Digital Transformation

SPECIAL ISSUE

FY 2021-22
BUDGET WORKSHOPS
Transforming How We Do Business

- Business Applications Needs Assessment (BANA)

- Key Investments and Initiatives Completed
  - County Network Enhancements
  - Adapting to Remote Worker Environment
  - Digital Signatures

- Key Initiatives Currently Underway
  - O365
  - Website Redesign
  - Accela
  - Criminal Justice Discovery
  - Governance, Risk and Compliance
What is BANA?

BANA is a Countywide initiative launched in 2019 to identify requirements for the next generation of County enterprise-wide business applications.
Why BANA Why Now?

The following indicate it is time to replace existing applications with a unified business solution that will support efficient and effective business processes:

**No new versions available**
Upgrades to custom applications must be completed internally and require significant investment of staff resources to create new versions.

**Focus on Core Competencies**
Developing, maintaining, and enhancing custom applications is not a core competency of county government.

**Mature Market for Government Applications**
The market for government-specific applications has matured in recent years, resulting in a wide variety of externally developed solutions capable of meeting the needs of county government.

**Emergence of Secure Cloud Computing**
Subscriptions to externally developed applications hosted in the cloud are now commonplace and offer the latest features while eliminating the cost of hosting software on premises.

**Maximized Value of Existing Applications**
While the County has benefited from its investment in existing applications, custom applications reaching the end of their lifecycle may be costly to maintain and integrate with newer applications in the future.

**Changing Expectations of the Workforce**
Rapid advances in technology have created an expectation in the workforce of similar advancements in workplace technology.
Where are We Going?

With assistance from the County’s Assessment Consultant, the BANA project will lead to the selection of software and implementation vendors in FY 21-22.
How will this impact next year’s budget?

A minimum $1.5 million in discretionary funds will be set aside in FY 21-22 to help offset costs of purchasing, implementing, and licensing the future system.

**Policy 4.e.**
Set aside a minimum ongoing amount of $1.5 million for eventual Enterprise Resource Planning System

**Rationale**
- County conducting Business Applications Needs Assessment (BANA)
- Outcome of assessment will be recommendations to seek new systems solution, potentially ERP
- Costs will include purchase, implementation, and annual licensing. Beginning set aside now will help offset eventual costs

**Departments Affected**
Countywide

**Fiscal Impact**
Minimum $1.5 million in discretionary funds
Key Initiatives Completed

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Investments to Facilitate Rapid Transition to Telecommuting

• Upgraded the throughput and capacity of the County’s Internet Service Provider links to support the significant expansion of remote workers

• Enhanced our cybersecurity prevention, detection and monitoring capability

• Acquired and implemented hardware and software to support virtual public participation in Board of Supervisors meetings

• Implemented new dual-factor authentication to help prevent unauthorized access to County networks from mobile devices for remote workers
Investments to Facilitate Rapid Transition to Telecommuting (continued)

- Exponentially expanded the number of software licenses for Zoom, Box, Smartsheets and other collaboration software tools

- Acquired software to allow employees to remotely receive and make business phone calls from their laptops rather than their office phones

- Purchased new hardware to support employees working from home, including laptop computers, additional monitors, headsets, etc.

- Acquired network tools to help troubleshoot remote workers having connection issues
Electronic Signatures

- Finalized the Electronic and Digital Signature Policy, and implemented Countywide digital signature capabilities

- Negotiated and consolidated a favorable agreement for the countywide use of DocuSign

- Benefits
  - Improved Workflow
  - Can be used for most internal and external documents
  - Reduced labor in getting “wet” signatures

- Implemented in 6 months – vendor selection, policy development, training and roll-out to departments
Microsoft Office 365 Implementation – Phase A -

- Analyze and Design Deliverables
- O365, Email, Teams and SharePoint Online Documentation for Implementation
  - Current State Assessment
  - Future State Assessment
  - Post Migration Plan
  - Communications Plan
- O365 Governance Workshops
- DSS Active Directory Migration Plan
- Completed - November 2020
Key Initiatives Currently Underway

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Microsoft Office 365 Implementation – Phase B

• In-process and due to complete by end of 2021
• Migrate ~4500 users and ~8000 mailboxes to O365
• Migrate Skype for Business to Teams
• Migrate internal County SharePoint 2013 to SharePoint online using standard templates
• Implement cloud file sharing using OneDrive
• Migrate DSS Active Directory
• Migrate on-premise email threat protection to cloud based Proof-Point Completed Feb 2021
Website Redesign and Implementation

- Improve business productivity through modernizing the County internal and external website
- Facilitate the access of County resources for the public through a modern and accessible design
- Increase visibility and connectivity of County websites and services
- Improve employee collaboration and ability to easily update content
- Offers offsite datacenter resiliency
- Complete by end of 2021
Accela Migration Project – Initial Phase

• Accela is a web based solution that allows citizens and businesses to request permits, licenses, inspections and to access other County services.

• Currently used by Planning & Development, Environmental Health, and Cannabis (Cloud based)

• Each department has their own stand alone instance, administration and integrations along with a standalone pricing model

• Migrate Planning & Development and Environmental Health into the Cannabis instance of Accela Online (Cloud based)
Accela Migration Project – Future Phase

• Add additional Departments into the Accela Portal to expand access to the public

• Add analytical dashboards and GIS mapping capability

• As additional Departments are added the County will leverage economies of scale for most favorable pricing

• Assists County achieve Renew ‘22 Big Picture goal of migrating 75% of County services determined feasible to be placed on-line
Discovery – Criminal Justice Partners

- Collaborative effort including District Attorney, Courts, Public Defender, Sheriff, General Services and CEO

- Focusing on the transmittal, evaluation and sharing of criminal justice data from inception (all law enforcement agencies within the County) through ultimate legal proceedings by developing a repository of digital evidence

- Evaluating cloud-based solution to minimize cost and reduce the need for redundancy of large volumes of data between the various stakeholders
Governance, Risk and Compliance (GRC)

• Leverages the County’s existing ServiceNow platform

• Incorporates findings from the IT Security Assessment and establishes actionable items for each department security officer as well as the County CISO

• Provides reports and dashboards for the County CISO and Executive Leadership to monitor and manage the County’s cybersecurity posture
Questions
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