



County of Los Angeles
**CHIEF EXECUTIVE OFFICE
OPERATIONS CLUSTER**

WILLIAM T FUJIOKA
Chief Executive Officer

DATE: April 18, 2013
TIME: 1:00 p.m.
LOCATION: Kenneth Hahn Hall of Administration, Room 830

AGENDA

Members of the Public may address the Operations Cluster on any agenda item by submitting a written request prior to the meeting.
Three (3) minutes are allowed for each item.

1. Call to order – Gevork Simdjian
 - A) **PALMS Discussion**
Regional Planning – Richard Bruckner or designee
 - B) **IT Standards Presentation**
CIO – Richard Sanchez or designee
 - C) **PBX Replacement Discussion**
ISD – Tom Tindall or designee
2. Public Comment
3. Adjournment

Permit and Land Management Solution (PALMS)

Chronology

Apr 2010	PALMS Final Report released
May 2010	Initiation of PALMS Bridge—Land Entitlement Process Review (LEPR)
Dec 2010	Report to BOS on outcome of LEPR
Sep 2011	Initiated remaining PALMS Bridge tasks - <i>Permits, Inspections, Cash Collection, and Accounting</i> - <i>Proof of Concepts for Electronic Case Filing, Plan Review, and Referral Management</i>
Sep 2012	PALMS Status Update to BOS - <i>Identified strategy for moving forward, costs, and proposed funding sources</i>
Jan 2013	DRP identified PALMS as an Unmet Need in FY 2013–14 Budget Request

Strategy

- Strategy is unchanged since the PALMS Status Update (September 2012).
- Departments are proceeding with individual solutions that feature common communication protocols and a high degree of interoperability.

Key Features of the DRP Project *(Excerpt from PALMS Implementation Project RFP)*

- **GIS:** The Project seeks to deploy a solution that leverages the Department of Regional Planning's (DRP) Geographic Information System (GIS) to manage, analyze, visualize, and report all entitlement, permitting, and land management activities.
- **Electronic Intake:** The Project seeks to deploy a solution that provides the tools necessary to initiate an entitlement, permitting, or land management project electronically.
- **Citizen Portal:** The Project seeks to deploy a solution that supports the creation of a citizen engagement portal that empowers members of the public to discover, research, and initiate entitlement, permitting, and land management projects in a specific geographic area.
- **Mobile Tools:** The Project seeks to deploy a solution that provides native iOS applications for use by field staff to conduct inspections and code enforcement functions over wi-fi, cellular, or while disconnected.
- **Data Interoperability:** The Project seeks to deploy a solution that allows for data exchange between properly authenticated County systems securely and efficiently.

Project Proposal

The estimated cost for the PALMS Implementation Project is \$2M total. *The DRP will not require additional funding in order to fully implement this Project.*

Cost Breakdown

- \$900,000 for consultant services
- \$600,000 for hardware
- \$500,000 for software



Department of Regional Planning
Richard Bruckner, *Director*

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Timeline

- Productivity Investment Fund—proposal to be submitted on April 15th. Process takes approximately 2 months. Should know outcome by late spring 2013.
- Information Technology Fund—*same as above*

Procurement

- RFP Process—DRP will release solicitation on April 22nd
- Proposals will be due on May 13th
- Anticipate completing process in late June and having a vendor in place in early July

Q&A

The September 2012 memo states that the total cost for the DRP system is \$2M. Is this the only cost?

The DRP does not foresee any additional costs to fully implement PALMS.

The memo states that the costs are spread over 2 Fiscal Years. If that is the case, why are all the funds being transferred now?

In September 2012, the DRP was working on identifying potential funding sources and, in light of budget constraints, considered that one option was to complete the project over two fiscal years.

The full \$2M is being recommended because the RFP is scheduled to be released in mid-April of this year with the goal of awarding the contract shortly after the beginning of the 2013–14 fiscal year. The full contract amount must be encumbered to award the contract.

What is the rationale for using GF?

One-time NCC is being utilized to expedite the release of the RFP. DRP is currently in the process of submitting Productivity Investment Fund (PIF) and Information Technology Fund (ITF) grant applications; award outcomes will not be known until late spring 2013 (DRP cannot move forward with the RFP until funding is identified). If PIF and/or IT grants are awarded, the CEO will recoup the NCC difference in 2013–14 Final Changes and/or Supplemental.

What are the projected costs for all departments?

There is no single PALMS “price tag”. As indicated in the September 2012 PALMS Status Update, County permitting departments (primarily DRP and DPW) are pursuing multiple commercial-off-the-shelf solutions instead of a single, Countywide system. At this time, only DRP has identified a complete system, and cost (\$2M), for full implementation.

PALMS Briefing

Operations Cluster Meeting
April 18, 2013

Presented by:
Dennis Slavin
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Los Angeles County
Department of Regional Planning

Planning for the Challenges Ahead



Richard J. Bruckner
Director

September 25, 2012

TO: Supervisor Zev Yaroslavsky, Chair
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Richard J. Bruckner
Director of Planning

Gail Farber
Director of Public Works

**PERMIT AND LAND MANAGEMENT SOLUTIONS (PALMS) PROJECT -
STATUS UPDATE**

On June 25, 2012, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO) to report back with what is being done to improve the permitting system in Los Angeles County in light of all the fee increases that have been approved by the Board within the past two years and on the progress that is being made to make the County's permitting process business-friendly. Upon further discussion with Supervisor Antonovich's Office, the Board is seeking an update on the Permitting and Land Management Solutions (PALMS) project, including funding status. The Chief Executive Office and the Departments of Regional Planning (DRP) and Public Works, in collaboration with Fire, Public Health (DPH), and Parks and Recreation (DPR), have developed the following report in response to the Board's directive.

PALMS Project Background

The purpose of the PALMS project is to identify, analyze, and recommend improvements to the business processes and supporting technology that will increase the effectiveness and efficiency of the County's entitlement, permitting, and land management functions.

In 2007, the Los Angeles County Board of Supervisors authorized the County to proceed with a Feasibility and Requirements Study (FRS) for permitting and land management functions.

In January 2009, after a competitive bidding process, the Board approved the awarding of a contract to Woolpert, Inc. to conduct the FRS. Over the course of 14 months, the PALMS team reviewed the organizations, processes, and technologies supporting the current permitting and land management functions within the County. More than 300 employees participated in more than 400 workshops and planning sessions to define and model 125 separate business processes.

In June 2010, the County completed the first phase of the PALMS project with the publication of the PALMS Final Report. The Final Report made a number of recommendations for proceeding with implementation in the five PALMS departments which include DRP, Public Works, Fire, DPH and DPR. These recommendations focused on issues related to organization, process, and technology.

Current PALMS Approach

The initial focus of the PALMS project was to develop a single system for the entitlement, permitting, and land management functions in Los Angeles County. Based on the recommendations of the PALMS Final Report and the complexity of individual departmental workflows, it has been determined that a system consisting of multiple commercial-off-the-shelf (COTS) solutions, with an emphasis on open standards, interoperability, enterprise content management (ECM), and geographic information system (GIS) integration, will provide the County with the largest return on investment and create the greatest number of customer service enhancements.

PALMS Bridge to Implementation Project

The PALMS Bridge to Implementation project focused on identifying organizational and process opportunities, which could be pursued immediately without the requirement for a substantial investment in new technology. The objective of the Bridge project was to identify a set of immediate tasks that could keep the momentum of the PALMS project going while producing immediate opportunities for improvement. This project included five components:

- **Stakeholder Committee:** The main objective of the Stakeholder Committee was to provide feedback on a number of organizational, processes, and technology improvements identified during a review of the land entitlement process.
- **Process Improvements in Enforcement and Inspections:** The purpose of this task was to identify best practices in Zoning Enforcement and Inspection processes.
- **Process Improvements in Cash Collection and Accounting:** The purpose of this task was to identify best practices in Cash Collection and Accounting. This included cash receipts, deposits, daily balancing, refunds, drawdown accounts,

cost recovery, fee calculation, multidepartmental collections and account reconciliation.

- Enterprise Content Management (ECM) Technology Pilot Projects: The purpose of this task was to conduct a series of controlled pilot projects focused on new and promising technologies related to enterprise content management and permit-based workflows. In conjunction with other PALMS departments, DRP identified three activities to explore: electronic submission, document management and workflow, and electronic plan checking and markup.
- Videoconferencing Pilot: The purpose of this task was to create a virtual meeting space for the various PALMS departments and members of the public.

More information about the improvements made during the PALMS Bridge to Implementation Project can be found in the quarterly Land Entitlement Process Review Status Updates sent to the Board from December 2010 to July 2012.

Regional Planning: Current Status

In addition to the work completed in the PALMS Bridge to Implementation project, DRP has continued to collaborate closely with the other PALMS departments to complete other objectives established by the Stakeholder Committee and Land Entitlement Process Review. Notable examples include the geographic alignment of DRP's business units, expansion of One-Stop services, improvements to the subdivision process, streamlined internal documentation, and enhanced distribution of hearing packets and case material. Background information for the above projects can be found in the quarterly Land Entitlement Process Review Status Updates sent to the Board from December 2010 to July 2012.

Customer Service Enhancements

DRP continues to make customer service a priority, focusing on key initiatives and enhancements, including:

- Expansion of One-Stop services for Land Division cases and the introduction of One-Stop services for other permit types, such as Conditional Use Permits (CUP).
- The reduction of the number of paper copies from 30 to 5 for Land Division cases and from 13 to 4 for CUPs and continued to work toward a fully electronic process.
- The synchronization of public counter hours with Public Works at shared facilities. This schedule supports the expansion of services offered at the field offices, including the on-site processing of additional permit types.

- The implementation of several technology pilot projects that focus on technology and workflows that eliminate the need for paper files, including electronic plan review, digital referral management, and enhanced collaboration tools.
- The upcoming ecommerce initiative that enables members of the public to pay for fees and services with credit or debit cards.
- The implementation of the "One Planner, One Project" initiative in which a single planner is assigned to a case from project inception through final decision.
- Improved public meeting/hearing technology and workflows, including webcasted public hearings, the availability of real-time captioning, freely available public meeting electronic transcripts, and digital distribution of meeting/hearing packets.
- Improved video conferencing capabilities in DRP's hearing and meeting rooms. This improvement enables staff to spend more time in the field and access more accurate and detailed information remotely, reduces or eliminates the need to take physical files into the field, and reduces cost to the County through travel avoidance.
- Improved mobile technology options for field staff. This improvement enables field staff to spend more time in the field and reduce travel costs.

Regional Planning: Future Outlook

The lessons learned from the PALMS Bridge to Implementation project as well as other improvements identified by the Stakeholder Committee and Land Entitlement Process Review created a roadmap for the development of a new land development permitting and inspection tracking system (Kiva replacement system). The Kiva replacement system will be comprised of a COTS system that adheres to the best practices established by the PALMS Final Report and Current PALMS Approach section of this report. Additionally, the Kiva replacement system will enhance existing workflows and procedures by providing County staff with tools that streamline the land development permit and inspection processes. Key features of the Kiva replacement system include:

- Electronic submission of applications, maps and plans, and other supplemental documentation.
- Enhanced accounting and fee management, including detailed activity reports.
- Improved workflow and task management, including referral management and interagency collaboration tools.
- Electronic plan checking and review tools.
- Detailed reporting tools, including the ability to view real-time project or case statistics.

Projected Cost

The Kiva replacement system will be split into three manageable phases, spread across two fiscal years. The total cost for implementation is expected to be \$2,000,000, which represents the Department's total comprehensive solution cost.

Funding Status

DRP is currently exploring multiple funding sources for the implementation of the proposed Kiva replacement system. DRP anticipates initiating the request for proposal (RFP) process once funding is identified.

Public Works: Current Status

Public Works has implemented certain enhancements in our permitting and plan check process in line with the PALMS Bridge to Implementation project. Land and building information from several systems, such as the Development and Permit Tracking System (DAPTS), Document Management System, Code Enforcement and Property Rehabilitation, and DRP's case data from the Electronic Development and Permit Tracking System, and suspected violations from the Report-A-Violation website can now be accessed and viewed from one site via the Building Permit Viewer.

Customer Service Enhancements

The following enhancements have been implemented to improve both staff efficiency and customer service. These enhancements have been done within current budgets.

- The placement of an onsite engineer from Public Works' Land Development Division, one day per week, at DRP's Headquarters office to facilitate enhanced collaboration, be available for interdepartmental meetings and assist with counseling at the Land Development Coordinating Center. We also developed a customer survey to assess the success of the pilot program and to gauge the development communities' interest in continuing the pilot.
- The implementation of the pilot program to electronically plan check (ePlanCheck) storm drain and hydrology plans. This included the procurement of dual screen monitors, software, and upgraded desktop computers. This pilot has been well received by the consulting/engineering community processing submittals through Land Development Division. The pilot program will be expanded to include electronic plan check of other types of improvement plans.
- The creation of an FTP link on Land Development Division's website to facilitate the transfer of large electronic files between the Land Development Division's plan checkers and applicants as part of the ePlanCheck pilot program.
- Simple permits, such as applications for utility cut permits, have been made available online using our SPATS system.

- Continued expansion of readily accessible information regarding building code enforcement and property rehabilitation. These efforts were recognized with awards from the Quality and Productivity Commission and the National Association of Counties. Public Works' Building and Safety Division has completed the digitization of approximately 1.3 million pages of historic building permits. Currently, these documents are available for the public to review online at Building and Safety Division's Southwest District Regional office and the Lomita office. This information is also available on the Internet via the Building and Safety-Building Permit Viewer website.
- Building and Safety Division is currently expanding the digital records to include the San Gabriel Valley Region office. We expect to make the San Gabriel Valley Region office's paper permits available online by February 2013. Public Works has also acquired specialized equipment to allow the scanning of records previously placed on aperture cards and roll microfilm.
- Building and Safety staff has collaborated with DRP staff to make their digital information currently contained in the eDAPTS available to both staff and the public via the Building Permit Viewer application.
- Implementation of Building and Safety's Plan Check Tracking System. This system consolidates four previous systems used for plan check tracking into one single system. It is actively linked to the DAPTS with a two-way communication link that allows immediate update of data in DAPTS. To further enhance customer service, the system is designed to provide e-mail notification to customers of plan check completion.
- Building and Safety collaborated with the Auditor-Controller to implement a pilot program for the acceptance of credit card payments for permits in the unincorporated County only in the East Los Angeles One-Stop Center. The program has shown increasing popularity with the development and construction communities and a reduction in the number of nonsufficient funds checks received. Building and Safety has expanded this program to the San Gabriel Valley office. This program will be expanded to include the La Puente office by the first quarter of 2013.
- Building and Safety also completed the remodeling of the Antelope Valley Regional office into a One-Stop Center where customers can see representatives from Building and Safety and DRP, Fire, and Public Health. This adds another One-Stop Center to our existing centers at East Los Angeles, Southwest Region, and Santa Clarita.
- Building and Safety also developed a Report-and-Document Service web page that allows staff to post reports from DAPTS to a web page that is accessible to our client cities and other stakeholder agencies for download.

Public Works: Future Outlook

Public Works continues to develop and implement enhanced services for our customers and stakeholders. Some of these enhancements will include:

- Continued work on preparing the paper permit records for scanning to include the La Puente and South Whittier District offices.
- Expanding the acceptance of Visa and MasterCard to all remaining County Building and Safety offices over the next 12 months.
- Investigation of the feasibility of remodeling the current facility to allow for the implementation of a One-Stop Center at the San Gabriel Valley Regional office (Arcadia).
- Creation of an inspection tracking system, which allows real-time communications with our customers.
- Enhancing our Building Permit Viewer to allow DRP to post documents to the system. This will allow the public to view key documents associated with their projects.
- Enhancing the Building Permit Viewer to include a tab where reports, commonly requested by the public, will be accessible for downloading and printing at no charge.
- Implementation of electronic plan checking for all subdivision improvement plans.

These enhancements represent the future outlook for the next 12 to 18 months. There will be additional customer service and IT initiatives developed (scope undetermined at this time) to build on the success of these incremental components, all of which are intended to address the intended outcome of the PALMS project in an incremental approach within year-to-year budgetary constraints.

Projected Cost

The projected cost for the implementation of these enhancements is yet to be determined.

Funding Status

These enhancements are being funded through a variety of existing Public Works funding sources.

Fire: Current Status

The Department continues to be an active participant in the PALMS Bridge to Implementation project. At this time, most of the Department's efforts have been focused on improving the Land Development Unit (LDU) business processes and

workflow, participating in the enhanced subdivision review process, and having Department personnel participate in One-Stop services related to Zoning Permits/CUP approval.

Customer Service Enhancements

- Modified business processes to accommodate the expansion of One-Stop services.
- Installation of multiple 24-inch monitors at each plan checker's work station to enhance plan checker's ability to review electronic plans.
- Streamlining of internal document distribution between County agencies.
- Electronic review of subdivision projects and submission of reports.
- Providing a Department representative at the One-Stop for review of Zoning Permits/CUP projects.
- Additional customer service enhancements that are in progress include:
 1. Purchasing web cameras so personnel can participate in video conferencing.
 2. Upgrading computers to support multiple monitors and enhance digital plan review.
 3. Completing modifications to office space to develop a professional environment for video conferencing.

Fire: Future Outlook

While the Department continues to enhance our land development and other closely related processes, we still see tremendous potential for PALMS growth in other divisions/sections of the Department. These include:

- Environmental Impact Reports, Oak Tree Permits, and Fuel Modification Plans (Forestry Division).
- Environmental Impact Reports (Health Hazardous Materials Division).
- Building, Sprinkler, and Fire Alarm Plan Check (Engineering Section).

To date, the Department has not identified appropriate COTS software to support these operations. However, we remain open to testing and/or piloting COTS software that have been identified by other Departments.

Projected Cost

The projected cost for the implementation of these enhancements has yet to be determined.

Funding Status

The Department has funding available to make modest improvements to hardware and software that will support PALMS. Funding for COTS software that will support multiple Departments' processes will need to be examined as a group as a larger funding source or potential grant may need to be identified and applied for. Oftentimes, the greatest annual expense related to software purchases are related to multiple users and licensing fees.

Public Health/Environmental Health: Current Status

As the County moves forward with the implementation of the PALMS Bridge project, the Department of Public Health (DPH) remains committed to actively participating in the improvement project initiated by DRP to enhance the County's land entitlement review process. The improvements that are beneficial to DPH's involvement in the land entitlement process include videoconferencing, conducting electronic plan review and markup, and participating in One-Stop services for conditional use permits and subdivisions.

Customer Service Enhancements

- One-Stop services for Land Entitlement projects provide applicants with early knowledge of conditions of project.
- Expanded customer communication including video conferencing.
- Utilizing electronic plan submission provides applicants with faster turnaround times and cost savings.

Public Health/Environmental Health: Future Outlook

On August 21, 2012, the Board of Supervisors approved the implementation of Environmental Health's new permitting and inspection data management system, EnvisionConnect (EC). The primary goal of the EC project is to automate all of Environmental Health's permitting and inspection functions and manage all of the data into a single, consolidated database. With EC, Environmental Health can share information with other departments and access external system data regardless of how the data structure is provided. With a centralized data management system combined with web-enabled capability, EH can improve business processes and increase customer service.

Projected Cost

To participate in the initial improvement project to enhance the County's land entitlement process, DPH projects the initial cost to be less than \$100,000.00. The future costs associated with the sharing of information utilizing the new PH Envision

Connect software system will need to be quantified and cannot be determined at this time.

Funding Status

Once this cost is determined, it can be recovered through the permit and license fees assessed by DPH.

Parks and Recreation: Current Status

In addition to collaborating with other County Departments to complete the PALMS Bridge project, DPR reviewed its legacy system, FoxPro Quimby, currently being used to track residential subdivision land entitlements and Quimby Act compliance. This involves monitoring park and trail conditions of map approval, collection and receipt of Quimby fees, issuing final map clearance reports, budgeting and accounting for Quimby expenditures, and managerial reporting. DPR is working with Internal Services Department to acquire a cost estimate to rebuild the application using a web-based technology to streamline internal and interdepartmental processes and enable sharing of common data.

Customer Service Enhancements

- In addition to improved work flows and shorter service delivery times from a new and seamlessly integrated Quimby database, DPR will be submitting recommendations to amend the Quimby ordinance to use American Community Survey (ACS) data as it becomes available from the United States Census Bureau, instead of data available on a 10-year cycle from the Decennial Census for household densities. Updating the estimated household densities on a more regular basis enables Quimby parkland obligations and in-lieu fees to accurately track and reflect population changes in DPR's Park Planning Areas.

Parks and Recreation: Future Outlook

DPR will continue to determine business requirements and finalize the document to start the rebuilding efforts. Some of the application development phases include:

- Rebuild and reengineer the 20+ years old FoxPro Quimby application onto a more robust environment and with scalable technology.
- Application enhancements to Quimby fee collection and receipt processes (e.g., ability to accept credit card payments and issue e-receipts), improvements to budgeting and monitoring Quimby expenditures to conform to legally-mandated requirements;

- Improve workflows, reduce redundant tasks, and enhance interagency collaborations by providing an Extract-Transfer-Load (ETL) mechanism and/or Application Programming Interfact (API) to integrate with PALMS and/or eCAPS allowing sharing of common data and eliminating double entries.
- Implementation of Electronic plan checks and review tools.

Projected Cost

Preliminary cost estimate per Internal Services Department is in the range of \$350,000 to \$500,000 for the replacement of the current Quimby application. The future system integration cost for a comprehensive enterprise solution to include other County Departments is to be determined.

Funding Status

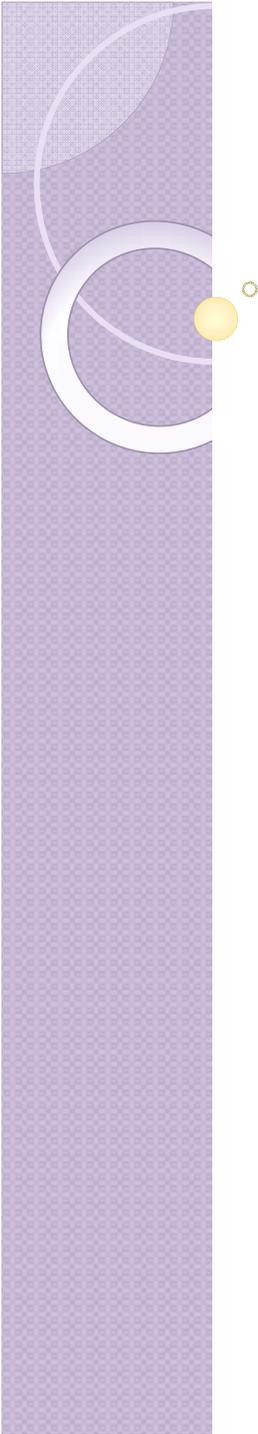
Additional funding for the enterprise solution will be required to bring the project to fruition. DPR is currently exploring multiple funding sources and is strategizing with the CIO and other Departments for a possible share of cost for a portion of or full implementation of this project.

Closing

Please let us know if you have any questions or your staff may contact Dennis Hunter of Public Works at (626) 458-4006 or dhunter@dpw.lacounty.gov, or Dennis Slavin of Regional Planning at (213) 974-6407 or dslavin@planning.lacounty.gov.

RJB:DLS:gl

c: Executive Office, Board of Supervisors
Chief Executive Office (Rita Robinson)
County Counsel
Fire
Parks and Recreation
Public Health



IT Standards Management Framework

Presentation to the
Operations Cluster
March 28, 2013

Office of the CIO





Need for IT Standards Management Framework

- (Ord. 95-0073 § 2 (part), 1995.): Adopt standards for countywide information technology which shall be subject to approval by the Board of Supervisors. County departments and county information technology bodies shall adhere to such standards.
- Define process to identify, establish, and manage IT standards.
- Clarify Board approved IT Standards vs. CIO Preferred Technologies.

Four Types of Standards

- **Technical Standard:** Detailed information technology specifications developed in response to Board policies and County Strategic Goals, e.g. information security standards in support of Board Policies 6.100 – 6.112.
- **Product Standard:** IT products and solutions recommended by CIO and approved by the Board. Product standards are critical in establishing conformity, facilitating interoperability, and for achieving efficiencies and economies of scale, e.g. CGI Advantage.
- **Process Standard:** Established, mandatory business practices that supports IT projects and systems to improve outcomes, mitigate risks and increase reliability, e.g. Data center operations and disaster recovery standards.
- **Reference Standard:** Industry and regulatory standards adopted and/or adapted for County use, e.g. HIPAA and HITECH.



Benefits

Efficiency

Reduced effort, cost and uncertainty through well-designed processes and common standards.

Integrity

Reduced risk/better compliance with regulatory and industry practices.

Effectiveness

Better service quality resulting in improved performance, and ability to adapt and leverage economies of scale across County departments.

Agility

Ability to change more quickly with managed cost and risk and respond to regulatory changes.



County Preferred Technologies

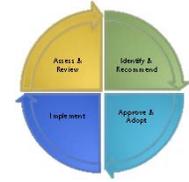
- Preferred technologies are those that have gained significant deployment among County departments, usually as a result of industry dominance, e.g. Windows-based desktops, Microsoft Office, Microsoft Outlook, Microsoft SQL Server and Oracle database software.
- Adoption of these preferred technologies in collaboration with the CIO Council facilitates economies of scale and interoperability.

IT Standards Lifecycle

- Provides clarity and transparency for the adoption and management of County IT standards.



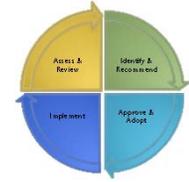
Identify & Recommend



- **Business drivers**, e.g. efficiencies, interoperability and information security.
- **Strategic directives**, e.g. shared services and economies of scale
- **Regulatory requirement**, e.g. HIPAA and HITECH.
- **Common capabilities**, e.g. document management, e-mail, business intelligence, server virtualization and Internet portal.
- **Industry standards**, e.g. NIST, IEEE and ISO.

Resulting in:
Technical Standards
Product Standards
Process Standards
Reference Standards

Approve & Adopt



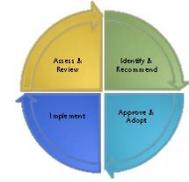
➤ Board approval of IT standards

- Enterprise License Agreements/Master Agreements, e.g. Adobe Lifecycle Reader Extensions, Cognos, IBM WebSphere Portal, Symantec, PointSec, Cisco VOIP and EMC Documentum.
- Master Service Agreements, e.g. Microsoft, Oracle, IBM and EMC.
- Countywide service contracts, e.g. Online Payment Processing and Managed Print Services.

➤ CIO adoption of preferred technologies

- Software, e.g. Microsoft Office, Oracle/SQL Server/DB2 databases, and VMWare.
- Hardware, e.g. Consolidated Computer Purchase Program and Consolidated Video Purchase Program.

Implement



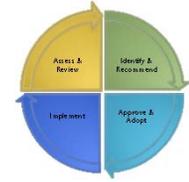
➤ Align Sourcing Strategy

- Enterprise license and master agreements
- Master services agreements
- Technical specifications
- Shared Services/Centralized Infrastructures

➤ Ensure Compliance

- Board Policy 6.020 – CIO review of IT procurements
- CIO delegated authority for reviewing and approving exemptions
- CIO Analysis for Board Agreements

Assess & Review



➤ Evaluate Effectiveness

- Achieve cost savings
- Realize operational efficiencies
- Facilitate interoperability and business agility

➤ Review standards

- New business requirements
- Emerging technologies
- Strategic realignment
- Cost-benefit

Business and operational impacts and transition costs must be evaluated.

Recommendations

- Review and approve updated Board Policy 6.020
- Collaborate with CIO Council and Leadership Committee to:
 - Review and establish standards process and guidelines;
 - Review and recommend Board approval of selected preferred technologies as IT Standards; and
 - Establish review timetable and identify standards for upcoming review.

County of Los Angeles Enterprise IT Standards and Directions 2012 (Exceptions require CIO Approval)		BOARD ADOPTED STANDARD	COUNTY PREFERRED TECHNOLOGY
Operating Systems			
Client Operating System	Microsoft Windows*		✓
Enterprise Server Operating System	Windows Server*, Red Hat Enterprise Linux		✓
Midrange/Department	IBM AIX, HP-UX		✓
Mobile	BlackBerry, Microsoft Exchange ActiveSync support, Windows Mobile, Apple iOS		✓
Networks			
WAN	Enterprise Network, LANet		✓
LAN	CISCO		✓
Voice Over IP	CISCO	✓	
Security			
Antivirus	Symantec (SEP), McAfee (ToPS)		✓
Antispyware	Symantec (SEP), McAfee (ToPS)		✓
Host Intrusion Protection	Symantec (SEP), McAfee (ToPS)		✓
Desktop Firewall	Microsoft Windows Firewall, Symantec (SEP), McAfee(ToPS)		✓
Full Disk Encryption	Check Point (formerly Pointsec)	✓	
Removable Media Protection	Safend		✓
Patch Management	Lumension, Symantec Altiris		✓
Email Security	Cisco IronPort Email Security Appliances, Symantec Brightmail	✓	
Mobile Device Management	Symantec		✓
Network Firewall	Cisco PIX Firewalls		✓
Network Intrusion Prevention	Cisco, HP TippingPoint		✓
Internet Access Control & Filtering	Blue Coat		✓
Secure File Exchange	Globalscape		✓
Vulnerability Assessment	McAfee Vulnerability Manager	✓	
Remote Access			
Remote Access	Juniper SSL VPN, Microsoft Outlook Web Access		✓
Two Factor Authentication	RSA SecurID	✓	
Desktop Management			
Directory Services	Microsoft Active Directory		✓
Desktop Configuration Management	Symantec Altiris, Microsoft System Center		✓
Office Productivity Software			
Desktop Office Suite (Word Processor, Spreadsheet, and Presentation)	Microsoft Office*		✓
E-mail	Microsoft Outlook/Exchange*		✓
PDF	Adobe Acrobat Professional*		✓
PDF Forms	Adobe LiveCycle Reader Extension	✓	
Web Browser and Content			
Browser	Microsoft Internet Explorer*		✓
Web Content Management	IBM Web Content Manager	✓	
Portal Software	IBM WebSphere Portal	✓	
Databases and Reporting			
Database Architecture	SQL-compliant		✓
Database Software	Oracle, Microsoft SQL Server*, IBM DB2		✓
Business Intelligence/Ad Hoc Report Writer	Cognos Business Intelligence Product Suite	✓	

County of Los Angeles Enterprise IT Standards and Directions 2012 (Exceptions require CIO Approval)		BOARD ADOPTED STANDARD	COUNTY PREFERRED TECHNOLOGY
Video Conferencing/Web Collaboration			
Video Conferencing	Central Hosted Video Conferencing Services		✓
Web Collaboration	Cisco WebEx, Citrix GoToMeeting		✓
Systems Management			
Server Virtualization	VMware		✓
Deduplication, Backup, Archive	Commvault		✓
Applications			
Geospatial Information Services (GIS)	ESRI ArcGIS, OGC-compliant, and Latitude Geographics		✓
Enterprise Content Management (ECM)	EMC Documentum	✓	
Enterprise Resource Planning (ERP) Financials (General Ledger, Accounting, Cost Accounting/Billing, Accounts Payable, Accounts Receivable, Budget, Contracts, Asset Management, Grants Management, Procurement/Inventory) Human Resources (Payroll, Personnel Administration, Position Control, Time Collection, Talent Management)	CGI Advantage (eCAPS/eHR)	✓	
Learning Management	SABA Learning Suite (Learning Net)	✓	
Employee Performance	SumTotal Total Performance (Performance Net)	✓	
Benefits and Leave Management	Buck Solutions	✓	

*Maintained within one version of the current release



Los Angeles County BOARD OF SUPERVISORS POLICY MANUAL

Policy #:	Title:	Effective Date:
6.020	Chief Information Office Board Letter Approval and Information Technology Procurement Review	06/03/97

PURPOSE

~~To achieve maximum integration and efficiency in the implementation of information management systems. County departments have initiated or modified information management systems to increase efficiency within their operations and to improve or expand service delivery to the public. It is therefore, essential for the Chief Information Officer to review all requests from County departments for the purpose of ensuring continuity Countywide.~~

To establish a review process for Information Technology (IT) solicitations, procurements, and contracts to ensure compliance to County IT standards, policies, and directives, and conformance with department Business Automation Plans (BAP).

REFERENCE

June 3, 1997 Board Order, [Synopsis 104](#)

June 5, 1997 Chief Administrative Memorandum, "[Review of Automation-Related Board Letter by Chief Information Officer](#)"

June 24, 1997 Chief Administrative Officer and Chief Information Officer Joint Signature Memorandum, "[Chief Information Officer Review of Automation/Communications-Related Acquisitions and Services](#)"

April 1, 1999 Chief Information Officer Memorandum "[Procedure for Chief Information Officer Review of Board Letters](#)"

May 13, 2003 [Board Order 35](#)

November 17, 2011, Chief Information Officer update to the "CIO Analysis"

POLICY

The Chief Information Officer (CIO), prior to placement on the Board Agenda, must review and prepare a CIO Analysis for all requests concerning the approval of actions related to the design, acquisition, expansion, or purchase of automated systems.

~~In addition, the June 24, 1997 memo expanded the existing policy to require department heads to also obtain Chief Information Officer review and approval on all purchases or consultant agreements for computer-based or telecommunications related software, equipment or services prior to finalizing such acquisitions or agreements.~~

Departments will submit all requests for IT procurements to the CIO:

- Prior to preparing a purchase order under the department's delegated authority; or
- At the same time the requests are sent to the Internal Services Department to prepare a purchase order (P.O.).

The CIO will review the IT requests for compliance with County standards, policies and directives, and conformance with the department's BAP. If the request is not in compliance or conformance, the CIO will request the department to provide a justification and:

- May disapprove the request (if a P.O. has not been issued); and/or
- Notify the Board and Chief Executive Officer of the department's non-compliance with County standards, policies, and directives, or non-conformance with the department's BAP.

RESPONSIBLE DEPARTMENT

Chief Information Office

DATE ISSUED/SUNSET DATE

Issue Date: June 3, 1997
Review Date: November 15, 2001
Review Date: July 22, 2004
Review Date: November 14, 2008

Sunset Review Date: June 3, 2001
Sunset Review Date: September 17, 2003
Sunset Review Date: December 31, 2008
Sunset Review Date: December 31, 2012
Sunset Review Date: December 31, 2014

Los Angeles County Private Branch Exchanges

April 18, 2013

- Definitions - Private Branch Exchange (PBX)
- Overview - County-wide Telephony Infrastructure
- Risk Assessment of existing PBX (and Centrex) systems
 - Technology obsolescence
 - Business impact of failure
 - Evaluation criteria definition
 - Systematic scoring and risk ranking
- Strategies for System Refresh
 - Short-term approach
 - Deploy current County-hosted infrastructure and process until new standard is adopted
 - Develop multi-year Transition Plan
 - For FY13/14, replace six most-at-risk PBXs at a cost of \$1.3M
 - Long-term approach
 - Assess County business requirements
 - Evaluate Carrier-based options
 - Develop recommendation with CIO Council
 - Recommend new VoIP standard to the Board