page 11 to see annual cost estimates.
Servers	7.790		\$368,209		Replacement schedule - Goal to consolidate to Virtual Servers. AS400 depends on state of apps
Courtroom Technology	7.246	\$400,000	\$1,300,000		2009 Amount is included in new building construction
Food Inspections	7.178	\$0	\$26,000		Currently use Sword. Replacement system with new PH Software desired but currently not deemed cost effective
Court/Prosecutor Scheduling	7.253	\$200,000	\$400,000		Could be part of Justice System improvement or separate application. Some capability exists but does not fully meet requirements
Network	7.391				Internal capacity is sufficient based on current demand. External connections limited.
Contingency Capability	7.228	\$20,000	\$100,000		Capability must be balanced with risk/cost.
Collections	6.908	\$75,000	\$150,000		Estimate based on Evaluations with BizStream (Courtstream Contractor)
Law Enforcement Specific Support	6.568	\$75,000	\$96,000	\$85,500	Addition of one IT Staff person either Support or Analyst
Hosting for Local Units	6.409			(\$5,000)	Approved for Imaging in 2008. Effort to be evaluated when first LGU is ready.
Land Records Management	6.750	\$300,000	\$500,000		From ROD Technology Funds
E-Mail	6.845	\$100,000	\$200,000		Next point for evaluating a move to a different E-mail system is 2012
End User Equipment	6.835		\$2,161,322		Reflects 5 Year Replacement Schedule + Est Growth 1%
CourtStream	6.494	\$75,000	\$1,000,000	\$35,000	Ongoing development possible. Potential for cost recovery with other Counties
Wireless	6.456	TBD			GH Courthouse study in process. Final configuration requires site survey
Asset Management	6.152	\$12,000	\$25,000		Budgeted for 2009. Reduce manual inventory 90%, increase accuracy to 99%
Financial & HR System	7.507	\$600,000		\$50,000	One of two major systems on AS400. New systems improve process automation
Field Reporting for Env/Public Health	6.137	\$50,000	\$100,000		New system supports mobile reporting by visiting nurses. Environmental Health would benefit from access to online permitting when available
Phone System	5.860	TBD			Evaluation planned for 2009 to identify options and costs
Video Conferencing	5.675	\$40,000	\$300,000		

Technology Initiatives Investment Schedule

Item	Average Rank	Estimated Minimal Investment	Estimated Maximum Investment	Estimated Annual Cost	Comments
JIS - Probate Court	5.639	\$200,000	\$500,000		
Public Health	5.574	\$200,000	\$400,000	\$49,000	Currently in process. Estimate completion 2009. Funds approved late 2007: \$305,000
Voice/Data Convergence	5.238	\$25,000	\$100,000		Current E-mail system could provide a means to store and retrieve voice mail with e-mail.
Mobile Technology	5.282			\$126,000	Annual costs depending on number of devices - Monthly Services charged to Telecom Fund
Property System & Other (BS&A)	4.931	\$148,000	\$225,000	\$42,000	Upgrade due out beginning March 2009. Six Apps: Assessing, Tax, Delinquent, Drain Ledger, Drains Assessing, Dog License, PRE Audit. Est Quote rec Nov 2008.
Board Room Technology	4.456	TBD			Evaluation planned for 2009 to identify options and costs
GIS Ortho Layer Update	NA	\$120,000	\$170,000		Five year refresh would be scheduled in 2013 based on the 2008 data
		\$3,385,000	\$11,321,231	\$408,100	

Technology Initiatives Investment Schedule

Item	Average Rank	Estimated Minimal Investment	Estimated Maximum Investment	Estimated Annual Cost	2009	2010	2011	2012	2013
Security - Infrastructure	9.038	\$50,400	\$199,700		\$7,000	\$52,000	\$90,000	\$700	\$50,000
Actions: 2009 Replaced Firewalls. 2010 eliminated Web Filtering and E-mail archive appliances.									
Justice System	8.548	\$500,000	\$3,000,000		\$35,000	\$440,000	\$20,000	\$20,000	\$20,000
Actions: 2009 Initiated Process Review, Functional Specification.									
Imaging	8.396	\$194,600		\$25,600					
Actions: 2009 Expanded capability with existing resources									
Web	8.523				\$235,000	\$242,050	\$242,050	\$249,312	\$249,312
Actions: Extended Contract through August 2010									
Servers	7.790		\$368,209		\$47,944	\$165,143	\$93,514	\$42,578	\$19,030
Actions: Additional VM Servers & SAN (Allowed Expanded Disaster Recovery so could be considered related to Security - Infrastructure)									
Courtroom Technology	7.246	\$400,000	\$1,300,000		\$500,000				
Actions: New Courthouse									
Food Inspections	7.178	\$0	\$26,000			\$26,000			
Court/Prosecutor Scheduling	7.253	\$200,000	\$400,000						
Actions: Costs will become part of the Justice System - Costs added to that effort									
Network	7.391								
Contingency Capability	7.228	\$20,000	\$100,000		\$50,000				
Actions: Additional Storage and Memory to existing VM's and relocated to GH									
Collections	6.908	\$75,000	\$150,000						
Law Enforcement Specific Support	6.568	\$75,000	\$96,000	\$85,500					
Hosting for Local Units	6.409			(\$5,000)					
Actions: Ongoing identification of collaboration and cost sharing opportunities using web site and Imaging									
Land Records Management	6.750	\$300,000	\$500,000	\$53,020	\$500,000	\$53,020	\$53,020	\$53,020	\$53,020
Actions: New Land Management System Installed June 2009									
E-Mail	6.845	\$100,000	\$200,000		\$299,725	\$175,955		\$100,000	

Technology Initiatives Investment Schedule

Item	Average Rank	Estimated Minimal Investment	Estimated Maximum Investment	Estimated Annual Cost	2009	2010	2011	2012	2013
End User Equipment	6.835		\$2,161,322		\$450,000	\$614,073	\$582,069	\$228,034	\$287,146
Actions: Replaced Equipment per recommendations									
CourtStream	6.494	\$75,000	\$1,000,000	\$35,000	\$425,000				
Actions: Enhancements (50% Child Care Fund)									
Wireless	6.456	TBD			\$500,000		TBD		
Actions: New Courthouse Primary Zones (Construction Funds), CMH Board Room									
Asset Management	6.152	\$12,000	\$25,000		\$14,029				
Actions: Module purchased.									
Financial & HR System	7.507	\$600,000		\$50,000	\$22,900	\$600,000	\$600,000		
Actions: Project postponed - Cost Avoidance.									
Field Reporting for Env/PH	6.137	\$50,000	\$100,000						
Phone System	5.860	TBD			TBD	\$26,000	\$58,000	\$58,000	\$58,000
Actions 2009: Consulting Study Completed: Rec Option to Upgd total Cost \$580,000									
Video Conferencing	5.675	\$40,000	\$300,000		\$11,700				
JIS - Probate Court	5.639	\$200,000	\$500,000						
Public Health	5.574	\$200,000	\$400,000	\$49,000					
Voice/Data Convergence	5.238	\$25,000	\$100,000						
Mobile Technology	5.282			\$126,000		\$129,072	\$130,608	\$132,144	
Property System & Other (BS&A)	4.931	\$148,000	\$225,000	\$42,000		\$178,000	\$78,000	\$45,000	\$42,000
Actions 2009: Contract approved May 31, 2009. Funded by ROD Tech & Treas Del Fd									
Board Room Technology	4.456	TBD			\$34,544	\$64,482	\$43,776	\$40,496	\$40,496
GIS Ortho Layer Update		\$120,000	\$170,000			TBD			\$130,000
		\$3,385,000	\$11,321,231	\$408,100	\$1,975,380	\$2,446,338	\$1,236,241	\$817,768	\$797,488

* Contract provides discounted upgrade of 25% for Tax, Delinquent Tax, Assessing; 75% discount for Drains. Additional 20% discount for early contract. Projected costs include an 18% annual maintenance cost based on full product price. Payment for software upgrades will be made over three years. In 2009, the Assessing, Tax, Drains Assessing and Drains Ledger systems were implemented. Delinquent Tax is planned for 2010. Remaining software is reflected in the 2011 costs as being fully paid in 2011 due to the low cost Animal License (\$1,500) and PRE Audit (\$2,500).

Electronic Content Management

Enterprise content management (ECM) is a set of technologies used to capture, store, preserve and deliver content and documents and content related to organizational processes. ECM tools and strategies allow the management of an organization's unstructured information, wherever that information exists.

Current Status

The County has taken advantage of Imaging Technology since 1994 beginning in the Clerk Vital Records office and expanding this to the Register of Deeds, Community Mental Health and Sheriff's office. Early technologies involved simple storage and retrieval of documents. In 2006, the County embarked on an ambitious project to create a Justice Document Management Information System (JDMIS). This system would take advantage of advances in imaging now referred to as Electronic Content Management (ECM). In addition to the electronic storage and retrieval of content, the technology has advanced to automate internal processes through the design of electronic workflows. The JDMIS system is now operational in Clerk (Circuit Court Records, Family Division and Vital Records), Circuit Court, Friend of the Court, Prosecuting Attorney, Sheriff, Probate, Juvenile Services, District Court and District Court Probation departments. The new system has also replaced Community Mental Health's Imaging System. Projects are in process for Human Resources and Environmental Health. The Register of Deeds operates on a separate system.

Potential Areas for ECM Expansion

In September 2008, the County conducted a strategic planning session open to all departments to provide input on future expansion of ECM in the County. The following opportunities were identified.

1. Further expansion of capabilities in the **Justice** area. For the Sheriff's Department the Imaging of Jail Records would streamline processing and reduce physical storage requirements. Incorporating external law enforcement agencies who work with the Prosecuting Attorney by allowing electronic submission of reports. E-filing of court documents and further automation of workflows is possible. Additional effort is needed to make courts operate electronically. Improvements in courtroom technology and adoption of practices that enable courts to rely less on paper files would facilitate efficient operations within and between the various Justice departments. The State Court and document retention and archiving rules limit the full potential of ECM at this time.
2. **Fiscal Services** could automate the processing of purchases, budget documents, payroll, accounts payable and accounts receivable.

Electronic Content Management

3. **Human Resources** could store personnel files electronically; automate the hiring process, Insurance documents, discipline/grievances, labor contracts, career tracking and W-2's.
4. **Health Department** documentation for permitting and home visits. Storage of lab reports and records.
5. Other **administrative** functions that could be automated include the policy development and approval process, contracting, Grant applications, and Agendas and Minutes.
6. General functions suitable for conversion to an ECM solution include general correspondence, report generation and submission, and filing of documents, policies and procedures. Data capture through the use of eForms.
7. **Equalization** functions to include Property Transfer Affidavits, Personal Property Audit History, Appraisal Cards and Change Orders. Document exchange between ROD, Treasurer and integration with BS&A Applications and GIS.
8. **Drains Office** to support SESC files including generation of documents and notification of deadline and expiration dates.
9. Hosting for Local Government Units on the County's servers.
10. **E-Filing** by external agencies would support receipt of documents from external agencies by a number of County departments. The term E-filing here implies a broader definition of receiving documents electronically rather than on paper via a variety of means which could include File Transfer Protocol, E-mail, applications programmed on the County web site, or a specialized E-File module.

The Costs of Doing Business Electronically

1. **Hardware** currently installed consists of three servers. The investment needed to expand imaging minimally includes scanners. Scanners range from a few hundred dollars to several thousand based on capability. If signatures are required that change (i.e. non-employee) signature pads are required at a cost of \$300 per pad.
2. **Software** consists of server modules and client licensing. The initial investment in server modules provides an extensive set of tools that support the majority of the County's ECM needs. Further expansion will require additional licensing for retrieving images, and additional licensing for workflow operation. Scanners also require software licenses to support scanning and indexing functions. Beyond this, specialized modules can be purchased to support E-Filing, Agendas and Minutes and potentially other application areas identified above. Ongoing annual maintenance costs for software modules and licenses are 18% of the purchase cost.
3. **Services** may be provided by internal IT staff. In some cases using departments have trained staff to provide some administrative support functions. Training costs for each technical course are approximately \$2,500 per person. A trained IT person capable of providing system administration and workflow design would attend a series of four courses over a period of two to three years to become proficient. Depending on the demand for development, resource requirements could easily exceed IT's capacity requiring contracted services by an external provider. These services including implementing new modules and designing workflows would range from a couple thousand to several thousand dollars.

Project Plan

ECM Projects of Interest Identified During Strategic Planning Session September 2009											
Function	Type of Cost:	OB Lic	WF Lic	Module	Scanner	Kofax Lic	Signature Pad	External Resource	Other Hardware	Inter Department	Internal Resource*
Agendas & Minutes	Sponsor Department								Note 1		
Contracts	Clerk	x	x	x	x	x		x	Note 4	x	x
Property	Corporate Counsel	x	x		x	x				x	x
Jail Records	Equalization	x	x		x	x					x
Requisition	Sheriff	x	x		x	x	x				x
Hiring	Fiscal Services	x	x		x	x				x	x
Personnel	Human Resources							x		x	
Insurance Claims	Human Resources	x	x		x	x	x				x
Health Enrollment	Human Resources						Note 5			x	
Hosting	Information Technology	Note 3	Note 3		Note 3		Note 3	x			x
Grants	Planning & Grants	x	x		x	x				x	x
Medical Records	Public Health				x						
Permits	Public Health	x	x			x	x				x
Reporting	Public Health										
Treasurer Process	Treasurer	x	x		x	x	x			x	x
SESC Files	Drains Office	x	x		x	x					x
E-Filing	Various			x				x			x

- Note 1 Impact of imaging includes increased demand for larger monitors in all locations.
- Note 2 Functions that involve interaction with external (public) use will require development on the interactive web site.
- Note 3 Cost of implementation including purchasing of hardware, software and services would be born by the LGU.
- Note 4 Cost to improve technology in the Board Room to support retrieval, viewing and annotation by board
- Note 5 Requirement only if actual signature needed. Could use of security code/PIN type function to avoid signature requirement.
- Note 6 E-Filing by external agencies could be accomplished in a variety of ways: FTP, via County Web site, E-Filing Module.

*

Services could be done internally or contracted depending on the time frame for implementation and resource availability.

Project Plan

Function	Type of Cost:		OB Lic	WF Lic	Module	Scanner	Kofax Lic	Signature Pad	External Resource	Est Ann Maint	Total Est Cost	Internal Resource* (HOURS)
	Sponsor											
Agendas & Minutes	Clerk	1,500	1,500	25,000	4,000	2,000			21,000	6,120	55,000	TBD
Contracts	Corporate Counsel	A&M	A&M		A&M	A&M						60
Property	Equalization	1,500	1,500		2,000	1,000				1,080	6,000	100
Jail Records	Sheriff	3,000	3,000		4,000	2,000		900		2,160	12,900	120
Requisition	Fiscal Services	1,500	1,500		9,000	1,000				2,340	13,000	120
Hiring	Human Resources								Webtecs		5,300	
Personnel	Human Resources	2,000	2,000		2,000	1,000		300		1,314	2,000	300
Insurance Claims	Human Resources											
Health Enrollment	Human Resources							Note 5				
Hosting	IT	Note 3	Note 3			Note 3		Note 3	Note 3	(5,000)		40
Grants	Planning & Grants	1,000	1,000		2,000	1,000				900	5,000	60
Medical Records	CMH	3,000	3,000		4,000	2,000		900		2,160	12,900	120
Medical Records	Public Health											
Permits	Public Health	5,000	3,000		4,000	2,000		900	Webtecs	2,520	11,000	120
Reporting	Public Health											
Treasurer Process	Treasurer	2,500	2,500		3,000	2,000		600		1,800	10,600	90
SESC Files	Drains Office	1,000	1,000		2,000	1,000				900	5,000	60
E-Filing	Various			52,000					Note 6	9,360	52,000	60
Estimated Grand Totals		22,000	20,000	77,000	36,000	15,000		3,600	21,000	25,654	194,600	1,250

Note 1 Impact of imaging includes increased demand for larger monitors in all locations.

Note 2 Functions that involve interaction with external (public) use will require development on the interactive web site.

Note 3 Cost of implementation including purchasing of hardware, software and services would be born by the LGU.

Note 4 Cost to improve technology in the Board Room to support retrieval, viewig and annotation by board

Note 5 Requirement only if actual signature needed. Could use of security code/PIN type function to avoid signature requirement.

Note 6 E-Filing by external agencies could be accomplished in a variety of ways: FTP, via County Web site, E-Filing Module. Costs reflect E-filing Module.

* Services could be done internally or contracted depending on the time frame for implementation and resource availability.

Project Plan

Appendix E: Project Chart

ID	Task Name	Act Start	Act End	% Comp.	P. Bst. % Comp.	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
0	Strategic Plan Timeline	Wed 2/1/05	NA	46%	0%										
1	Improve Services Delivery (Goal 1)	Mon 2/22/09	Tue 6/30/09	100%	0%										
2	Enhance Help Desk Capabilities	Mon 2/22/09	Tue 6/30/09	100%	0%										
3	Implement Automated Asset Management	Wed 2/11/06	NA	34%	0%										
4	Develop Cost-Effective, Comprehensive Solutions (Goal 2)	Mon 5/15/05	NA	34%	0%										
5	Implement Word Templates to Replace AFP Requirement	Mon 5/15/05	Mon 5/15/05	100%	0%										
6	Develop software portfolio to replace AFP and Create Print	Tue 10/28/03	NA	75%	0%										
7	AFP and Create Print Form online process	Mon 6/19/06	NA	5%	0%										
8	Modify/Replace Justice System	Mon 12/1/03	Wed 12/31/03	100%	0%										
9	Define IT Function System Review	Fri 5/14/09	NA	10%	0%										
10	Requirements Gathering, Functional Specification Development	Mon 6/19/05	NA	5%	0%										
11	Develop Accurate Data Model of Justice System	Wed 2/11/06	NA	0%	0%										
12	Programming	Wed 2/11/06	NA	49%	0%										
13	Imaging System	Wed 2/11/06	NA	49%	0%										
14	Justice Document Imaging System Phase 1: ImageSoft Contract	Wed 2/11/06	Fri 10/3/08	100%	0%										
15	Justice Document Imaging System Phase I Evaluation	Mon 10/6/03	NA	96%	0%										
16	Document Imaging System Phase 2: IT Expansion of Imaging	NA	NA	0%	0%										
17	Develop Non-Justice Imaging Solutions	Tue 1/10/06	NA	54%	0%										
18	Replace CMH Content Manager with OnBase	Tue 1/10/06	Mon 7/7/08	100%	0%										
19	Park Township Imaging Hosting	Fri 11/4/03	NA	10%	0%										
20	Bring RCD Imaging System On site	Fri 10/3/08	Fri 6/6/09	100%	0%										
21	Configure Imaging for Environmental Health - Hold as of 9/26/2008	Mon 7/28/03	NA	30%	0%										
22	Integrate Imaging with HR's On-line application Process	Mon 6/30/03	Wed 12/31/03	100%	0%										
23	Conduct Customer Process/Requirements Reviews - Ongoing	Wed 12/1/03	NA	34%	0%										
24	Identify Customer Processes Suitable for Automation	Wed 12/1/03	NA	34%	0%										
25	Develop Project Deliverables/Agreements	Wed 12/1/03	NA	34%	0%										
26	Coordinate IT/Customer Efforts to Deliver Desired results	Wed 12/1/03	NA	34%	0%										
27	Replace County Financial System	Tue 5/16/06	NA	0%	0%										
28	Provide IT Vision (Goal 3)	Mon 1/15/07	NA	24%	0%										
29	Modify/Replace Justice System	Mon 1/15/07	Wed 2/28/07	100%	0%										
30	Develop Migration/Replacement Options	Tue 3/30/07	Fri 5/31/07	100%	0%										
31	Define Alternatives - Est Cost/Benefits	Fri 2/1/08	NA	100%	0%										
32	Initial Testing/Prototyping - Pilot Project	Wed 10/1/08	Tue 12/30/10	100%	0%										
33	Evaluate Selected Option	NA	NA	0%	0%										
34	Document current system - Stopped See Notes	NA	NA	0%	0%										
35	Develop Enhanced Justice System Capabilities - Stopped See Notes	NA	NA	0%	0%										
36	Replace Health Department QS System	Tue 5/16/06	Wed 7/11/09	100%	0%										
37	Evaluate Current System and Requirements	Tue 5/16/06	Tue 5/15/07	100%	0%										
38	Develop Preliminary Estimates/Budget for 2008	Tue 12/07	Fri 6/22/07	100%	0%										
39	Conduct RFP Process	Wed 5/16/07	Fri 9/28/07	100%	0%										
40	Purchase/Install/Test Phase	Tue 12/25/07	Fri 2/27/09	100%	0%										
41	Live with New System	Thu 2/1/09	Wed 7/1/09	100%	0%										
42	Provide Flexible IT Capacity	Mon 6/12/06	Fri 7/3/09	100%	0%										
43	Install Test SAN	Mon 6/12/06	Fri 6/23/06	100%	0%										
44	Add SAN	Fri 2/27/09	Fri 7/31/09	100%	0%										

Project Strategic Plan Timeline
Date: Fri 10/30/09

Task Progress Milestone

Summary Rollover Progress Rollover Task Rollover Milestone

Project Summary Group By Summary Deadline

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Project Plan

Appendix E: Project Chart

ID	Task Name	Act Start	Act End	% Comp.	Phys. % Comp.
0	Strategic Plan Timeline	Wed 2/1/06	NA	46%	0%
1	Improve Service Delivery (Goal 1)	Mon 2/27/09	Tue 6/20/09	100%	0%
2	Enhance Help Desk Capabilities	Mon 2/22/09	Tue 6/20/09	100%	0%
3	Implement Automated Asset Management	Mon 2/22/09	Tue 6/30/09	100%	0%
4	Develop Cost-Effective, Comprehensive Solutions (Goal 2)	Wed 2/1/06	NA	34%	0%
5	Implement Word Templates to Replace AFP Requirement	Mon 5/15/06	Mon 5/15/06	100%	0%
6	Identify Software Products to Replace AFP and Create Pilot AFP and Create Pilot Form conversion process	Tue 10/23/08	Mon 5/15/06	75%	0%
7	Modify/Replace Justice System	Mon 6/19/06	NA	6%	0%
8	Define Workflow System Rules	Mon 12/1/08	Wed 12/31/08	100%	0%
9	Requirements Gathering, Functional Specification Development	Fri 5/1/09	NA	10%	0%
10	Develop Accurate Data Model of Justice System	Mon 6/19/06	NA	5%	0%
11	Programming	Wed 2/1/06	NA	0%	0%
12	Imaging System	Wed 2/1/06	NA	49%	0%
13	Justice Document Imaging System Phase 1: ImageSoft Contract	Wed 2/1/06	Fri 10/3/08	100%	0%
14	Justice Document Imaging System Phase 1 Evaluation	Mon 10/6/08	NA	95%	0%
15	Document Imaging System Phase 2: IT Expansion of Imaging	Mon 10/6/08	NA	0%	0%
16	Develop Non-Justice Imaging Solutions	Tue 1/1/08	NA	55%	0%
17	Replace CMH Content Manager with OnBase	Tue 1/1/08	Mon 7/7/08	100%	0%
18	Bank Township Imaging Hosting	Fri 1/4/08	NA	10%	0%
19	Bring ROD Imaging System On-site	Fri 1/3/08	Fri 6/6/08	100%	0%
20	Configure Imaging for Environmental Health - Hold as of 9/26/2008	Mon 7/28/08	NA	30%	0%
21	Integrate Imaging with HR's On-line Application Process	Mon 6/30/08	Wed 12/31/08	100%	0%
22	Conduct Customer Process/Requirements Review - Ongoing	Wed 12/3/08	NA	34%	0%
23	Identify Customer Processes Suitable for Automation	Wed 12/3/08	NA	34%	0%
24	Develop Project Deliverables/Agreements	Wed 12/3/08	NA	34%	0%
25	Coordinate IT/Customer Efforts to Deliver Desired results	Wed 12/3/08	NA	34%	0%
26	Replace County Financial System	NA	NA	0%	0%
27	Provide IT Vision (Goal 3)	Tue 5/16/06	NA	53%	0%
28	Modify/Replace Justice System	Mon 1/15/07	NA	24%	0%
29	Develop Migration/Replacement Options	Mon 1/15/07	Wed 2/28/07	100%	0%
30	Define Alternatives - Est Cost/Benefits	Tue 3/1/07	Tue 5/31/07	100%	0%
31	Initial Testing/Prototyping - Pilot Project	Fri 2/1/08	Fri 1/30/09	100%	0%
32	Evaluate Selected Option	Wed 10/1/08	Tue 12/30/10	100%	0%
33	Document current system - Stopped See Notes	NA	NA	0%	0%
34	Develop Enhanced Justice System Capabilities - Stopped See Notes	NA	NA	0%	0%
35	Replace Health Department QS System	Tue 5/16/06	Wed 7/1/09	100%	0%
36	Evaluate Current System and Requirements	Tue 5/16/06	Tue 5/15/07	100%	0%
37	Develop Preliminary Estimates/Budget for 2008	Tue 12/07	Fri 6/22/07	100%	0%
38	Conduct RFP Process	Wed 5/16/07	Fri 9/29/07	100%	0%
39	Purchase/Install/Test Phase	Tue 12/26/07	Fri 2/27/09	100%	0%
40	Live with New System	Thu 2/1/09	Wed 7/1/09	100%	0%
41	Provide Flexible IT Capacity	Mon 6/12/06	Fri 7/8/09	100%	0%
42	Install First SAN	Mon 6/12/06	Fri 6/23/06	100%	0%
43	Add SAN	Fri 2/27/09	Fri 7/31/09	100%	0%

Project Strategic Plan Timeline Date: Fri 10/30/09

Task Progress Milestone

Summary Milestone

Roll Up Progress

Roll Up Task

Roll Up Milestone

Split

External Task

Project Summary

Group By Summary

Deadline

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