

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

237



FROM: Riverside County Information Technology (RCIT)

SUBMITTAL DATE:
September 10, 2015

SUBJECT: Chief Information Officer 90-day Report, Updates to Board Policy H-11, and a new Open Data Policy, All Districts [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and file the attached CIO 90-day Report;
2. Approve the attached revised Board Policy H-11;
3. Approve the attached new Open Data Policy; and,
4. Direct the County Executive office to work with the CIO to develop a rate structure that is based on the number of desktops and servers to allow RCIT and departments to manage a fixed budget amount and develop a technology refresh strategy and technology capital improvement program.

BACKGROUND:

Summary

The Information Technology consolidation efforts will eliminate a significant duplication of effort in hardware, software and staff resources by sharing resources by function and consolidating the IT costs into RCIT. Departments have been frustrated with the charge back processes which discourage RCIT use by departments. (continued on page 2)

Steve Reneker
Chief Information Officer

Departmental Concurrence

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost:	POLICY/CONSENT (per Exec. Office)
COST	\$ N/A	\$ N/A	\$ N/A	\$ N/A	Consent <input type="checkbox"/> Policy <input checked="" type="checkbox"/>
NET COUNTY COST	\$ N/A	\$ N/A	\$ N/A	\$ N/A	

SOURCE OF FUNDS:	Budget Adjustment: no
	For Fiscal Year: 15/16

C.E.O. RECOMMENDATION:

APPROVE

BY:
Jennifer L. Sargent

County Executive Office Signature

MINUTES OF THE BOARD OF SUPERVISORS

- A-30
- 4/5 Vote
- Positions Added
- Change Order

Prev. Agn. Ref.: | District: ALL | Agenda Number:

1-4

**SUBMITTAL TO THE BOARD OF SUPERVISORS, COUNTY OF RIVERSIDE, STATE OF CALIFORNIA
FORM 11: Chief Information Officer 90-day Report, Updates to Board Policy H-11, and a new Open
Data Policy, All Districts [\$0]**

DATE: September 10, 2015

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BACKGROUND:

Summary (continued)

Current policies are too restrictive and hamper innovation by requiring a Trusted System certification and approval for IT purchases when they are typical standard hardware or software purchases. The attached RCIT 90-Day report reflects on the financial condition of the department and includes strategies to continue consolidation and reduce county-wide IT expenditures. The department has gone through a recent reorganization to better position IT services, and implement a strategy for moving to a shared services model that more efficiently deliver technology-related services and controls expenditures. Technology Service Agreements (TSA) have prevented consolidation. The agreements state that the staff dedicated to a department is not allowed to be shared for any other purpose than their same departmental functions. The TSAs will be replaced with a countywide Service Level Agreement by July 1, 2016 with a focus on not impacting services for the departments that RCIT serves. A higher resolution rate for IT services equates to more productivity for the departments. The focus is to become a data driven organization that measures and documents results. From the consolidated departments, Business Systems Analysts (BSA) and departmental specific application budgets (software only) will remain in the departments. BSAs will still be RCIT employees, but reside in the departments. All other staff in the TSAs and all other technology hardware and software, enterprise agreements, and communications budget dollars are to be transferred to RCIT to effectively manage the countywide IT spend. More details from the 90 day report regarding priorities and strategies will be detailed in the RCIT Strategic Plan which is expected to be published within 30 days after the Technology Services Oversight Committee (TSOC) approves.

Also attached is a revised Board Policy H-11, Acquisition and Management of Information Systems, Technology Services, which requires oversight for all IT related purchases countywide. The Technology Services Oversight Committee (TSOC), IT Policy Committee (ITPC which replaced a previous committee called Technology Advisory for Business Systems (TABS) and the Purchasing Department have reviewed and approved the recommended changes. The notable revisions to Board Policy include having an ITPC to establish standards which are approved by TSOC. Any county approved technology standard is streamlined through the H-11 process. Manual forms are now automated and workflow will enable immediate procurement for those items that are standard. Items over \$100,000 are reviewed and approved monthly by TSOC. Items under \$100,000 that are standard and allowed for immediate processing. Otherwise, are reviewed and approved by the Chief Information Officer or Assistant Chief Information Officer. Anything not approved is reviewed by TSOC.

Transparency in government starts with making all government data easily available for those who desire access. RCIT recommends approving the new Open Data Policy requiring all departments to work with the RCIT Chief Data Officer. The goal is to place all electronically available data that legally can be provided onto a shared open data portal that is available to the public. With the portal, data can be easily downloaded or will be available via dashboards and visualization. The public will then be able to drill down and look at data and relationships that never have been available in the past. Approving this policy will make Riverside County one of the leaders in open data transparency in the United States.

In order to enable RCIT to achieve a balanced budget and to avoid unplanned charges from RCIT to departments, a new rate structure is required. RCIT is asking the Executive Office to move in next year's budget to a new charge back methodology based on a per desktop and server rate. While there will be direct charges by applications and communications services that are solely used by certain departments, such as Laserfiche or Microsoft Dynamics, a blended per desktop rate will be a fixed cost where all other services requested by RCIT will be at no cost. Infrastructure and shared applications (PeopleSoft, GIS, E-mail) will

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allow RCIT to budget based on planned revenue, and enable departments to control their IT expenditures through no hidden charges. Rates will include incentives to move to virtualized servers and/or to the consolidated RC3 central county data center to reduce server and storage costs. Those costs are now budgeted and approved at the departmental level, not in RCIT.

The county should consider a capital improvement program for large IT projects (network upgrades, servers and storage of RC3, countywide video security, and expanding fiber services to large county facilities) and moving some or all of the departmental IT expenditures to RCIT (hardware, software, maintenance, and communications) would provide more consistent delivery of IT services and more direct control of IT expenditures and ways to measure savings. While consolidation of IT resources and systems has just begun, full consolidation will take many years. Consolidation will create some savings (centrally manage cell phone contracts and copiers/multifunction printers), but the focus should be on enhancing services and innovation to improve county operations through technology. A greater focus on increasing technology will help ensure that networks are faster, secure and most reliable; that technology is replaced or upgraded every five years, and that systems that have been in place for more than a decade can be replaced with solutions that are modern and cost effective. Investing savings from consolidation in technology will benefit the departments, and potentially reduce their costs through technology.

With input from department heads and elected officials, RCIT's project portfolio management systems will be used to produce the monthly Top 25 project, focusing on issues with the largest impact on the county. Resources can then be focused in ways that are most cost-effective, but departments will not be charged for staff time related to this effort.

Plans to consolidate 17 data centers and 44 other server and storage locations into RC3 data center by mid-2016 offer significant opportunities to reduce future costs. Servers and electronic storage countywide costs nearly \$60 million every five years.

RCIT is moving to shared services for our Help Desk and User Technicians to support over 15,000 devices across the county. The timing will depend on the roll out of a single help desk management system (IT Service Management). It will be deployed initially at DPSS and then extended countywide to replace seven other help desk systems. RCIT will also move slowly to create shared services for servers/storage (system administrators), all web, mobile and departmental application development (Application Developers/Database Administrators), but leave all departmental application support and user requirements (Business Systems Analysts) however, will remain embedded in departments.

I look forward to the annual release of a strategic plan to highlight RCIT's vision and strategy, and report on the successes in further automating county departments. Technology is evolving quickly and it is important to be agile in developing technology decisions to maximize the county's limited funds.

ATTACHMENTS

- A. CIO 90-Day Report**
- B. Revised Board Policy H-11**
- C. New Board Policy on Open Data**

ATTACHMENT A



STEVE RENEKER
Chief Information Officer

LOUIS RAJA ARUL DOSS, ACIO
Enterprise Applications Bureau
VEVA HARGUINDEGUY, ACIO
Converged Communications Bureau
JIM SMITH, ACIO
Technology Services Bureau

September 10, 2015

To: Jay E. Orr, County Executive Officer

CC: Supervisor Kevin Jeffries, First District
Supervisor John Tavaglione, Second District
Supervisor Chuck Washington, Third District
Supervisor John J. Benoit, Fourth District
Supervisor Marion Ashley, Fifth District

SUBJECT: RCIT, CIO 90-day Report

It is with great honor and pride that I provide you a 90-day Report on the strategy and vision for the Riverside County Information Technology (RCIT) Department as well as new technology initiatives and internal process changes that are necessary to improve county customer service and responsiveness as well as economic development opportunities to Riverside County. Having been with the County of Riverside in the Riverside County Information Technology Department for 6 years from 1998-2004 and serving for over 25 years in IT government, I have a unique perspective of government functions and have transformed IT organizations into world class departments. Also having two years in the private sector at Dell Inc. in a key management position has enabled me to foster strong vendor relationships with an excellent perspective on vendor pricing and contract negotiations. My purpose in returning to the County of Riverside is to align with a County Executive Officer who is technology focused, believes in consolidation, and wants to transform a good county into a world class county through leveraging and investing in Information and Communications Technology (ICT).

MISSION AND VISION

RCIT is going through a major transformation and realignment of core competencies. The following are RCIT's new Mission and Vision statements.

Mission Statement

We, the employees of the County of Riverside, RCIT, are committed to excellence, and ensuring the business of government is efficient by providing an information technology infrastructure and systems that are reliable, long-term, financially viable and secure. We continuously strive to improve the dissemination of public service information through the expanded use of communications, computing technology, and effective telecommunications oversight.

Vision of Success

We strive to be a model information and technology organization recognized for proactive leadership, innovation, and customer service.

ACHIEVEMENTS IN THE PAST 90 DAYS

The achievements under my leadership in the past 90 days are as follows:

1. Cisco Converged Network Project – On July 21, 2015, I was able to get approval by the Board for funding for the completion of the CNP project for the VoIP, Wireless and network upgrades. This project is \$6.3M over budget and 19 months late based on the original project plan. A revised plan and reconciliation will enable completion of the project and eliminate an end of life voice system.
2. Regional Radio System – The Public Safety Emergency Communications (PSEC) radio system was a long 10 year journey that delivered a state of the art digital land mobile radio solution for this county. Due to unknown monthly radio subscriber costs (or unaffordable current rates), no other city expressed interest in joining PSEC. With Board negotiations, 4 cities agreed to come onto PSEC which will provide offsetting operations and maintenance costs that will eventually lower the Sheriff's contract cities rates. The City of Murrieta went live on July 20th and Riverside PD is meeting with PSEC engineering staff to develop a plan to migrate their agency from their existing conventional UHF radio system to PSEC, along with the City of Banning and the City of Corona.
3. Riverside County Collaboration Center (RC3) – A 30 year lease has been obtained for one of the largest and most advanced data centers in Riverside which is now run by RCIT. Because the facility has been inactive, much of the battery plant and air conditioning required replacement. The power and back up fuel tanks for the generators had never been built out. The Board authorized \$3.5M to bring the data center to a Level 3 certification. EDA is in the process of getting contract resources to complete the upgrade by mid-2016.
4. Windows XP/Windows 2003 Server – Upon my arrival I found thousands of PCs running Windows XP which went non-support in April 2014. Today that number is less than 900, but there is still a ways to go. Over 300 servers are still running Windows 2003 Server or earlier which went non-support on July 14, 2015. The county is at a HIGH risk of being a target for malware which could lead to hacking and compromising of county data. To reduce this risk, an RFP was released, to harden any remaining systems until departments can pay for the necessary hardware refresh and migration. The RFP will be awarded and implemented by October 2015. Departments have been diligent in their upgrades with 6% of desktops remaining to be upgraded (approximately 897 remaining) and 17% of servers to be upgraded (approximately 343 remaining) as of September 1, 2015.
5. Network – The County's network is at risk due to inadequate speeds and legacy circuits. RCIT will be going to the Board to double the internet capacity with a burstable service (it will grow as needed). Current internet availability is impacted at 8am, 12 noon and 4pm. RUHS has ordered advanced circuits for their business needs with an internal fiber ring being constructed to reduce their long term costs and can be expanded to other large county facilities. A high speed connection to Microsoft's Azure cloud provides options for quick provisioning of servers which will be completed by mid-September. An RFP for advanced network services (MPLS) was completed in December but the contract was never awarded due to costs. Once network costs are transferred from the departments to RCIT, a strategy to build a new high-speed, fault tolerant, County of Riverside Network (CORNET II), will be possible. The inability to provide an expandable, fault tolerant network will be the

biggest barrier to deployment of Office 365 and data center consolidation. Future budgets will continue to expand on this vision to increase bandwidth and employee productivity.

6. Reorganization – As of July 27, I have completed the hiring of a new management team, which are all highly technical and experienced managers in their areas of expertise. I have also implemented a new organizational structure that better aligns three bureaus by function, and a Departmental Applications Support and Special Projects group that houses the staff who are dedicated to Technology Services Agreements but are not fully consolidated. This is the first full organizational chart to be published in over 4 years.
7. Disaster Recovery (DR) - Currently the county has no disaster recovery site. I have staff working to secure a site at SwitchNAP in Las Vegas since a network connection to that location already resides at RC3. Staff is currently looking for \$250K/year to acquire a cage and 10 racks at that location that would support our critical systems such as PeopleSoft (Payroll, Procurement, and Financials), hospital systems and backups of all county systems.
8. Open Data Pilot – The Information Technology Agency (ITA) did not have the funding to implement a production system that was developed as part of a pilot for Open Data from a previous hackathon. Most large counties and cities have a Chief Data Officer to coordinate all of the decentralized data into a common portal that can be leveraged for not only the public but expanded data sets for use by departments to enable metrics, dashboards, big data and business analytics (rather than having each department fund their own solutions). RCIT has created a Chief Data Officer for Riverside County. It will build on transparency by providing the public access to information and showing accountability for Riverside County spending.
9. Extended Microsoft Office 365 (O365) beyond DPSS – The cost of moving to O365 will lower the Microsoft Enterprise Agreement licensing costs, eliminate hardware refresh, and simplify operations and support. The hospital recently migrated from GroupWise to O365. RCIT is looking to complete all future implementations in-house over the next 12 to 24 months, but as consolidation of Systems Administrators is realized, the speed of that effort will increase.
10. Creation of the Project Management Office – RCIT lacked a coordinated effort for handling Departmental priorities and initiating new projects. The same staff that supports operations and maintenance are also the ones that work on new projects and priorities. For that reason, it was important to initiate a project portfolio system using best Project Management Professional (PMP) guidelines and Information Technology Infrastructure Library (ITIL) practices. Collaboration with elected officials and departments is instrumental to ensure RCIT is focused on the needs of the county and on those projects which are most important to the County of Riverside. Attachment N includes the latest list of RCIT priorities for September 2015 and is updated monthly. The deployment of this automated Portfolio Management solution went live June 1, 2015. Each month all elected officials and department heads are sent the list for feedback and priority setting.
11. Naphcare/Techcare – The Jail inmate healthcare system went live on July 13, 2015 and involved coordination between the Sheriff, Hospital and Mental Health organization. It

required electronic medical carts and a wireless infrastructure. RCIT help desk expanded to 24x7x365 and expanded on call staff to support the needs of this project.

12. Shared Services for Help Desk and PC Support – Savings from staff consolidation cannot be realized due to 2015/2016 Technology Services Agreements. The funding for these positions is still in the departments, which prevents staff from being shared outside their departmental responsibilities. I proposed to department heads how the consolidation of 9 help desks and over 90 user technicians to service over 540 facilities could be better served through a shared services approach with a new IT Service Management System that could measure performance and outcomes. This will be a slow process to prove trust to departments, as we are not charging back for this effort. This ensures no cost or service impacts to departments are realized as this pilot consolidation takes place without impacting department service levels. This consolidation is expected to be complete by July 2016.
13. Rates – Because RCIT is required to remain an internal service fund (to recover costs from state and federal funds) charge back and cost recovery for RCIT services must continue. RCIT is recommending a “per desktop rate” and associated server/application costs for those items that are unique to certain departments. This would provide budgets that can be fixed for the department and guarantee fixed revenue for RCIT. Some departments would realize savings from this approach, others would have significant increases. To avoid any increased costs to departments, RCIT will work with the Executive Office to develop a strategy for distributing cost increases associated with the proposed change in rate calculation methodology. In addition, all IT related costs in the consolidated departments (except departmental specific applications) for IT hardware, software, maintenance and services should be transferred to RCIT to provide consistent volume procurement and consolidated spend. Technology Refresh of all hardware every 5 years must be considered and revisit the 1,200+ applications in use for replacement, upgrade or retirement through a Capital Improvement program is required.

POSITIVES IN RCIT

The four most positive things I have determined about the Riverside County Information Technology (RCIT) Department are:

1. The Riverside County Innovation Center (RCIC) houses the consolidation of staff from Rivercrest, Mission Grove, and Riverside County Administrative Center. It has huge opportunities for operational efficiency. The building is structured to support consolidation of all staff with the exception of PSEC, which has adequate space at the County Communication Center. It provides an excellent help desk, cyber security operations center, and network operations center. It is also configured with ample conference rooms and environments for collaboration well suited for technical staff.
2. The Riverside County Collaboration Center (RC3) is the most state of the art data center in Riverside and will accommodate the consolidation of the 61 county departmental datacenters and server locations within the next 5+ years. In fact, 50% of RC3 floor space will still be available for sublease after completion of the RC3 build out, allowing for

potential offset of our operating costs (power, lease and electricity). Currently, 41% of the sublease space is rented.

3. The consolidation vision has been set and support from the County Executive Officer is clear. The consolidation is proceeding with the Help Desk and User Technicians and the remaining consolidation will occur after the TSAs expire in June 2016.
4. The staff at RCIT are committed to success. They possess the ability for sharing resources to resolve complex county business problems and drive innovation forward countywide. The county will have more technical resources than it needs once consolidated, in some classifications (User Technicians and Systems Administrators), however, there are shortages in others (Programmers) that offset any reductions.

CONCERNS/ISSUES and RECOMMENDATIONS

Below are the major concerns and issues based on my analysis of RCIT. Below each concern are the recommendations for initiatives and strategies. Many of the recommendations are already in process to begin changing the culture and driving innovation countywide. To further detail these recommendations, goals and objectives, I will complete a 12-month strategic plan to guide the vision and strategy for RCIT based on the issues and concerns identified in the next few weeks. From my first 90 days, the 12 most pressing issues which are keeping RCIT from moving forward successfully are:

1. **Issue:** Economic Development – For Riverside County to become a county that can attract high paying jobs and industries and provide opportunities to our low income constituents, it is imperative that a broadband strategy is in place. This would offer the infrastructure to make Riverside County a desirable location to relocate and develop businesses. In order to create the workforce necessary to compete for those jobs and revitalize our communities it is critical that there is a digital inclusion program. The program would be used to educate and provide access to free or low cost technology. It would provide internet access to increase education levels, access to services and video training. This would enable Riverside County to become a high tech community.

Recommendation: Meet with industry to find out how broadband access can be provided to our rural communities at low cost. Since major fiber from various carriers traverses our county down the I15/I215 and Hwy 10 freeways, it is critical to understand what it would take to offer high speed broadband services at the lowest possible price. Hire industry broadband experts to develop an RFI and then an RFP for providing gigabit speeds to every household and business in the incorporated cities and unincorporated areas within the County of Riverside at affordable rates. Simultaneously, develop and fund a Digital Inclusion program that will utilize refurbished computers to place at regional centers to train residences on technology and the basics of the internet, social media and e-mail. In addition, programs would be offered for free or low cost computers to be placed in those households without technology.

2. **Issue:** Rates - Being an ISF which charges for services has created a reluctance by departments to call for help or service for fear of being charged beyond what they have budgeted. It is also the main reason why RCIT continues to not meet budget. RCIT does not exceed expenditure authority, but the revenue for billable hours per consolidated employee is not realistic. They are

dedicated to departments and are not shared, and therefore revenue projections are never realized.

Recommendation: If 2015/16 budgeted funds could be transferred into a pool, that pool could become the RCIT budget for this fiscal year (or the pool can be converted to a flat desktop fee). This change would help ease departmental resistance in consolidation and would enable unlimited service requests, trouble tickets and Top 25 projects to be delivered within the funding in the department without surprise charge backs to departments for basic service. Moving to a new rate structure for, such as a desktop/server rate is critical to departmental acceptance consolidation. Moving the IT spend from the consolidating departments to RCIT will enable RCIT to control the countywide spend and rates, which is where the real savings in consolidation will be realized.

- Issue:** CORNET (County of Riverside Network) – CORNET was designed over 25 years ago as a spoke and hub network which met the needs for the past 2-3 decades. However, today with data center consolidation, convergence of the voice and data network, and migration to the cloud (such as O365 and a hosting EPIC EMR system), the communication speed and capacity issues are at a crossroads. Nearly every communication line must be upgraded and failover is required for critical sites.

Recommendation: In December 2014, an RFP was released to see if industry could provide a state of the art solution to our aging network infrastructure. Verizon was the lowest priced vendor to deliver a comprehensive multi-protocol label switching (MPLS) network to most county facilities. Due to cost, it was never brought forward. MPLS is a network which is a shared copper and fiber infrastructure, secure and designed to increase network reliability. The county should bring MPLS forward and fund it as a necessary operational expense. A separate dense wavelength division multiplexing (DWDM) solution using dark fiber was approved for the hospital, and enables it to be operated in-house. It requires upfront costs, but reduces the ongoing lease of MPLS by approximately 50%. After MPLS is deployed, budget is needed to build or lease dark fiber for those departments which will require high bandwidth. The dark fiber will replace MPLS services, thus reducing ongoing connectivity costs. Moving network costs from the departments to RCIT will enable focus on facilities with 25 or more staff with other facilities to follow.

- Issue:** Organizational Structure – Organizational charts have not been available for all Bureaus and divisions for nearly 4 years. The department has over 72 vacancies; however, most are for departments as specified in their Technology Services Agreements which the departments are willing to fund, but this does not benefit RCIT. Many areas such as PeopleSoft, lack the personnel resources to resolve years of backlogged service requests making critical systems totally unusable in some cases. Most core IT functions do not have the staff or skill set that is needed.

Recommendation: RCIT was previously structured with 6 Bureaus. A new reorganization is recommended to include 3 core Bureaus, 6 Business Relationship Managers (who report to departments as specified in the Technology Service Agreements), an Information Security Office, a Chief Data Officer, and a Finance and Administrative Office. This opportunity enabled me to bring in a technical management team serving “At-Will,” who are subject matter experts in their

fields, to provide each Bureau in RCIT the leadership, mentorship and innovation that has been lacking. Attachment A shows the new reorganization structure of the RCIT Management Team. Below is a brief description of each person:

Louis Raja Arul Doss, Assistant CIO – Enterprise Applications Bureau (Attachment B)

Oversees PeopleSoft HR/Financials, Laserfiche Document Management, Microsoft Dynamics, Geographic Information Systems and Web and Mobile development. He serves as the Chief Software Architect for the county.

Jim Smith, Assistant CIO – Technology Services Bureau (Attachment C)

Oversees Data Consolidation to RC3 and cloud migrations, O365 migration, Active Directory, Identity Management, Help Desk and Field User Technicians for desktop and mobile support.

Veva Harguindeguy, Assistant CIO – Converged Communications Bureau (Attachment D)

Oversees CORNET (WAN & LAN), VoIP telephones, Contact Center, Voice Mail, Wireless Network and Access Points, Internet access, fiber and third party circuits, and Public Safety Emergency Communications (PSEC).

Tom Mullen, Chief Data Officer

To implement Open Data policy to place all public data into Socrata for transparency purposes along with visualizations (maps and graphs) and will develop dashboards and metrics from the data for executive and public use.

Bob Choeng, Chief Information Security Officer – Information Security Office (Attachment E)

Oversees the Security Operations Center for 24x7 monitoring on cyber related incidents countywide. Will work to define simple processes to validate the security of systems. The ISO will conduct annual audits and penetration tests of all systems, and remediate any issues.

Robin Harter, Deputy Director of Administration (Attachment F)

Oversees charge back processes, purchasing, the H11 process and Human Resources for RCIT.

Departmental Applications & Special Projects Group (DASP) (Attachment G)

The Business Relationship Managers provide support directly to the departments as specified in the Technology Services Agreements:

Kelleen Caster, ITO III - Department of Public and Social Services IT Division (Attachment H)

Keith Beecher, ITO I - Executive Solutions Division (Attachment I)

Mike Pittman, ITO II - Land Use and Public Works Division (Attachment J)

David Villegas, ITO II – Public Safety and Community Services (Attachment K)

Jim Watkins, ITO II - Public and Mental Health (Attachment L)

5. **Issue:** Technology Service Agreements (TSA) – Departmental staff were consolidated into RCIT but remain siloed as required by the approved TSAs that run through June 30, 2016. All leave and retirement payouts were absorbed by the RCIT budget, which required rates to increase. The departments were only charged back for hours worked creating a third year of deficits for RCIT. The staff transferred to RCIT through the TSAs report to a Business Relationship Manager (BRM) who is a liaison between RCIT and the departments supported by these staff members. The BRM reports to the CIO; however, the CIO does not provide direction to these staff members

since the TSA prevents them from being a shared resource through June 2016. BRMs replaced ITOs that used to serve every department except for RCRMC, Flood, Probation, DPSS and elected departments, all which have their own ITO. These TSA silos still do not conform to standards and continue to develop solutions, purchase servers and storage in their own data centers, and manage their own email systems. This does not allow for cost savings and consistency in quality application delivery.

Recommendation: There is great potential to reduce costs and inefficiencies. Dedicated resources for departmental applications make sense (shown in yellow on the organizational charts). Economies of scale can be realized by not duplicating staff and working towards a shared service approach for PC User Technicians and Help Desk (shown in blue), Server/Storage resources (shown in green) and Database Administration and Developers (shown in orange). In order to build trust, RCIT will move slowly towards implementing Shared Resources of Help Desk and User Technicians over this fiscal year. In this effort, we will provide support levels that will not decline, but actually be improved by continuing to dedicate upwards of 20% to 30% of staff for departmental specific needs. Pooling the remaining staff to work on larger projects (moves, new technology deployment/refresh), and having the ability to reallocate the personnel resources to the areas of greatest need (based on call volumes from the Help Desk) will show the strength of shared services. Attachment M shows how the shared service functions for Help Desk staff and User Technicians are intended to work. DPSS has the largest number of staff in these groups, and they will be the first department to consolidate these functions. Each of the DASP organizational charts show color codes with yellow indicating staff that will remain dedicated to the department. The remaining staff will be allocated via shared services within the RCIT Bureaus. The TSAs will expire after June 30, 2016, and a common Service Level Agreement will replace them starting July 1, 2016. In this way all staff in consolidated RCIT will conform to the same standards, policies and procedures which will enable cost effective software and hardware solutions and delivery of high quality and consistent technology solutions.

6. **Issue:** Cisco Converged Network Project (CNP) – The project is 19 months overdue and \$6.3M over the original Board approved budget due to lack of RCIT staff, and the previous CIO's inability to listen to staff regarding resource limitations which impacted the recommendation. The total project budget cost is now up to \$24.3M.

Recommendation: Only 82 facilities remain and around 12 months to complete the CNP project. The Board approved Cisco CNP Amendment 2 which will enable RCIT to complete this project, and the expected completion is August 2016. The original scope included video phones which will no longer be offered as they can be replaced with PC based camera/microphones for video conferencing. These solutions are less than \$100 and turn the PC into a video conferencing workstation. New facilities and add/move/changes will be implemented through the current RCIT rate structure.

7. **Issue:** H-11 Process – Technology approvals over \$100K are forwarded to a Technology Standards Oversight Committee (TSOC). Items under \$100K are forwarded to RCIT management for approval. Each request requires a manual form to be completed, with no automation in the submittal process and significant delays in timeliness of approvals for orders. Routine annual maintenance renewals and simple keyboard and mice purchases are also required to go through the process which does not make sense.

Recommendation: The TSOC committee makes sense to ensure executive oversight over large purchases. For items less than \$100K, an IT Policy Committee (ITPC) will be established to set standards. Setting standards for PC's, mobile devices, servers and storage will enable the county to leverage volume purchasing power, and ease maintenance and support efforts. The H-11 forms, as with many other county forms, will be automated. Once automated, streamlining of standard purchases can be implemented to expedite routing of items for approval.

8. **Issue:** Trusted Systems – Policy A-68 from the Assessor Clerk-Recorder Records Management and Archives Program (RMAP) addresses records retention. A-68 also addresses a trusted system approval process which has not been defined nor can it be explained. It is delaying some projects by months or in some cases over a year. The intent of a trusted system is to destroy a paper record and convert to electronic by ensuring it cannot be altered or deleted, and is protected as long as records retention requires.

Recommendation: No other city or county in the State of California has a trusted systems policy, and County Counsel will recommend whether or not it can be rescinded. RCIT will work with the Assessor-Clerk Recorder to modify A-43 with the necessary Trusted Systems language. RCIT will also work with the Assessor-Clerk Recorder to certify standard imaging/Document Management Systems to reduce paper records and protect electronic records.

9. **Issue:** Succession Plan – Over 50% of RCIT staff is eligible for retirement today. With over 72 vacancies and an already lean staff, the risk of losing intellectual capital supporting a single system or process is high. The majority of the vacancies are in the departments through the TSAs and will not help basic RCIT operations and support.

Recommendation: Give priority to User Tech hiring since it is the only classification agreed upon for shared services at this time. Too many Temporary Assistant Program (TAP) positions exist and an effort to get them into vacant positions will be made a priority. Reclassifying positions by need will be a secondary focus in order to find expert developers and systems integrators. PeopleSoft, Laserfiche and Web/Mobile have staff that are only able to maintain daily operations and support. They are months behind processing routine service requests. Dedicated teams working on net new initiatives will enable the elimination of shadows systems, implement contract management, implement project accounting, implement self-service for PeopleSoft (W4s, address changes, 457/401, insurance information), finish talent access management for recruiting, documents management for those departments with manual files, and web solutions to make them all mobile aware with a state of the art content management system allowing departments to manage content. TAPs will be leveraged to be the under filled positions to provide knowledge transfer and training to ensure skilled staff to be available to fill retirement vacancies. Student interns will also be considered for TAPs for entry level openings.

10. **Issue:** Training – Due to funding restrictions, training has become secondary and has impacted the ability to complete upgrades or migrations across technologies. The Human Resources Skillsoft training (COR) will play a critical role in providing some of the basic training, but cannot be a substitute for manufacturer training where technical questions are answered with in-depth explanations, and subject matter experts provide knowledge transfer.

Recommendation: Continue to track, monitor and encourage COR online county training. Many reference books, videos and computer based training will serve this department well and reduce training costs. Stand up technical training will be provided and encourage staff to keep products up at current version levels. By providing training onsite to all consolidated staff rather than silos will reduce costs.

11. **Issue:** Warehousing – The Riverside County Innovation Center (RCIC) is a nice, modern facility; however, warehousing has been expanded into former office space and the overall warehouse space is inadequate for storage and the logistic services they provide is beginning to damage nice office space.

Recommendation: Currently, RC3 sits adjacent to many commercial offices which have office space. There is a need for offices for 3-4 staff that would operate and maintain systems at RC3. It does not make sense to convert expensive raised floor to office space. I am working with EDA to secure 2,000-3,000 square foot of office/warehousing space adjacent to RC3 and as facilities become available. This will allow for expansion of the Help Desk and convert existing warehouse space to office space for staff to be consolidated in July 2016.

12. **Issue:** Riverside County Collaboration Center (RC3) – There are no servers or storage budgeted to begin any hardware consolidation this fiscal year, and the costs to move end of life equipment from other data centers to RC3 does not make sense.

Recommendation: RC3 is the central data center for the county, and the Board has approved a \$3.5M upgrade to ensure all electrical power, air conditioning, and generator backup power will provide the robustness to achieve a Level 3 certification for reliability. The three data centers targeted for consolidation in 2015/16 to RC3 are the 10th floor CAC (except the IBM mainframe which will be sunsetted in 18 months), RCIC (which are just test/development systems), and DPSS (due to failing infrastructure). Many departments will be considering cloud services from Microsoft Azure to rid them of hardware maintenance and refresh costs where possible. Of the 2,083 servers in the county, only 673 (32%) are virtualized and the remaining 1,410 (68%) have one server per application which is very costly. Migrating as many of the 68% to VMware (virtualized servers) and cloud environments will save in excess of \$1.5M per year just in hardware refresh costs. RCIT needs \$2.5M in servers/storage to start building the consolidated environment to migrate the first three sites and then work over the next five years to consolidate as many of the 58 remaining data centers/server locations as possible.

I look forward to including your innovative solutions and desires into RCIT's strategic plan and project priorities and moving the County of Riverside forward. I look forward to meeting with you and your staff to discuss these items.

Respectfully Submitted,



Steve Reneker
Chief Information Officer



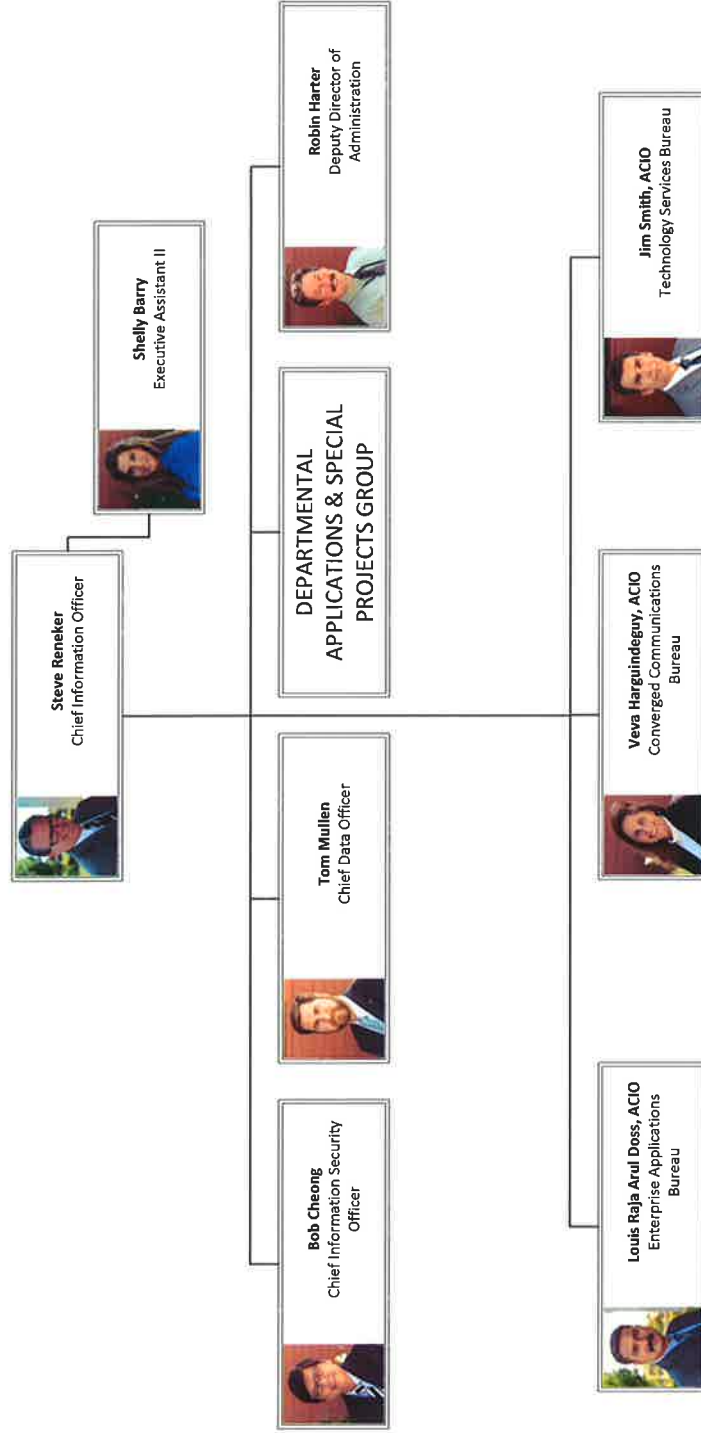
LIST OF ATTACHMENTS

Attachment A	RCIT Management Team
Attachment B	Enterprise Applications Bureau
Attachment C	Technology Services Bureau (including Shared Services)
Attachment D	Converged Communications Bureau
Attachment E	Information Security Office
Attachment F	Finance and Human Resources
Attachment G	Departmental Applications and Special Projects Group
Attachment H	DPSS IT Division
Attachment I	Executive Departmental Support IT Division
Attachment J	Land Use and Public Works IT Division
Attachment K	Public Safety and Community Services IT Division
Attachment L	Public and Mental Health IT Division
Attachment M	Shared Services Functions
Attachment N	RCIT Top 25 – September 2015



Riverside County Information Technology Executive Organizational Chart

ATTACHMENT A-1
August 21, 2015



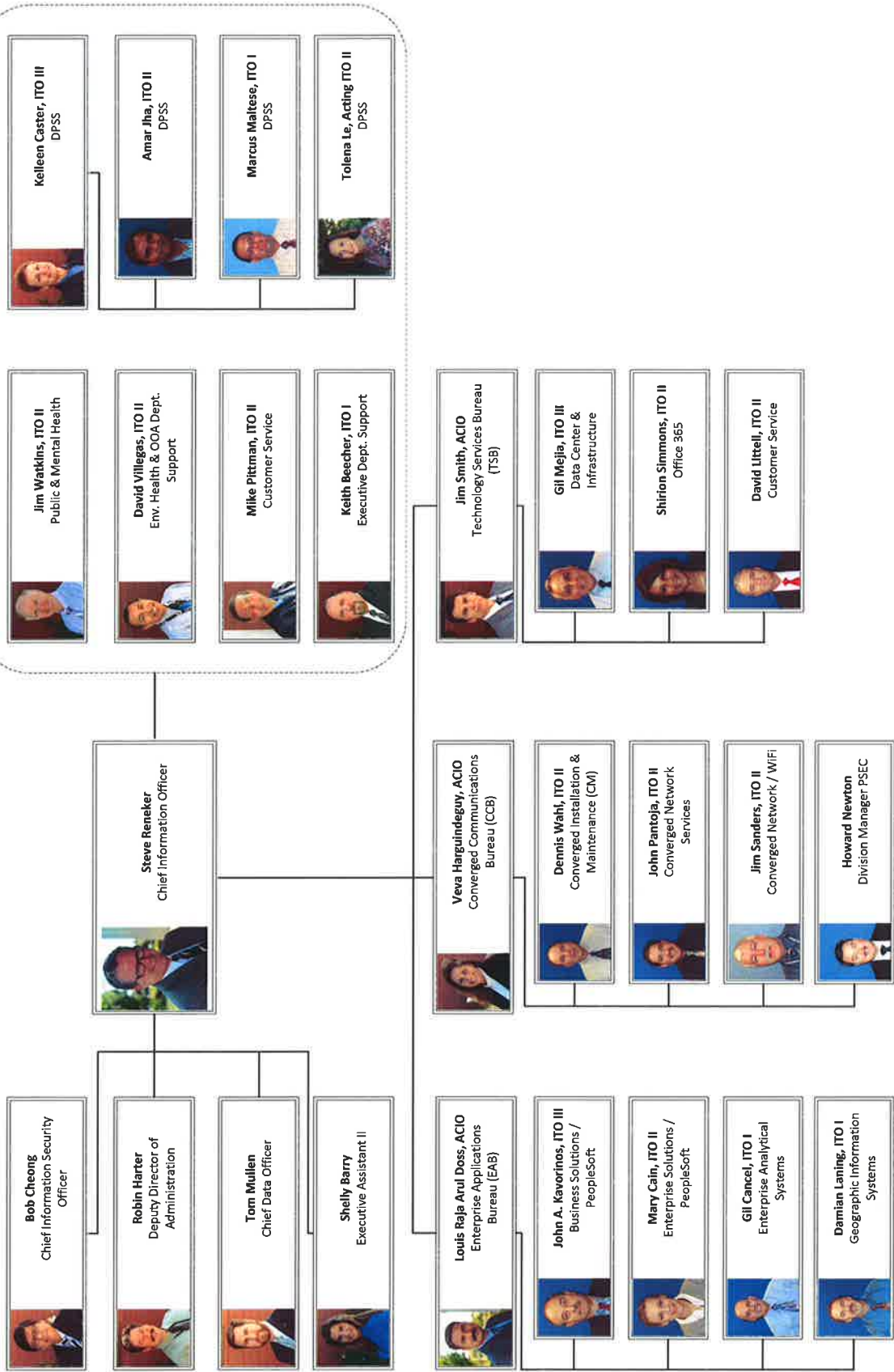
Riverside County's Business Solutions Partner



Riverside County Information Technology Management Team

ATTACHMENT A-2
August 21, 2015

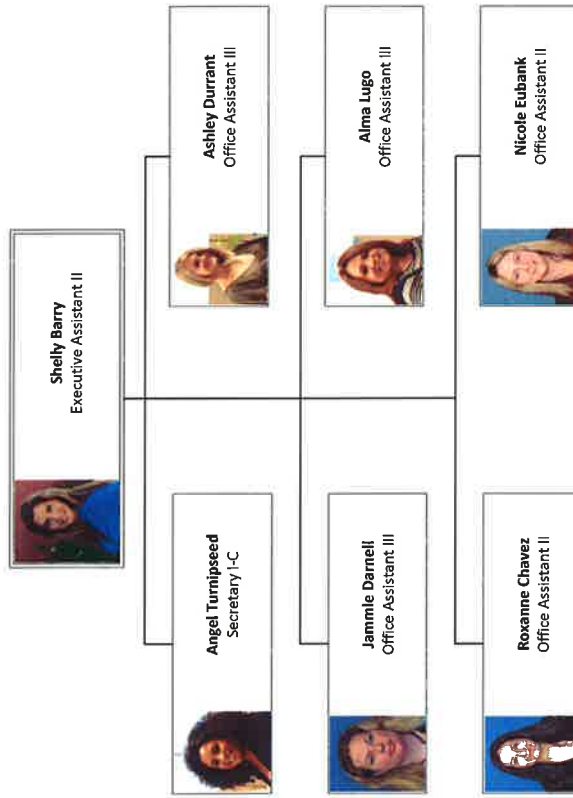
DEPARTMENTAL
APPLICATIONS & SPECIAL
PROJECTS GROUP





Riverside County Information Technology Administrative Support Team

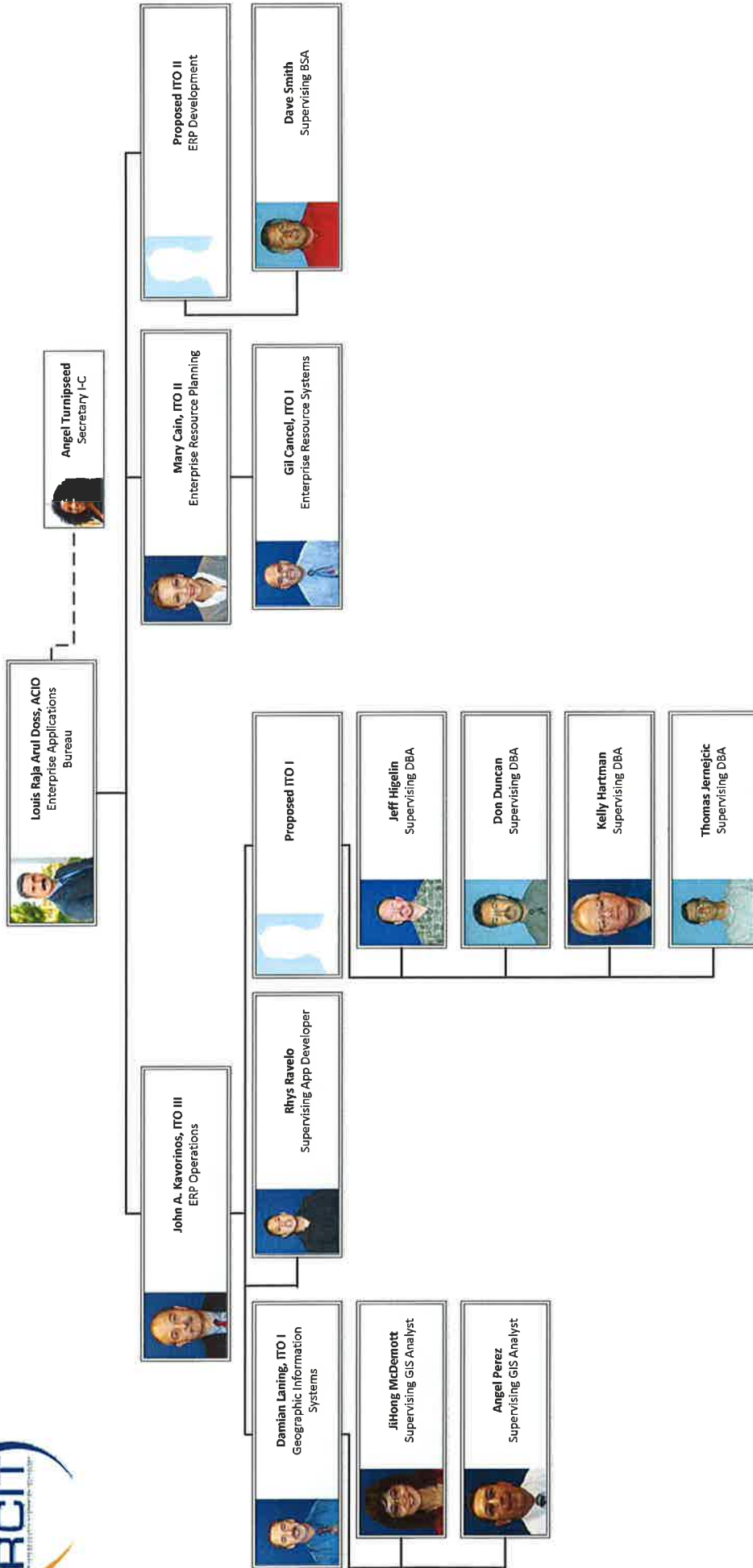
ATTACHMENT A-3
August 21, 2015





Enterprise Applications Bureau Management Team

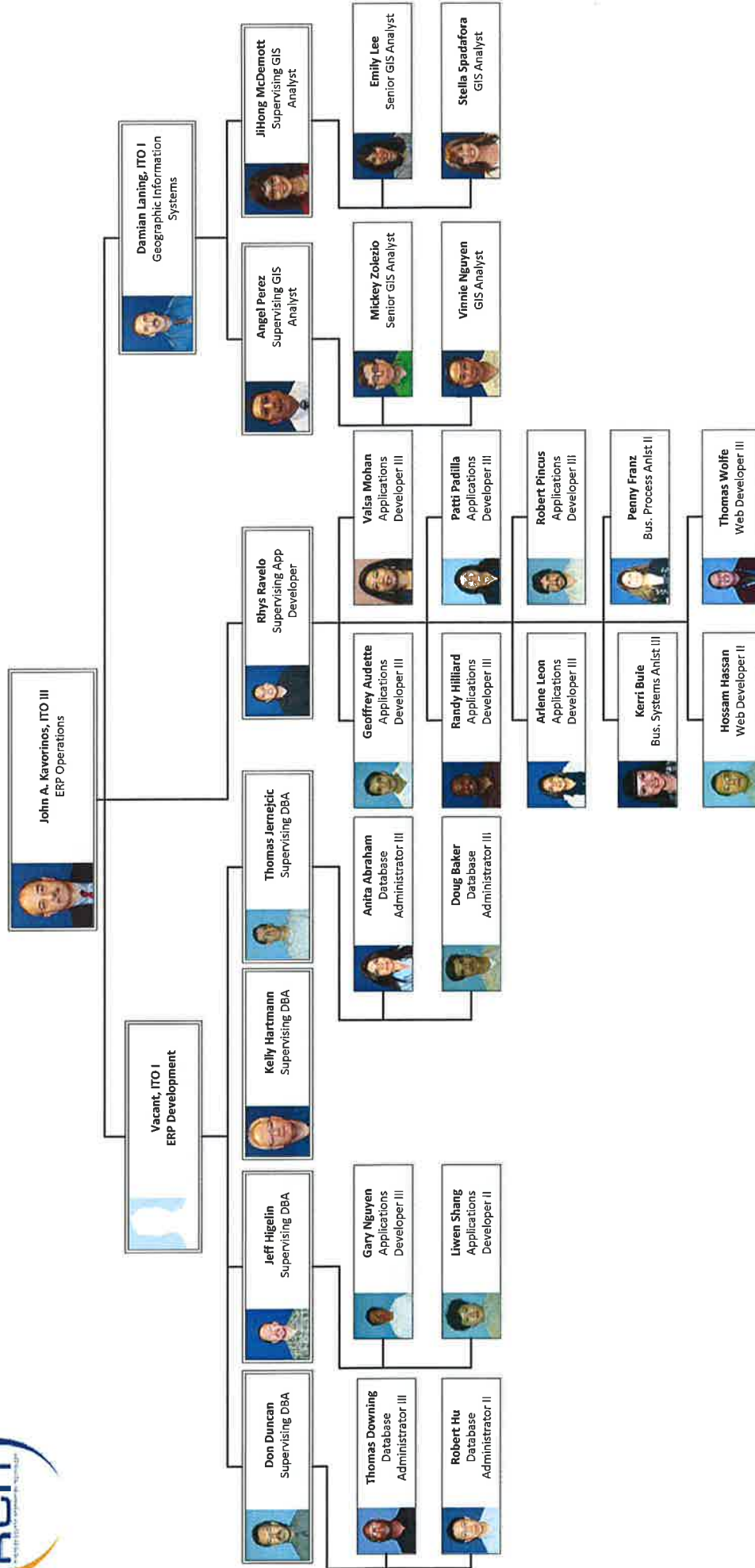
ATTACHMENT B-1
September 15, 2015





Enterprise Applications Bureau Enterprise Resource Planning Operations

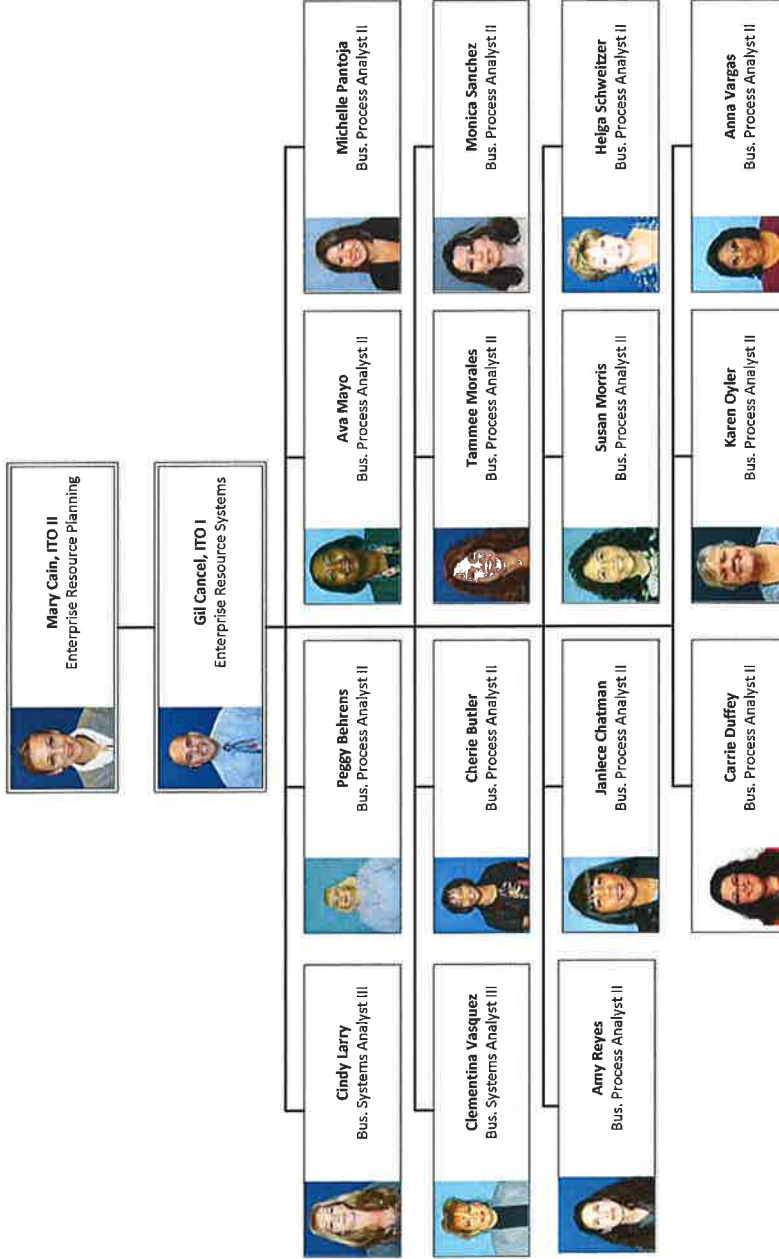
ATTACHMENT B-2
September 15, 2015





Enterprise Applications Bureau Enterprise Resource Planning Division

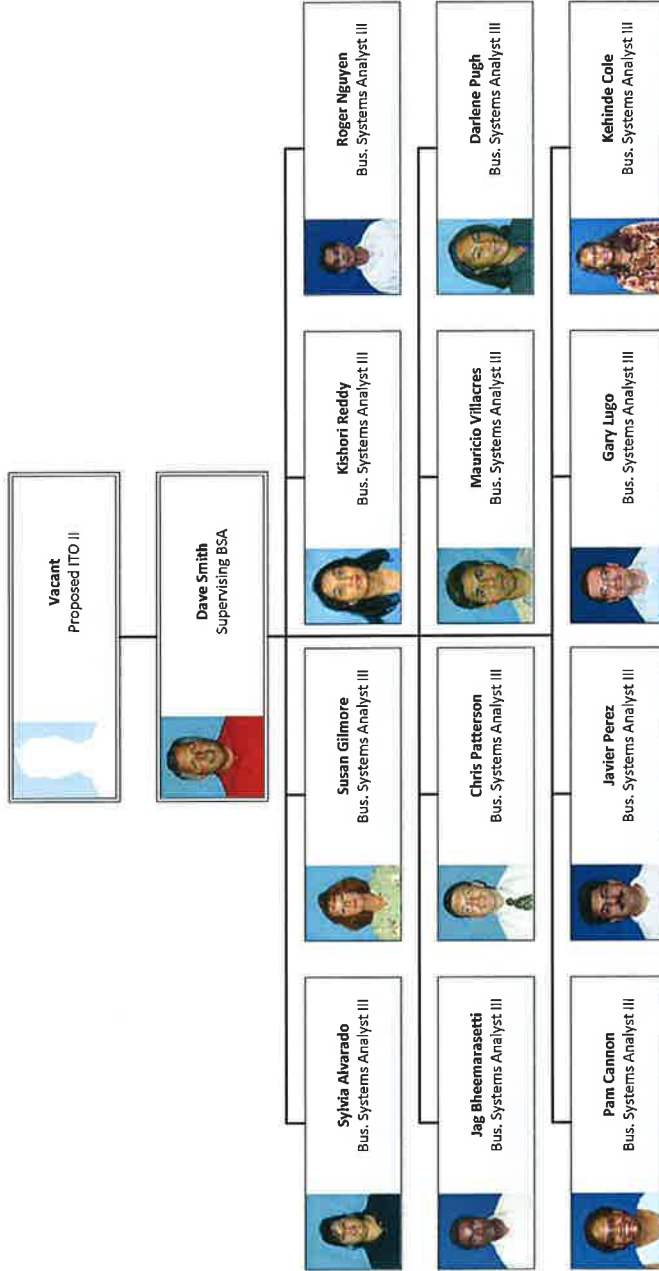
ATTACHMENT B-3
September 15, 2015





Enterprise Applications Bureau Enterprise Resource Planning Development

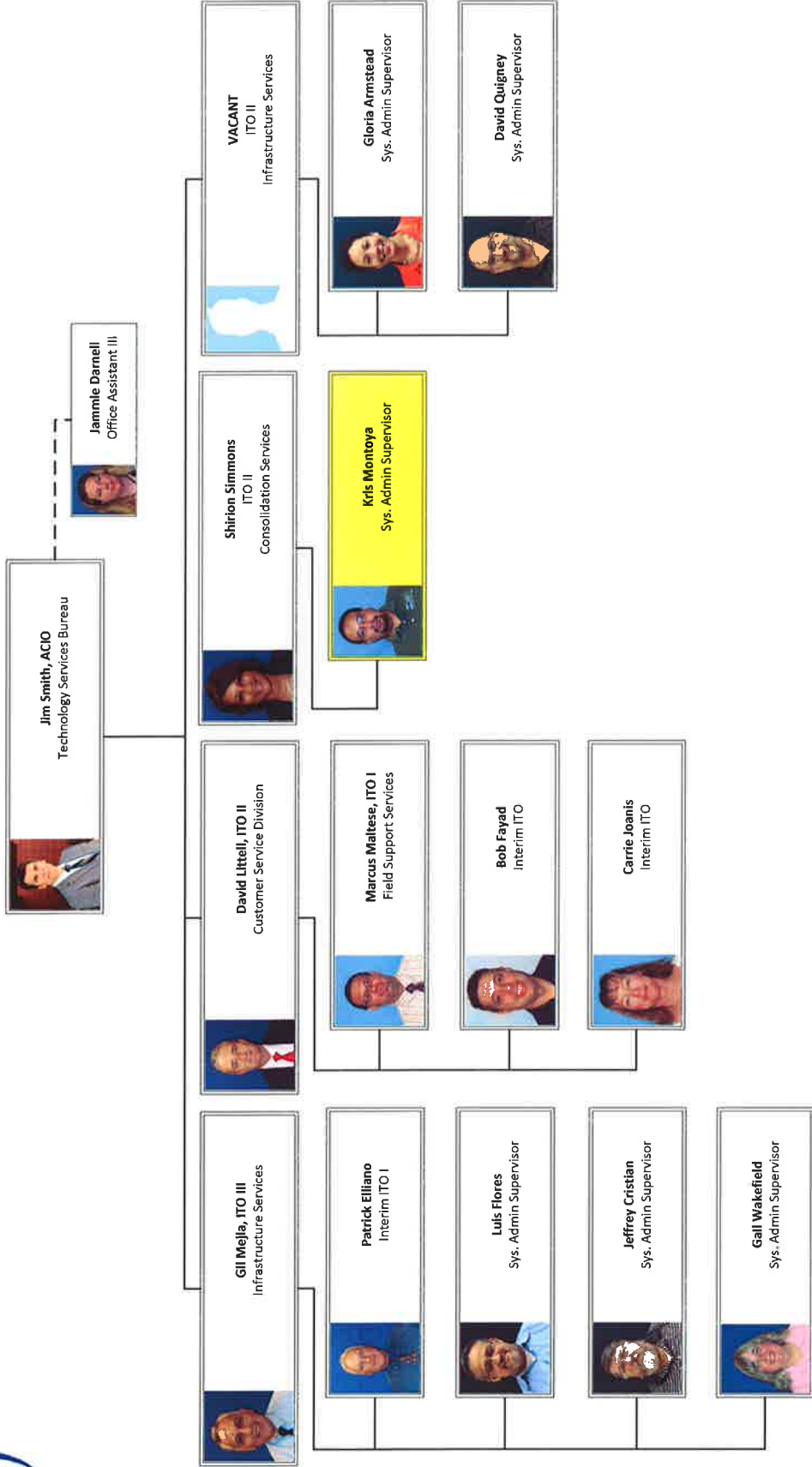
ATTACHMENT B-4
September 15, 2015





Technology Services Bureau Management Team

ATTACHMENT C-1
September 9, 2015



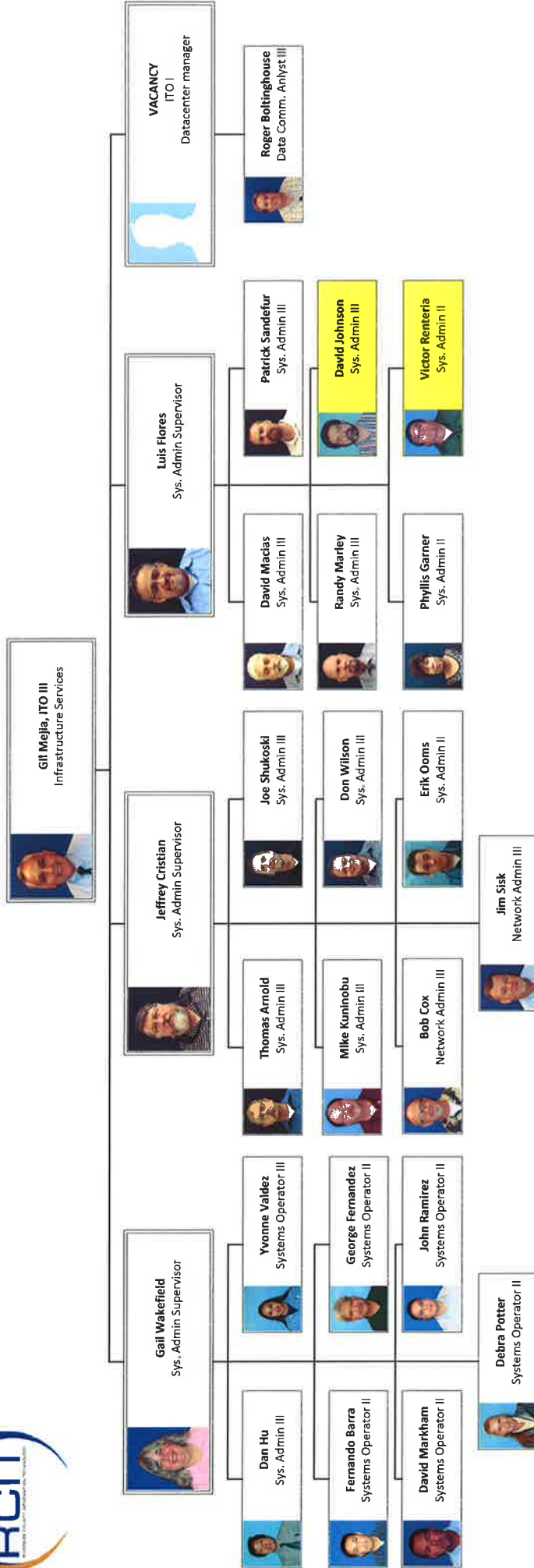
Reports to Business
Relationship Manager

RCIT Employee



**Technology Services Bureau
Infrastructure Services Division**

ATTACHMENT C-2
September 9, 2015



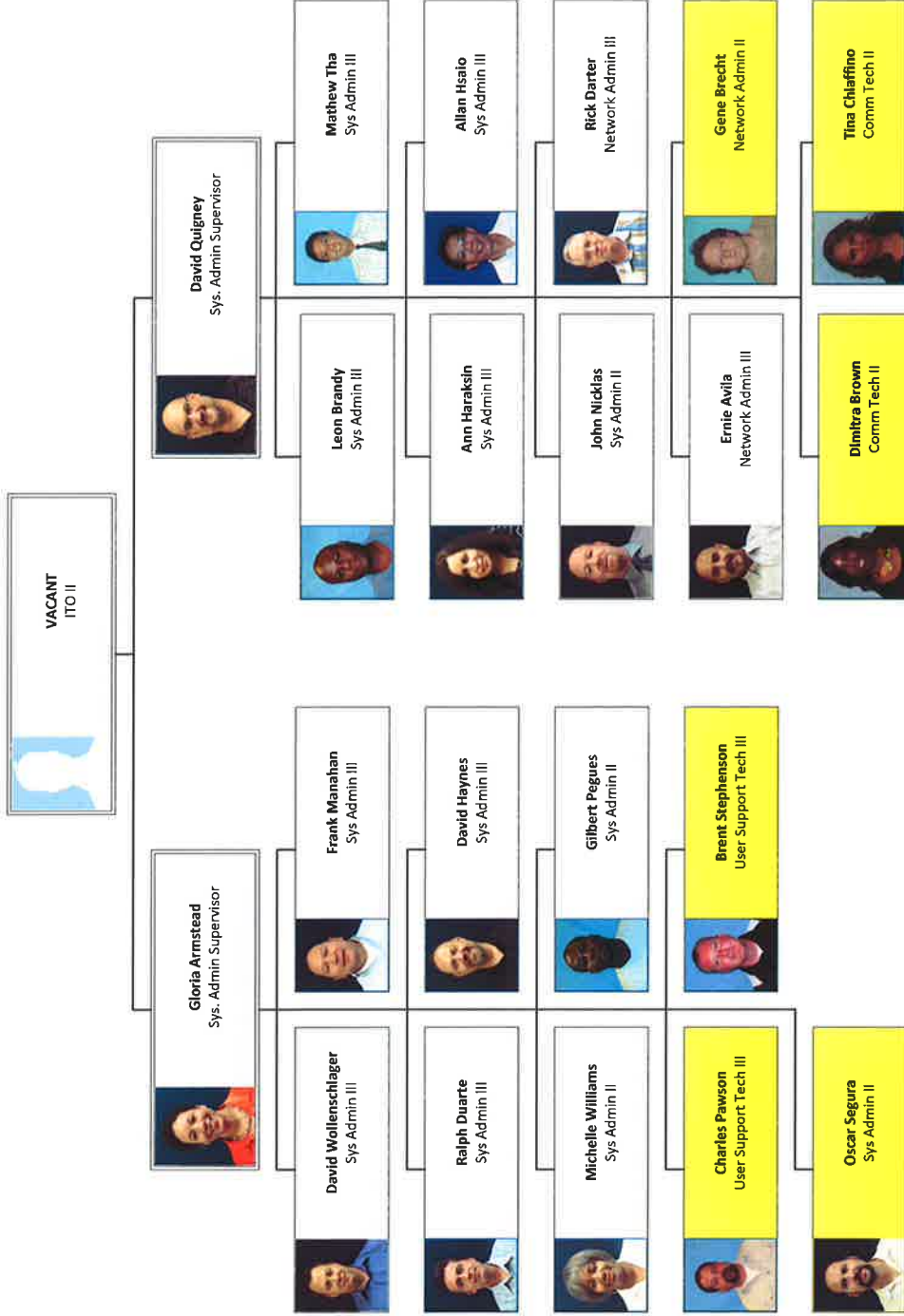
Reports to Business
Relationship Manager

RCIT Employee



Technology Services Bureau Core Services Division

ATTACHMENT C-3
September 9, 2015



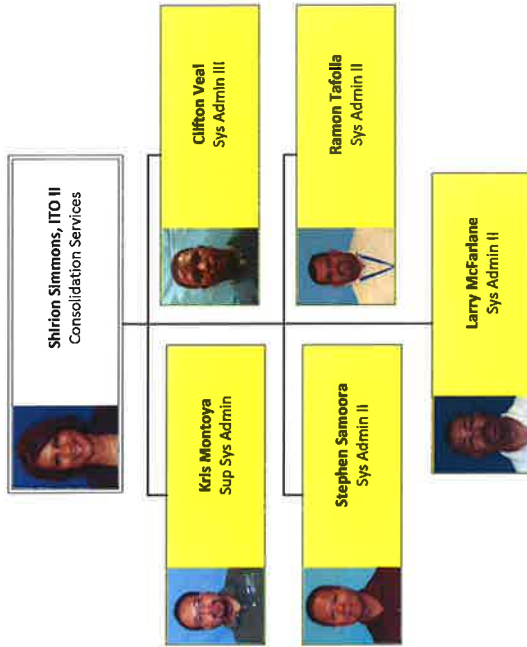
Reports to Business
Relationship Manager

RCIT Employee



Technology Services Bureau Consolidation Services Division

ATTACHMENT C-4
September 9, 2015



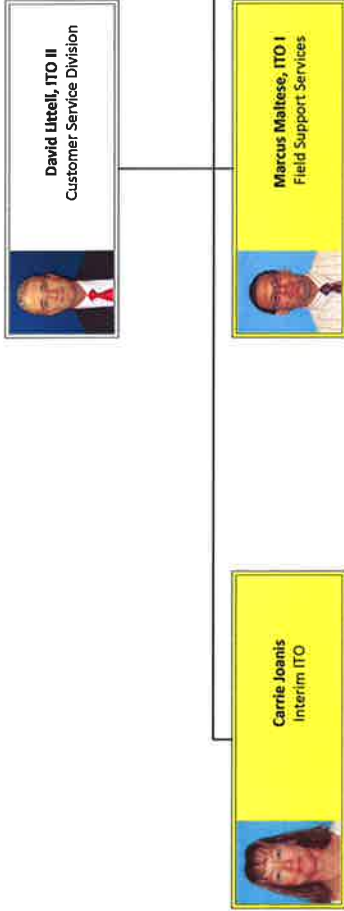
Reports to Business
Relationship Manager

RCIT Employee



**Technology Services Bureau
Customer Service Division**

ATTACHMENT C-5a
September 9, 2015



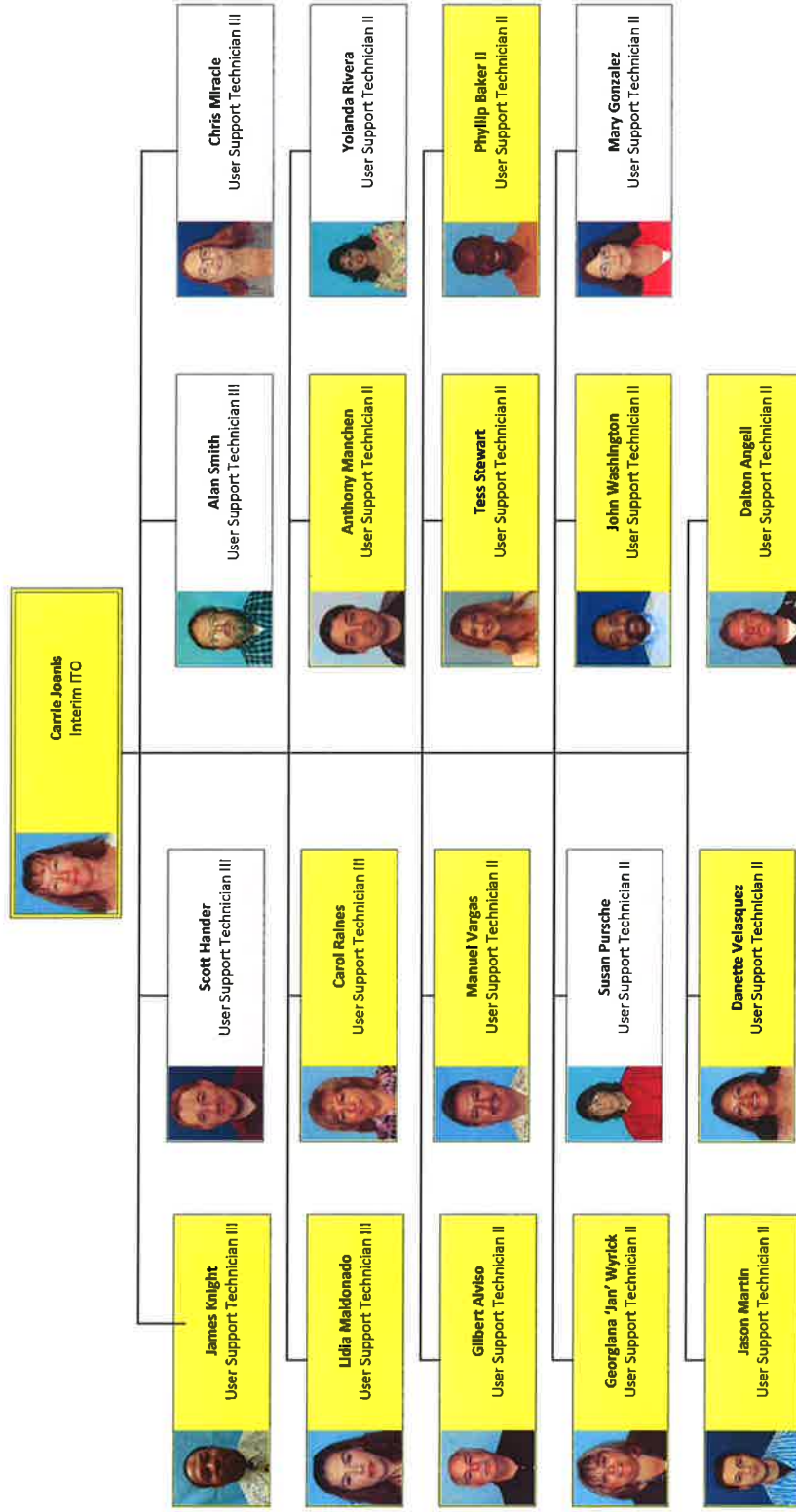
Reports to Business
Relationship Manager

RCIT Employee



Technology Services Bureau Customer Service Division – Help Desk Services

ATTACHMENT C-5b
September 9, 2015



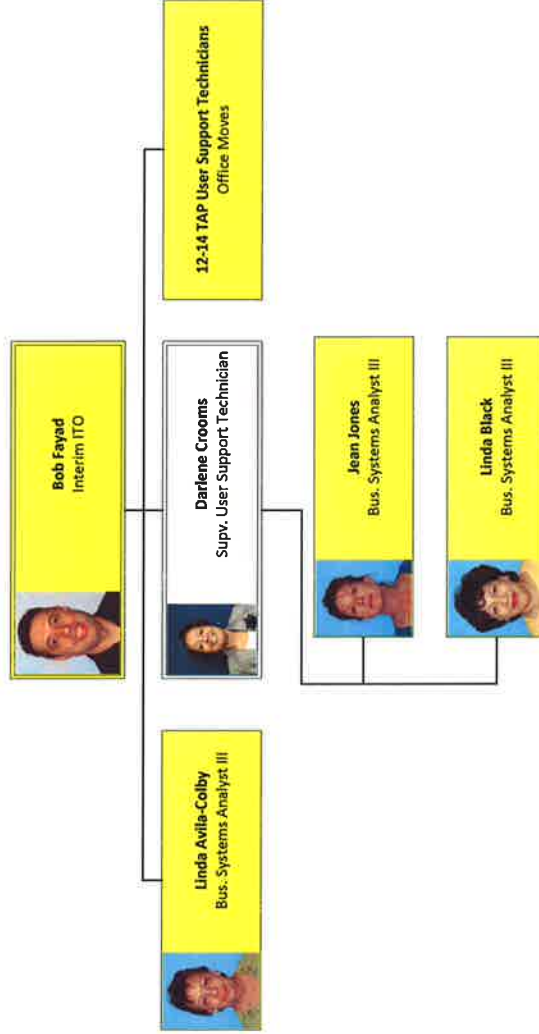
Reports to Business
Relationship Manager

RCIT Employee



Technology Services Bureau Customer Service Division – Logistics

ATTACHMENT C-5c
September 9, 2015



Reports to Business
Relationship Manager

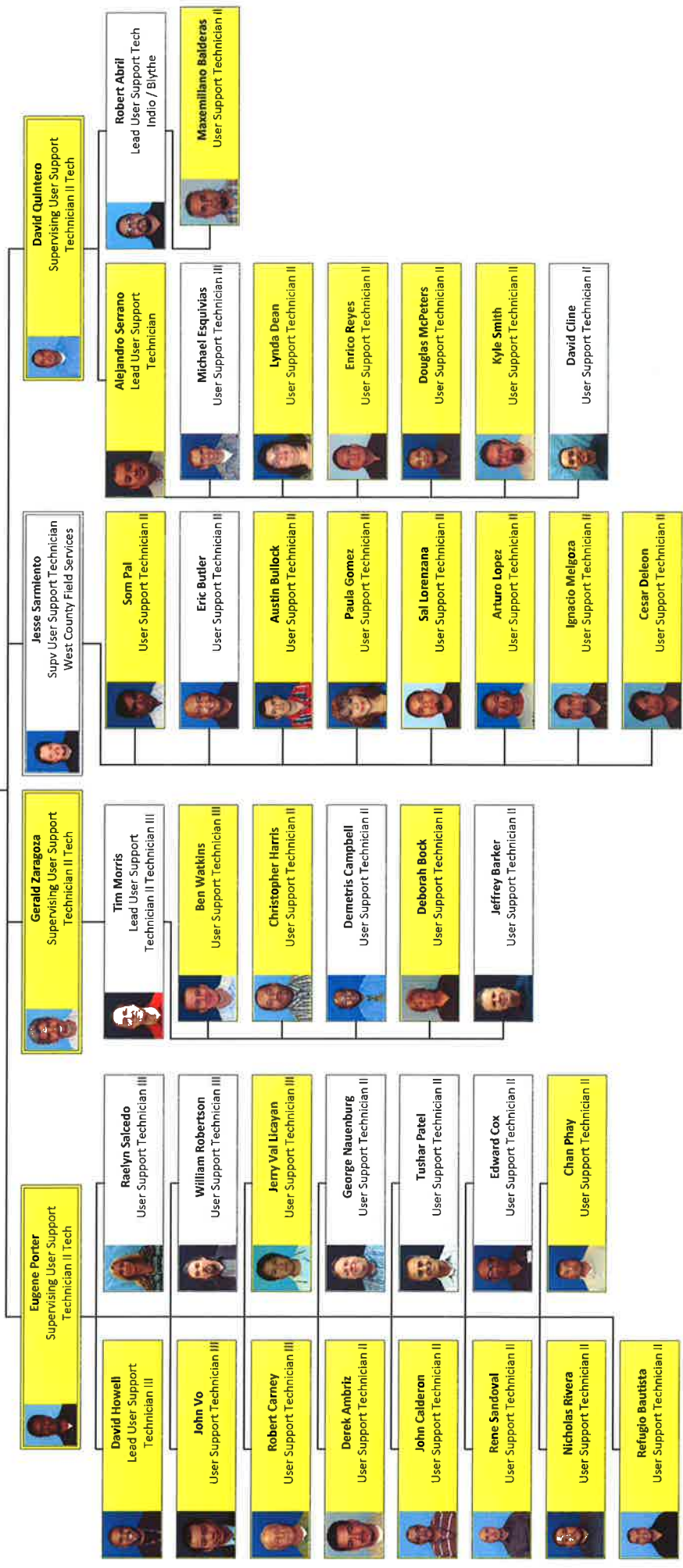
RCIT Employee



Technology Services Bureau Customer Service Division – Logistics

ATTACHMENT C-5d
September 9, 2015

Marcus Maltese, ITO I
Field Support Services



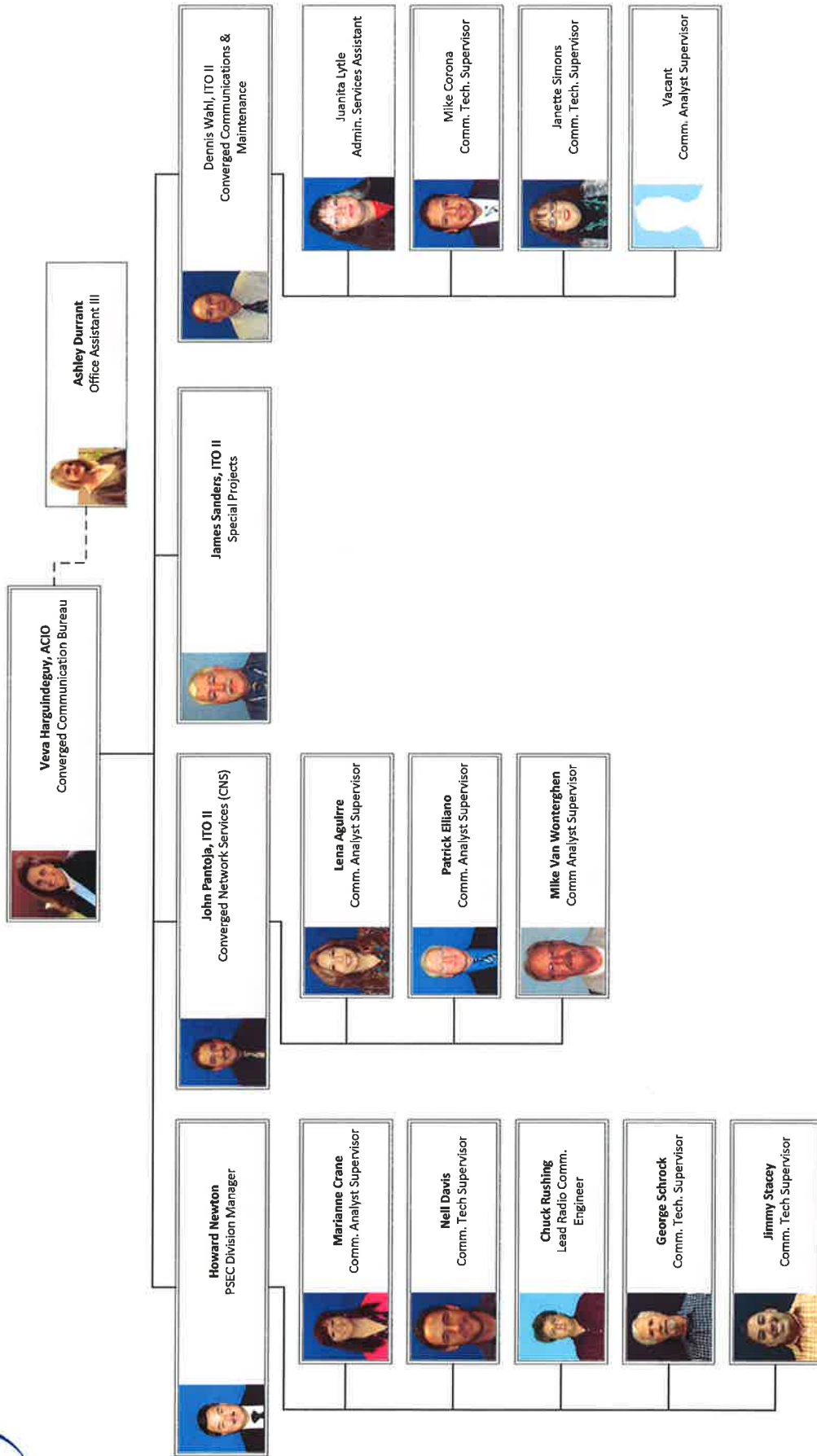
Reports to Business
Relationship Manager

RCIT Employee



Riverside County Information Technology Converged Communications Bureau

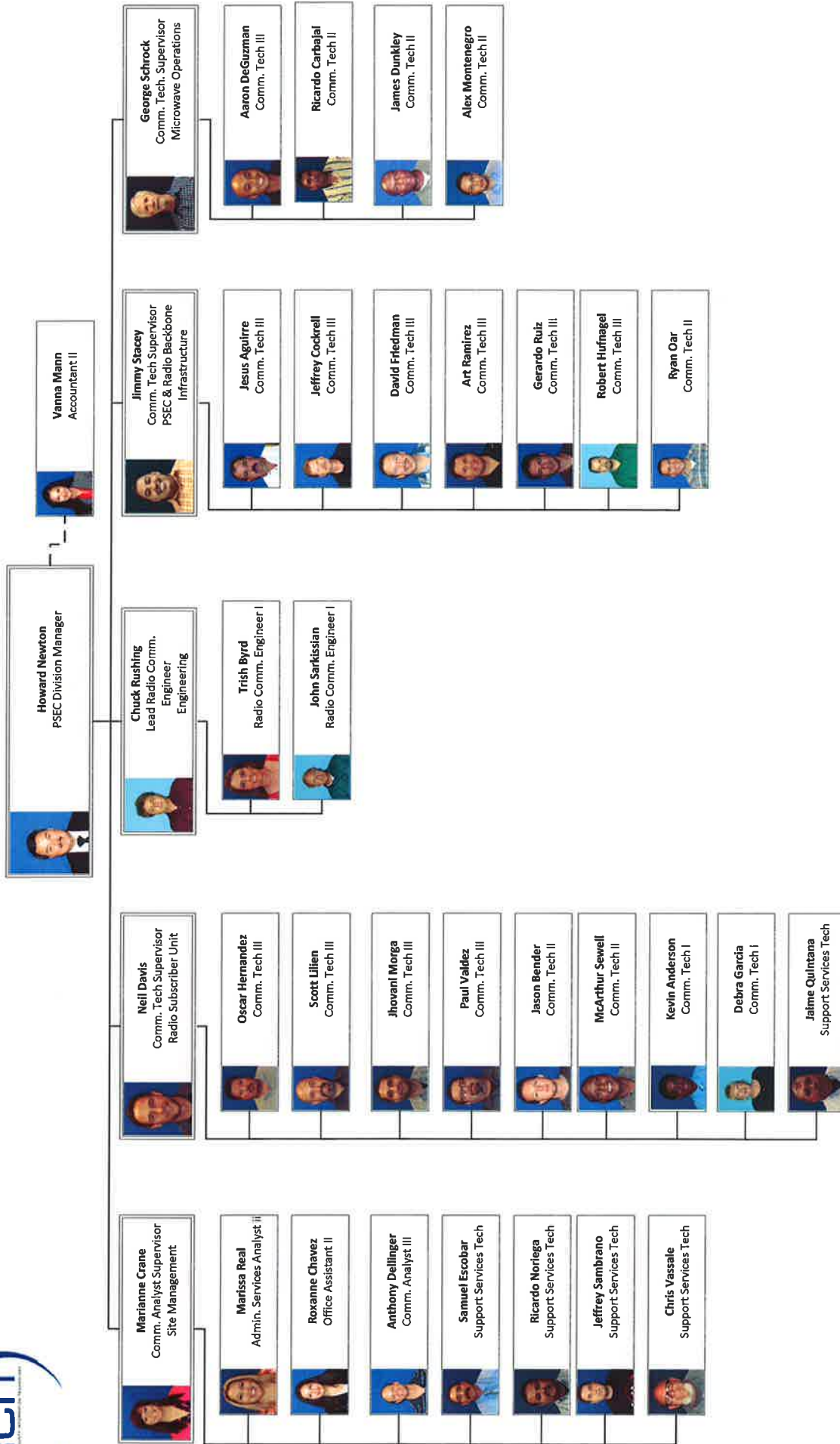
ATTACHMENT D-1
September 9, 2015





Converged Communications Bureau Public Safety Enterprise Communications (PSEC)

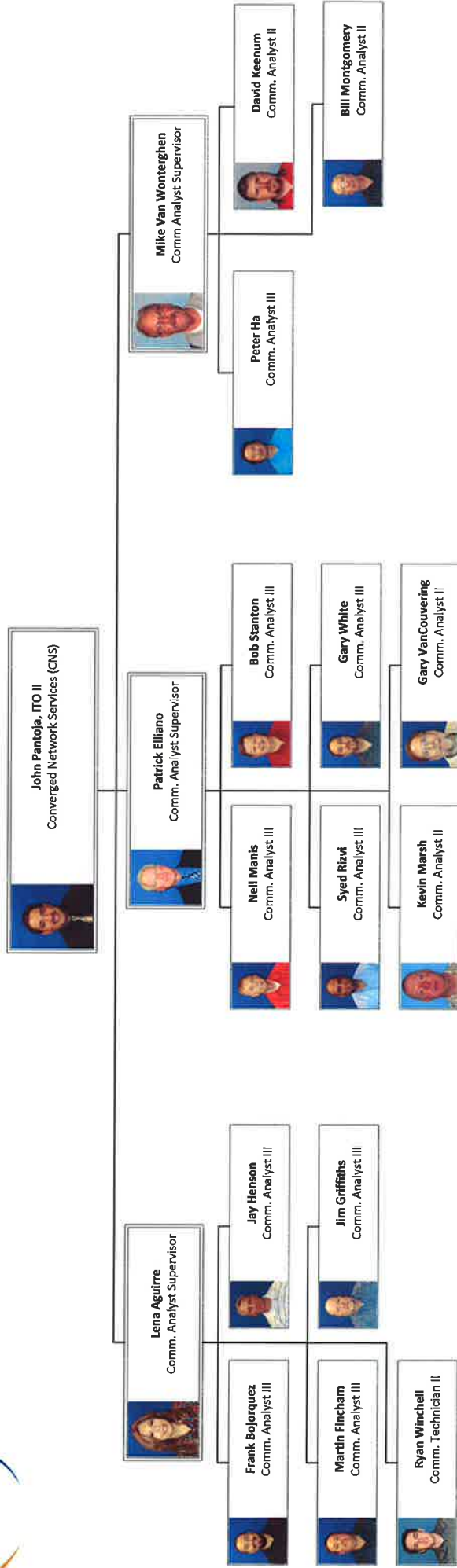
ATTACHMENT D-2
September 9, 2015





Converged Communications Bureau Converged Network & Maintenance

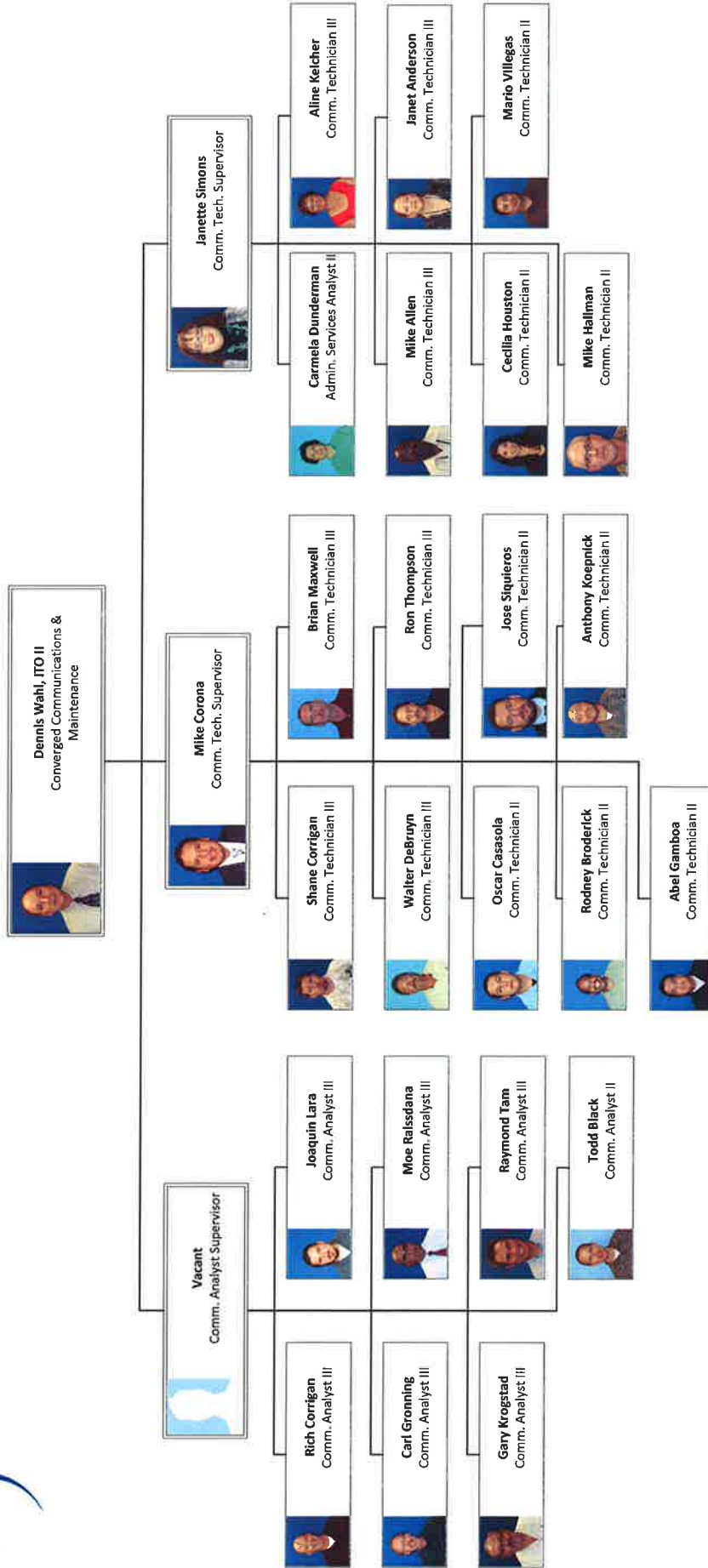
ATTACHMENT D-3
September 9, 2015





Converged Communications Bureau Converged Install & Maintenance

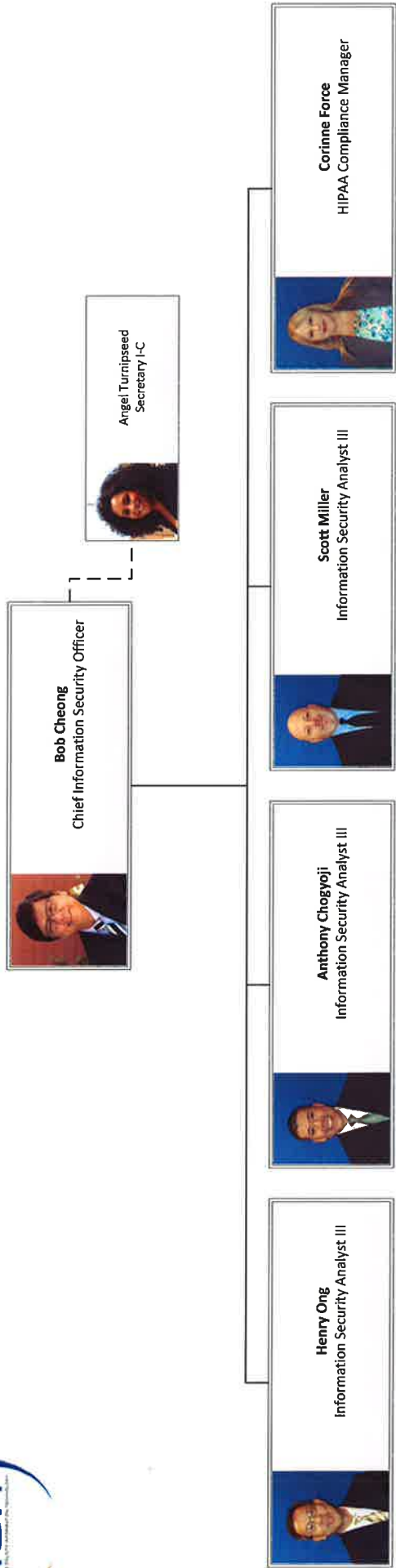
ATTACHMENT D-4
September 9, 2015





Riverside County Information Technology Information Security Office

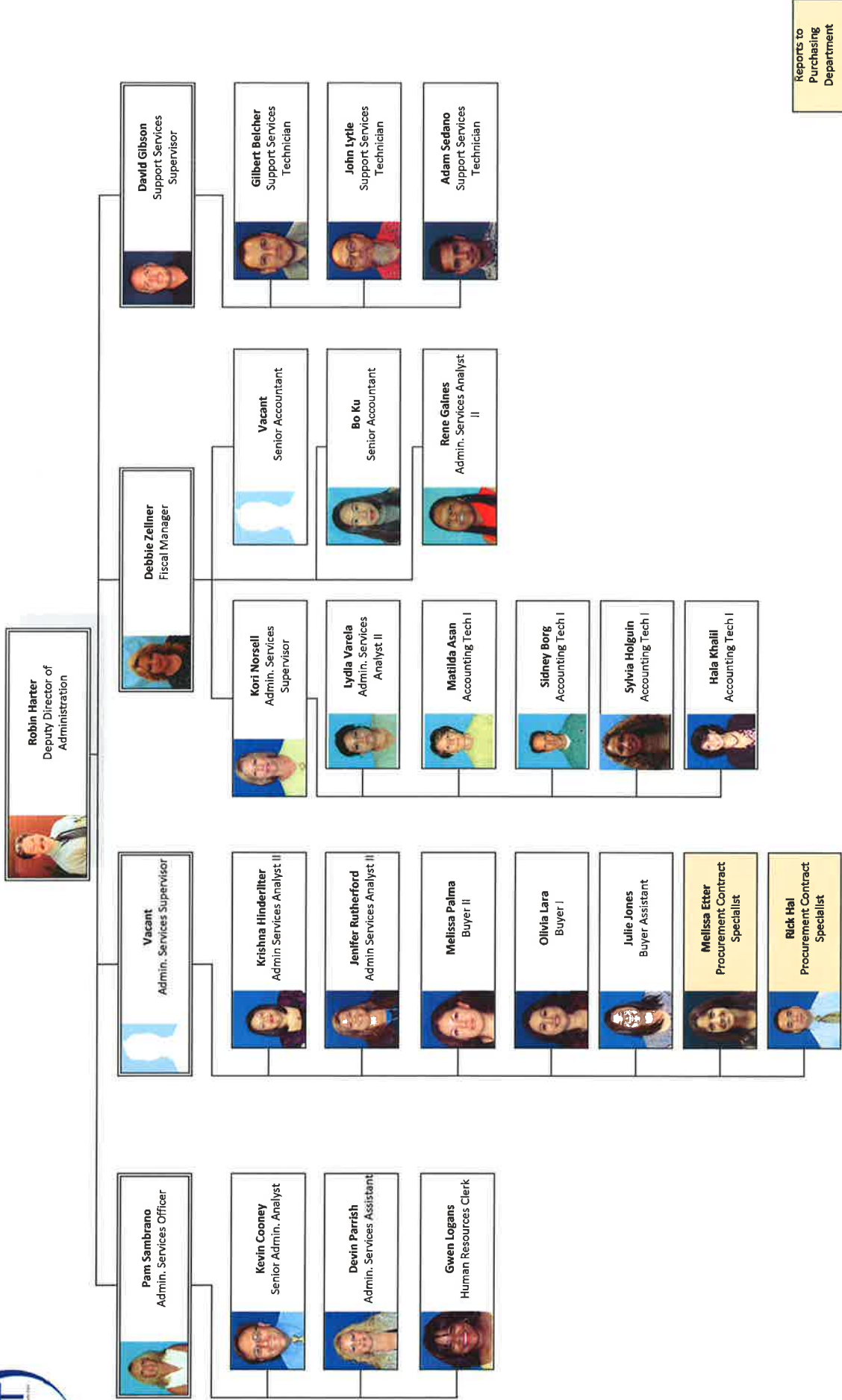
ATTACHMENT E
August 18, 2015





Business Administration Services Finance & Human Resources

ATTACHMENT F
September 8, 2015



Reports to
Purchasing
Department



Customer Relationship Management Departmental Applications & Special Projects

ATTACHMENT G
August 25, 2015



Steve Reneker
Chief Information Officer

Keith Beecher, ITO I
Executive Solutions

Mike Pittman, ITO II
Land Use & Public Works

David Villagas, ITO II
Public Safety & Community Services

Kelleen Caster, ITO III
Social Services

Jim Watkins, ITO II
Public & Mental Health

DECENTRALIZED

- Board of Supervisors
- Human Resources
- County Council
- Clerk of the Board
- Executive Office
- Purchasing
- Veterans Services
- City of San Jacinto

- Economic Development Agency
- Parks & Open Space District
- Waste Management
- Riverside County Transportation Commission
- Transportation & Land Management
- Agricultural Commissioner
- Flood Control ITO Remains in Dept Staff transitioned RCIT
- WRCOG
- LAFCO
- SPECIAL PROJECTS

- Probation ITO Remains in Dept Staff transitioned RCIT
- Public Defender
- Environmental Health
- Law Library
- Emergency Management
- DCSS
- Animal Services
- Registrar of Voters
- Office on Aging

- DPSS
- First 5

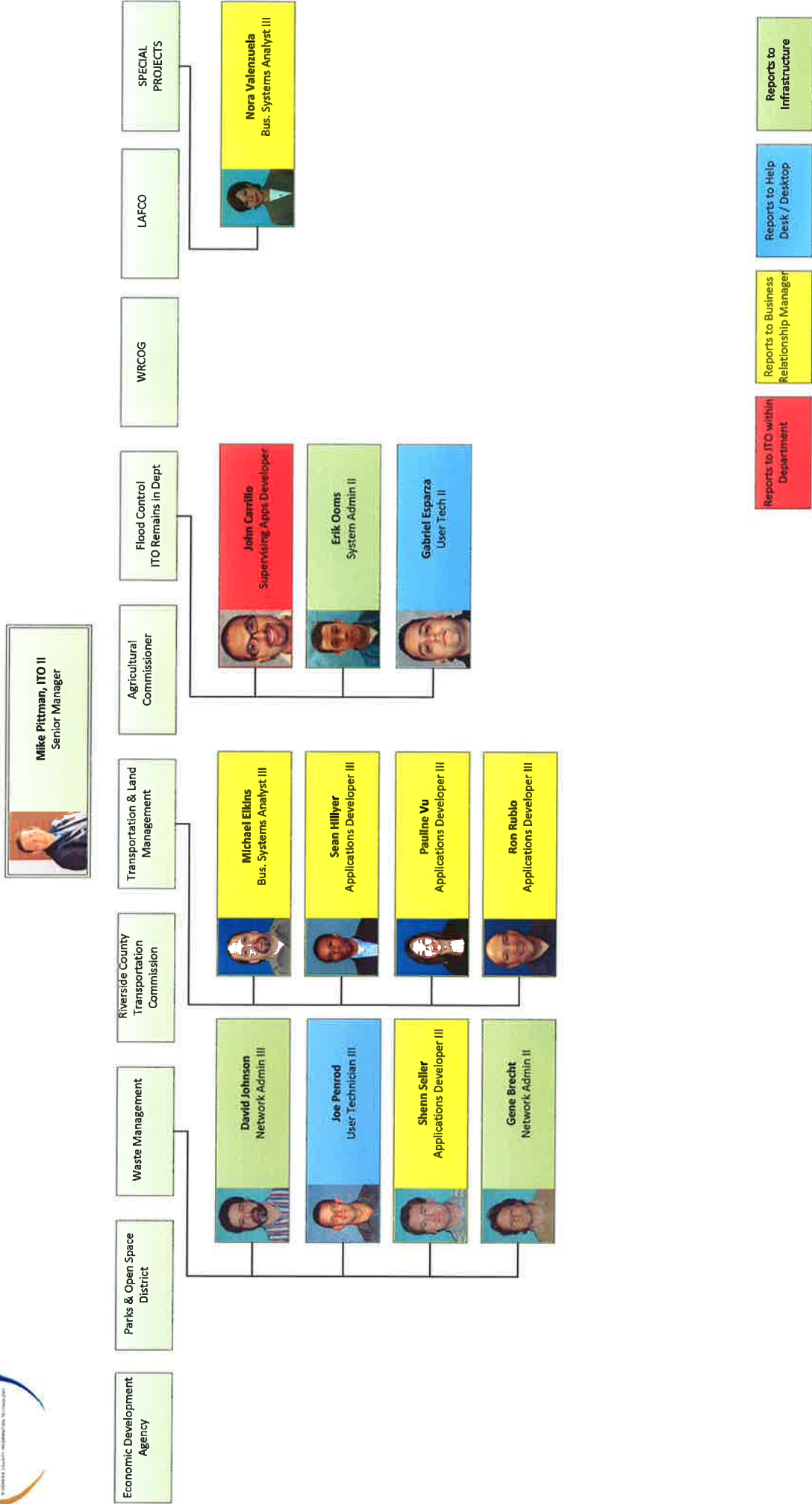
- RUHS Public Health
- RUHS Correctional Health
- RUHS Behavioral Health
- RUHS Care Clinics

- Assessor-Clerk Recorder Liaison Role Only Ken Wang
- Auditor Controller Liaison Role Only Vacant
- District Attorney Liaison Role Only Tim Craney
- Fire Liaison Role Only Chet Ashbaugh
- RCA Liaison Role Only Roy Henderson
- Sheriff Liaison Role Only Tom Carr
- Treasurer-Tax Collector Liaison Role Only Debbie Bashe
- RUHS/RCRMC Medical CIO Sabrom Partridge



Customer Relationship Management Land Use & Public Works Division

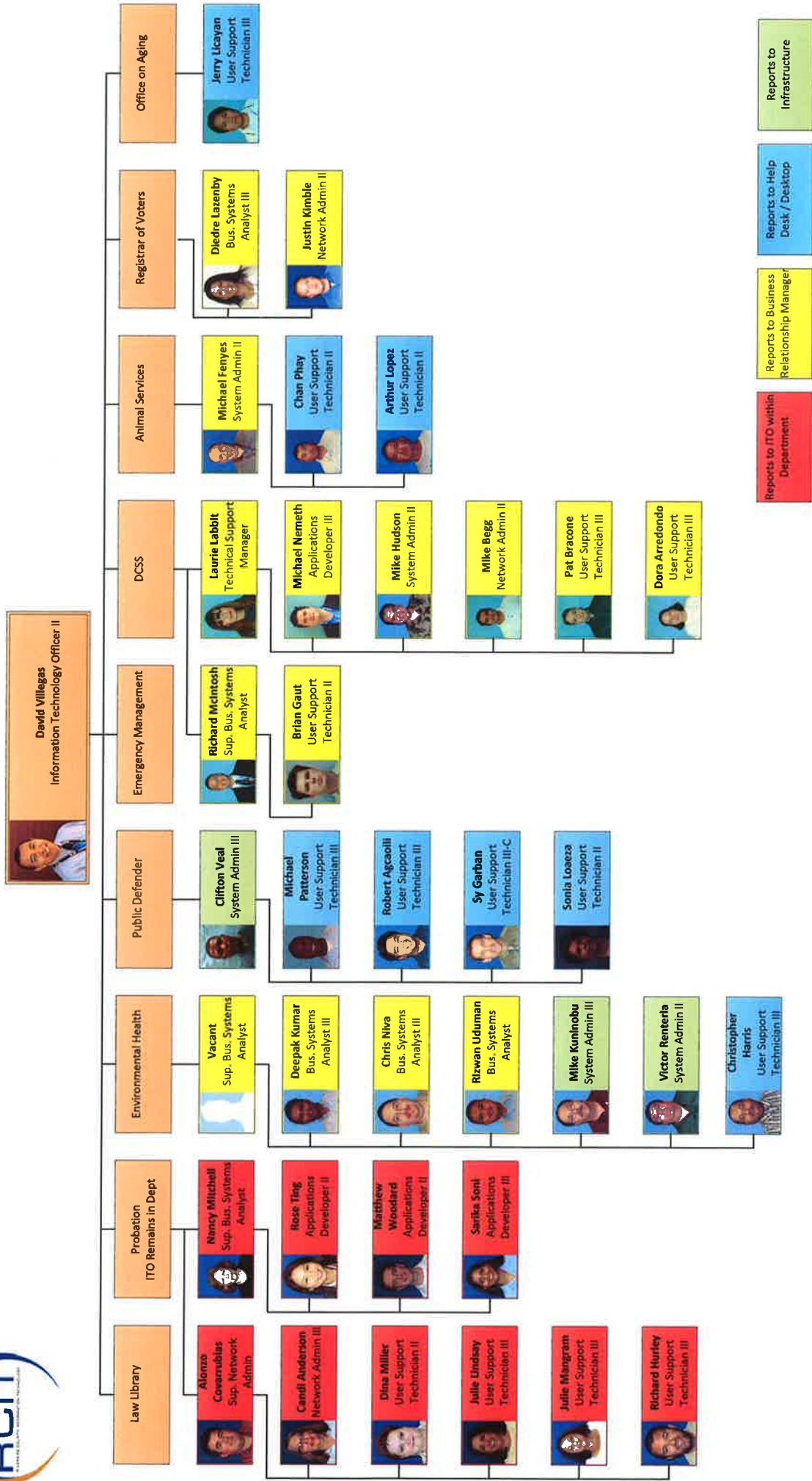
ATTACHMENT J
September 3, 2015





Customer Relationship Management Public Safety and Community Services Division

ATTACHMENT K
August 18, 2015



Reports to ITO within Department

Reports to Business Relationship Manager

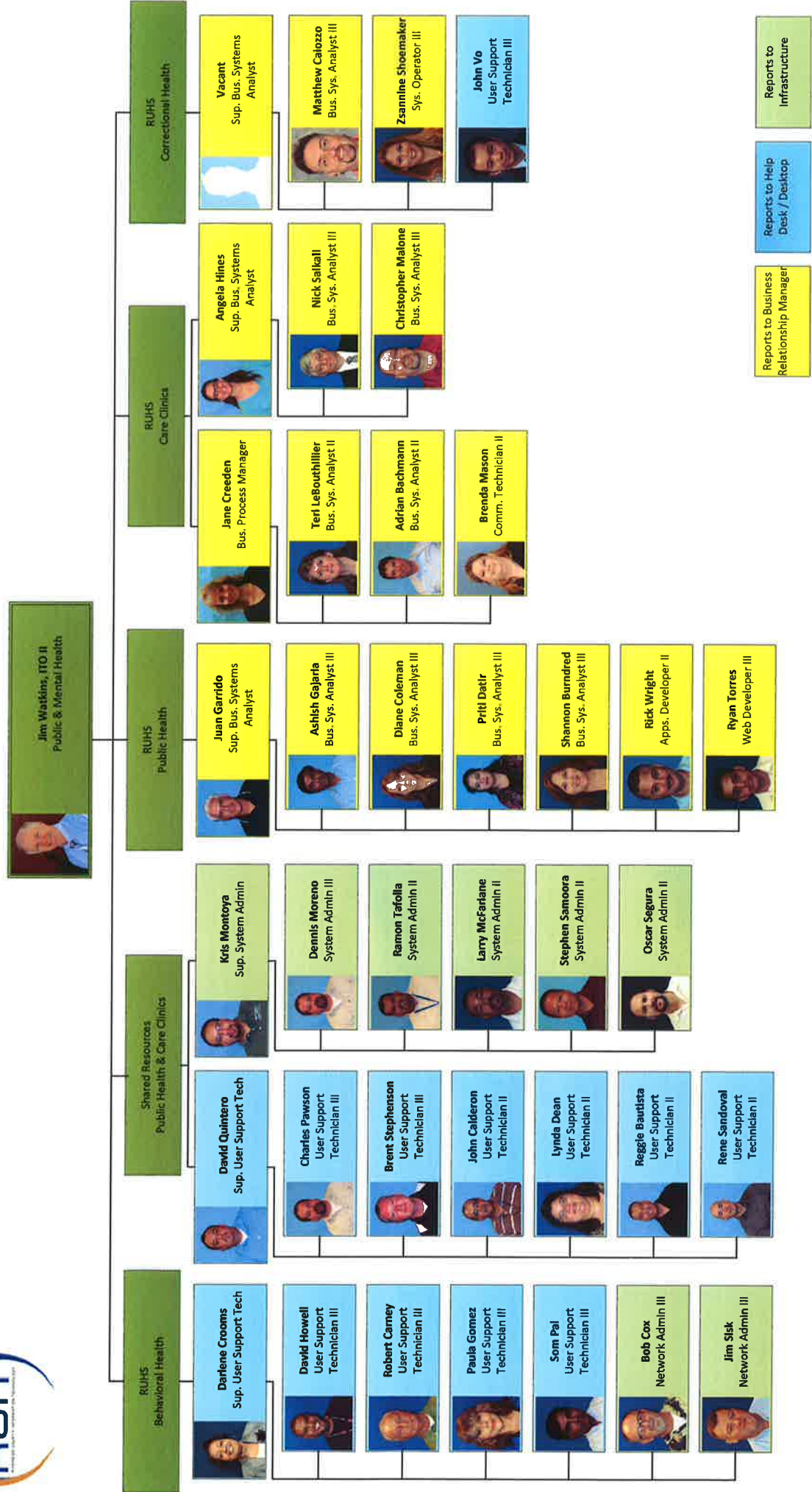
Reports to Help Desk / Desktop

Reports to Infrastructure



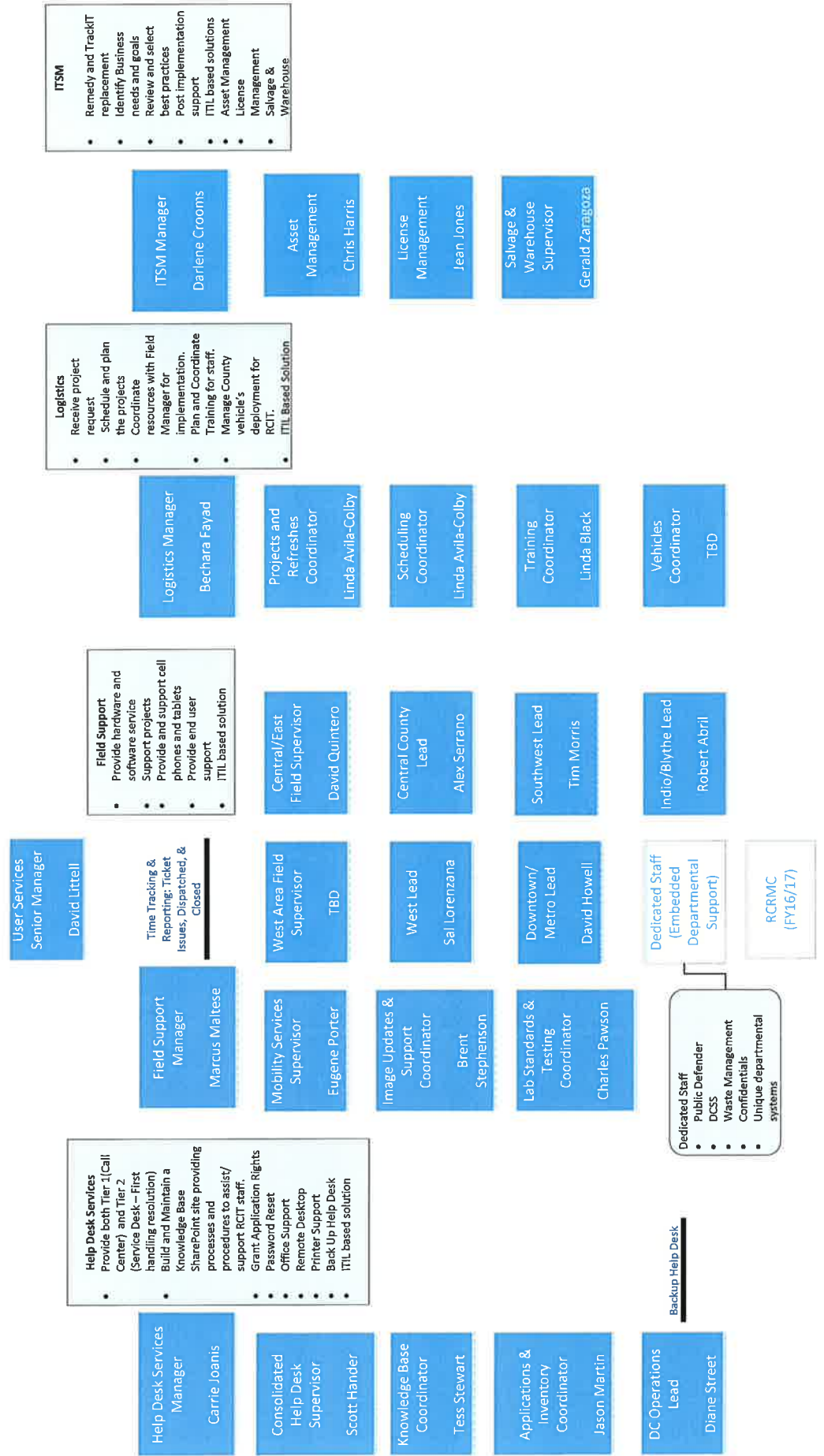
Customer Relationship Management Riverside University Health Services

ATTACHMENT L
August 18, 2015



ATTACHMENT M

User Support Services Shared Service Functions for Help Desk and User Technicians



Project Tracking 2

Rank	Prev Rank	Title	Enterprise Priority	Status	Sponsor	Category	Project Type	Project Manager
1	1	Windows XP and Server 2003 remediation Countywide Upgrade the OS to a supported level or to place a hardened security around those systems	Top 25	Implementing	RCIT	Executive Officer	EO-Special Projects	Smith J
2	2	RC3 Electrical Upgrade and AC upgrades and obtain Level 3 RC3 is the county's production centralized data center. Upgrades are required in an effort to consolidate all remaining county data centers.	Top 25	Implementing	RCIT	Technology Serv	TSB-Data Center&Inf	Mejia G
3	4	Waste Resources - Fiber for CORNET Waste Resources has the need for faster network services. Any faster connections require up front construction costs. RCIT to go out to bid for options.	Top 25	Planning	Waste Resources	Converged Communicat	CCB-Install & Mainte	Pantoja J
4	6	Hospital Migration from Groupwise to Office 365 Migrate the Hospital from GroupWise to Office 365.	Top 25	Implementing	Regional Med Center	Regional Med Technology Serv	TSB - office 365	Simmons S
5	5	CNP-Converged Network Project - Wireless Network Deployment Install enterprise wireless network	Top 25	Planning	Regional Med Center	Regional Med Converged Communicat	CCB-WiFi	Sanders J
6	7	PeopleSoft Payroll Timesheet Workflow Automation Many departments still print out timesheets for approval. An automated workflow was approved to gain approval online and eliminate hardcopy timesheets.	Top 25	Implementing	Auditor Controller	Enterprise Applicati	EAB-PeopleSoft Cain M	
7	8	RCIT - Upgrade Internet Connection to burstable 1Gb at RC3 Increase bandwidth to internet with burstable 1Gb primary services and relocate from the CAC to RC3	Top 25	Initiation	RCIT	Converged Communicat	CCB-WiFi	Pantoja J
8	9	Peoplesoft DAZEL Reporting replacement with Laserfiche The DAZEL reporting product used with Peoplesoft is no longer supported by the vendor, so staff are moving reporting features over into Laserfiche	Top 25	Implementing	TBD	Enterprise Applicati	EAB-PeopleSoft KavorinosJ	
9	11	Sheriff - GETVPN solution Deployment of the GETVPN solution for the Sheriff to enable encryption of data on the network	Top 25	Planning	Sheriff	Converged Communicat	CCB-Install & Mainte	Harguindeg

Project Tracking 2

Rank	Prev Rank	Title	Enterprise Priority	Status	Sponsor	Category	Project Type	Project Manager
10	12	Countywide - TechCare/ NaphCare Project Implement detainee health records system; provide infrastructure and design engineering	Top 25	Implementing	RUHS - Correc Health	DASP	DASP-Public & Mental	Hines A
11	13	Parks - Install new Point of Sale (POS) at 24 sites Parks has acquired new POS hardware / software and RCIT will install at 24 sites. They require WiFi at the Parks to eliminate their MiFi.	Top 25	Implementing	Parks & Open Space Communicat	Converged	CCB-Install & Mainte	Mejia G
12	14	DPSS-Mobility - Deployment of Tablets Deploy tablets to all DPSS divisions to be used for secure access to internal resources.	Top 25	Implementing	Dept Pub Soc Servic	Special Projects Gro	DASP - DPSS	Caster K
13	15	Trusted Systems Policy Revision - A68 Departments are frustrated with the lack of definition of trusted systems and the delays it is causing for system approvals. Process/Policy needs revision.	Top 25	Implementing	RCIT	Information Security	EO-ISO	Cheong B
14	16	PeopleSoft HR - Employee Self Service for Life Events Provide enhancements to the PeopleSoft employee self service portal for additional life events (marriage, divorce, death in the family) and enable a management dashboard	Top 25	Initiation	Human Resources	Enterprise Applicati	EAB-PeopleSoft	Cain M
15	17	RCIT - PeopleSoft Hardware Oracle Upgrade Installation of new hardware at RC3 for both test and production	Top 25	Initiation	RCIT	Technology Serv	TSB-Data Center&Inf	KavorinosJ
16	18	ESRI Enterprise Agreement County wide agreement with ESRI to provide licensing county wide	Top 25	Planning	RCIT	Enterprise Applicati	EAB-GIS	Mullen T
17	19	County Counsel Case Management System - ProLaw A records management, calendaring, billing system	Top 25	Initiation	County Counsel	Technology Serv	TSB-Data Center&Inf	Mejia G
18	20	H11 Policy Revise for Technology Purchases Technology Purchases under \$100K require H11s which is very time consuming an a manual process. Work to automate process and eliminate H11s for requests that meet adopted standard	Top 25	Planning	RCIT	Chief Information O	EO-Special Projects	Reneker S

Project Tracking 2

Rank	Prev Rank	Title	Enterprise Priority	Status	Sponsor	Category	Project Type	Project Manager
19	21	RCRMC - Sunesys Fiber Connectivity Between RCRMC to RC3/CAC Installation of WAN Fiber in support of RCRMC and CORNET to support Data Center consolidation and higher speed internet services	Top 25	Initiation	Regional Med Center	Converged Communicat	CCB-Install & Mainte	Pantoja J
20	23	Kronos for Hospital Time and Labor Due to the high number of payroll errors at the hospital, Kronos was approved to reduce staff time and manual paycheck corrections.	Top 25	Implementin g	Regional Med Center	Enterprise Applicati	EAB-PeopleSoft Cain M	
21	24	District Attorney Insurance Fraud The DA required an Insurance Fraud application to be developed.	Top 25	Initiation	District Attorney	Enterprise Applicati	EAB-Web/Mobile	ArulDoss L
22	25	PeopleSoft HR - Talent Acquisition Management (Recruitment) PeopleSoft TAM is a module for staff recruitment and selection which is being deployed countywide.	Top 25	Implementin g	RCIT	Enterprise Applicati	EAB-PeopleSoft Cain M	
23	49	E-mail Consolidation/Office 365 Implementation County will migrate from Outlook Exchange on premise to Microsoft's Office 365 Cloud service to reduce costs and enhance support/availability.	Top 25	Implementin g	RCIT	Executive Officer	EO-Special Projects	Mejia G
24	67	CNP - Converged Network Project - VoIP New Cisco VoIP voice system and converged network in all County facilities	Top 25	Implementin g	RCIT	Converged Communicat	CCB-Install & Mainte	Harguindeg
25		Form 11 Application In the beginning stages of moving the Form 11's process into an electronic, work-flow enabled application; Accela (formerly IQM2)	Top 25	Initiation	Board of Supervisors	Enterprise Applicati	EAB-MS/Dynamics	ArulDoss L

Total Number of Projects:

25

ATTACHMENT B

COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY

Subject:
ACQUISITION AND MANAGEMENT OF
INFORMATION SYSTEMS, TECHNOLOGY AND SERVICES

Policy
Number **Page**
H-11 **1 of 7**

Policy:

1. Purpose

To encourage the use of information technology (IT) to help meet the business needs of county departments/agencies/districts, and to improve the delivery of services to the citizens of the county. In order to meet these objectives the Chief Executive Officer (CEO) of Riverside County will establish a Technology Standards & Oversight Committee (TSOC) to develop standards and provide oversight of procurements of county information systems, technology, services, and renewals to meet the goals and objectives set by the Board of Supervisors. The TSOC will be chaired by the Chief Information Officer (CIO) and no more than six (6) Department/Agency/District Head level staff appointed by the CEO. In addition, an IT Policy Committee chaired by the CIO and comprised of Information Technology Officers and Managers, will recommend standards to TSOC that will be streamlined through an automated submittal system.

2. Scope

This policy applies to all information and communications systems, technology and related services used by county agencies, departments and districts. It encompasses voice, data, radio, video, image, audio systems, technology services, ~~renewals, and related~~ software/hardware products, services, ~~and~~ maintenance.

3. General Guidelines

- A.** The use of technology is encouraged to meet business needs and to improve both the efficiency and effectiveness of service delivery.
- B.** The use of effective automation and technology is an option to respond to increasing workloads.
- C.** The use of information technology shall be explored to accomplish new or expanded programs as an alternative to expanding staff, and/or increase the use of other resources.
- D.** The acquisition and management of information systems, technology and services will meet established county-wide standards while assuring that the costs of unwarranted systems, duplications, and incompatibility are avoided.

**COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

Subject:
**ACQUISITION AND MANAGEMENT OF
INFORMATION SYSTEMS, TECHNOLOGY AND SERVICES**

**Policy
Number**
H-11 **Page**
2 of 7

- E. Software packages and applications developed for fiscal purposes shall be submitted to the Auditor-Controller for review to ensure that effective data processing accounting controls are used and auditing standards are met.
- F. To provide maximum flexibility for accommodating inevitable future growth and in the interest of reliability and economy, all voice, data, radio, wireless, video, image and audio systems will use the county's central telecommunications systems and networks when technically feasible.
- G. Departments shall obtain H-11 approval prior to obtaining bids for the respective product/service.
- H. The following are excluded from the H-11 approval process: new/additional/upgrade licenses and renewals through the Microsoft Enterprise Agreement, cabling for new county buildings and building modifications, and other software previously approved by the Board of Supervisors, including multi-year agreements, and products and services covered by state systems or consortia agreements.
- G.I. All technology purchases must comply with Ordinance 459 and the Purchasing Policy and Procedure Manual.

4. Responsibilities

A. Chief Executive Officer (CEO)

- 1. Establish a Technology Standards & Oversight Committee (TSOC) to develop county technology standards and provide oversight of all county procurements over \$100,000 of information systems, technology, and services.
- 2. Appoint up to six (6) department/agency/district Head level staff to comprise TSOC.
- 3. Review as appropriate, recommendations coming from the TSOC.
- 4. Delegate to the committee the administrative authority to make changes to the IT procurement review procedures in order to be responsive to the business needs of county departments.

B. Technology Standards and Oversight Committee (TSOC)

- 1. ~~Develop and~~ Approve county technology standards and provide input in the development of the county's information technology (IT) strategic plan.

COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY

Subject:
ACQUISITION AND MANAGEMENT OF
INFORMATION SYSTEMS, TECHNOLOGY AND SERVICES

Policy
Number **Page**
H-11 **3 of 7**

2. Establish relevant subcommittees an IT Policy Committee (ITPC) chaired by the CIO and comprised of Information Technology Officers and Managers, to recommend standards to TSOC that will be streamlined through an automated submission system to develop county technology standards and provide oversight of all county procurements and renewals of information systems, technology and services.
3. Schedule meetings as determined by the committee. Meet no less than once per month.
4. Review for approval the County-Wwide IT Strategic Technology Plan and submit to CEO and Board of Supervisors as appropriate.
5. Review for approval all technology requests within the following independent criteria:
 - i. over \$100,000 (total value);
 - ii. "non-recommended" by RCIT, and at initiators request; and
 - iii. requiring county standard changes or waivers

C. Information Technology Policy Committee (ITPC)

1. Develop and recommend technology standards and policy for TSOC approval that will be streamlined through an automated submittal system and considered standard solutions for use across the County of Riverside.
2. Establish sub-committees as necessary to review new technologies and evaluate solutions to be considered as standard.
3. Review for approval the County-wide IT Strategic Plan and submit to TSOC as appropriate.
4. Establish new policies and review existing ones to ensure appropriate use of technology and streamline innovation in a secure, -and cost effective manner.

DC. Riverside County Information Technology (RCIT)

1. Establish relevant subcommittees, per direction of TSOC or ITPC, to facilitate development of county technology standards and policies, and provide recommendations of all county non-standard procurements of information systems, technology, services and renewals.

COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY

Subject:
ACQUISITION AND MANAGEMENT OF
INFORMATION SYSTEMS, TECHNOLOGY AND SERVICES

Policy
Number **Page**
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2. Provide consultation and technical assistance to TSOC, ITPC, and departments in planning, designing and acquiring information systems, technology and services.
3. In coordination with departments, plan, acquire, operate and maintain the County's central Data Center known as the Riverside County Collaboration Center (RC3).
4. In coordination with departments, plan, acquire, install and maintain the County's central telecommunications systems and networks.
5. Manage the County's radio frequency resources, remote sites, facilities and cable plants.
- ~~5.6.~~ Through shared services to the consolidated departments, provide all user technician (desktop/mobile device) support, system administration (server/storage), application development and database administration for all systems (including state and consortia systems managed at the local level).
- ~~6.7.~~ Develop business and IT service continuity plans for systems managed and supported by RCIT.
- ~~7.8.~~ Ensure that life-cycle technology replacement costs and IT Capital Improvement costs for replacement of legacy systems or implementation of new systems, is factored into the annual budgetary process in order to maintain system integrity
- ~~8.9.~~ Evaluate new technology for application within the County.
- ~~9.10.~~ Review for approval all non-standard technology requests under \$100,000 (total value). Forward to TSOC non-recommended requests for review at initiators request.
11. Review for recommendation to TSOC all technology requests:
 - i. over \$100,000 (total value);
 - ii. requiring county standard changes or waivers.

ED. Departments

1. Provide administration, training, support, security management, business and IT service continuity planning for off-the-shelf departmental systems~~systems~~ —(including those state or consortia systems) not managed and supported by RCIT.

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2. Provide technical services/vendor support for testing and fault isolation of departmental systems connected to the County's central telecommunication networks. ~~Facilitate local area network control and fault isolation with the appropriate equipment and interface devices.~~
3. Strictly adhere to copyright laws and vendor licensing agreements as described in documentation provided with purchased software. Unauthorized copying/use of software will not be condoned.
4. Coordinate with RCIT on any new equipment or systems that include networking and/or connection to the County's telecommunications systems and/or networks, or for any system managed and supported by RCIT.
5. Coordinate with RCIT for all cable, wireless, and conduit installation within or between County facilities.
6. Coordinate all requests through RCIT for telephone services, voice applications, mobile/portable radios, mobile/wireless data computers, and data network services.
7. New systems (except those departments exempt from the Board approved IT consolidation) must incorporate the ISO Network Standard consider cloud options (externally hosted) first followed by hosting options at the County's Central Data Center RC3.
- ~~8. Ensure that life cycle replacement costs for technology equipment is factored into the annual budgetary process in order to maintain system integrity and continued services and meet the ISO IT Systems Standard.~~
8. Actively participate in all technology and business systems committees established by the TSOC or CIO.
9. Provide the CIO by January each year an update to an online application systems inventory of information systems in use in each agency/department. This will be made available as a reference to all departments contemplating retiring, expanding or replacing information systems.

5. Procedures

6.5. _____ All technology equipment, systems, software/hardware, services or renewals shall be submitted to the RCIT for approval prior to purchase.

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~~Departments will follow the information technology procurement procedure (enclosed).~~

A. Technology procurements shall be submitted to RCIT for review via an automated Technology Procurement Form (TPF). All Technology requests will flow through the H-11 process to capture total IT spend county-wide. The form shall be submitted for IT purchases from departments that provide their own IT support and/or process their own IT procurements.

The following is a list of criteria for procurements that shall be submitted with justification on the automated form:

- If the total aggregate value is \$50,000 or more (multi-year approval may be requested);
- If it is for new hardware or software not currently utilized by the department;
- If it is for new software or maintenance support;
- If it is for new license purchase;
- If it is a request for computing/support services (external professional services);
- If it is a request for wireless network/systems;
- If it is a request for new internet or other external connections;
- If it will create or replicate an existing enterprise system;
- If it is a request for network equipment or connectivity;
- If it is for security access devices, cameras, or systems;
- Requests for new domains names; and,
- Cabling for new county buildings and building modifications.

The following is a list of criteria for procurements that shall be **streamlined** (no justification required) through the automated H-11 review process:

- Standard Desktop and laptop purchases, including any purchases for monitors, keyboards, mice and other peripherals;
- Standard Printers/copiers/fax machines/scanners;
- Cameras;
- Thumb drives;
- Audio visual equipment/services (i.e., projectors, filming cameras, video recording) not for security purposes;
- Batteries;
- Health services imaging equipment/services;
- Memory/hard drive replacements;

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- Standard Public Safety Radios (PSEC reviews may be required);
and,
- New/additional/upgrade licenses and renewals through the
Microsoft Enterprise Agreement

Reference:

Minute Order 6.9 of 02/26/80 (Rescinded: Eff.: 09/03/1991)
Minute Order 3.27 of 09/03/91
Minute Order 3.24 of 09/24/91 (Appendix 1 and Appendix 2)
Minute Order 3.20 of 02/09/93
Minute Order 3.8 of 03/09/93
Minute Order 3.4 of 12/18/07
Minute Order 3.35 of 04/10/12

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Policy:

1. Purpose

To encourage the use of information technology (IT) to help meet the business needs of county departments/agencies/districts, and to improve the delivery of services to the citizens of the county. In order to meet these objectives the Chief Executive Officer (CEO) of Riverside County will establish a Technology Standards & Oversight Committee (TSOC) to develop standards and provide oversight of procurements of county information systems, technology, services, and renewals to meet the goals and objectives set by the Board of Supervisors. The TSOC will be chaired by the Chief Information Officer (CIO) and no more than six (6) Department/Agency/District Head level staff appointed by the CEO. In addition, an IT Policy Committee chaired by the CIO and comprised of Information Technology Officers and Managers, will recommend standards to TSOC that will be streamlined through an automated submittal system.

2. Scope

This policy applies to all information and communications systems, technology and related services used by county agencies, departments and districts. It encompasses voice, data, radio, video, image, audio systems, technology services, software/hardware products, and maintenance.

3. General Guidelines

- A. The use of technology is encouraged to meet business needs and to improve both the efficiency and effectiveness of service delivery.
- B. The use of effective automation and technology is an option to respond to increasing workloads.
- C. The use of information technology shall be explored to accomplish new or expanded programs as an alternative to expanding staff, and/or increase the use of other resources.
- D. The acquisition and management of information systems, technology and services will meet established county-wide standards while assuring that the costs of unwarranted systems, duplications, and incompatibility are avoided.
- E. Software packages and applications developed for fiscal purposes shall be submitted to the Auditor-Controller for review to ensure that effective

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data processing accounting controls are used and auditing standards are met.

- F. To provide maximum flexibility for accommodating inevitable future growth and in the interest of reliability and economy, all voice, data, radio, wireless, video, image and audio systems will use the county's central telecommunications systems and networks when technically feasible.
- G. Departments shall obtain H-11 approval prior to obtaining bids for the respective product/service.
- H. The following are excluded from the H-11 approval process: new/additional/upgrade licenses and renewals through the Microsoft Enterprise Agreement, cabling for new county buildings and building modifications, and other software previously approved by the Board of Supervisors, including multi-year agreements, and products and services covered by state systems or consortia agreements.
- I. All technology purchases must comply with Ordinance 459 and the Purchasing Policy and Procedure Manual.

4. Responsibilities

A. Chief Executive Officer (CEO)

- 1. Establish a Technology Standards & Oversight Committee (TSOC) to develop county technology standards and provide oversight of all county procurements over \$100,000 of information systems, technology, and services.
- 2. Appoint up to six (6) department/agency/district Head level staff to comprise TSOC.
- 3. Review as appropriate, recommendations coming from the TSOC.
- 4. Delegate to the committee the administrative authority to make changes to the IT procurement review procedures in order to be responsive to the business needs of county departments.

B. Technology Standards and Oversight Committee (TSOC)

- 1. Approve county technology standards and provide input in the development of the county's information technology (IT) strategic plan.
- 2. Establish an IT Policy Committee (ITPC) chaired by the CIO and comprised of Information Technology Officers and Managers, to recommend standards to TSOC that will be streamlined through an

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automated submission system.3. Schedule meetings as determined by the committee.4. Review for approval the County-wide IT Strategic Plan and submit to CEO and Board of Supervisors as appropriate.

5. Review for approval all technology requests within the following independent criteria:
 - i. over \$100,000 (total value);
 - ii. "non-recommended" by RCIT, and at initiators request; and
 - iii. requiring county standard changes or waivers

C. Information Technology Policy Committee (ITPC)

1. Develop and recommend technology standards and policy for TSOC approval that will be streamlined through an automated submittal system and considered standard solutions for use across the County of Riverside,
2. Establish sub-committees as necessary to review new technologies and evaluate solutions to be considered as standard.
3. Review for approval the County-wide IT Strategic Plan and submit to TSOC as appropriate.
4. Establish new policies and review existing ones to ensure appropriate use of technology and streamline innovation in a secure and cost effective manner.

D. Riverside County Information Technology (RCIT)

1. Establish relevant subcommittees, per direction of TSOC or ITPC, to facilitate development of county technology standards and policies, and provide recommendations of all county non-standard procurements of information systems, technology, services and renewals.
2. Provide consultation and technical assistance to TSOC, ITPC, and departments in planning, designing and acquiring information systems, technology and services.
3. In coordination with departments, plan, acquire, operate and maintain the County's central Data Center known as the Riverside County Collaboration Center (RC3).

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4. In coordination with departments, plan, acquire, install and maintain the County's central telecommunications systems and networks.
5. Manage the County's radio frequency resources, remote sites, facilities and cable plants.
6. Through shared services to the consolidated departments, provide all user technician (desktop/mobile device) support, system administration (server/storage), application development and database administration for all systems (including state and consortia systems managed at the local level).
7. Develop business and IT service continuity plans for systems managed and supported by RCIT.
8. Ensure that life-cycle technology replacement costs and IT Capital Improvement costs for replacement of legacy systems or implementation of new systems, is factored into the annual budgetary process in order to maintain system integrity
9. Evaluate new technology for application within the County.
10. Review for approval all non-standard technology requests under \$100,000 (total value). Forward to TSOC non-recommended requests for review at initiators request.
11. Review for recommendation to TSOC all technology requests:
 - i. over \$100,000 (total value);
 - ii. requiring county standard changes or waivers.

E. Departments

1. Provide administration, training, support, security management, business and IT service continuity planning for off-the-shelf departmental systems (including those state or consortia systems) not managed and supported by RCIT.
2. Provide technical services/vendor support for testing and fault isolation of departmental systems connected to the County's central telecommunication networks.
3. Strictly adhere to copyright laws and vendor licensing agreements as described in documentation provided with purchased software. Unauthorized copying/use of software will not be condoned.

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4. Coordinate with RCIT on any new equipment or systems that include networking and/or connection to the County's telecommunications systems and/or networks, or for any system managed and supported by RCIT.
5. Coordinate with RCIT for all cable, wireless, and conduit installation within or between County facilities.
6. Coordinate all requests through RCIT for telephone services, voice applications, mobile/portable radios, mobile/wireless data computers, and data network services.
7. New systems (except those departments exempt from the Board approved IT consolidation) must consider cloud options (externally hosted) first followed by hosting options at the County's Central Data Center RC3.
8. Actively participate in all technology and business systems committees established by the TSOC or CIO.
9. Provide the CIO by January each year an update to an online application systems inventory of information systems in use in each agency/department. This will be made available as a reference to all departments contemplating retiring, expanding or replacing information systems.

5. Procedures

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- If it is a request for computing/support services (external professional services);
- If it is a request for wireless network/systems;
- If it is a request for new internet or other external connections;
- If it will create or replicate an existing enterprise system;
- If it is a request for network equipment or connectivity;
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- Batteries;
- Health services imaging equipment/services;
- Memory/hard drive replacements;
- Standard Public Safety Radios (PSEC reviews may be required); and,
- New/additional/upgrade licenses and renewals through the Microsoft Enterprise Agreement

Reference:

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ATTACHMENT C

Open Data Policy

Riverside County, California

Section 1. Introduction.

The County of Riverside ("County") is committed to creating a high level of openness that builds and reinforces the public's trust. An open data program supports this commitment by establishing a system of transparency, public participation, collaboration, and accountability that increases the public's confidence in their government.

Scope

1. The requirements of this Policy shall be applied to all County departments, offices, administrative units, commissions, boards, advisory committees or other divisions of the County ("agency or department"), including the records of third party agency or department contractors that create or acquire information, records, or data on behalf of a County agency or department.

Definitions

1. "Chief Data Officer" ("CDO") means the Chief Information Officer (CIO) or a Chief Data Officer designated by the Chief Information Officer, and is responsible for enterprise wide data and information strategy, governance, control, policy development, and effective publication that foster government transparency.
2. "Public Information Officer" ("PIO") is charged with the coordination of a public information program, which has been designed to keep the public informed about the operations and objectives of County government.
3. "Open Data Coordinator" means agency or department personnel designated by an agency or department head, in coordination with the CDO as appropriate, to ensure that the information and data required to be published online is published and updated as required.
4. "Data" means statistical, factual, quantitative, or qualitative information that is regularly maintained or created by or on behalf of a County agency or department, and controlled by such agency or department in structured formats.
5. "Dataset" means a named collection of related records, with the collection containing data organized or formatted in a specific or prescribed way, often in tabular form.
6. "Open Data Catalog" means a collection of publicly available data and datasets.
7. "Public Information" means information relating to the conduct of the public's business prepared, owned, used, or retained by the County of Riverside.
8. "Protected data" means (i) any dataset or portion thereof to which an agency or department may deny access pursuant to County Ordinance or any other state or federal law, rule, or regulation; (ii) any dataset that contains a significant amount

Open Data Policy

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of data to which an agency or department may deny access, if the removal of such protected data from the dataset would impose an undue financial or administrative burden on the agency or department; or (iii) any data which, if disclosed could raise privacy, confidentiality or security concerns or jeopardize or have the potential to jeopardize public health, safety or welfare.

Section 2. Open Data Policy.

1. To increase accountability and transparency, promote informed public participation, and create economic development opportunities, each County agency or department shall expand access to information by making it proactively available online and in a format that can be retrieved, downloaded, indexed, sorted, searched, and reused by commonly used software and web search applications. Examples of open formats include HTML, XML, CSV, XLS, JSON, RDF or XHTML.
2. Open Data Web Portal. Within 90 days from the date of this Policy, the CDO shall establish a central web portal that will serve as the source for County-wide activities related to this Open Data Policy. Each agency or department shall be responsible for ensuring that the information required to be published as a result of this policy is accessible from this Open Data Web Portal.

Any dataset made accessible on the County of Riverside's Open Data Web Portal shall;

- i. Use an open format that permits automated processing of such data in a form that can be retrieved via an open application programming interface (API), downloaded, indexed, searched and reused by commonly used web search applications and software;
 - ii. Subject to legal and practical restrictions, be made available to the public without restrictions that would impede re-use of the information.
 - iii. Be accessible to external search capabilities.
1. Department and Agency Open Data Publication. In coordination with the Chief Data Officer, each County department and agency shall develop a schedule for making information available to the public and updating it on a regular basis. Agencies and departments shall publish information on the Open Data Web Portal (in addition to other planned or mandated publication methods), and in an open format.
 2. Open Data Catalog. Within 1 year of the effective date of this Policy, each department and agency shall create a catalog of its public information. The catalog shall be made accessible through the Open Data Portal.
 3. Identification of Barriers, Guidance and Revisions. Within 180 days of the Effective Date of this Policy, County Counsel, in consultation with the Chief Data

Open Data Policy

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Officer, Chief Information Officer and County Executive Officer, shall review existing county policies to identify impediments to open government and to the use of new technologies and, where necessary, issue clarifying guidance or propose revisions to such policies, where greater openness can be promoted without damage to the County's legal and financial interests.

4. Public Feedback. The Open Data Portal shall include a mechanism for the public to give feedback on and assess the quality of published information, provide input about what information should be a priority for publication, and provide input on the County's Open Data Plan.
5. Legally Protected Information. Nothing in this Policy shall be construed to supersede existing requirements for review and clearance of information exempt from disclosure under applicable laws, regulations, ordinances, judicial orders or other legally binding writings.
6. The Chief Data Officer will lead the Open Data initiatives outlined in this Policy, including working with County departments and agencies to establish standards for publication of data and the most effective means for making such data available. The CDO will report to the Chief Information Officer.
7. The Open Data Coordinator (ODC) is a departmental or agency representative to the Chief Data Officer and works with their department or agency and the CDO to identify datasets for publication to the Open Data Portal. The Open Data Coordinator will ensure that agency or department information and data required to be published in the Open Data Portal is identified, reviewed, and appropriately approved for publication by the agency or department head, or his or her designee. The Open Data Coordinator will document and share best practices and examples of how open data is being leveraged in their department or agency.

Section 3. Effective Date: This Policy shall be effective immediately.