

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



ITEM
3.52
(ID # 3453)

MEETING DATE:

Tuesday, February 7, 2017

FROM : RIVERSIDE COUNTY INFORMATION TECHNOLOGY:

SUBJECT: RIVERSIDE COUNTY INFORMATION TECHNOLOGY (RCIT): FY 17/18 Service Allocations and Rates for RCIT, and FY 16/17 RCIT Strategic Plan. [All Districts]; [\$90,912,359- County Department Budgets 99%, External User Agencies 1%]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve RCIT Service Allocations and Rates for FY 17/18;
2. Receive and file the department's Strategic Plan for FY 16/17.

ACTION: Policy




Steve Reneker, Chief Information Officer 1/18/2017

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Tavaglione, seconded by Supervisor Jeffries and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Tavaglione, Washington and Ashley
Nays: None
Absent: None
Date: February 7, 2017
xc: RCIT

Kecia Harper-Ihem
Clerk of the Board
By: 
Deputy

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

BACKGROUND:

Summary

The RCIT FY 17/18 budget represents the second budget year of the new simple and easily understandable rate allocation methodology to better serve county departments in both budgeting and understanding all services provided to them. In summary, RCIT developed three major rate categories (access, device support and server) to allocate its primary lines of business to its customers. The access rate allocates all available enterprise applications (PeopleSoft, GIS, Cyber Security), and services (VoIP, CorNet) to each department based on number of users. The device support rate provides support/field technicians to each participating department by the number of devices. The server rate allocates all enterprise servers infrastructure costs to each department by the number of physical servers and virtual server instances, including support for the RC3 data center, back-up, disaster recovery and Office 365. Finally, rates are included for Document Management, MS Dynamics, dedicated applications staff and the Property Tax System, not currently fully utilized by all departments.

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST		\$ 90,912,359	\$ 90,912,359	
NET COUNTY COST				
SOURCE OF FUNDS: County Departmental Budgets 99%, External User Agencies 1%				Budget Adjustment: No
				For Fiscal Year: 17/18

C.E.O. RECOMMENDATION: Approve.

BACKGROUND:

Summary (continued)

The RCIT strategy for FY 17/18 is to continue to help County departments hold the line on "Total County IT Spend," while decreasing RCIT costs. There is no vehicle for technology refresh and IT Capital improvements, so those costs are to be born in the departmental budgets or in savings realized in RCIT's costs from the consolidation effort. RCIT continues to move forward with the consolidation and expects to complete the final phase of consolidation in FY 17/18.

The RCIT budget for FY 17/18 is \$90,912,359, which is an overall decrease of \$1,685,169 from the department's FY 16/17 budget. The reduced RCIT budget for FY 17/18 reflects anticipated attrition, the defunding of an additional 14 vacant positions and a discontinuance of the RCIT student intern program. The RCIT budget for FY 17/18 also includes a component to help increase working capital over time (30-year plan) for state recommended working capital requirements. All RCIT rates, other than server rates, show a reduction for FY 17/18.

Also included in this submission is the FY 16/17 RCIT Strategic Plan, which highlights every department in the County and priority projects for RCIT. It provides the priorities expressed by

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STATE OF CALIFORNIA**

the Board of Supervisors and the County Executive Officer, Jay Orr. The report details for internal RCIT staff the vision, guiding principles, core values and strategic initiatives. Eight strategic initiatives form the framework for the priorities RCIT sets, the decisions made and the projects pursued. These initiatives are infrastructure, operational efficiency, alignment of department priorities, security, technology standards, integration, cloud first strategy and shared services (IT consolidation).

Some of the major RCIT projects currently underway or previously completed in fiscal year 16/17 include: RIVCOconnect, ServiceNow, Riverside County Collaboration Center (RC3) enhancements, Cisco CNP, Active Directory Consolidation and Microsoft Office 365 migration. Full details regarding these projects and many others are included in the Strategic Plan report. RCIT's focus moving forward will continue to be key initiatives stemming from the Board-approved consolidation of IT staff, services and systems. These initiatives will reflect collaboration in strategic planning and promote proactive leadership for cost-effective, long-term growth. These interdepartmental collaborations and partnerships will remain essential elements for continued success in selecting and implementing technology that will contribute to the ability to provide services to county residents.

Impact on Residents and Businesses

RCIT is dedicated to providing information technology, GIS, and information security services while continuing the effort to reduce the total County IT spend, as it provides a higher level of service countywide.

SUPPLEMENTAL:

Additional Fiscal Information

The proposed rates and cost allocation will insure full cost recovery for RCIT and help RCIT's customers in their budgeting by providing a pre-determined budgetary amount.


Misley Wang 1/20/2017

Attachment A

RCIT FY17/18 Rate Allocation Summary by Service/Department

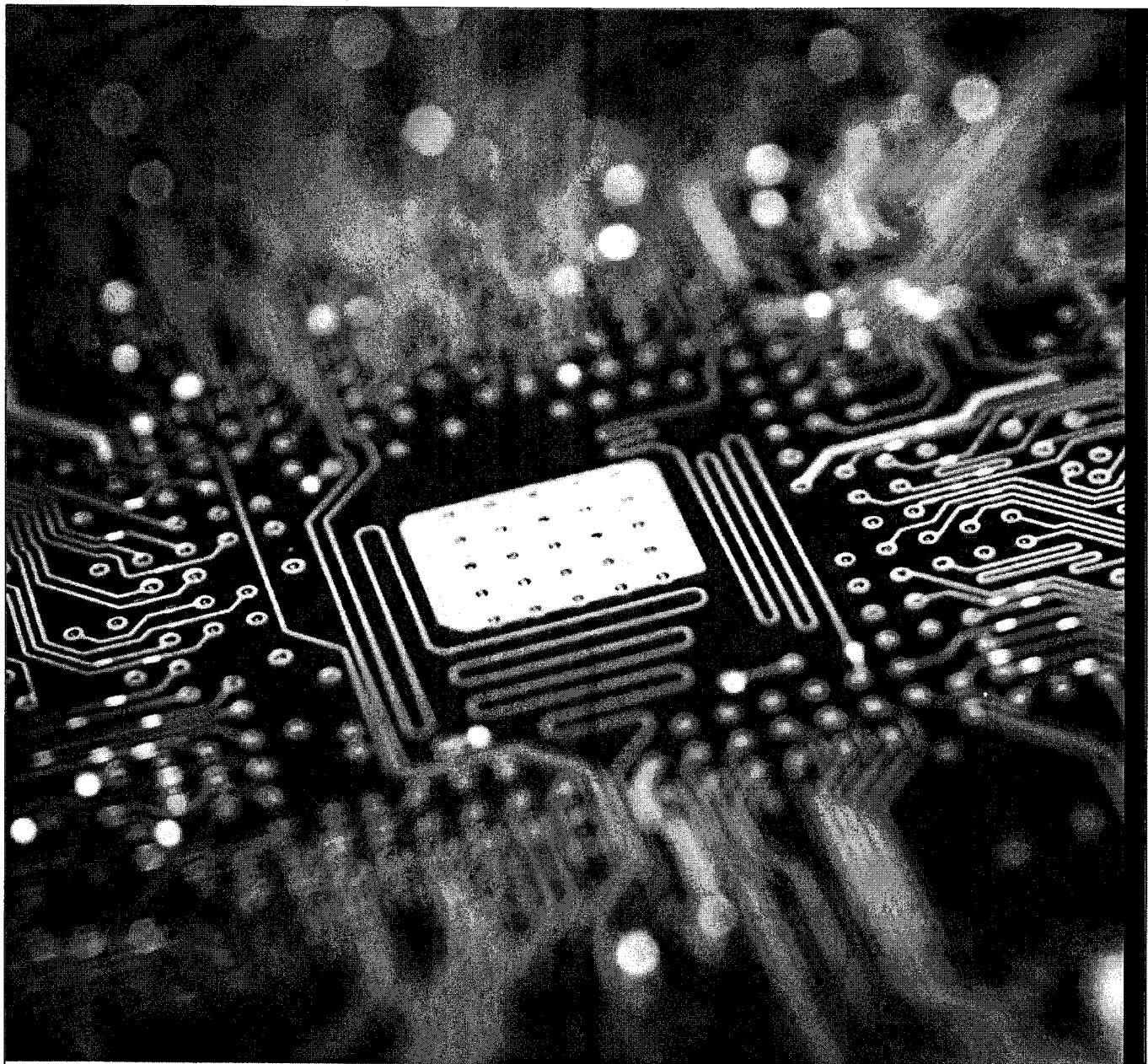
Department	County Access Allocation	Consolidated Departments	Public Device Support Allocation	Total Device Support Allocation	BSA, App Dev, DBA Allocation	Physical Server Support Allocation	Virtual Server Support Allocation	Total Server Support Allocation	RC3 Allocation	Property Tax System Allocation	Lasercache Allocation	MS Dynamics Allocation	Other Allocation	RCIT/GIS FY 17/18 Allocation	RCIT/GIS FY 16/17 Allocation	FY 17/18 vs FY 16/17 Variance	% Incr/ (Decr)	Estimated Budgeted Total Departmental IT Spend	FY16/17 Estimated IT Spend Outside of RCIT
	525840	525860	525850	525870	525880	525890	525900	525910	525920	525930	525940	525950	525960	525970	525980	525990	526000	526010	526020
Auditor/Controller	163,101	90,667	-	28,016	46,414	74,431	-	-	-	453,127	7,652	-	-	1,367,505	762,164	605,341	79%	9,913,532	8,185,922
Assessor/Co. Clerk-Recorder	817,468	-	16,371	-	91,468	18,566	-	18,566	-	630,763	-	-	-	1,464,601	1,627,630	(163,029)	-10%	180,527	63,572
Agricultural Commissioner	60,917	30,551	-	-	-	-	-	-	-	-	-	-	-	110,034	116,951	(6,917)	-6%	1,332,965	542,563
Animal Services	402,839	253,276	-	112,065	157,809	269,874	-	269,874	-	-	-	364	-	926,353	790,402	135,951	17%	946,827	223,510
Clerk of the Board/BOS	141,485	119,247	-	308,180	111,394	419,574	-	419,574	-	-	-	1,093	-	732,518	723,317	9,201	1%	305,910	37,135
County Counsel	172,926	88,696	-	56,033	18,566	74,598	-	74,598	-	-	-	-	-	336,220	268,775	67,445	25%	5,118,934	3,675,103
DA	1,434,498	-	-	-	-	-	-	-	-	-	-	-	-	1,434,498	1,443,831	(9,333)	-1%	2,239,438	-
DCSS	538,428	588,349	2,232	1,129,010	213,506	745,817	-	745,817	-	-	-	-	-	2,070,293	2,239,438	(169,145)	-8%	57,301,639	26,698,492
DPSS	10,316,599	8,239,849	-	18,556,448	3,425,379	5,386,525	-	5,386,525	-	-	-	1,093	-	28,550,033	30,603,147	(2,053,114)	-7%	7,602,997	2,739,771
EDA/Facilities Mgmt	2,063,320	716,466	56,927	2,836,712	980,573	83,546	-	83,546	-	-	-	124,651	-	4,075,082	4,863,226	(837,744)	-17%	2,406,663	471,077
Environmental Health	394,978	305,508	-	700,486	817,897	532,311	-	532,311	-	-	-	-	-	2,366,317	1,935,586	430,726	22%	1,447,629	1,209,578
Emergency Management	141,485	185,276	-	326,761	204,474	363,542	-	363,542	-	-	-	-	-	895,141	238,051	657,090	276%	743,467	631,099
Executive Office	74,673	42,377	744	117,049	37,131	93,164	-	93,164	-	-	-	-	-	211,672	112,368	99,304	88%	7,595,099	7,202,664
Fire	438,210	-	-	438,954	-	-	-	-	-	-	23,595	-	-	462,549	392,435	70,114	18%	258,650	201,292
First Five	491,267	224,696	372	716,335	390,931	644,377	37,131	681,508	-	-	-	1,458	-	1,790,232	1,632,383	157,849	10%	5,798,383	3,666,000
Flood	569,869	421,798	17,859	1,009,527	1,404,295	504,295	742,630	1,246,924	-	-	25,508	10,205	-	3,696,459	3,311,343	385,116	12%	6,061,305	2,749,962
Human Resources	1,965	-	-	1,965	-	-	-	-	-	-	-	-	-	1,965	1,063	902	85%	1,063	-
Law Library	104,149	76,870	-	84,049	64,980	149,029	-	149,029	-	-	-	729	-	330,776	262,259	68,517	26%	463,962	201,703
Office on Aging	235,808	113,334	-	349,142	9,283	28,016	9,283	37,299	-	-	-	-	-	988,454	3,192,259	(2,203,805)	-69%	-	(3,192,259)
Outside Agencies	1,829,477	1,110,670	8,930	2,949,076	781,863	728,426	55,997	784,423	988,454	-	-	-	-	386,441	484,240	(97,799)	-20%	1,526,460	1,042,220
Probation	70,742	44,348	-	115,090	44,348	115,090	-	115,090	-	-	-	-	-	4,515,427	3,934,700	580,727	15%	5,645,969	1,711,269
PSEC	506,987	472,059	372	979,046	9,773	196,115	232,072	428,186	-	-	-	-	-	124,373	311,258	(186,885)	-60%	2,905,745	2,594,487
Public Defender	172,926	120,232	-	293,530	423,305	168,098	111,394	279,493	-	-	-	-	-	997,786	804,516	193,270	24%	1,312,878	-
Purchasing and Fleet	21,616	-	372	21,988	17,686	-	-	-	-	-	-	-	-	21,988	21,756	232	1%	1,239,461	434,945
RCHA	17,686	-	-	17,686	-	-	-	-	-	-	638	-	-	18,323	-	18,323	0%	24,200	24,200
RCIT	2,990,831	-	-	2,990,831	-	-	-	-	-	-	-	-	2,368,319	3,468,252	(1,099,933)	-32%	10,723,437	(3,468,252)	
RUHS - Behavioral Health	518,778	-	-	518,778	-	-	-	-	-	-	-	364	-	2,991,196	3,020,947	(29,751)	-1%	10,723,437	7,702,490
RUHS - Care Clinics	108,079	-	-	108,079	-	-	-	-	-	-	-	-	-	518,778	522,153	(3,375)	-1%	3,634,942	3,112,789
RUHS - Comm Action Partnership	8,158,956	-	-	8,158,956	-	-	-	-	-	-	-	-	-	108,079	108,782	(703)	-1%	157,421	48,639
RUHS - Medical Center	1,204,586	-	-	1,204,586	-	-	-	-	-	-	-	-	-	8,161,143	8,237,579	(76,436)	-1%	47,937,299	39,699,720
Registrar of Voters	229,913	161,624	-	391,536	122,685	392,229	-	392,229	-	-	56,117	1,822	-	1,262,525	1,393,004	(60,479)	-5%	4,800,932	3,477,928
Sheriff	8,101,969	607,074	372	1,589,979	1,441,761	1,344,786	306,335	1,651,120	-	-	-	1,093	-	8,103,062	7,759,451	343,611	4%	1,355,363	432,396
TLMA	982,533	-	-	982,533	-	-	-	-	-	-	-	-	-	4,731,782	3,403,689	1,328,093	39%	7,128,867	3,725,178
Treasurer/Tax Collector	314,411	-	-	314,411	-	-	-	-	-	-	-	-	-	1,023,205	996,505	26,700	3%	1,411,915	415,410
Veteran Services	29,476	23,652	-	53,128	-	-	-	-	-	-	-	-	-	53,128	61,562	(8,434)	-14%	73,062	11,500
Waste Resources	310,480	206,957	-	517,438	423,305	280,164	92,829	372,992	-	-	-	364	-	1,314,100	1,204,016	110,084	9%	1,769,760	565,744
WRCOG	15,721	-	-	15,721	-	-	-	-	-	-	-	-	-	127,986	125,263	2,523	2%	125,263	-
Total	44,149,147	14,243,576	104,552	58,497,275	11,445,371	9,301,435	6,200,956	15,502,391	988,454	1,798,684	161,336	150,528	2,368,319	90,912,359	92,597,528	(1,685,169)	-2%	229,568,936	136,971,008

RCIT FY 17/18 Rates

Product or Service	Unit	Quantity	FY 17/18 Rate	FY 16/17 Rate	Variance
County Access	per User/per Month	22467	\$ 163.76	\$ 164.82	\$ (1.06)
Consolidated Department Device Support	per Device/per Month	14453	\$ 82.13	\$ 88.59	\$ (6.46)
Public Device Support	per Device/per Month	281	\$ 31.01	\$ 34.20	\$ (3.19)
Physical Server Support	per Server/per Month	332	\$ 2,334.70	\$ 1,018.09	\$ 1,316.61
Virtual Server Support	per Instance/per Month	668	\$ 773.57	\$ 543.58	\$ 229.99
Laserfiche	per License/per Month	253	\$ 53.14	\$ 126.61	\$ (73.47)
MS Dynamics	per License/per Month	413	\$ 30.37	\$ 85.15	\$ (54.78)
Property System Support	per Month	1	\$ 149,890.30	\$ 167,652.24	\$ (17,761.94)
Standard Server Rack Unit	per Unit/per Month		\$ 56.11	\$ 137.87	\$ (81.76)
3-Phase Server Rack Unit	per Unit/per Month		\$ 79.95	New	N/A
Application Developer	per Hour		\$ 93.97	\$ 112.17	\$ (18.20)
Business System Analyst	per Hour		\$ 98.30	\$ 112.18	\$ (13.88)
Database Administrator	per Hour		\$ 105.32	\$ 113.44	\$ (8.12)

Additional Expert Time Rates

Service	Definition	FY 17/18 Rate	FY 16/17 Rate	Unit
Application Expert Time	Business Process Analyst and Web Developer	\$ 63.99	\$ 97.24	per Hour
Application Expert Time Overtime	Business Process Analyst and Web Developer after-hours	\$ 95.99	\$ 101.35	per Hour
Engineering Expert Time	Communication Analyst, Data Engineer, Network Administrator, Infrastructure Engineer and System Administrator	\$ 78.87	\$ 103.19	per Hour
Engineering Expert Time Overtime	Communication Analyst, Data Engineer, Network Administrator, Infrastructure Engineer and System Administrator after-hours	\$ 118.30	\$ 109.14	per Hour
Technical Support Expert Time	System Operator, Telephone Coordinator, Telephone Technician and User Technician	\$ 54.80	\$ 80.72	per Hour
Technical Support Expert Time Overtime	System Operator, Telephone Coordinator, Telephone Technician and User Technician after-hours	\$ 82.20	\$ 83.93	per Hour
GIS Expert Time	Includes mapping, analysis, research, plotting, scanning, addressing, exhibits, queries, etc. of geographical information	\$ 59.69	\$ 104.67	per Hour
GIS Expert Time Overtime	Includes mapping, analysis, research, plotting, scanning, addressing, exhibits, queries, etc. of geographical information on weekends and after-hours	\$ 87.01	\$ 123.36	per Hour



**RIVERSIDE COUNTY INFORMATION TECHNOLOGY
STRATEGIC PLAN
2016/17**



TABLE OF CONTENTS

Section 1 – Executive Summary	3
1.1 Introduction.....	3
1.2 County Executive Officer – Jay Orr	4
1.3 County of Riverside Board of Supervisors	5
1.4 RCIT FY 2016/1 Budget Priorities.....	9
1.5 RCIT Chief Information Officer	11
Section 2 – Mission, Vision, and Guiding Principles	14
2.1 RCIT Mission	14
2.2 RCIT Vision	14
2.3 RCIT Guiding Principles.....	15
2.4 RCIT Core Values.....	16
Section 3 – RCIT Current Environment	16
3.1 RCIT’s Organization.....	17
3.2 Technology Solutions Bureau (TSB).....	18
3.3 Converged Communications Bureau (CCB).....	20
3.4 Enterprise Applications Bureau (EAB)	23
3.5 Business Relationship Managers (BRM).....	24
3.6 Information Security Office (ISO)	24
3.7 Chief Data Officer	25
3.8 RCIT Administration.....	26
3.9 RCIT Organizational Chart.....	33
Section 4 – Strategic Alignment, Governance, & Project Management Methodology	33
4.1 Continuous Improvement & Service Management.....	34
4.2 IT Governance.....	35
4.3 Project Management and Department Alignment Process	38
Section 5 – RCIT Strategic Initiatives	40
5.1 Communications Infrastructure	40
5.2 IT Consolidation and Alignment of Departmental Priorities	42
5.3 Security	45
5.4 Standards.....	46

5.5	Active Directory/Federated Identity Management.....	49
5.6	Regional Radio	49
5.7	Cloud First at the Riverside County Collaboration Center (RC3).....	50
5.8	IT Service Management (ITSM)	51
5.9	Countywide Broadband and Digital Equity Programs	52
5.10	Open Data	53
5.11	Document Management	53
5.12	Office 365	55
Section 6 – Major Departmental Projects.....		56
6.1	Elected Officials	57
6.2	County Special Districts	62
6.3	General Administration	63
6.4	Health Care	67
6.5	Social Services.....	70
6.6	Public Safety and Justice.....	73
6.7	Transportation/Land Use/Agriculture	75

1.1 Introduction

As the fourth largest County in California, the County of Riverside is embracing technology at a rapid pace and innovation has become a top priority for the leadership of the County.

The Riverside County Information Technology (RCIT) department is dedicated to serving County Departments, Elected Officials and the Public with a wide variety of information technology (IT) services. This department is responsible for planning, designing, implementing, operating and coordinating the County's information technology systems and networks, and for the delivery of information processing and communications services. RCIT has a team of highly skilled professionals committed to delivering a variety of services including PeopleSoft (Financials and HRMS), Geographic Information Systems (GIS), Voice over Internet Protocol (VoIP), Data Services, Desktop Support, a Central County Data Center known as the Riverside County Collaboration Center (RC3), Disaster Recovery (DR) for key systems, Microsoft Office 365 (E-mail and Office products), Application Development and Integration (including web and mobile), Radio Communications, and all other aspects of information and communications technology.

Information Technology staff from most departments have now consolidated under the shared services model within RCIT, with the exception of the Riverside Conservancy Agency, the Riverside University Health System Agency (RUHS), and some elected departments. RCIT provides centralized core services for data and voice networks, radio and microwave systems and a centralized data center which primarily supports the various County applications and computing services in use by multiple departments. These applications include financials, payroll, and procurement, applications with Payment Card Industry (PCI) and Health Insurance Portability and Accountability Act (HIPAA). Also included are Department of Justice (DOJ) and California Law Enforcement Telecommunications System (CLETS) requirements, as well as the County's Internet (www.CountyofRiverside.us) resources. These mission-critical services are supported twenty four hours a day, seven days a week to keep the operations of the County running effectively.



Help Desk Operators and User Support Technicians have now coalesced into a shared services model, with eight separate help desks being consolidated into one. The implementation of ServiceNow as the standard County IT Service Management (ITSM) system has begun, better ensuring seamless service across the departments, mobile access, and to provide more effective and accurate metrics and reporting. The help desk is located at the Riverside County Innovation Center (RCIC,) with field User Support Technicians being strategically assigned across four separate regional zones covering the County's 7,400 square miles and serving the 540 facilities where technology services are required to maintain over 18,000 devices.

RC3 has been renovated with new utility power, a robust emergency backup power and air-conditioning. A much deserved Tier 3 status level for the data center is being applied for. A VMware Enterprise License Agreement (ELA) will reconfigure the County's 58-location server environment from its current state of 30% virtualization to over 90%. VMware will be implementing, along with RCIT, NSX to collapse all remote data centers into RC3 within three years. The first year is under way.

The Socrata open data portal now allows transparency of County data, which will enable hackathons and Big Data social networks to develop applications and analyze data to provide solutions previously not possible.

Efforts are in motion to expand the number of datasets Countywide and to provide dashboards for public access. This would give any citizen the opportunity to drill down on County data, thereby exemplifying transparency and accountability.

Cyber Security is a key focus for all departments and new intrusion detection and prevention devices are in place on our network, in addition to 24x7 monitoring by the Multi-State Information Sharing and Analysis Center (MS-ISAC). A security Operations Center is up and running in our help desk to quickly identify problems that are occurring on the County's network, and next year a new proxy service for internet blocking and reporting will be put into place to provide better system security and adherence to Board Policies.

End user productivity is a key focus area where RCIT is collapsing over 35 Active Directory (AD) environments, establishing an identity framework and upgrading major systems to support a common unified directory, increased collaboration services and a better overall end user experience including easing support and providing single sign-on to County applications. As this takes place over the next year, Microsoft Office 365 will be deployed Countywide to enable access anywhere to email, calendars, contacts and in the future, all documents. Network enhancements will be required to ensure optimal performance Countywide. These enhancements will help to ensure our environments have the necessary backup and DR systems required for this critical enterprise system.

The County's "Cloud First Strategy" reduces the need for onsite servers and storage. Any application that does not have PCI, HIPAA, DOJ or CLETS information is a prime candidate for public cloud services. This will provide ease of administration, security, backup and DR which are currently challenging with systems managed on site. The RC3 data center will act as the County's private cloud, where confidential systems and critical data are kept. Whether any data resides in the public or private cloud, a top priority for RCIT will be to consider financial impacts to the public, always keeping an eye to saving County funds wherever and whenever possible. RC3 currently serves 13 external agencies and private sector companies as their preferred cloud service provider and there is room for expanded tenancy to help offset costs for everyone.

1.2 County Executive Officer - Jay Orr

Jay Orr is a 28-year veteran of Riverside County government and was promoted to the position of County Executive Officer in 2012. Jay is a former Assistant District Attorney and Code Enforcement Director and served as the County's Assistant Executive Officer prior to his selection as CEO.

In addressing the FY 14/15 County Budget, the Executive Office communicated the County Vision and Initiatives to all departments. This initiative included three goals for all County departments to work towards.

The CEO's first goal is to make the County of Riverside more business friendly. The Executive Office and various County departments are exploring ways to

RIVERSIDE COUNTY EXECUTIVE OFFICER



JAY ORR

further their interaction with the business community in order to better understand and meet their needs. The County of Riverside is looking to become a Gigabit community, to join the effort to provide high-speed broadband to every home, school and business. This initiative will help encourage current businesses to remain within Riverside County and attract new businesses to relocate to our area.

The second goal for the County is a call to create a 'Citizen-Centric County'. This approach has included organizational restructuring for economies of scale, including the corporate restructuring of the former Community Health Agency (CHA) and the consolidation and centralization of County IT resources within RCIT. Additional projects to support this goal include the implementation of the Public Safety Enterprise Communications (PSEC) project, consolidating the County's eight help desks into one to serve the consolidated departments more cost effectively, and merging various data centers from consolidated departments into the Riverside County Collaboration Center. In addition, the County is well under way in the implementation of the Digital Inclusion Program, looking to narrow the digital divide and to assist low income households in the County with the goal of providing a minimum of 5 Mbps of broadband, computer literacy training, and low-cost refurbished computer units free of charge.

The third goal is to establish a healthy Riverside County. The County has worked to meet this goal through various initiatives based out of the Riverside County Regional Medical Center (RCRMC,) with additional operational restructuring efforts being made to better leverage the County's existing public health and mental health service offerings. The County has implemented the Kaiser Permanente *Thrive Across America Challenge*, an online program promoting an active lifestyle by challenging County employees to commit to at least 30 minutes of physical activity per day, five days a week. The County also supports the American Heart Association's *Walk Across America* campaign, challenging full participation by every County department and agency in this annual event.

1.3 County of Riverside Board of Supervisors

The Board of Supervisors is the governing body of Riverside County, including certain special districts and the Housing Authority. The Board enacts policies, ordinances and resolutions, adopts the annual budget, approves contracts, appropriates funds, determines land use zoning for the unincorporated areas, and appoints certain County officers and members of various boards and commissions.

Kevin Jeffries, First District



Kevin Jeffries was elected in November, 2012, to represent the residents of the First Supervisorial District on the Riverside County Board of Supervisors. This district covers the cities of Riverside, Lake Elsinore, Canyon Lake, Wildomar, and various unincorporated communities such as Woodcrest, Lake Mathews, Mead Valley, Temescal Valley, Good Hope, Lakeland Village, El Cariso, Meadowbrook, La Cresta, and De Luz.

John F. Tavaglione, Second District



John Tavaglione was elected to represent the Second Supervisorial District on November 7, 1994, and was sworn into office on January 3, 1995. The Second District includes the unincorporated communities of Coronita, El Cerrito, Home Gardens, and Highgrove, along with the cities of Corona, Eastvale, Norco, Jurupa Valley and the western half of the City of Riverside (excluding the La Sierra Area.) Supervisor Tavaglione is currently in his 22nd year of office.

Chuck Washington, Third District



Chuck Washington was appointed to represent the Third Supervisorial District by Governor Jerry Brown on May 4, 2015, to fill the vacant seat left when Supervisor Jeff Stone was elected to the California State Senate in November, 2014. Supervisor Washington was a Temecula Councilman at the time of his appointment and has become the first African-American to serve on the Riverside County Board of Supervisors. The Third District covers the cities of Anza, Hemet, San Jacinto, Murrieta, and Temecula.

John J. Benoit, Fourth District



Supervisor John J. Benoit represents the eastern two-thirds of Riverside County on the Board of Supervisors. Incorporating nearly 5,000 square miles, the Fourth District stretches from Desert Hot Springs to Palm Springs, to the Salton Sea and all of the Coachella Valley east to Blythe and the Colorado River. Following the death of his friend and mentor, Supervisor Roy Wilson, John was appointed to the Board of Supervisors in 2009. He was elected to a full, four-year term on June 8, 2010.

Marion Ashley, Fifth District



Marion Ashley was elected in 2002 to represent the Fifth Supervisorial District. The Fifth District includes the cities of Banning, Beaumont, Calimesa, Menifee, Moreno Valley and Perris. It also includes the unincorporated areas of the Banning Bench, Cabazon, Cherry Valley, Desert Hills, Desert Hot Springs, El Nido, Juniper Flats, Lake Perris, Lakeview, Lakeview Mountains, Mission Lakes, Mission Springs, Morongo Badlands, Nuevo, North Palm Springs, Painted Hills, Quail Lake, Reche Canyon, the San Jacinto Wildlife Reserve, San Timoteo Canyon, Snow Creek, The Sovereign Nation of the Morongo Band of Mission Indians, Twin Pines, West Garnet, Whitewater and Windy Point.

With the rapid growth of the County, issues arise such as traffic control, sewage and garbage disposal, recycling, environmental quality, fire and police protection, flood control, public utility regulation, and many other functions. Responsibility for the proper solution for these problems rests with the Board of Supervisors, which

consists of five members elected by districts. The Board meets in the Board Chambers of the County Administration Building most Tuesdays at 9:00 AM.

The Board of Supervisors has set the following RCIT priorities, which are in progress:

Countywide Innovation Technology Consolidation – The County Executive Office and the Board of Supervisors approved the consolidation of IT services in January, 2013, with an expectation to save up to \$40M per year Countywide from a total IT spend of \$211M. Due to leadership changes within RCIT, the consolidation has not been fully executed, so little to no savings has yet been realized. With the implementation of a new leadership team, the shared services model has been put into place to streamline help desk operations, field user support services, and data center merges. Outside of these shared services, the goal is to centralize all technology hardware infrastructure and resources under the purview of RCIT, but still keeping certain resources embedded within the departments in those instances where maintaining unique applications specific to the particular organizations (including Information Technology Managers/Officers and staff) is necessary, and to manage commercial off the shelf (COTS) solutions within their departments, except where application development is required.

Public Safety Enterprise Communications (PSEC) – The countywide PSEC Radio System was implemented in 2014 and provides a state of the art digital land-mobile radio system across the County. The cities of Murrieta, Banning and Riverside have joined the system and Corona is expected to go live by the end of 2016. Several other agencies are evaluating the costs and coverage.

The Riverside University Health System (RUHS) – The Riverside County Regional Medical Center (RCRMC) is looking to upgrade its medical care systems and RCIT is working with the hospital to upgrade its communications infrastructure to support this transition. This includes modernizing networks; deploying a redundant fiber optics wide area network (WAN;) securing a DR location for critical systems; implementing the expansion of wireless technology for business systems and for access by the public; in-hospital enhanced cellular coverage to support multiple carriers; boosting PSEC radio coverage for Sheriff and Fire; and upgrading core computing platforms. RCIT has also moved all RUHS staff out to decentralize locations for better responsiveness, but still houses many of the technical staff at RCIC. RUHS is looking to consolidate their data centers into RC3 and to leverage CORNET for voice and data services, but will remain autonomous for all of their other technology needs.

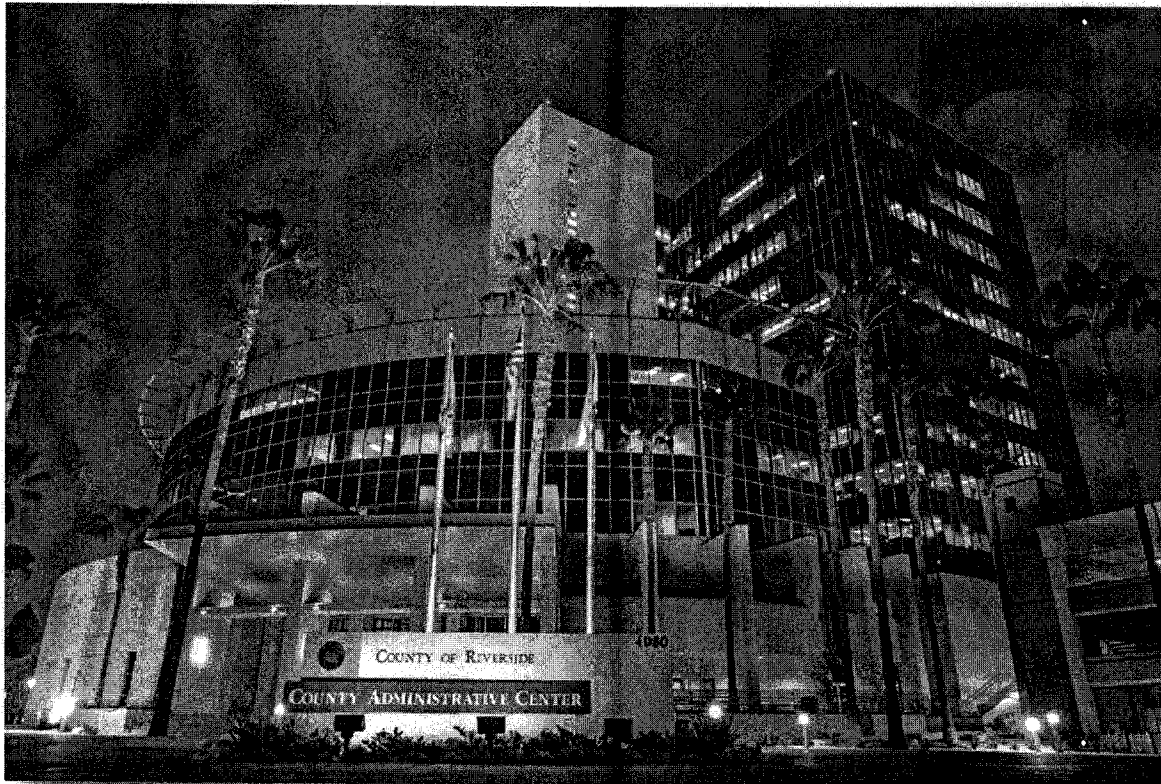
PeopleSoft – The County of Riverside moved to an Enterprise Resource Planning (ERP) system, which consolidated three payroll and four financials systems in 2004. While core system maintenance has occurred, little has been done to implement new modules, self-service, reporting or performance enhancements. RCIT will be focused on fully implementing the Talent Access Management (TAM) System in PeopleSoft for Human Resources; this will also include the Performance Appraisals module. Project Accounting, Contracts Management, Electronic Data Interchange and Kronos Automated Time and Labor are all modules that were not fully implemented either and are being considered for full implementation. The departments can consider Best of Breed options to meet their business needs and integrate them into PeopleSoft. New hardware has been implemented to improve performance and reliability, while funding that would begin the software upgrade of the Human Capital Management (HCM) application from version 9.0 to 9.2 has been deferred. RCIT is looking to build a PeopleSoft upgrade team in house. A DR site will be contracted to host a duplicate PeopleSoft

environment as well as other core applications. This will provide a Hot-Standby at an out-of-state and secure location.

High Speed Broadband Countywide implementation – RIVCOconnect is the County's initiative to identify assets and determine how to expedite permitting processes across all County departments and local municipalities. Expediting permitting will entice carriers to come and build out a network to provide homes, businesses and schools with broadband internet at speeds of 1 Gbps or higher throughout the County. These services, if successfully implemented, will create enormous economic development opportunities and a rich environment for high-tech jobs currently representing a business sector that is largely absent in this County. It will also provide job opportunities for college students graduating locally with skills in Science, Technology, Engineering and Mathematics (STEM) encouraging them to live and raise their families in our County. Efforts to collaborate with neighboring cities and tribal communicates are currently underway to seek all willing participants interested in taking part in the County-wide Broadband RFP, expected to be released at the end of 2016.

Digital Inclusion for Low Income Residences – The high-speed broadband goal involves the creation of a high-speed 1Gbps service for internet at an affordable rate, hopefully starting at around \$70/month. We will also be asking for a 5Mbps+ broadband option at no charge for low income residents to provide internet access and communications for qualifying households. This will expose everyone to basic internet services and enable all students to access the internet from home for their schoolwork and to apply for employment. Currently, there are approximately 25,000 homes across this County having either dial-up access only to the internet, with many others lacking a telephone line to get access at all. Once the network is in place, digital inclusion computer literacy programs will work to deliver free training and free-to-low-cost refurbished systems, primarily to those citizens being served by Workforce Development and CalFresh Program, but to many other low-income households as well, elevating technology use across the County. The collection and refurbishing of electronic waste (e-waste) will provide many on County services the opportunity to gain technology skills in e-waste sorting, PC refurbishment, PC Training and reselling of electronic parts and systems.

RCIT Rates – New rates were approved to consolidate various service rates into a simpler device and server rate. The goal is to provide fixed costs to departments and fixed revenue to RCIT. All requests for service outside the core services will be prioritized through a Project Portfolio Management System and completed as soon as possible with the available resources on hand. This system will produce monthly reports to every department to highlight priorities, resource allocation and services.



1.4 RCIT FY 2016/17 Budget Priorities

RCIT has established a per-device and per-server rate to make it easier for departments to budget for their IT services. There will be cost allocations approved by the Executive Office for reimbursement to those departments with external funding from outside agencies. Departments subsidizing dedicated staff and systems are allocated those costs outside the device rates. This allows RCIT to focus on countywide priorities and to deliver a consistent level of service to each department within a fixed budgeting amount.

The major RCIT priorities planned for delivery in fiscal year 2016/17 are:

RIVCOconnect – The County is embarking on an effort to make Riverside County one of the first Gigabit Broadband counties in the United States. Best, Best & Krieger is assisting with review of ordinances, policies and permitting processes to develop an RFP with the goal of enticing a carrier to leverage the assets, permitting process and anchor tenancy available to deliver 1Gbps of broadband residential internet service and high-speed business offering, plus a 5Mbps free service for low income households.

ServiceNow – A contract with ServiceNow has been approved to help collapse eight help desks into one, provide self-service assistance, and to consolidate a half-dozen existing ITSM applications currently used across many departments. Over 70 user support technicians will be assigned throughout four geographic regions to serve over 540 County facilities across the County and the thousands of devices and networks in need of service.

RCIT's goal is a 90% First Contact Resolution (FCR) for all incidents requiring a trouble ticket, completing all of them within 2 hours wherever and whenever possible.

Riverside County Collaboration Center (RC3) – RC3 was acquired in 2014 to serve as the County's central data center. Half of the 20,000 square foot facility is apportioned for County use only, and the other half is available for outside agency lease. Over 13 agencies currently leverage this former section, with about 5,000 square feet still available for lease. The Board approved a VMware Enterprise License to virtualize 90% of the 1,700 servers in the consolidated departments. Over the next three years, all of those servers will be merged into RC3 and those departments will no longer find the need to purchase servers and storage again (included in the server rate.) An enterprise license of EMC² Networker will provide enterprise service to an offsite facility for secure backup and recovery of County data and systems.

Public Safety Enterprise Communication Project (PSEC) – The PSEC System, which supports the Sheriff and County Fire radio communications, was fully implemented in January, 2014. The benefits of the PSEC system, which are now being realized, include delivering a resilient, ubiquitous, interoperable radio system that provides enhanced functionality for all public safety and related stakeholders. The system was designed to not only meet the needs of the current public safety radio users and County departments, but also to expand to meet the regional needs of other public safety and public service agencies throughout Riverside County. The city of Corona will join the PSEC system by the end of 2016, joining the cities of Banning, Murrieta and Riverside as regional partners of the system. The operational and maintenance costs are equally shared by all agencies on the system, which is why several other agencies are looking to join in 2017.

Cisco CNP – The implementation of the Cisco VoIP telephone system and the enterprise wireless network will come to completion in 2016, with the RUHS Medical Center being the last remaining facility to be cutover within the project. The project is expanding to include an emergency notification system called SingleWire to assist in quick and accurate reporting to staff when emergency situations occur.

Active Directory Consolidation – Due to the decentralized nature of the county over the last 15 years, each department has built and maintained their own Microsoft Active Directory (AD) to provide logon services for their systems and applications. Integrating over 30 unique Active Directory forests to access enterprise applications like the CNP project has been difficult and problematic at best. Consolidation of these directories is critical to streamlining access to enterprise applications, improving the end-user computing experience, and reducing the costs associated with managing multiple directories. RCIT is working with Microsoft Consulting Services (MCS) to migrate all consolidated departments into the county's enterprise directory, which will allow federation across other directories from elected officials' departments and RUHS, as well as eliminating over 50 systems that are required to maintain these redundant and unnecessary environments.

Microsoft Office 365 - Microsoft Consulting Services (MCS) has been engaged to migrate over 8,000 mailboxes into a single unified Office 365 environment hosted by Microsoft to run Office, Excel, PowerPoint and all Email and Calendaring functions. In addition, an automated process will be created to maintain a Unified Global Address Book to build and maintain a dynamic and always up to date email address list across the Office 365 and on premise email systems.

PeopleSoft – The County has an Enterprise Resource Planning (ERP) system that consolidated 3 payroll and 4 financial systems and serves all County departments. Over the past 9-10 years, very little investment has been made to implement modules that were originally intended to be added following the initial go-live in 2002. Focus will be given this year for complete implementation of the Talent Acquisition Management (TAM) system and developing the scope and budget necessary for a Management and Employee Self-Service (ESS) module. Additional Time and Labor components for use at the hospital by Kronos are being implemented. The PeopleSoft hardware environment recently completed an upgrade to Oracle ExaGrid, which increased performance by over 100%. The Human Capital Management (HCM) requires an upgrade to version 9.2 to resolve several bugs that are creating issues and to deliver new functionality not available in our current version. RCIT is exploring the means to create an in-house upgrade team to eliminate expensive yet necessary efforts which cannot be funded at this time. The procurement module is being enhanced and implementation of the contracts management module is being explored. Flood Control and TLMA are looking to replace aging BiTech financials systems which were to be replaced by a Project Accounting module, but was never delivered. An RFP to find a suitable replacement for that needed functionality is currently out for bid.

Security – With the ever-increasing onslaught of cyber threats and incidents, RCIT remains diligent in the expansion of threat awareness, training and prevention through new end-point protection protects and analytic tools from Splunk to quickly triage and block intruders. Enhancement in e-mail spam and proxy servers (to block and report inappropriate internet use) will also be implemented. RCIT has also been tasked to establish standards in badge access and video security and will begin rolling out in priority order as designated by the Security Committee in the Executive Office.

During FY 16/17, RCIT's focus will be key initiatives stemming from the Board-approved consolidation of IT staff, services and systems. These initiatives will reflect collaboration in strategic planning and promote proactive leadership for cost-effective, long-term growth. These interdepartmental collaborations and partnerships will remain essential elements for continued success in selecting and implementing technology that will contribute to the ability to provide services to County residents.

1.5 RCIT Chief Information Officer

Riverside County Information Technology (RCIT) is the County's central agency for technology-related services. RCIT provides a central data center (private cloud) for consolidation of all County data centers, as well as Information

RCIT CHIEF INFORMATION OFFICER



STEVE
RENEKER

Technology (IT) support for consolidated departments (the departments outside the consolidation effort are the Sheriff, District Attorney, Riverside Conservancy Agency, Treasurer/Tax Collector, Assessor/Clerk Recorder and Riverside University Health System).

In May, 2015, I was appointed by County CEO Jay Orr as the County's Chief Information Officer (CIO), whose job it is to provide shared technology services across all departments in collaboration with the Information Technology Policy Committee (ITPC) to set policy, standards, processes, and provide technology communication on activities for County government.

My second year as this County's Chief Information Officer will focus on initiated consolidation through the help desk, network and data center modernization initiatives, including placing systems and resources (shared services) wherever it makes the most economic sense.

Open Data from departments utilizing Socrata will be initiated by our Chief Data Officer, who will work to build dash boards and visualizations that will provide transparency to our citizens. This will enable entrepreneurs to leverage this data and information to build applications that will enable government and citizens' access to real-time data and information.

Mission-critical applications will also be secured through an out-of-state contract for DR services. Initially, the County's financials, procurement, payroll and online system backups will be replicated at this location in real time, allowing switchover to the hot site in the event of a disaster. All other applications will fall into the business resumption category where contracts will be in place to secure portable facilities, hardware replacement, and communication lines. This will enable the County to bring in offsite data and begin resumption of those systems within a few days following a disaster.

Every staff member in RCIT is tasked with pursuing excellence in all activities, being highly responsive, partnering with departments to help them leverage core RCIT services in delivering world class service, and being enterprise-driven in order to provide high value, low cost integrated solutions for the County. The workforce in RCIT is aging, and a student internship program is being instituted to deal with succession planning and provide skilled labor to replace them.

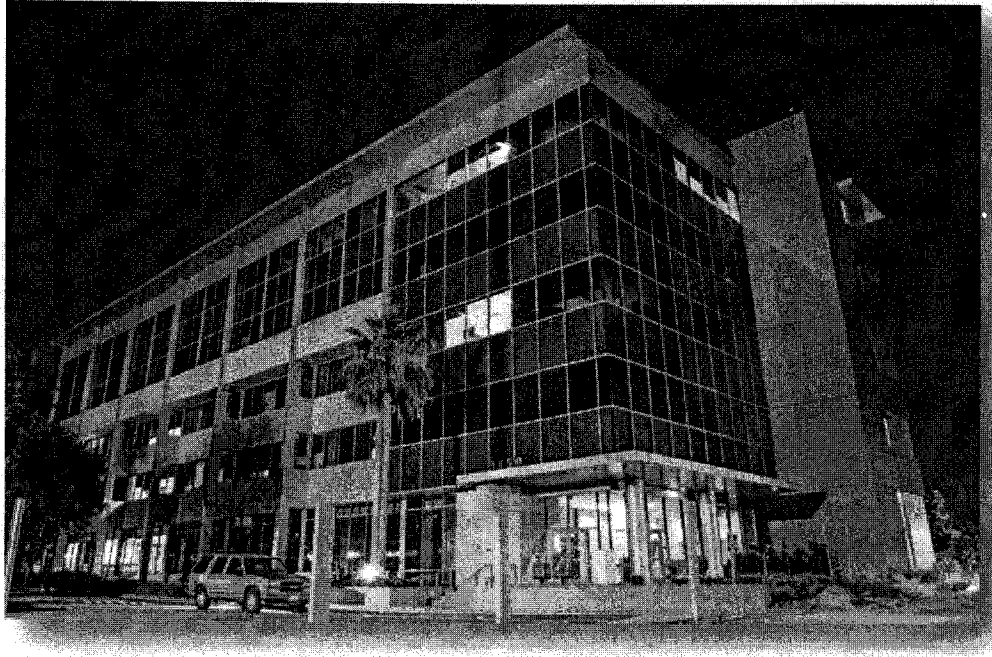
Eight Strategic Initiatives form the framework for the priorities RCIT sets, the decisions that are made, and the projects that are pursued. These initiatives are infrastructure, operational efficiency, alignment of departmental priorities, security, standards, integration, cloud-first strategy and shared services (IT consolidation).

The County of Riverside is embracing technology at a rapid pace as RCIT pursues the goals of rebuilding infrastructure and enhancing abilities to innovate. Some of the exciting projects RCIT is pursuing for the consolidated departments and the community include:

- Enhancing reliability of the Data Network through implementation of fiber rings to the County's largest facilities and enhance speeds to every County facility as departments can afford
- Setting standards for converged devices, document management, trusted systems and other Desktop, enterprise software and hardware solutions
- Fiber expansion to many County-owned facilities
- County phone replacement with a new County Standard Voice over Internet Protocol (VoIP) solution

- Consolidate Badge Access systems onto Honeywell ProWatch
- Implement Genetec Video Management Solution to consolidate DVRs and cameras on an enterprise video platform
- Implement a federated AD and roll out Office 365 to replace hosted Outlook/Exchange for the consolidated departments and develop a strategy to migrate off network drives and onto One Drive in the cloud.
- Migration of County departments' AD and Identity Management to a hosted solution in the Azure cloud for resiliency
- Modernization of the RCIT RC3 to achieve Tier 3 status and implement new servers and storage to collapse 50+ data centers.
- Mobile Data Management (MDM) solution and Bring Your Own Device Policy (BYOD)
- Budget for the replacement of a legacy content management system, host sites in the cloud and obtain security certificates for all sites
- Implement a new ServiceNow cloud IT Service Management (ITSM) system to provide professional and measurable services for County customers who call in for help and service
- Provide wireless solutions for access by both internal staff and the public/vendors Countywide
- Create a Security Operation Center (SOC) and collaborate with all departments, including elected officials' departments to secure the County of Riverside's network (CORNET)
- Offsite DR will be implemented through EMC² Networker virtual tape library solutions and offsite replication to replace tape backup.
- Fully deploy PeopleSoft Talent Management System (TAM) and begin planning for management and employee self-service (ESS) modules
- Create Shared Services for Help Desk and User Support Technicians, broken into five regional zones to include Indio/Blythe, Southwest/Murrieta/Temecula, Downtown Riverside and County Circle Drive/Corona.
- Implement VMware ELA and consolidate data centers from RCIC, CAC 10th Floor, and DPSS as the first department to move to RC3 on County standard Dell servers and storage
- Open Data portal using Socrata for allowing public access to County data sets along with visualizations
- Digital Inclusion program to capture County e-waste and repurpose usable items for the public and other County departments
- Broadband RFP to entice new carriers to deliver a network to all residences capable of high-speed broadband internet services.

In this Strategic Plan, you will find more information about RCIT's services. It includes our best in class project management, department alignment methodology, standards and architectures, major initiatives, projects RCIT is pursuing with County departments, and actions we are taking in pursuit of our County's vision for the future.



RIVERSIDE COUNTY INNOVATION CENTER

SECTION 2 – MISSION, VISION, AND GUIDING PRINCIPLES

The primary purpose of Riverside County Information Technology (RCIT) is to help all County of Riverside departments improve their service delivery and reduce operating costs. Citizens and other stakeholders should benefit substantially from this strategic plan by realizing improved access to services, information, and added convenience in how they conduct business with the County. RCIT's goal is to serve everyone in a fair and consistent manner using the strategies, values, guiding principles, policies and procedures set forth in this document.

2.1 RCIT Mission

The employees of RCIT are committed to excellence, and ensuring the business of government remains efficient by providing an information technology infrastructure with 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.

2.2 RCIT Vision

Riverside County Information Technology strives to serve as a model organization providing information and technology services, recognized for proactive leadership, innovation, and customer service.

2.3 RCIT Guiding Principles

Organizational Principles

- RCIT will use a formal, collaborative process to review, approve and prioritize all major investments in information technology, systems, and applications.
- RCIT will provide technology guidance to County departments and establish enterprise standards on the use of technology through the IT Policy Committee (ITPC).
- RCIT will support the business needs of all County departments.

Infrastructure Principles

- The IT infrastructure will be based upon open systems concepts and single sign-on access to assure secure universal access and interoperability.
- The IT infrastructure will be designed to take advantage of advances in technology.
- The IT infrastructure will remain current on system enhancements and will be continuously upgraded to meet the County's performance and security needs.
- The IT infrastructure will facilitate the sharing of hardware, software, and data resources.
- The IT infrastructure will be designed in a manner that facilitates anytime/anywhere access to County systems and applications.

Data Principles

- Data is an asset that must be managed to the benefit of the County.
- Data will be managed and maintained in accordance with the County's standards.
- Data will be entered once, and as close to its source as possible.
- Data will have a single steward, with a clearly defined logical location, and will be accessible to those who are authorized to view and/or use it.
- Data will be shared in a manner that is consistent with security and confidentiality requirements established by the Information Technology Policy Committee (ITPC), the Open Data Policy, and in accordance with state and federal laws.

Application Principles

- Commercial off-the-shelf (COTS) and/or government off-the-shelf (GOTS) applications will be acquired whenever possible, rather than developed in-house.
- Applications will use standard web and Graphical User Interfaces (GUIs) and will be supported with vendor-provided support services, documentation and user training.
- Applications will be selected and prioritized with the active participation and collaboration of departmental users and subject matter experts (SMEs,) and always within County standards.

- Applications will be selected based on their long-term viability and low-cost maintenance.
- Applications will be selected for ease of interoperability with other County services.
- New and existing spatial data sets will be designed, cataloged, and described in a comprehensive and standard way utilizing ArcGIS technology from the Environmental Systems Research Institute (ESRI).
- Cloud solutions will be considered the first priority (Cloud First Strategy) for application placement when cost effective and where redundancy exists to maximize system reliability. RC3 will be the private cloud to support PCI, HIPAA, DOJ and CLETS applications or where public cloud solutions are not cost effective.

2.4 RCIT Core Values

Pride: We take pride in our work. We strive for personal and professional excellence. We recognize and reward initiative.

Quality: We ensure that our services and deliverables meet the highest quality standards found in the technology industry and adapt to an ever-changing technology environment.

Respect: We appreciate and value one another. Our actions are carried out with trust, integrity and fairness.



Service: We focus on our customers' needs. We recognize that in order to improve service, we must be a learning organization that seeks improvement and embraces accountability.

Teamwork: We support a cooperative work environment. Our team is strengthened by the diversity and contributions of each member. We strive to communicate openly and honestly.

Section 3 – RCIT Current Environment

RCIT is responsible for planning, designing, implementing, operating and coordinating the County's information technology systems and networks and for the delivery of information processing and communications services for the departments that have been consolidated within RCIT.

In addition, our department provides comprehensive services and support for a variety of County technology needs, including applications development, communication services, Geographic Information Services (GIS), operations support services, help desk services, field support, data center server and storage services, project

management and additional support services all designed to meet the ever-changing demands of technology, County departments and the public we serve.

3.1 RCIT's Organization

100% Budget
\$90,730,306



100% Staff
385



RCIT is comprised of three bureaus: the Converged Communications Bureau (CCB), the Enterprise Applications Bureau (EAB) and Technical Services Bureau (TSB), each of which is further broken down into multiple divisions.

The Chief Information Officer (CIO) is responsible for serving as the project management office, setting vision and strategy for innovation Countywide and completing the consolidation strategy as mandated by the Executive Office. The County's Executive Office appoints the CIO to provide IT oversight and collaboration between all IT organizations across the County. The Chief Technology Officer (CTO), Information Security Office (ISO), Business Administration Services (BAS), Chief Data Officer (CDO), and Assistant CIOs (Bureaus) report directly to the CIO.

The Chief Technology Officer (CTO) is responsible for operating the day-to-day activities of the department. This position determines the products, solutions and architecture utilized by the Bureaus to ensure standardization and consistency countywide. The CIO appoints the CTO to collaborate between Bureaus and guide Business Relationship Managers in providing consistent and excellent support to the departments RCIT serves. The Business Relationship Managers report directly to the CTO.

Assistant Chief Information Officers (ACIO) – RCIT has three ACIOs, one for each Bureau within the department. The ACIO acts as the manager over their bureau, handling all day-to-day activities and operations for their bureau. These positions report directly to the CIO.

Chief Data Officer (CDO) – The CDO is in charge of open data in the County and maintains the open data portal along with various dashboards and visualizations. This position also oversees special projects which include the County's Broadband, Digital Inclusion, Change Management and Project Portfolio Management initiatives.

Business Relationship Managers (BRM) – RCIT has six (6) BRMs which collectively manage the IT operations for 27 County Departments. There are 9 other departments which are either elected officials, RCA and RUHS which operate their own IT operations. These positions report directly to the CTO.

3.2 Technology Services Bureau (TSB)

36.9% Budget
\$33,518,396



41% Staff
159



The Technology Services Bureau (TSB) is made up of four (4) divisions that provide Infrastructure Services (hardware & data center), Core Services (Active Directory, Email, etc.), Help Desk Services, and Desktop Support Services across the County. With the consolidation of departmental User Technicians in FY 15/16 and System Administrators in FY 16/17, the Technology Services Bureau is poised to begin many of the most aggressive IT projects ever undertaken in the history of the County, including:

- Consolidation of 50+ data centers and computer rooms across the County into RC3
- 90% virtualization of over 1,700 servers by leveraging our new VMware ELA
- Enterprise Backup as a Services (BaaS) for consolidated and non-consolidated departments
- Consolidation of 23 departments into a single enterprise Active Directory
- Migration of over 10,000 email accounts to Office 365
- Attracting new colocation customers to RC3 to increase revenue and reduce RC3 operating costs
- Implementing a new ITSM platform (ServiceNow) to improve end user support and response time
- Developing new desktop and mobile hardware standards to reduce to increase the County's volume purchasing power, decrease device costs to departments, and simplify supporting endpoint devices.

Infrastructure Services Division – The Infrastructure Services Division is made up of thirty (30) System Administrators and nine (9) System Operators that are responsible for providing the following IT services:

- Data Center Collocation and Consolidation Services
- Physical and Virtual Servers
- Multiple Operating System Platforms
- 24x7 Server and Application Monitoring
- Storage (SAN and Network)
- Server Software Maintenance and Patching
- Backup and Recovery Services
- Mainframe Hosting and Application Support
- Server Security
- Level 3 Help Desk Support

In December 2013, Riverside County acquired the Riverside County Collaboration Center (RC3). RC3 is a state of the art data center that offers leased co-location services that range from a single rack unit within a shared cabinet all the way up to custom sized cages capable of securing multiple racks. RC3 will serve as the primary data center for Riverside County consolidated departments. RC3 combines redundant power throughout the facility with over 500 tons of cooling capacity. In addition, RC3 allows access to multiple telco providers, providing a scalable infrastructure to meet the needs of Riverside County and our private sector business partners today and into the future. Presently RC3 is staged with over 75 server racks and several thousand feet of open floor space to accommodate the various Riverside County Computer Systems that are planned for

relocation to RC3. Over the next 12 months RCIT will focus on relocating and consolidating computer systems that are located at the CAC, RCIC, and DPSS into RC3.

RC3 General Information:

- 18,500 sq. ft. data center raised floor
- 24/7 onsite security
- Concurrent power distribution paths to critical systems
- Controlled card and biometric access
- Dry line pre-action fire suppression system
- Multiple telecom service providers available with bandwidth ranging from 1MB to 10GB
- Redundant power and cooling
- Smoke, heat, and water detection systems
- Very Early Smoke Detection Apparatus (VESDA)

Core Services Division – The Core Services Division is made up of twenty eight (28) System Administrators that are responsible for providing the following critical services to the County of Riverside:

- Active Directory & Identity Management
- Office 365 and Public Cloud Services
- Certificate Services
- SharePoint and Web Server Support
- Desktop Security
- Messaging and Fax Services
- Mobile Device Management (MDM)
- Desktop Software Maintenance and Patching
- Third Level Help Desk Support

The Core Services Division will be focused over the next year on consolidating Active Directories, migrating email users to Office 365, providing identity services for enterprise applications, and creating software and naming standards for the County.

Desktop Support Services (DSS) Division – User Support Technicians (USTs) provide first and second level support for County desktop devices, including PCs, laptops, tablets, printers, and peripheral accessories. The USTs perform tasks related to device installation, implementation, imaging, configuration, application loading, troubleshooting, repairs, equipment refreshes, salvaging, and asset tracking. Desktop Support provides service to twenty seven consolidated departments that include “confidential” units such as Human Resources and the Board of Supervisors. With full consolidation, the total number of full time USTs will reach approximately fifty four (54) technicians. Temporary Assignment Program (TAP) staffing will continue to be used to augment service levels in the near term.

Help Desk Division – The Help Desk is staffed with twenty four (24) User Technicians that provide call center services, first level support for the various county computing and network systems, outage notification and escalation services, and repair ticket tracking. Responsibilities will grow to include second level support as the departments fully consolidate. Over the next fiscal year the Operations Center area will include communications

analysts from the Converged Network Services (CNS) staff along with security analysts from the ISO, all of whom will provide system monitoring on eight wall-mounted 60-inch flat screen displays. Also beginning this fiscal year, USTs from the various departmental groups will serve a rotating duty on the Help Desk to provide second level support, additional staffing augmentation, and knowledge base transfer. Working in concert with the CNS and ISO staff, the Help Desk support personnel will be better equipped to provide faster and more accurate assistance to our customers. The Help Desk is staffed Monday through Friday, from 6:30 AM to 5:30 PM. All calls received on weekends and afterhours are answered by the Data Center Operations personnel or a contracted service from 11 PM to 6 AM.

Help Desk Services include:

- 24/7 Support
- Active Directory, Email, and VPN Account Creation
- Telephone, Network, PeopleSoft, and Computing Trouble Calls
- Network and Infrastructure Monitoring Services
- Information Security Office Monitoring Services
- Consolidating County IT Help Desks by 2016

Help Desk Statistics

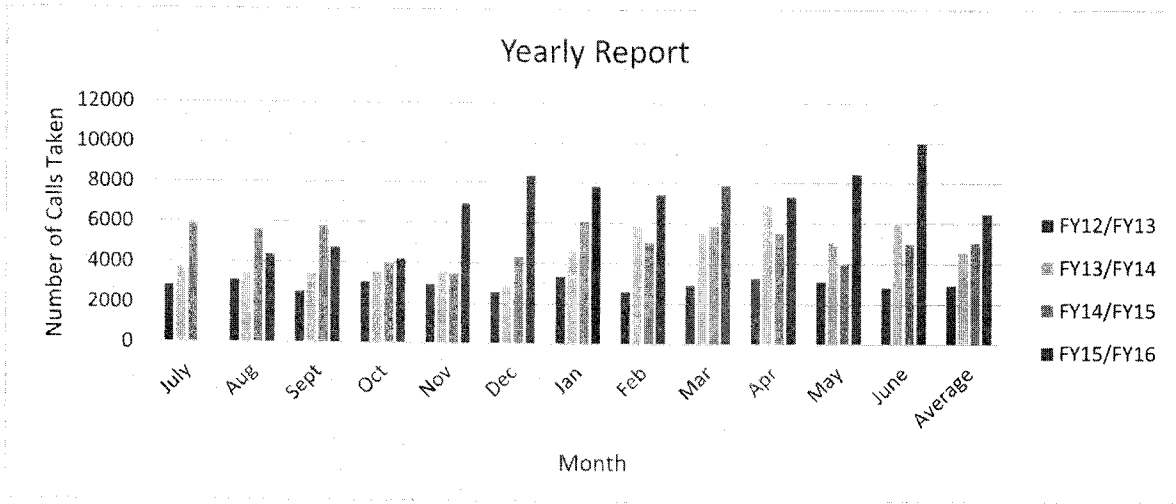


Exhibit 3-1: Help Desk Call Statistics

3.3 Converged Communications Bureau (CCB)

20.7% Budget
\$18,748,733



13% Staff
49



The Converged Communications Bureau (CCB) is responsible for providing the County of Riverside with a secure, resilient and high performing network, delivering converged voice and data communications, and public safety radio services. The goal of the CCB is to provide network connectivity and voice, data, video and radio services in support of County department's business needs.

The CCB's management and technical team consists of a group of dedicated professionals who are experienced, technically proficient, and focused on delivering Customer Centric Service that is better, faster and more fiscally prudent through technology.

CCB supports the following:

- More than 23,000 telephones and more than 60,000 network connections
- Telephone services for more than 23,000 employees
- 26,000,000 incoming, outgoing and network telephone calls a year
- 119 Call Center groups with approximately 1,800 Contact Center agents
- 130 WebEx accounts and 225 Audio Tele Conferencing accounts
- WAN (CORNET) consisting of approximately 450 network connections
- 1,723 VPN access accounts
- 4,500 miles of copper station cabling
- Over 300 miles of copper & fiber backbone cabling
- 1,750 Telephone directory listings
- Combined total of 92 remote microwave towers, of which 71 are radio sites
- The microwave network consists of 1,065 microwave miles
- Approximately 4,500 radio users and 1,300 data users
- PSEC handles 20,000,000 push to talk conversations annually
- Support High Performance Data (HPD) and 4.9 GHz hot spots along with Integrated Voice and Data (IV&D)
- 3,301 T1 microwave circuits available for use (hop to hop)

Converged Network Services (CNS) - The CNS provides design and support for the VoIP, LAN/WAN and wireless networks for the County's converged network and communications systems, including;

- Converged network monitoring and capacity planning
- Departmental and enterprise network and management
- Enterprise and departmental firewall support
- Enterprise wireless
- Integrated VoIP system
- Internet connectivity
- LAN /WAN support
- Legacy telephone system
- Management of enterprise DNS supporting all public and internal web addresses
- Project management
- VPN support

Converged Installation and Maintenance (CIM) – CIM provides installation services and maintenance for the Converged Voice and Data Network.

- Customer training on all VoIP features and services (voicemail, contact center, jabber, etc.)

- Genetec Video Management Systems (Video Surveillance)
- Honeywell ProWatch Badge Access
- Infrastructure design and engineering for new and existing facilities
- Installation of infrastructure cabling (copper & fiber), new telephones, switches, routers, paging equipment, and wireless access points, etc.
- Liaison for telecommunication orders to outside providers for voice and data services
- Manages customer service requests for add, move and changes to the VoIP, wireless and data converged networks
- Project Management
- Support for audio visual systems, overhead paging
- Telephone billing and tracking

Public Safety Enterprise Communication (PSEC) – PSEC System provides the technology to meet the communication needs of our public safety and public service agencies.



PSEC – COMMUNICATIONS SOLUTION DIVISION

The PSEC System is one of the most feature-rich public safety radio systems across the nation enabling the County's public safety responders to communicate more efficiently and effectively with each other and with other agencies across the County. To date, the cities of Banning, Murrieta and Riverside are all on the regional system and Corona will be on by January 2017, and the University of Riverside joined the system for their police department in July 2016.

The PSEC system is a voice and data network of 71 radio sites that provides 90% voice coverage within Riverside County. These include two sites in Arizona, three sites in San Bernardino County, and one in Orange County.

The radio coverage extends as far as Long Beach to the west and the top of the Cajon Pass to the north.

The PSEC System includes:

- Four distinct digital networks including the PSEC voice system, high performance data, 4.9 GHz broadband data, and microwave.
- Microwave and Radio System Management and Support
- There are three radio service shops that support five vehicle bays at Alessandro, two in Indio, and three in Blythe where a team of Radio Techs perform radio installations, light bar and siren installs, and mobile data computer support.

The Converged Communications Bureau is positioned to support the current operational needs of County departments while strategically addressing future County business requirements through technology.

3.4 Enterprise Applications Bureau (EAB)



The Enterprise Applications Bureau (EAB) develops, implements, and maintains information systems for enterprise County customers and provides tools that enable the public to discover, interact, and participate with their government.

The Applications Bureau is comprised of the following divisions:

PeopleSoft Human Capital and Financial Management Support Division

The PeopleSoft team supports the Human Capital and Financial Management system (County Enterprise Resource Planning). This is the personnel and fiscal system of record for the County of Riverside. The PeopleSoft team is comprised of hardware, software and database professionals providing around the clock support for the County's largest and most essential business tool. This enterprise back office platform provides the means to effectively manage all 22,000 County employees, budget and account for \$4.4 billion in annual spending, and provides transaction logging for auditing purposes.

Geographic Information Systems Division

The Geographic Information Systems (GIS) team provides spatial and non-spatial data platforms that allow data sharing internally for County analysis and decision making, and externally with the public, our business customers, and partners. The GIS team provides the tools that enable the discovery, analysis and communication of the County's wide ranging services and activities.

Enterprise Application and Database Support Division

The application and database support teams provide web, mobile and desktop application and database support for enterprise tools. The enterprise application teams strive to provide innovative solutions using agile methods while following best practices. The teams provide web content solutions, responsive mobile sites and applications, custom and/or off the shelf desktop applications. The Documentum (County standard) and Laserfiche systems provides enterprise document management, business process automation, workflow,

records management, document imaging and web form software in support of the County's PeopleSoft ERP, TLMA, Public Health, and HR systems.

Additional services include support for the enterprise GIS system, open data services, customer relationship management, case management systems, land management system and other mission critical software solutions to manage County business as needed.

3.5 Business Relationship Managers (BRMs)



Through the IT consolidation all Information Technology Officers (ITOs) and Business Systems Analyst (BSAs) were placed in the RCIT budget, but functionally do not report to any of the Bureaus. The structure of the organization is to place the ITOs (now referred to as Information Technology Managers – ITMs) as Business Relationship Managers and BSAs as functional experts for specific applications of the department, and leverage the three Bureaus as the technical experts that manage all of the network, hardware and software that keep the departmental systems operational.

Departmental Application Support

Some ITOs/ITMs, based on the size of the department and complexity of the business applications, are devoted to a single department. Others are shared to reduce costs to the departments. The BSAs are application and business process specialists who understand the commercial off-the-shelf solutions or custom built RCIT applications, and provide the necessary training, support and configuration management for the application. They are tasked with capturing requirements, writing RFPs, assisting with vendor selection and coordinating upgrades and modifications to systems.

3.6 Information Security Office (ISO)



The Information Security Office (ISO) is responsible for providing overall network and data security for the County of Riverside which is based on business requirements and State/Federal Statutes. The goal of the ISO is to eliminate external attacks to our networks, and to minimize internal data leakage and service/network disruptions that will result in a seamless and transparent service.

Following are ISO core services:

- **Governance** - Information Security Policies, Standards, Procedures, Guidelines, Training, Education, Awareness
- **Risk** - Security Risk Analyses/Assessments, Vulnerability Assessment Penetration Testing, Scanning /Reporting.
- **Compliance** - HITECH, CA Civil Code Sections 1798.17, 1798.29 and 1798.82, PCI DSS

- **Security Monitoring** - Anti-Malware, Cyber Attacks (Dodos), Data Leakage/Loss, Intrusions (Host/Network), Patching, Physical Access, SIEM (Security Information & Event Correlation), VPN/Remote Access, Wireless access, Log Management,
- **Incident Response** - First Responders for Cybersecurity Breaches/Incidents, Business and IT Service Continuity, Emergency Management, Incident Recovery, Coordination and Remediation, Breach Reporting, Tabletop Exercises
- **Digital Forensics & eDiscovery** - HR Investigations, Public Records Requests, Legal Holds, eDiscovery Requests, Digital Forensics Incident Response (DFIR)

3.7 Chief Data Officer

0.8% Budget
\$749,478



1% Staff
4



The County of Riverside is committed to creating a high level of openness that builds and reinforces the public's trust in its government. 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.

Open Data will continue to expand through our Chief Data Officer who will work to build dash boards and visualizations of County performance metrics, and create an Open Data Portal as a single source for all County published open data. This repository will provide government transparency for our citizens and enable entrepreneurs to leverage this data and information, in new and exciting ways, stimulating local economic development.



Special Projects

Departments often require a technology solution to a specific business problem. Where an ITO or BSA resource does not exist, RCIT will have a limited number of Special Project resources available to understand the business problem, search the industry for options, and make recommendations for implementation. These resources will

be tasked with implementing and supporting these special projects until the department BSAs can assume responsibility for the application. If the application becomes an enterprise product benefiting more than one department, RCIT is in the best position to support the enterprise application. The key special projects at this time are:

- 1) Project Management - RCIT utilizes a Project Portfolio Management System in lieu of a Project Management Office. The Special Projects Office will also serve as Project Managers for large and complex projects.
- 2) RIVCOconnect – RCIT is the lead agency in the development of a Request for Proposal (RFP) to invite private service providers to build out Broadband fiber to every business, school and residence in Riverside County at affordable monthly costs. It involves following a Google Fiber checklist; creating expedited permitting procedures across the County and local municipalities, for all above-ground and underground ordinances; ensuring a build-out within 5 years; identifying assets that can be made available at a low cost for the project and determining what aspects of anchor tenancy can be provided. The end result will be Broadband connection speeds of a Gbps or more for around \$70 per month and a free component for low income.
- 3) Digital Inclusion – Collect all e-waste and properly dispose, refurbish working systems for low income families and repurpose good equipment back into County operations. After each family is offered free 8-hours of computer literacy training, they will be given a refurbished computer. Our goal is to bridge the digital divide and provide opportunity and connectivity to every family that desires.

3.8 RCIT Administration

10.5% Budget



\$9,558,402

8.6% Staff



33

RCIT’s \$90.7M 2016/17 budget is the second largest budget of the County’s Internal Service departments as a result of consolidating IT staff from many of the County’s departments. The department’s budgeted staffing level of 385 authorized positions is the 12th highest of all County departments. Nearly 40% of the staff positions are still embedded in the departments as only User Technicians, Help Desk, Network Administrators and Systems Administrators are the only ones that have begun the evolution to the shared services model. In July 2017, shared services for Business Systems Analysts and applications development will be considered.

RCIT Operating - Fund 45500

RCIT Operations provides County departments with software support, application development, computer and data network infrastructure, telecommunications, and emergency services support.

Included in the RCIT Operating expense accounts is funding for a PeopleSoft hardware upgrade for the County’s Financial and Human Resources (Human Capital Management/HCM) systems, ITSM implementation, MS Office 365 implementation, Data Center space and improvements, , and maintenance for the major enterprise systems such as PeopleSoft, Laserfiche and Converged Network.

RCIT eliminated the complicated charge back structure and moved to a more streamlined and simple per device and per server rate. A device is defined as and personal computer, laptop or tablet. Servers are classified as virtual or physical. Costs not in the rates are directly billed to the department requesting the service.

The RCIT Operating 2016/17 budget can be broken down as follows:

Salaries	\$ 57.0M
Expenses/Equipment	\$ 21.9M
Other Charges	\$ 11.6M
Capital Assets	\$.2M
Total	\$ 90.7M

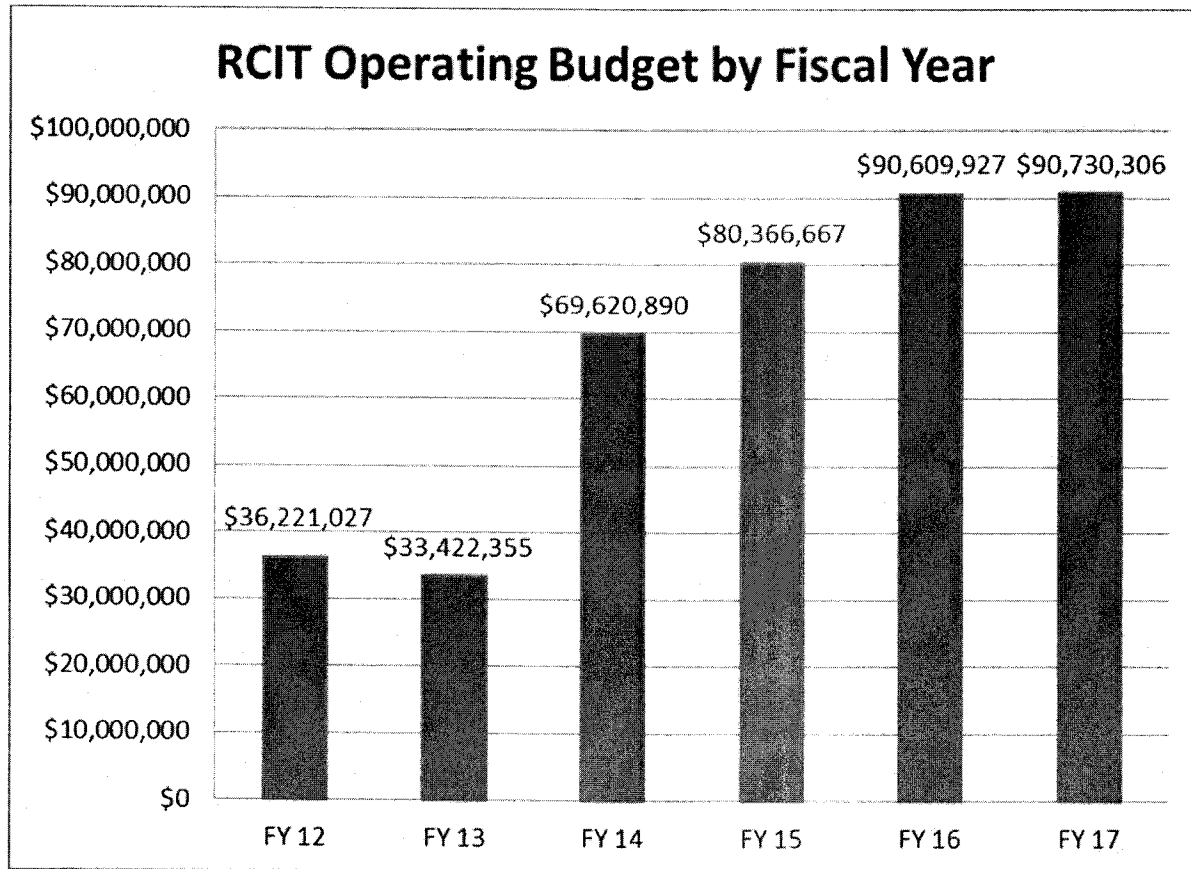


Exhibit 3-2: RCIT Operating Budget by Fiscal Year

While RCIT operating budget has increased due to staffing consolidation, future measurement will be on total IT spend with a goal of reducing department IT expenditure (rates) over the next five years.

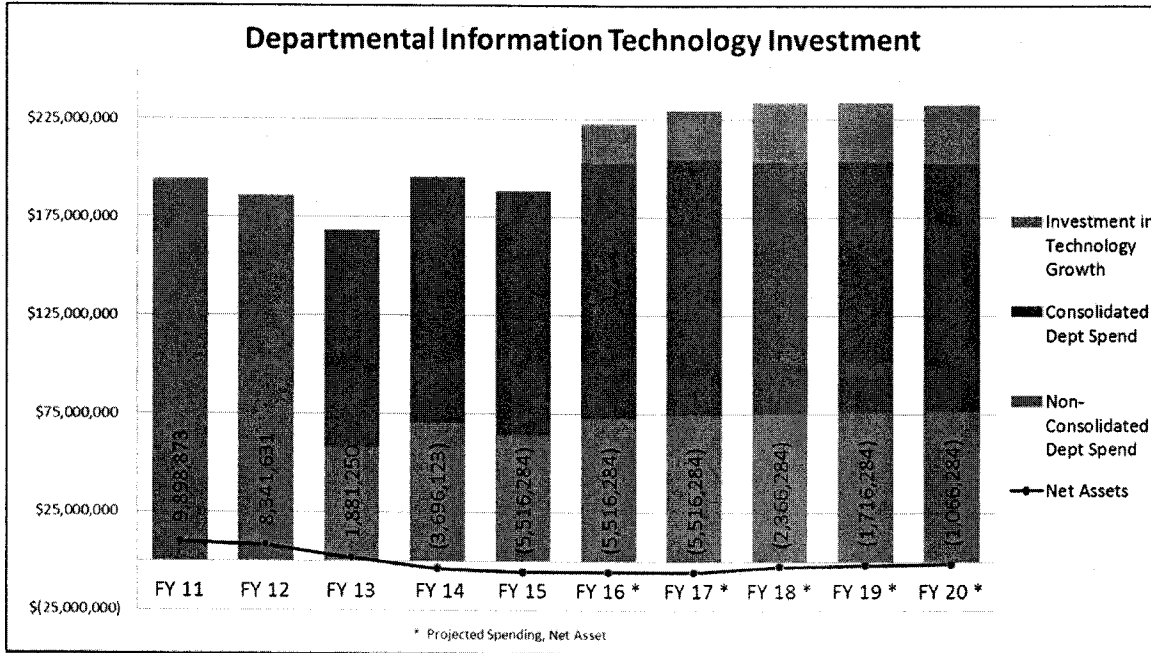


Exhibit 3-3: Departmental IT Investment

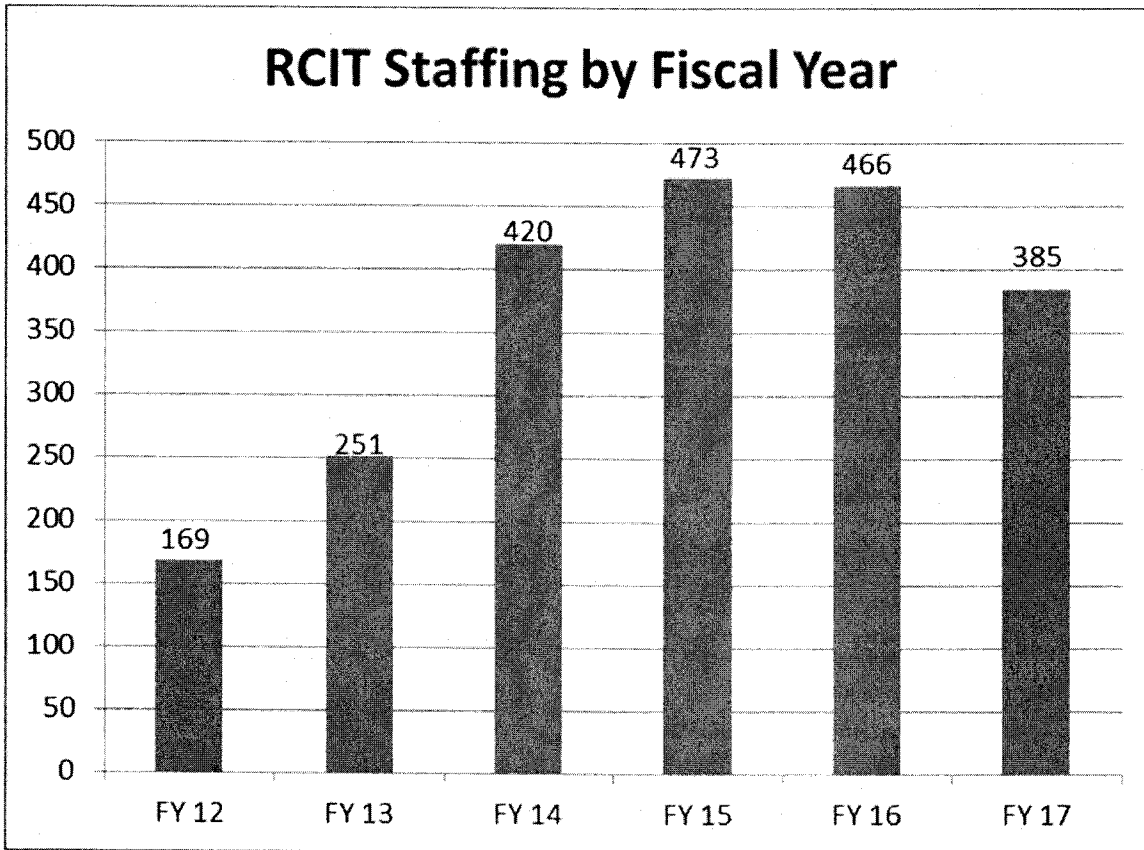


Exhibit 3-4: RCIT Staffing by Fiscal Year

RCIT staffing has increased over the past five fiscal years due to consolidation of countywide information technology staff. The goal is to reduce staffing levels through attrition while increasing service levels through shared services over the next five years.

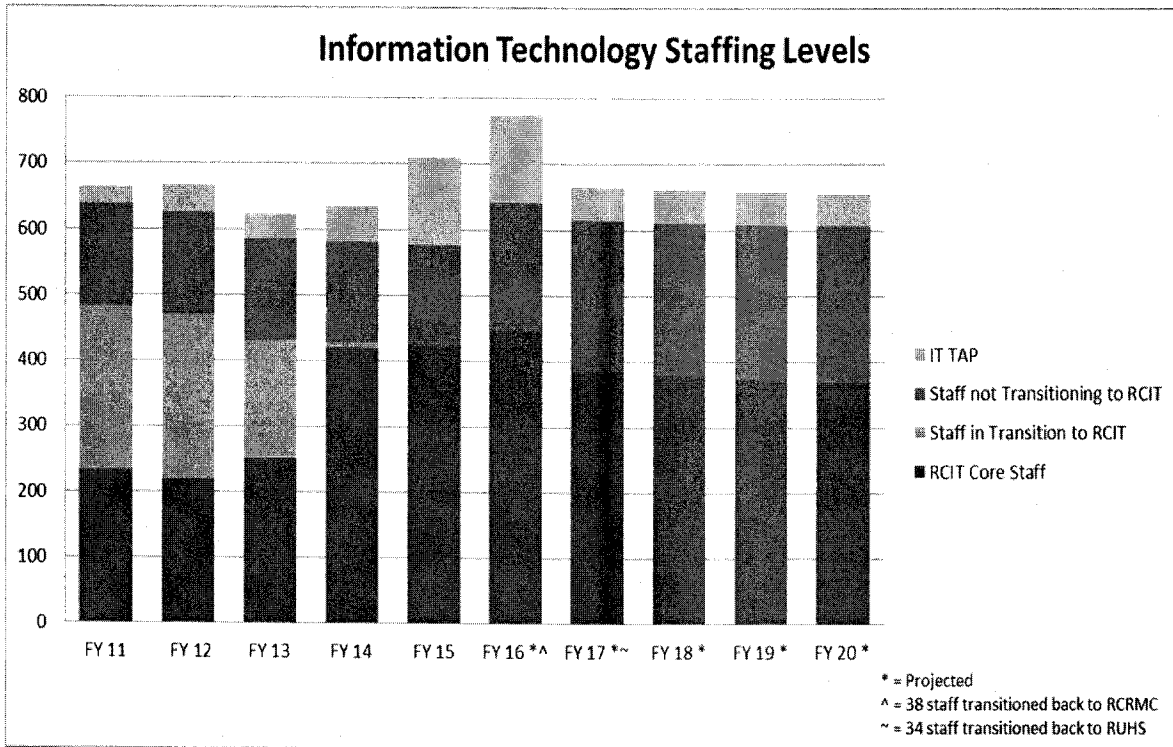


Exhibit 3-5: IT Staffing Levels

**RCIT New Proposed FY16/17 Rate Structure
Summary by Service/Department**

Department	New Operations/ ISO/GIS FY16/17 Allocation	FY15/16 RCIT Operations/ GIS/ISO Est Del	FY15/16 Est Del vs FY16/17 Allocation Variance	% Incr/ (Decr)
Auditor	762,164	759,964	2,200	0%
Assessor/Clerk Recorder	1,548,516	1,559,448	(10,932)	-1%
Agricultural Commissioner	116,955	134,416	(17,461)	-13%
Animal Services	790,402	827,029	(36,627)	-4%
Ambulatory Care Department	522,153	3,094,807	(2,572,654)	-83%
Board of Supervisor	723,317	666,705	56,612	8%
Community Action Partnership	108,782	155,954	(47,172)	-30%
Coop Extension	-	8,303	(8,303)	-100%
County Counsel	268,775	205,234	63,541	31%
Crest	79,114	27,666	51,448	186%
DA	1,443,831	1,120,479	323,352	29%
DCSS	1,471,677	2,209,013	(737,336)	-33%
DPSS	30,603,147	22,747,543	7,855,604	35%
EDA	4,863,226	5,091,749	(228,523)	-4%
Enviromental Health	1,935,586	2,185,206	(249,620)	-11%
Emergency Services	238,051	-	238,051	0%
Executive Office	112,368	130,000	(17,632)	-14%
Fire	392,435	603,726	(211,291)	-35%
First Five	57,358	15,916	41,442	260%
Flood	1,632,383	1,204,258	428,125	36%
Human Resources	3,311,343	3,729,003	(417,660)	-11%
LAFCO	8,077	4,022	4,055	101%
Law Library	1,063	2,683	(1,620)	-60%
Mental Health	3,020,947	4,930,412	(1,909,465)	-39%
Office on Aging	262,259	364,736	(102,477)	-28%
Parks	484,240	538,691	(54,451)	-10%
Probation	3,934,700	3,209,194	725,506	23%
Public Defender	1,312,878	1,154,850	158,028	14%
Public Health	1,323,004	4,827,534	(3,504,530)	-73%
Purchasing	804,516	759,059	45,457	6%
RCA	21,756	80,835	(59,079)	-73%
PSEC	311,258	80,835	230,423	285%
RCIT and All Other External	2,998,402	2,213,689	784,713	35%
RCRMC	8,212,035	7,594,906	617,129	8%
ROV	922,987	783,240	139,747	18%
San Jacinto	185,781	100,169	85,612	85%
Sheriff	7,759,451	5,828,077	1,931,374	33%
TLMA	3,403,689	5,113,747	(1,710,058)	-33%
Treasurer	996,505	1,115,422	(118,917)	-11%
Veteran Services	61,562	39,553	22,009	56%
Waste Management	1,204,016	1,095,170	108,846	10%
WRCOG	125,263	37,117	88,146	237%
Total	88,335,970	86,350,360	1,985,610	

Exhibit 3-6: Proposed IT Rate Structure

RCIT's 2016/17 budget includes these critical countywide initiatives:

\$2.0M*	Enterprise License for VM-Ware to get to 90% virtualization
\$1.0M	Dell Servers and Storage to consolidate 50+ datacenters
\$0.6M*	ServiceNow to consolidate 8 Help Desks
\$0.1M	Bluecoat proxy servers for Internet reporting and accountability
\$0.3M	EMC Networker for enterprise backup (eliminate tape)

*To reduce impacts and costs to existing departments, all RUHS employees were removed from the consolidation and transferred to Riverside University Health System (RUHS).

Public Safety Enterprise Communication – Fund 45520

Public Safety Enterprise Communication (PSEC) is the expansion of the County fire and law enforcement communication system capabilities and its associated infrastructure. PSEC covers those areas accessed by emergency first responders, while the remaining areas are inaccessible due to terrain and topography issues. Through the use of aviation communication, should an emergency responder be required to go into an inaccessible area, they will still have communication with the aviation unit through the use of direct channels. The benefits of the PSEC system include delivering a resilient, ubiquitous, interoperable system that provides enhanced functionality for all public safety and related stakeholders. The system was designed to not only meet the needs of the current radio users but also with the ability to expand to meet the regional needs of all County departments as well as other public safety and public service agencies throughout Riverside County. The implementation of the PSEC System provides a countywide voice and data radio communication system ensuring that emergency responders have the tools to communicate quickly and effectively, each and every time they call for assistance, and to provide a communication system that promotes interoperability between public safety agencies.

The PSEC 2016/17 budget can be broken down as follows:

Salaries	\$ 4.6M
Expenses/Equipment	\$ 7.3M
Other Charges	\$ <u>2.9M</u>
Total	\$ 14.8M

* The PSEC budget is not included in the overall RCIT budget

PUBLIC SAFETY ENTERPRISE COMMUNICATIONS
FY 16/17 Riverside County PSEC Rate Guide

SERVICE DESCRIPTION	DEFINITION	FY 16/17 RATE	FY 15/16 RATE	UNIT	BUDGET ACCOUNT	ACCOUNT DESCRIPTION
Data						
Modem - HPD	HPD: High Performance Data Radio	\$ 168.56	\$65.56 - \$126.44	Per Modem per Month	520220	County Radio Systems
Console						
BDA	Monthly maintenance charge for BDA	\$ 205.48	\$94.90	Per Month	520220	County Radio Systems
Device - Console	Monthly maintenance charge for console	\$ 205.48	\$32.00 - \$214.34	Per Device per Month	520220	County Radio Systems
Device - Console	Monthly maintenance charge for consoles	\$ 205.48	\$32.00 - \$214.34	Per Device per Month	520220	County Radio Systems
Subscriber						
Device - Mobile radio	Monthly charges for emergency radio use	\$ 34.66	\$32.00 - \$214.34	Per Handheld per Month	520220	County Radio Systems
Device - Mobile radio	Monthly charges for the based radio unit	\$ 205.48	\$32.00 - \$214.34	Per Handheld per Month	520220	County Radio Systems
Device - Portable	Monthly charges for the based radio unit	\$ 205.48	\$32.00 - \$214.34	Per Device per Month	520220	County Radio Systems
System Conventional	Monthly fee charged to users of a conventional radio system	\$ -	\$243.68	Per Month	520220	County Radio Systems
Vehicle						
Vehicle Installation	Time and Material	\$ 60.35	\$60.03	Per Hour	521500	Maint-Motor Vehicle
Vehicle Installation (after business hours)	Time and Material	\$ 80.47	\$73.72	Per Hour	521500	Maint-Motor Vehicle
Vehicle Repairs	Material and Shipping		Actual Cost (Shipping & Materials)		521500	Maint-Motor Vehicle
Technician						
Technician Expert Time (during business hours)	Hourly shop and field radio, infrastructure, and microwave repair rate	\$ 62.93	\$60.03	Per Hour	521500	Maint-Motor Vehicle
Technician Expert Time (after business hours)	After hours (overtime) shop and field radio, infrastructure, and microwave repair rate	\$ 72.82	\$73.72	Per Hour	521500	Maint-Motor Vehicle
Microwave and Site						
Rack	Set rate for monthly full rack mount charge	\$ 656.71	\$263.09	Per Month	520280	Microwave
Rack-Half Rack	Set rate for monthly half rack mount charge	\$ 328.36	\$131.55	Per Month	520280	Microwave
Floor Space	Set rate for monthly square footage charge excluding rack space	\$ 656.71	\$231.26	Per Month	520280	Microwave
Antenna Mounted Lower	Set rate for monthly LMR antenna lower	\$ 300.00	\$300.00	Position of the antenna per month	520280	Microwave
Antenna Mounted Middle	Set rate for monthly LMR antenna middle	\$ 600.00	\$600.00	Position of the antenna per month	520280	Microwave
Antenna Mounted Top	Set rate for monthly LMR antenna top	\$ 900.00	\$900.00	Position of the antenna per month	520280	Microwave
Mile-T1	Monthly charge per T1 circuit mile	\$ 17.52	\$66.97	Per mile per month	520280	Microwave
Mile-Analog	Monthly charge per analog circuit mile for microwave transmission	\$ 1.07	\$8.82	Per mile per month	520280	Microwave
Application Fee	Application fee for FCC licensing or for permits	Actual Cost	N/A	Per application	523220	Licenses And Permits
Technology Engineering						
Engineering Expert Time	Hourly rate to design, implement and/or maintain radio communication networks and infrastructure of Countywide Communication facilities	\$ 87.86	\$82.55	Per Hour	524820	Engineering Services
Engineering Expert Time - Overtime	Weekend or after-hours rate to design, implement and/or maintain radio communication networks and infrastructure of Countywide Communication facilities	\$ 96.88	\$103.09	Per Hour	524820	Engineering Services

Exhibit 3-7: PSEC Rate Structure

Geographic Information Systems – Fund 22570

The Geographic Information Services (GIS) division provides geographic, demographic, and data analysis services to support County departments, councils of governments, cities, community-based organizations, and the public. GIS is currently a decentralized function of over 45 decentralized GIS professionals. The small GIS group in RCIT provides shared layers for use countywide and primarily supports the need to TLMA. After the consolidation is completed, RCIT will work with the Executive Office on considering a consolidation of GIS in FY 2018/19.

In 2014, the County of Riverside Enterprise Geographic Information Systems (EGIS) steering committee adopted the County’s EGIS strategy. The mission of EGIS is to develop an enhanced, collaborative countywide GIS environment providing services to stakeholders through use of geospatial technologies and services. The GIS division of Riverside County Information Technology provides support for this important countywide effort.

The GIS 2016/17 budget can be broken down as follows:

Salaries	\$ 1.0M
Expenses/Equipment	\$.9M
Other Charges	\$.0M
Total	\$ 1.9M

RCIT: Pass-Thru – Fund 45510

The RCIT Pass-Thru fund represents purchases RCIT makes on behalf of a County department and passes through the costs to them.

3.9 RCIT Organizational Chart

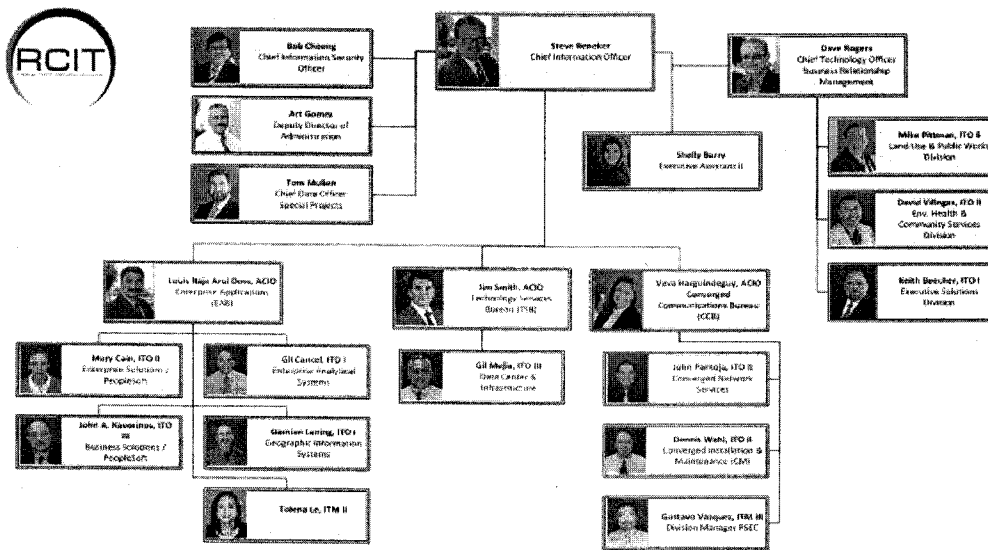


Exhibit 3-8: RCIT Organizational Chart

Section 4 – Strategic Alignment, Governance, & Project Management Methodology

4.1 Continuous Improvement & Service Management

Riverside County Information Technology (RCIT) has implemented ServiceNow’s Information Technology Service Management (ITSM) system which will enable RCIT to follow the Information Technology Infrastructure Library (ITIL) best practices framework, focusing on service lifecycle, service strategy, service design, service transition, service operation and continual service improvement. Through online metrics and dashboards, as well as departmental feedback, RCIT will continuously review this data and align processes that combine the talents of our professionals with the constant advancements in technology, enabling high productivity, while continuously helping to improve the services the departments offer. All RCIT initiatives involving technology are reviewed weekly within RCIT and monthly across the County departments for progress, priority and needs in order to resolve issues, assign resources and complete projects and requests on time and within budget.



Exhibit 4-1. ServiceNow Dashboard Example

4.2 IT Governance

The County CEO, Jay Orr, has appointed Steve Reneker as the Chief Information Officer (CIO) of Riverside County Information Technology. The role of the CIO is to collaborate with all County departments, including the elected officials, to set policy, engage common contract vehicles and to work together on projects such as PeopleSoft, GIS, Mobile/Web development, cell phones, printers/faxes, converged devices, Office 365 upgrades, Open Data, Cyber Security Operations, and the Countywide Broadband and Digital Inclusion programs. On a monthly basis, the IT Managers in the County meet as the IT Policy Committee (ITPC) to discuss strategy and bring about efforts to standardize County IT and leverage volume purchasing agreements.

Information technology at the County of Riverside is governed by the ITPC, the Technology Services Oversight Committee (TSOC), the Public Safety Emergency Communications (PSEC) Steering Committee, the Enterprise Geographic Information System Committee (EGIS), and the Enterprise Systems Oversight Committee (ESOC). Further detail about each of these governing bodies is listed below.

- **Information Technology Policy Committee (ITPC):** The ITPC was established in July 2015 and is responsible for establishing Countywide IT Policy and Standards that will promote communication, collaboration, consistency, and effectiveness across all departments including the elected departments. The Committee is comprised of Information Technology Officers, the Chief Information Security Officer, Chief Data Officer, Technical Managers and Senior IT Managers from County departments and elected official departments. Subcommittees are utilized to help develop policies on IT topics that require specific expertise. The ITPC Departmental Committee meets monthly. RCIT Assistant Chief Information Officer (ACIO) for the Technology Services Bureau, Jim Smith, chairs the committee.



➤ **Technology Standards and Oversight Committee (TSOC):** The TSOC was established in 2010 and oversees the County's information technology activities, investments, and coordination. This oversight includes, but is not limited to:

- Reviewing and developing proposals for significant IT infrastructure investments in the County with a goal of achieving standardization and economies of scale.
- Reviewing and developing proposals for significant IT systems projects in the County which exceed \$100,000, including project plans, goals, and impacts.
- Oversight of significant ongoing IT systems and infrastructure projects.
- Reviewing and proposing significant initiatives related to IT services in the County, such as consolidation proposals.
- Reviewing, developing and approving significant IT purchases in the County.
- Developing, with the support of RCIT, new IT initiatives, including those related to infrastructure, systems, policies, and services.

RCIT Chief Information Officer chairs this committee and presents reports and recommendations as needed and serves as a primary advisor to the Committee.

➤ **Enterprise Systems Oversight Committee (ESOC):** The ESOC meets monthly to review the top 10 enterprise technology initiatives and to oversee existing enterprise-level applications. Currently, this committee only oversees concerns related to the PeopleSoft application, but the committee's responsibilities will be expanded to include the oversight for Document Management and other enterprise-level applications, including mobile and web applications. RCIT ACIO for the Enterprise Applications Bureau, Louis Arul Doss, serves as the chair for this committee.

➤ **Public Safety Emergency Communications (PSEC) Steering Committee:** The PSEC Steering Committee meets quarterly to review projects, initiatives and budget for the PSEC land and mobile radio system. It currently includes the cities of Banning, Murrieta and Riverside and soon will include Corona and the University of California at Riverside. Chet Ashbaugh, Technology Division Manager, Riverside County Fire, chairs this committee.

➤ **Enterprise Geographic Information System (EGIS) Committee:** The principle purpose of the EGIS Committee is to implement a shared vision for the use of Geographic Information Systems (GIS) and spatial data across the County. The EGIS Committee is comprised of eight departments that utilize GIS as a core component of their business. The committee meets quarterly and is chaired by Tina Grande, a Principal Analyst in the Executive Office.

Department Communication

There is frequent and consistent communication between the County departments and RCIT. IT managers conduct recurring meetings with staff and department heads, chair committee meetings, and update a portfolio management system with the current status for all projects. RCIT provides regular communications in a weekly message called *IT Happenings* from the CIO to all IT staff, and a bi-weekly IT Executive Management Meeting, which includes the following:

Project Portfolio - County department projects involving RCIT are recorded and updated monthly in RCIT's PlanIT Project Portfolio System. RCIT is looking to migrate this database to CA Technology's cloud-based Project & Portfolio Management (PPM) system to provide better departmental access to the information via dashboards. The IT projects are listed in priority order based upon funding and needs of the County; the Top 25 and the complete list of departmental projects focused on by RCIT are located at: <http://goo.gl/ytf5Rg>

TOP 25 Report - At the beginning of each month, RCIT prepares a report of the Top 25 Projects from our PLAN IT Project Portfolio Management System, which is then discussed at the ITPC and weekly executive staff meetings. These projects were identified and initiated either by the Executive Office and Board of Supervisors, or as a result of meetings between the Department Heads/Elected Officials and the RCIT CIO. A report showing the Top 25 is sent in an email to all elected officials, department heads and IT staff, and feedback is encouraged to validate priorities and include new initiatives.

Project Tracking

Top 25

Rank	Prev Rank	Title	Enterprise Priority	Status	Sponsor/Org	Category	Project Type	Project Manager
1	1	Help Desk Replacement for RCIT - ServiceNow Provide enterprise help desk system for RCIT and departments (business applications) for call intake and user technician field deployment with enterprise dashboard	Top 25	Planning	RCIT	Technology Services	CCB - Network Servi	Smith J
2	2	Active Directory Consolidation and FIM - Consolidated Depts. Implement Federating Active Directory with Federated Identity Management to support Single Sign on across all County applications	Top 25	Initiation	RCIT	Technology Services	TSB-help desk/Tecs	Mejia G
3	7	RC3 Servers and Storage - Order/Installation Order and implement servers and storage for RC3 to enable the consolidation of all consolidated department systems within 3 years.	Top 25	Planning	RCIT	Technology Services	TSB-Data Center&Inf	Smith J
4	3	CNP - Converged Network Project - RUHS & Remaining Depts. New Cisco VoIP voice system and converged network in all County facilities	Top 25	Implementing	RCIT	Conv Comm Bur	CCB- Comm Mainte	Harguindeg
5	5	RUHS/RCRMC - Sunesys Fiber 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	RUHS RCRMC	Conv Comm Bur	CCB- Comm Mainte	Pantoja J
6	6	VM-Ware ELA - 90% Virtualization - Data Center Consolidation VM-Ware Enterprise license to get all departments to 90% virtualization and implement NSX for the consolidated departments to migration all servers and storage to RC3.	Top 25	Planning	RCIT	Technology Services	TSB-Data Center&Inf	Smith J
7	9	PeopleSoft HR - Talent Acquisition Management (Recruitment) PeopleSoft TAM is a module for staff recruitment and selection which is being deployed countywide.	Top 25	Implementing	RCIT	Enterprise Applicati	EAB-PeopleSoft	Cain M
8	10	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
9	11	Enterprise Backup System - Networker for Consolidated Depts. Acquire a hardware and software enterprise backup system to replace existing TSM and Networker and associated hardware.	Top 25	Initiation	RCIT	Executive Officer	EO-Special Projects	Mejia G

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Top 25

Page 1 of 3

Exhibit 4-2. IT Project Management Report Example

4.3 Project Management and Department Alignment Process

IT projects are initiated by sponsoring departments, reviewed by the RCIT CIO, added to the online Project Portfolio Management System master project list and assigned an initial priority by the RCIT Project Management Office (PMO). The project is then assigned to an RCIT Information Technology Officer (ITO) or Manager (ITM) to implement. The RCIT ITO/ITM identifies resources, communicates progress, updates the plan and reviews status bi-weekly with the RCIT CIO, and meets monthly with department heads, or their designee, and the appropriate governance committee. A work flow of the process is shown in Exhibit 4.3.

Project Initiation

As projects are identified, those requiring greater than 80 hours and/or requiring resources from multiple bureaus, are added to the master project list and color-coded.

- A color code of red means the project is pending funding.
- When a project is approved, it moves to a color code of yellow and RCIT allocates resources to begin scoping the project.
- Once a project is scoped, funding is secured and the project is elevated to a priority of High or Top 25, either of which receives a color code of green. A project manager is then assigned and necessary resources are made available.

If resources are not available, additional contract resources will be requested, as budget allows, in order to meet the required deadline. Priorities are set based on feedback from department heads, elected officials or governance committees and are put in the system by the CIO and updated daily, but published monthly.

Projects with an estimated effort of less than 80 hours are submitted as work order service requests (SRs) to the RCIT Help Desk, where they are prioritized, assigned and completed as resources become available.

RCIT Project Management and Department Alignment Process

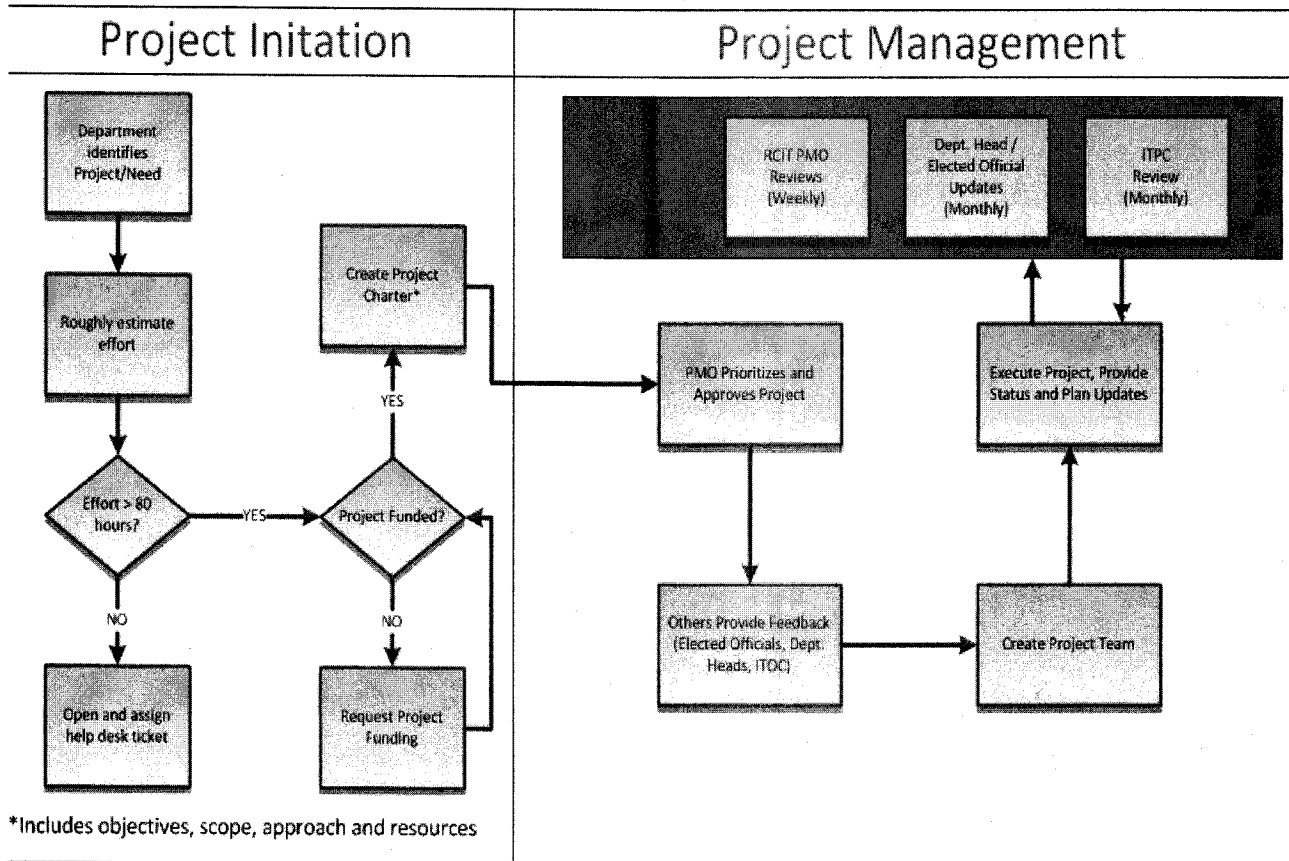


Exhibit 4-3. The IT Project Management and Department Alignment Process ensure that each project is identified, tracked, prioritized and completed.

Project Management

RCIT and department resources work together on a daily basis to complete project tasks on schedule and within budget. Most projects utilize RCIT resources which are also responsible for ongoing maintenance and support of existing systems. For these projects where no schedule for delivery is provided, it is completed on a best-effort basis. Project status for all IT projects is reviewed by the RCIT CIO and management every week. RCIT managers provide status updates for department manager/directors and their staff every month. The RCIT CIO discusses projects with department heads, elected officials, and the Senior Executive Team on a monthly basis as well as providing updates at the IT Policy Committee.

Project Funding

During the budget cycle, each department identifies IT projects to be accomplished during the coming fiscal year and collaborates with RCIT to estimate implementation costs. Project costs are included in RCIT's department budget request when the budget is submitted to the County of Riverside Board of Supervisors for approval. Projects added outside the budget process are unfunded and are added to the project list identified having a status of red.

Projects are funded from the following sources:

RCIT Budget – When the project has general Countywide impact, then costs are allocated back based on requirements established by the Executive Office (EO) and Auditor Controller’s Office (ACO).

Special Funds – When the project qualifies for special funding designated for a specific purpose.

Departmental Budgets – The EO works with departments and places all information technology projects into the IT budget identified with project numbers ensuring funds can’t be used for discretionary purposes.

State and Federal Agencies – The County’s IT department works with other County departments to identify alternative sources of funding including state and federal grants.

SECTION 5 – RCIT STRATEGIC INITIATIVES

Listed below are twelve strategic initiatives, developed to guide and form the framework for ‘priorities set’, ‘decisions made’, and ‘projects pursued’ by Riverside County Information Technology (RCIT) department-wide:

1. Data Network Infrastructure
2. Consolidation and Alignment of Departmental Priorities
3. Security
4. Standards
5. Active Directory (AD) and Federated Identity Management (FIM)
6. Regional Radio Communications
7. Cloud First
8. IT Service Management (ITSM)
9. RIVCOconnect
10. Open Data
11. Document Management/Trusted Systems
12. Microsoft Office 365

5.1 Data Network Infrastructure

CORNET is the County of Riverside network, which is designed, engineered and maintained by RCIT. This network has grown from a data traffic-only network, to one that features converged data, voice and video carried by a single circuit to reduce network connectivity costs.

The IT Industry is changing rapidly, and higher-speed services, along with wider bandwidth applications drive the need for a resilient, efficient, and more cost-effective network. A redesign and engineering analysis of CORNET is critically needed to ensure support going forward for the data center consolidation, high speed video camera storage, and cloud solutions such as Office 365. Other systems and applications running at remote data centers require high-speed connectivity with low latency (network processing delay). RCIT’s strategy for this build-out is broken out into three primary components: **MPLS, DWDM, and SDN.**

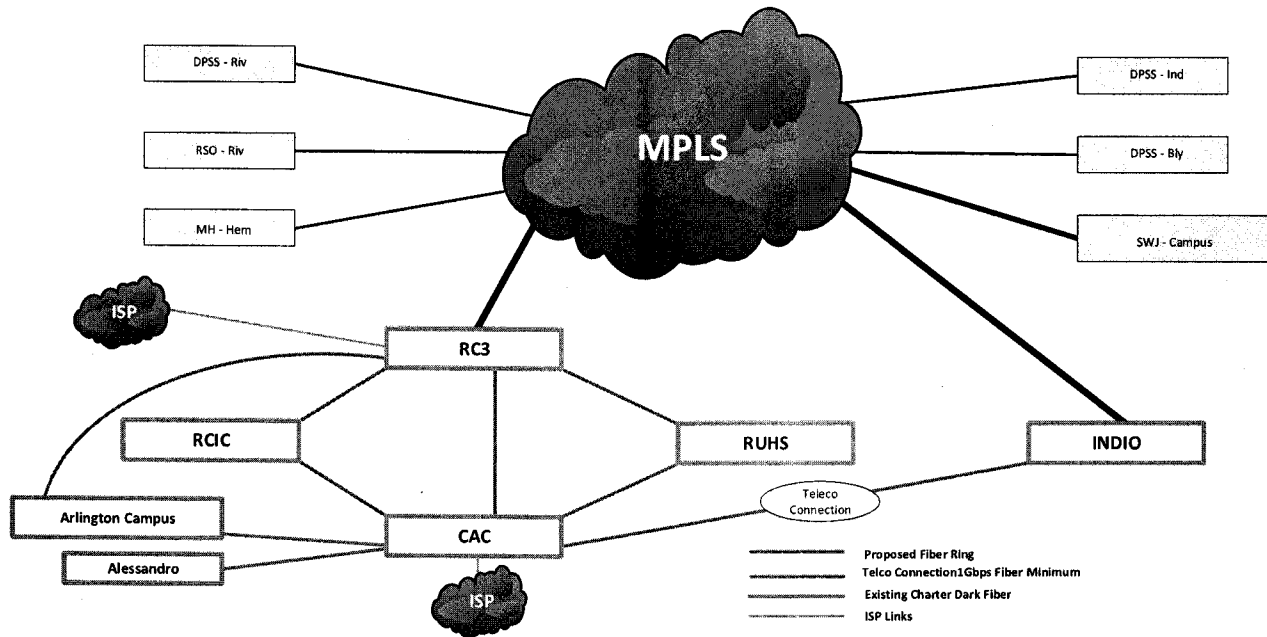
Multiprotocol Label Switching (MPLS): Geographically speaking, Riverside County is the fourth largest in the state of California and is the tenth largest county in the U.S. by population. The CORNET network, connecting over 23,000 county employees from Corona to Blythe, is a vastly complex system that requires more than one

method to move data from one point to another. MPLS is a technique by which packets of data are labeled in such fashion that they can be segregated, routed and sent more efficiently than previous methods. Over the next 6 months, RCIT will begin to migrate to a hybrid network of MPLS and point-to-point Metro Ethernet services where departments can afford those upgrades. The County went out to bid in 2014 to convert all legacy circuits to 1 GB; however the annual increase in costs exceeded \$27M per year.

CORNET will begin migrating to these services once the budget allows. The State of California has a contract, CALNET3, for communications services and one of our awarded vendors has a "preferred nation clause" which ensures the County of Riverside will receive the lowest cost for services awarded throughout the nation. It also allows the County to terminate a service without penalty. The primary focus will be on those departments consolidating their data centers, and moving core applications to the cloud. This would include services such as remote data centers, Office 365, Asset Works Fleet Management, and the hospital's EPIC electronic health records system. The costs for MPLS or Metro Ethernet may be more expensive than the circuits being used today for CORNET, but they satisfy the departments' need for increased speed and capacity.

CORNET Dense Wavelength Division Multiplexing (DWDM): Many of the circuits in use today will be discontinued by 2018, as carriers phase out copper in favor of fiber optic-based connectivity. For this reason, CORNET circuits will require some level of upgrade over the next 2-3 years. The costs of these new circuits will be higher, but one option available for extreme high-bandwidth data center requirements will be to lease or purchase dark fiber, and create a new fiber ring using DWDM. Lighting dark fiber with DWDM can turn a single fiber strand into multiple optical wavelengths, up to eighty separate channels, which can traverse a single fiber at speeds of 1 Gbps to 100 Gbps. RCIT has purchased the hardware for a DWDM network and is in the process of building-out a fault-tolerant ring in downtown Riverside for data center traffic, and will include the hospital's new EPIC system this year. In 2016, large County facilities with data centers being targeted for consolidation with RC3 may be able to utilize the DWDM network to control monthly connectivity costs. The County is establishing a partnership with the City of Riverside to expand our dark fiber to facilities that occupy areas within the city limits of Riverside.

Exhibit 5-1: CNP2 Proposed MPLS & FIBER RING



Software Defined Networking (SDN): As traditional routers and switches that support the County's complex network cycle down to their end of life, new technologies are soon becoming available to upgrade our existing infrastructure. SDN, or fabric networks, are a series of server-based appliances that allow the network to be operated and managed by software switching, as opposed to physically hard-wired devices. Many products are still in development, but what is known is that network refresh dollars required to replace traditional gear every five to seven years will still be necessary. However, SDN-based appliances are estimated to cost 30-40% lower than current routers and switch gear. While this will potentially drive down procurement costs, it will also lower operational costs and simplify maintenance of the network performed by RCIT staff. SDN will not be a mainstream service until around 2018, which allows RCIT staff the necessary time to evaluate this new technology and plan for the next technology refresh to maximize network efficiencies and reduce operational costs of the CORNET network.

Due to the complexity of our environment and limited budget, the evolution of the CORNET architecture will continue to be a work in progress. In addition, the County's Broadband Initiative, **RIVCOconnect**, will provide an option for the consideration of award to become the anchor tenant for all of the CORNET connections and get them to speeds of 1Gbps or higher. This may offer a faster and more cost-effective solution to upgrading CORNET.

5.2 IT Consolidation and Alignment of Departmental Priorities

In January 2012, the Board of Supervisors and Executive Office directed RCIT to move forward with a County-wide consolidation of all IT services. Excluded from the consolidation were the Elected Officials' departments, County Fire and RCA. In 2015, RUHS was also removed from the consolidation efforts to prevent any impact to the critical Regional Electronic Medical Systems implementation. The goal of consolidation was to achieve cost savings as a result of minimizing the duplication of services (along with hardware and software), enjoying a shared pool of personnel resources, and eliminating silos across the departments.

The IT Consolidation started out aggressively and was initiated with Technology Service Agreements (TSAs) between RCIT and the consolidated departments. In some cases, a shared RCIT business relationship manager (BRM) was assigned to multiple departments rather than assigning a dedicated manager for each department. Some user support technicians (USTs) were shared between departments, but the majority of the departments merely moved their resources on paper while technical staff continued to report directly to the department for assignments and priorities. Within its budget, RCIT consolidated the staff and absorbed vacation, sick and retirement payouts, while the departments enjoyed a reduction in their core staffing costs. However, due to the consolidation, costs increased for RCIT and, as a result, rates went up, with the departments paying for these increased costs through the ISF charge-back process.

The consolidation migration is now defined as a 4-year phased plan:

Fiscal Year 2014/15: The first year of the consolidation began with the acquisition of the former Press-Enterprise building, now called the Riverside County Innovation Center (RCIC) where nearly 400 IT professionals are now relocated. In addition, a central data center, known as the Riverside County Collaboration Center (RC3) was acquired to serve in consolidating all of the County's data centers.

RCIC – The RCIT staff occupy all five floors of the building with the exception of the second, which houses County Human Resources personnel. The fourth floor is also shared by a private law firm. Human Resources also shares the about half of the 1st floor and uses that area for training purposes. There is more than adequate space for all staff reporting to work, but because the location is also used for training, there is inadequate parking capacity for staff and trainees combined. RCIT and EDA are in the process of expanding the parking area through landscape reductions. There is also a need to retrofit the conference rooms with projector equipment and white boards, an effort currently underway.

The savings realized from the CEO's vision of costs savings in year one is estimated to be approximately \$5M, where 54 positions that otherwise would have been hired by departments went vacant and were eliminated.

RC3 – Much of the air-conditioning (HVAC,) utility power, and uninterruptible power supply systems (UPS) all required upgrades and/or replacement, and additional fuel tanks and racks for new equipment were required. The board approved \$3.5M for these retrofits to ensure the facility would be ready for use by County operations. Over a dozen third-party companies occupy areas of the data center that are separated by security cages, with their power consumption captured and paid for, isolated from County usage and lowering the total cost of operation.

Fiscal Year 2015/16: The second year of the consolidation initiated a shared-services model for help desk and USTs. Staff were physically moved to a central help desk on the first floor of RCIC and required field USTs to oftentimes report to new locations within a newly-defined region for the assignment and resolution of service requests and trouble tickets. Technicians are no longer assigned to a dedicated department. Some may continue to serve as the primary point of contact, serving their old organization, but workloads are spread out and overlapped to ensure staff become aware of the equipment and applications used by other departments, with the ultimate goal being the elimination of service silos and the formation of a truly fluid and ubiquitous team of technical professionals.

IT Service Management (ITMS) – RCIT acquired the ServiceNow application to consolidate numerous help desk service management systems into one. The first phase of the new ITSM service went live July 1, 2016, with incident and service requests. It will take several years to fully implement all modules, to include knowledge base, asset management, technology procurement, self-service, and change management to name a few. All help desk operators now sit on the first floor of RCIC and provide level one support to all staff in the consolidated departments.

Field Technical Support – All of the USTs report to one of four supervisors that oversee a geographic zone of the County. User Support Technicians provide second level technical support in instances where the help desk was unable to provide resolution. They also provide project-related tasks such as technology refreshes or moves.

Fiscal Year 2016/17: The third year of consolidation combines enterprise systems. All Systems Administrators and Network Administrators will either be reclassified to job duties that suit the departments' needs or will be assigned to one of these critical projects:

- 1) Data Center Virtualization – Work across all 50 data centers to achieve 90% virtualization of all servers
- 2) Data Center Consolidation – Work to begin consolidation of all data centers into RC3
- 3) Migrate all Active Directory accounts into RIVCOCA and implement Federated Identify Management for single sign-on across multiple applications
- 4) Roll out Microsoft Office 365 to all of the consolidated departments
- 5) Implement enterprise backup software across all servers, eliminate tape backups and ensure offsite storage at SwitchNAP is secured
- 6) Implement System Center Configuration Manager (SCCM) for managing devices and pushing out updates

Fiscal Year 2017/18: The fourth year of consolidation will include applications development and database administration. The goal is to consolidate and standardize common applications, develop tools and database products. Consolidation in these areas will eliminate redundancies and ensure adequate back-up and support across in-house developed solutions. Business Systems Analysts working with commercial off the shelf solutions (COTS) rarely require a dedicated person to manage and maintain them. A shared service model around the maintenance of COTS will be considered to provide a higher level of support through backup of resources, allowing the ability to build large teams for new projects and systems upgrades. There may be specialized needs for applications development within the departments and those will be taken into consideration, but the consolidated services will be focused on departments looking to reduce costs, ensure back-up support, provide for knowledge transfer, and increase efficiencies.

Succession Planning – Over 51% of RCIT employees are currently eligible to retire and there are over 56 vacancies in the department. Over the next fiscal year, RCIT plans to utilize 25 internships from college campuses throughout the Inland Empire to establish a successful pool of entry level resources to bring in new ideas and skill sets to the department.

5.3 Security

The County employs proven and reliable measures to provide enterprise-wide IT security. Focused efforts include intrusion prevention and detection systems, network and security management tools, periodic audits and assessments, disaster recovery, and access control measures.

Strategic IT security objectives include:

Administration - Development and publication of security policies, standards, and procedures which detail authentication, audit, access control, assessment, authorization, and physical security. Policies include screening of personnel, security awareness training, monitoring of system activity, and change control.

Authentication - With the implementation of Active Directory and identity management, RCIT will be able to enforce password protection policies as defined in the County's A-58 Security Policy. This includes the expansion of single sign-on to County application systems in order to reduce or eliminate multiple passwords.

Audit - An objective, independent examination to assess compliance with specifications, standards, contractual agreements, integrity, and other pre-identified criteria to be done annually along with a penetration test to ensure all County systems and networks meet necessary security standards.

Projects to improve system-wide security include:

Active Directory (AD) - This is the directory structure used to store information regarding systems and users. It provides the means to manage the identities and relationships that make up the network environment. AD Services are also one of the key components RCIT uses to build integrated applications. The goal of this project is to use unified standards for network authentication to enable single-sign-on. The approach is to use a federated model through an identity management (IDM) solution where RCIT's managed applications are accessible through AD environments managed and maintained by RCIT and the non-consolidated departments.

Annual Penetration Test and Security Assessment - Each year the Information Security Office (ISO) will select a different vendor to provide a penetration test of our networks and systems to validate our levels of security and resolve found issues to harden our environments. The ISO has entered into a 24x7 service with the Multi-State Information Sharing and Analysis Center (MS-ISAC) to monitor all malicious activity coming into CORNET, and staff will take action on critical activity as required.

Disaster Recovery - RCIT is establishing a Disaster Recovery "hotsite" at an out-of-state location. This will include the installation of both existing and new hardware (servers, storage, and networking equipment) along with a secure, high speed point-to-point internet connection. At this backup location, essential hardware and software will be installed and configured to run production versions of the County's key Tier 1 PeopleSoft Financials (Purchasing) and Human Resources (Payroll) applications. System data will be replicated in real-time from the RC3 Data Center to this backup facility. This allows rapid recovery of critical County systems during a smaller, localized incident or catastrophic regional disaster. In addition, this "hotsite" approach allows usage of the County backup equipment during periods of high demand on IT resources including development and testing of application software, thus maximizing the County's investment.

Security Operations Center (SOC) - The RCIT ISO manages the County's systems security infrastructure, policies, and procedures including virus, malware, intrusion, privacy, and PCI-DSS. This center manages projects to upgrade and monitor the Internet Prevention and Detection Systems and operate a Security Operations Center

(SOC). The ISO is overseen by a Chief Information Security Officer (CISO). The SOC will be built on the fifth floor of RCIC and will be monitored by ISO staff. A Security Information and Event Management System will be implemented to integrate all information security systems tools, and guide cyber detection and prevention.

Proxy Server – The ISO will be working to implement a Bluecoat Proxy Server over the next 12 months in order to provide reporting to departments on Internet usage. The system will also be used to block inappropriate sites such as Pandora, Netflix, and other streaming services not suited for business use and are consuming critical network capacity needed for government services.

Splunk – The ISO is also implementing Spunk’s security analytics to assist with pinpointing vulnerabilities and penetrations to quickly isolate known incidents and provide a fast resolution to business operations.

5.4 Standards

Hardware and Software - RCIT is taking a leading role in reviewing and resetting Information Technology (IT) Standards for the County of Riverside. This year, working with members of the Countywide Information Technology Policy Committee (ITPC), RCIT is coordinating the effort to develop an agreed-upon single list of technical standards for software and hardware components, including desktop and enterprise services. Standards are developed based on recommendations from information technology (IT) managers and staff supporting core products selected or in use by departments supported by RCIT or by publically-elected departments. Adopting a single set of technology standards is a critical step towards building a solid foundation for developing new technologies, and an opportunity to share and enhance existing practices. Once adopted, the County’s software and hardware standards will be used for development of technology RFPs, contracts, application systems, and will help streamline the County’s technology selection and procurement processes. County of Riverside standards in place today are listed in Exhibit 5-1. The County continuously updates hardware and software standards as technology evolves. Adhering to standards enables RCIT to implement and integrate applications faster, reduce complexities, share resources, and leverage our economy of scale for better volume procurement agreements to reduce the costs paid by the County whenever possible.

Email – The County is moving from an on-premises Outlook/Exchange environment to the Microsoft Office 365 cloud messaging system. Initially all email, calendars and contacts will move into Office 365. Office products (Word, Excel and PowerPoint) will also be available online rather than on the desktop, making these applications accessible anywhere there is a browser.

All stakeholders have an opportunity to participate in the standards selection process. IT Standards will be reviewed by the ITPC and posted on the RCIT Intranet.

County of Riverside Technology Standards	
Desktop/Laptop/Software	Standard
Operating System	Microsoft Windows 10
Web Browser	Microsoft Internet Explorer/Google Chrome
Word Processing	Microsoft Word 2016

County of Riverside Technology Standards

Spreadsheet	Microsoft Excel 2016
Presentation	Microsoft PowerPoint 2016
Local Database	Microsoft Access 2016
Instant Messaging, Presence, Voice, Conferencing, Video	Microsoft Skype 2016/ Cisco Jabber
Note Taking, Business Organization, Data Management	Microsoft OneNote 2016
Design and Implementation XML based Electronic Forms	Adobe Forms Central
Local Integrated Messaging	Microsoft Outlook 2016
Graphical Object Drawing Application	Microsoft Visio 2016
Project Management	Microsoft Project 2016
Desktop Virus Management	Microsoft System Center Endpoint Protection
Document Editing	Adobe Acrobat Professional
Image/Photo Editing	Adobe Photoshop
Records Management System	Total Recall
Enterprise Services	Standard
Enterprise Operating System	Windows Server 2016
Enterprise Messaging in the Cloud	Exchange Online
Email Virus/Spam Protection	Microsoft Exchange Online Protection
Online Advanced Threat Protection	Microsoft Advanced Threat Protection
Enterprise Collaboration and Web Platform	Microsoft SharePoint Server 2016
Enterprise Systems Management	Microsoft Systems Center 2012
Enterprise Database Services	Microsoft SQL Server 2016, Oracle 12C (mission critical 24x7)
Web-based App Development Tool	MS Visual Studio Builder
IT Service Management (Help Desk)	ServiceNow
Document Management	Documentum/Laserfiche

County of Riverside Technology Standards

Electronic Plan Review	Bluebeam Revu
Video Surveillance/Video Management System	Genetec Omnicast
Mobile Data Management	VMware AirWatch/Intune
Enterprise Backup	EMC Networker
Cellular Services	AT&T/Verizon
Rights Management	Microsoft Enterprise Mobility Suite
Enterprise Directory	Microsoft Active Directory/Azure
HRMS/Payroll	PeopleSoft
Financials	PeopleSoft
Time & Labor	Kronos/PeopleSoft
Online Services	Standard
Identity Management	Microsoft Active Directory/Microsoft Identity Manager
Cloud based Desktop Applications	Office 365
Application Hosting	Microsoft Azure
Infrastructure as a Service (IaaS) Platform as a Service (PaaS)	Azure
Geographic Information	Standard
GIS Tools	ESRI ArcGIS
Open Data	Standard
Open Data Platform	Socrata
Hardware	Standard
Desktop Small Form Factor	HP/Dell
Rugged Laptop/Mobile Data Computer	Panasonic/Getac
Converged Device (combined desktop/laptop/tablet)	HP/Dell
Server	HP/Dell
Printer	HP

Exhibit 5-1. County standards for hardware and software are updated as technology evolves

5.5 Active Directory/Federated Identify Management

The County has fragmented directory services, making it difficult to manage passwords and employee identities. Multiple email systems do not properly update the Global Address List (GAL) for all employees to find one another for either sending email or for phone directory look-up.

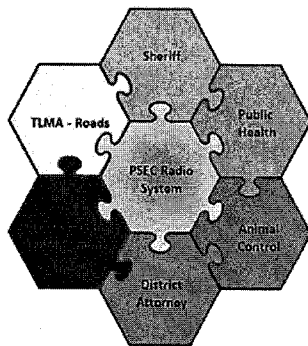
Industry best practices recommend the consolidation of Active Directory (AD) to enable single sign-on, ease integration with Human Resource Payroll Systems, and to obtain the identity of the organization for which one works, in this case the County of Riverside. The first phase of the AD consolidation will consider a countywide domain name of rivco.org. This means that all emails in the shared Countywide email system would change to NAME@rivco.org. This would simplify administration and enable one email account to follow a person throughout their entire career with the County.

The second phase will collapse 23 active directories into RIVCOCA. This will only impact the consolidated departments. The other seven non-consolidated departments will still maintain separate directories and email systems that will be integrated (trusted) with RIVCOCA. Microsoft has their own Federated Identify Management (FIM) System, which will enable all of the directories Countywide to work as a single system. This will enable single sign-on to applications that will support the Lightweight Directory Access Protocol (LDAP).

5.6 Regional Radio Communications

The Public Safety Enterprise Communication (PSEC) system is the Land Mobile Radio communication system used by Riverside County public safety and public works departments, and a growing list of public safety agencies deployed by the County's cities and other local authorities. Responding to emergencies involves multi-disciplined agencies providing law enforcement, firefighting, and emergency medical treatment. This system provides coverage in excess of 95% of the County using digital technology, which required tripling the number of remote communications sites to over 80. The PSEC system went live in October, 2013.

The Executive Officer and Board of Supervisors saw mutual benefit in offering other cities in the County access to the PSEC system. However, monthly subscriber costs and concerns for adequate capacity of the system seemed to be the two limiting factors. In June 2015, the Board of Supervisors approved a 4-year rate commitment that had been in discussion with the cities of Murrieta, Banning, Riverside and Corona. New cities and agencies interested in joining PSEC will be required to agree to pay the Board-approved rates that are consistent with contract city rates. A PSEC Governance Committee and Steering Committee is in charge of approving rates and services for this project.



City of Murrieta – Murrieta's contract was approved for their police department to join PSEC and went live in July 2015.

City of Banning – Banning Police Department was approved for their police department to join PSEC and went live in October 2015.

City of Riverside – The City of Riverside's contract was approved in December 2015 went live in July 2016.

City of Corona – The City of Corona is expected to go live in December 2016.

University of Riverside – The University of Riverside was approved for their police department to join PSEC and went live in July of 2016.

PSEC is now a regional radio system whose operational budget is supported by operation and maintenance costs from many agencies. All of the costs of the system are shared to keep ongoing operations and maintenance fees per radio as low as possible. The more entities that join the system, the lower everyone's costs will be. The County of Riverside invested \$180M in the infrastructure (towers and equipment) for the radio system and an additional \$4M was approved by the Board of Supervisors to expand the backbone of the system to increase the number of frequencies and channels to accommodate future growth. The system backbone of PSEC is funded by the County, and the ongoing operations, maintenance and support is funded through the PSEC device rate. Interested jurisdictions will be required to purchase their own handheld and mobile radios, upgrades to their dispatch consoles, and the circuit connectivity to use the system.

5.7 Cloud-First at the Riverside County Collaboration Center (RC3)

RCIT is committed to becoming a digital disrupter by not solely focusing on incremental improvements, but also looking for game-changing opportunities to provide new technologies and services that will provide long-term savings and efficiencies to the County. This 'disruptive innovation' is called Digital Enterprise, and it is comprised of a cloud-first strategy, a focus on mobility, architecting resilience, and social media.

Cloud-First Strategy – RCIT is focused on a cloud-first strategy in an effort to reduce costs, manage the attrition of its skilled workforce, and adjust to the lack of funds for technology refresh efforts. The strategy is focused first at commercial off-the-shelf solutions (COTS), or open source products, prior to the consideration of in-house applications development. COTS solutions should first be considered as hosted solutions (Software as a Service, or SaaS) where integration, security and costs can be dealt with effectively. All internal COTS and in-house developed solutions will be considered for cloud Platform as a Service (PaaS), Infrastructure as a Service (IaaS) or hosting where support costs are less expensive than keeping the services in-house where budgeting and managing a technology refresh every 5-7 years adds to the overall expenditure of the IT spend.

The RC3 Data Center is the County's private cloud. All servers and storage devices currently housed at the approximately 54 satellite data centers throughout the County, and used by the consolidated departments, will be migrated to this location if the applications utilize PCI (credit card) transactions, HIPAA-related data, or DOJ/CLETS data for law enforcement purposes. For the other 2,000+ servers in the County, an evaluation will be performed to determine if it is more economic to use RC3 or the public cloud. New servers and storage have been purchased for RC3. A new 3-year enterprise agreement with VMware will take all servers in the County to 90% virtualization, and VMware's NSX will be used to migrate most of the 54 locations to RC3. The evaluations of whether these existing systems either stay in the private cloud versus third-party options will not occur for at least five more years, when the systems at RC3 are due for refresh. Any net new system at the County will evaluate the costs of moving to RC3 versus SaaS (private vs. public cloud).

Mobility – Nearly all of the County's workforce have mobile devices, whether County-issued or personal. Stipends are not being considered by the County due to budgetary issues. Through leveraging pooled

cellular plans from two carriers, the County is working to drive down costs and ensure proper mobile data management (MDM) is in place to secure County data and to allow administrators to wipe the device if lost, stolen or otherwise compromised. Some departments desire the restriction of which applications can be downloaded onto the device, so these cases will fall to departmental discretion. There are other County mobile apps like RivcoMobile and the EmployeeApp which will be pushed out to all County-issued smart phones. The County is still evaluating the necessities around Bring Your Own Device (BYOD) and the impacts and issues brought about by overtime for non-exempt employees. Labor unions will be required to meet and confer with the County to determine whether BYOD can viably be implemented or not.

Architecting Resilience – The Security Operations Center (SOC) will provide real-time reporting and remediation of cyber intrusions to federal agencies such as the US Secret Service and FBI. To reduce threats, RCIT will architect resilience practices in all systems designed and implemented to ensure continuity of the services we deliver. As more systems move to cloud environments, validation of built-in disaster recovery and security will become a requirement. These standards and requirements will also apply to those applications that will remain in the RC3 Private Cloud. The County has standardized on EMC Networker software to backup all servers and storage. This new solution will enable the elimination of tape at most locations while keeping the past 30 days online and onsite, but full backups will be secured through a high-speed fiber connection to SwitchNAP in Las Vegas. In addition to the backup location at SwitchNAP, this site will serve as a hot site for disaster recovery around essential systems such as PeopleSoft HR/Payroll and Financials for Purchasing.

Social Media - Social Media will continue to be expanded through the County's websites at the departmental level. This focus is critical to providing services for the constituents of Riverside County via their mobile devices. Integrating these technologies into the County's marketing and communications will be important to reach the new generation of citizens we serve. As departments deploy their Facebook, LinkedIn, YouTube, Pinterest, and Twitter accounts, they will be working with RCIT to ensure a complete list of all are kept and reported on the County's home page. Guidelines for setting up and maintaining social media sites are available from RCIT.

5.8 Information Technology Service Management (ITSM)

The first major consolidation of physical resources from departments was help desk operators and field support user technician personnel, which coalesced into a new organization in November 2015. Combined, there are over 120 operators and field technicians servicing approximately 16,500 desktops at a ratio of 1:137 (one staff person per 137 desktops). However, many departments also had Temporary Assistant Program (TAP) staff which are included in those numbers. After July, only DPSS will retain TAPs due to the high number of moves and technology refreshes. The goal of the consolidation is to create a shared services group, where staff are shared across departments, while staff that were once dedicated will still provide primary support. In July, 2016, a variety of help desk ticketing systems will be replaced by a new IT Service Management application. Metrics and dashboards will be implemented to quantify resolution times and demonstrate increased customer service. When a request requires on-site assistance, USTs from the consolidated shared services pool and assigned to multiple regional areas by geographic location, will be deployed with the objective of resolving the requests within two hours or less.

RCIT has selected ServiceNow as the new standard ITSM application. A single system of record will make it easier for a pooled group of experts to support all County departments in a consistent fashion. It will extend

visibility across the enterprise and allow staff to make better-informed decisions. A new ITSM system will enable RCIT to standardize the service processes across the County, thereby increasing speed of response to requests. First call resolution will be the measurement of success in remote desktop control to resolve issues, reducing the need to send a UST to the site. Manual processes will be automated to boost productivity, along with knowledge bases of all systems and applications to eliminate the risk of single points of failure. All technicians will have mobile devices to open and close requests in real time so that tracking and reporting are accurate. Problems can be quickly and easily escalated, and projects can be scheduled with higher numbers of staff being available for installation and support when technology refresh or system cut-overs take place.

5.9 Countywide Broadband and Digital Equity Programs

Riverside County's Executive Officer, Jay Orr, views countywide high-speed gigabit Broadband as the next economic driver necessary for a higher level of job growth and to assist with the expansion of health care services to all residents. The County is taking steps to find a carrier(s) to build out a fiber-to-the-premise (FTTP) gigabit network that will make Riverside County the first in the nation to build out a network of this size across 28 cities and 11 tribal communities. Much of Fiscal Year 16/17 will be spent working with cities and tribal communities to encourage their participation in what will become a Request for Proposal to find private sector providers that are willing to build the network capable of delivering gigabit-speed broadband at affordable rates, and low income services at reduced costs to bring digital equity to our County.

AT&T and Verizon are two large carriers in our region, yet AT&T only offers services in Riverside and Corona and has no intent to expand further into Riverside County. They are currently implementing an FTTP program called Gigamon in Los Angeles. Due to their merger with DirecTV, they are offering a \$10/Month, 10Mbps service to individuals/families that qualify. Verizon, on the other hand, sold off their residential fiber services to Frontier Communications in April of this year. There are challenges for Frontier to keep service levels stable and their expansion plans are not clear. What is clear, though, is that copper land lines are becoming a thing of the past, since phone services are migrating to the internet or over cellular networks. Cable TV packages have become quite expensive and consumers are now moving to internet-based streaming services which afford them the ability to pay less to watch the channels they want to watch, and see them when they want. The primary cable companies in the County have been Charter and Time Warner, but their recent merger has produced one large provider now. They have no plans to replace aging coaxial cable strung to homes throughout the County, and are attempting to deliver high-speed broadband over existing infrastructure. Rather than more competition, it would seem there is less. The plan for RIVCOconnect is to clear the way and find incentives that will bring in interested providers that can deliver high-speed broadband offerings and provide gigabit speeds at rates affordable for all. It will become a main driver for new business, an avenue to produce close-to-home professional and technical careers that will provide the desire and means for our college graduates to continue to live here after graduation, and create an environment whereby Riverside County will no longer be the bedroom community for the larger metropolitan areas, and deliver the world of information to young and old alike.

Internet speeds at 1 gigabit up and down (symmetrical) will be sought for around \$70 or less per month, with lower-cost tiered services available to those less capable of paying. There needs to be at least a \$10 per month service for some period to provide the digital equity to those households that today cannot afford internet

services at their home. Nearly all services, whether government, health care, financial, and employment are all done online and the need for higher speeds is a necessity for a region with affordable land and room for growth.

Digital Equity, also known as Digital Inclusion, is a program designed to bring broadband and technology into low income households that otherwise could not afford to learn this new way of life. RIVCOconnect is the overall program aiming to provide high-speed broadband (internet) services as a universal service to all residence in Riverside County, and Digital Equity is a program to provide refurbished PCs for low-income households willing to invest 8 hours of training in the basic uses of a computer, browsers, and email. RIVCOconnect is a 501C3 that will provide these services to those eligible for County programs (welfare, food stamps, unemployment, veterans, and seniors). RIVCOconnect will work to become an e-waste collector; ensuring electronic waste is properly disposed and eliminated. Residents on County programs will qualify for employment to sort e-waste, perform PC refurbishing and to learn skills that may qualify them for future full-time employment. Refurbished systems will be provided to programs that offer training and deliver these systems to needy families to provide the bridge to the Digital Divide.

5.10 Open Data

The Board of Supervisors has approved Socrata as the County's open data portal. A Chief Data Officer in RCIT oversees this initiative and is working with all County departments to place their data into Socrata, provided that it is legally admissible to migrate that particular data into an open portal. Once the Portal is opened this July, visualizations, dashboards and metrics will be created that will enable the County's residents to easily access information and determine the results and effectiveness of Riverside County's departments and officials.

Once this data is easily available for departments and the public to access and analyze, the intent is to leverage big data and analytics tools to be able to correlate information and make management decisions based on relational information and data sets that are not easily available today. The ability to show transparency and enable entrepreneurs to digest and develop applications and solutions based on this information is an important aspect to creating an open government.

5.11 Document Management

The County's departments have various document management systems (Documentum, Laserfiche and FileNet). RCIT, in concert with ongoing efforts with the Assessor, agreed to standardize with Documentum. This means that RCIT will continue to support all existing products, but any new system for a department will need to be Documentum. Below are the departments with the greatest need for document management to reduce paper storage costs and to speed the retrieval rate of archived records.

Human Resources - To date, employee records are still being housed as paper files stored in filing cabinets across the County. Scanning all personnel files into a trusted Electronic Document Management System (EDMS), such as Laserfiche, would ease and automate the onboarding process. This would also allow for a centralized, easily-searchable repository of employee records. The integration of PeopleSoft Human Resources Management System (HRMS) and Laserfiche Document Management System are currently being developed and evaluated.

TLMA - Several TLMA divisions have begun scanning and storing Plans, Maps, and Survey Records within the County's Laserfiche Enterprise document management system. Hundreds of thousands of paper and microfilm files in storage need to be processed into the system. The new Land Management System (LMS) is slated to include integration with Laserfiche for plan checks, permits, and other documents. These on-going efforts will greatly enhance the search and retrieval of both historic and new planning and development review-related records and eliminate the need for long-term storage of printed copies.

County Counsel – An automated case management system is in the process of being deployed to manage cumbersome case workloads. A significant archive of cases exists and the costs to store the records present an issue to the department. Scanning all archived records to create digital records will eliminate paper storage and reduce costs.

Public Health - Patient records consume huge amounts of floor space and can grow by as many as 2,000 sheets of paper per day. Public Health's California Children's Services initiated their Laserfiche document management system in November, 2014, by directing all incoming faxes into Laserfiche. Laserfiche workflow routes these and other patient records to appropriate staff for provision of services. Still, several scanners are used throughout each day to convert other paper records into the Public Health Laserfiche repository. Trusted electronic document management is a critical factor of the ability of Laserfiche to both safeguard confidential patient records and eliminate paper retention.

Purchasing – Much of the process for contracting and procurement is done manually, and approvals are delayed due to this inefficient process. Procurement reform is being considered; experts may be brought in to evaluate processes and consider contract automation. The first part of this process, which includes bringing Purchase Orders, Contracts and other related documents from PeopleSoft into Documentum, is in development. This will eliminate the need for paper storage and filing cabinets of those printed documents. Further evaluation will soon be underway to determine the best approach for an electronic repository for contracts and the workflow surrounding this business process.

Auditor-Controller - Working with RCIT, ACO staff has begun prioritizing the development of automated forms. These will include routing and approval processes for all County departments depending on the particular form. As with other departments moving onto the Laserfiche system, the task of scanning existing paper documents is huge and operating costs need to be evaluated.

PeopleSoft – During recent PeopleSoft software upgrades and the aging of the DAZEL report distribution and document storage system, it was determined that DAZEL will be eliminated, and Laserfiche will be upgraded to replace it. Certain PeopleSoft-generated reports, distributions and report storages are being created and supported in the Enterprise Laserfiche system, including business-critical payroll and human resources reports.

Trusted System – The Assessor has established a pilot called PRIME, to select the appropriate hardware environment that can be certified as a Trusted System. They are seeking certified auditors that departments can use for that service. Once the Assessor's Documentum system is adopted as a certified Trusted System, then RCIT will work to make a solution available for Laserfiche.

5.12 Office 365

RCIT manages a complex e-mail infrastructure that requires multiple servers, domain names, and user names which are geared towards serving a department rather than an enterprise system. Microsoft now provides a cloud based Office 365 (hosted service) for email, calendar, contacts, and Microsoft Office Suite (Word, Excel, and PowerPoint). This enables access by any employee anytime and anywhere, as long as there is internet access and a browser. Office 365 provides data backup with built-in disaster recovery, and includes sophisticated anti-spam and anti-virus products that today cost the County additional dollars. This single solution will eliminate the current complexity in dealing with multiple vendor products. E-discovery and legal holds can be more easily handled with enhanced and integrated solutions which aren't available today to RCIT staff.



RCIT's projects around Office 365 include:

Active Directory/Identity Management – A federated tree will allow employees to login to the network and have access to systems available across the County. Today, naming conventions are not consistent due to a variety of past domain naming practices. A countywide standard will provide simplification to identify management, and enable single sign-on to enterprise systems such as PeopleSoft, Laserfiche, and departmental-specific applications. Standardizing on a single enterprise Active Directory Forest (RIVCOCA) will simplify user administration across the County and provide consistent and reliable access to enterprise applications and services.

Over the next 6 months, RCIT will be working with departments to migrate from onsite email, calendar and contacts in Exchange to Office 365. Moving to Office 365 will eliminate dozens of expensive and difficult to maintain on premise email servers and increase the reliability of email delivery across the County.

SECTION 6 – MAJOR DEPARTMENTAL PROJECTS

RCIT provides critical assistance and support to many ongoing projects currently underway throughout the various County departments, which are listed below by category:

<p>Elected Official Offices <u>Assessor – Clerk - Recorder</u> <u>Auditor – Controller</u> <u>Board of Supervisors</u> <u>District Attorney</u> <u>Sheriff/Coroner</u> <u>Treasurer – Tax Collector</u></p> <p>Special Districts Flood Control Parks District Waste Resources</p> <p>Education, Recreation and Culture Cooperative Extension Parks – Special District</p> <p>General Administration Clerk of the Board County Counsel Economic Development Agency (EDA)/Facilities Management Executive Office Human Resources Information Technology Purchasing/Fleet Services Registrar of Voters</p> <p>Note: Departments underlined are outside RCIT's consolidation. RCIT provides data and voice services for all.</p>	<p>Health Care Animal Services Environmental Health <u>Riverside University Health System</u> (RUHS):</p> <ul style="list-style-type: none"> • <u>Behavior Health</u> • <u>Community Action Partnership</u> • <u>Public Health</u> • <u>Riverside County Regional Medical Center</u> <p>Social Services Child Support Services Office on Aging Public Social Services Veteran's Services Office</p> <p>Public Safety and Justice Emergency Management <u>Fire Department</u> Probation Public Defender</p> <p>Transportation/Land Use/Environment Agricultural Commissioner Transportation and Land Management Agency (TLMA)</p> <ul style="list-style-type: none"> • Planning • Building and Safety • Code Enforcement • Transportation
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To follow will be a brief description of the departments' mission and the initiatives RCIT will be participating in over the next 12 months. RCIT is currently tracking over 393 projects and all are documented in a centralized project management system, which is available on RCIT's Intranet site: <http://rcssportal.co.riverside.ca.us/sites/rcitcentral/Pages/Top%2025%20Project%20Reports.aspx>

6.1 Elected Officials

The Board of Supervisors is the governing body of the County, certain special districts and the Housing Authority. The Board enacts ordinances, policies and resolutions, adopts the annual budget, approves contracts, appropriates funds, determines land use zoning for the unincorporated area, and appoints certain County officers and members of various boards and commissions. In addition to the Board, there are several elected official offices that contribute to the governing of Riverside County.

Peter Aldana, Riverside County Assessor

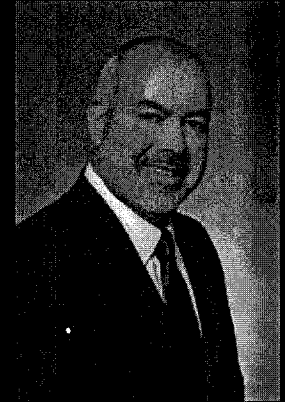
Peter Aldana was elected as the Assessor-County Clerk-Recorder for Riverside County in June of 2014. Mr. Aldana has been with the office for over 25 years in a variety of appraisal, supervisory, and management positions.

The ACR is home to over 375 staff members, located in offices throughout Riverside County. The Assessor is responsible for locating, identifying and appraising value of all taxable property in Riverside County. The Recorder is responsible for providing the public with constructive notices of private acts, and creating and maintaining custody of permanent records for all documents filed and recorded in Riverside County. The services provided by the County Clerk range from issuing marriage licenses and actually performing marriage ceremonies, to accepting filings of Fictitious Business Name Statements. The Records Management Archives Program (RMAP) unit provides professional records management services, and the Archives Program provides public access to the history of Riverside County.

RCIT's top projects with the Assessor-County Clerk-Recorder are:

- **Trusted Systems Policy** - In an effort to ensure records retention is managed properly and that proper storage requirements are adhered to in order to ensure elected records cannot be altered, the Assessor/Clerk Recorder initiated a project called PRIME which will determine the hardware platform need for Documents Management Systems to become Trusted. A third party vendor will be selected for countywide use to provide process and system review to certify systems.
- **New integrated property tax management system (IPTMS) – Hardware Replacement** - The Auditor Controller, Assessor and Treasurer Tax Collector are working to replace a 30+ year old property tax system onto a commercial off the shelf solution called CREST, which is used by several other counties. Due to the complicated structure of Proposition 13 and the efficient operation of ensuring the system is an integrated application between all 3 elected offices. The vendor is building this solution for all counties to utilize. There have been

RIVERSIDE COUNTY ASSESSOR



PETER
ALDANA

delays due to company acquisitions, however the current timeline is looking at go live the first half of 2017.

- **Orthophotos** - The Assessor has taken the lead to provide 6" resolution imagery that can be utilized by all departments for their GIS efforts.

Paul Angulo, Riverside County Auditor Controller

A native Californian, Mr. Angulo holds a Bachelor of Arts degree in political science from the University of California, Berkeley, and a Master's degree in management from the University of Redlands, California. Paul is also a graduate of Harvard University's Senior Executive Program in State and Local Government. He is certified in strategic management and holds certificates in strategic and performance management from UC Berkeley's Goldman School of Public Policy and Harvard University's Kennedy School of Government.

In addition, Mr. Angulo is a Certified Public Accountant (CPA) with 24 years business experience in the private sector before entering public service. He was first elected Riverside County Auditor-Controller in November, 2010. A United States Army veteran, Paul served with HHQ Engineer Command, Frankfurt, West Germany, and was honorably discharged from active duty in 1974.

RCIT added the Auditor Controller to the IT consolidation effort in FY 2015/16.

The projects with the Auditor-Controller are:

- **Consolidation** - RCIT is incorporating all User Technician device support and help desk from the consolidated shared services team. In addition, all servers and storage are being relocated to RC3. Their Active directory is being moved to RIVCOCA and will be migrated to Office 365.
- **PeopleSoft Disaster Recovery** - This project is about making it a priority to ensure that our County employees are paid on time, without fail, even during a disaster event. To achieve this goal, RCIT is working with the Auditor Controller's office to improve system performance and eliminate system slowness during the critical payroll processing period, and to create a hot failover disaster recovery site for the County's payroll system in the event of a disaster.
- **PeopleSoft Workflow and System Improvement** - PeopleSoft continues to be the system of choice, and system of record, for both Human Resources and the Auditor Controller. However, there are opportunities to roll back certain customizations through contract negotiations and changes to County processes. This project will also analyze the current interfaces into PeopleSoft and the opportunities to incorporate those systems into PeopleSoft, and completely sunset those systems and ultimately reduce overall County costs.
- **HRMS/Payroll** - Auditor is part of a team to look at replacing in house ERP HRMS/Payroll to an outsourced ADP system. Efforts to see if customization in

RIVERSIDE COUNTY AUDITOR CONTROLLER



PAUL
ANGULO

PeopleSoft can be accommodated by configurations within ADP. In addition, they are looking at the return of investment of moving to this solution.

- **PeopleSoft Payroll Timesheet Workflow Automation** - Timesheet workflow will eliminate the manual timesheet and route them electronically for approvals and submission.

Michael Hestrin, Riverside County District Attorney

Michael Hestrin was elected as Riverside County District Attorney in June, 2014, and was sworn into office on January 5, 2015.

Mr. Hestrin was born in the Coachella Valley and graduated in 1993 from the University of Arizona at Tucson, with a Bachelor's degree in history. After college, he spent a year living in Mexico with relatives, working as a reporter for a small newspaper based in Guadalajara. He returned to the United States to begin his legal studies at Stanford University. Mr. Hestrin graduated from Stanford in 1997, with both a Juris Doctorate in Law and a Master's degree in Latin American studies.

Upon finishing his education, Mr. Hestrin returned to Riverside County to begin his legal career. He started as a volunteer law clerk in 1997 with the Riverside County District Attorney's Office and was hired by then-District Attorney Grover Trask as a Deputy District Attorney the following year. Before being elected as District Attorney, Mr. Hestrin spent 18 years as a line prosecutor in the DA's Office.

The DA's Office represents the 2.3 million Riverside County residents with approximately 700 attorneys and support staff, spanning the vast 7,200 square miles that make up Riverside County, the 10th largest county by population in the United States, in six offices from Riverside to Blythe. District Attorney Hestrin's office files over 40,000 criminal cases each year, on average, and is one of the largest DA offices in the state.

RCIT's projects with the District Attorney are:

- **Insurance Fraud application** - The DA has requested an Insurance Fraud application be developed with RCIT.
- **Open Data** - The DA is interested in migrating case statistics into the Open Data system to provide metrics and dashboards to the public on caseloads.
- **Case Management System** - The DA has awarded an RFP for a new Case Management System. The system is based on Microsoft Dynamics and is being configured to support the unique needs of the DA's office.

RIVERSIDE COUNTY DISTRICT ATTORNEY



MICHAEL
HESTRIN

Stanley Sniff, Riverside County Sheriff - Coroner

Sheriff Sniff has served as the 13th Sheriff of Riverside County since October 2, 2007. Riverside County, created in 1893 from portions of San Bernardino and San Diego counties, is the fourth largest county in the state of California, and is protected by Sheriff Sniff's staff of over 4,000 dedicated men and women of law enforcement.

The law enforcement professionals of the Riverside County Sheriff's Department are dedicated to serving the citizens of the County's communities with integrity, professionalism, leadership and loyalty. Core services include:

- First Responders - 24/7 uniformed first responders to handle calls for service from the public
- Police Services for 17 of 28 cities and 1 tribal community
- Search and Rescue - 24/7 responsibilities countywide
- Emergency Response - 24/7 law enforcement emergency response for disasters and terrorist attacks countywide
- Mutual Aid Coordination for law enforcement resources countywide
- Enforce Criminal Law on tribal lands
- Jail System - Operate and maintain a countywide jail system to serve all agencies and our local courts
- Court Services - Court security and civil service countywide
- Coroner-Public Administrator responsibilities countywide
- Joint Task Force - Lead agency for federal, state, and local integration of joint task force efforts

RCIT's projects with the Sheriff-Coroner are:

- **GetVPN** - A solution for encryption of data required to support CalDOJ compliance. It is in the final phases of testing and implementation.
- **Document Management System** - Interested in imaging documents to reduce paper load and centralize incident information into common system for access.
- **Genetec Video Management** - RCIT is taking the lead to replace end of life Digital Video Recorders (DVR) with an enterprise video management solution that will storage video in a central location making it access to both the department it is installed and by specific Sheriff staff needing access.
- **PSEC User Expansion** - As the largest user of the PSEC system, it is critical to keep costs as low as possible and encourage other jurisdictions to share in the ongoing maintenance and support. PSEC has been successful in bringing the cities of Banning, Murrieta and Riverside onto the County's regional radio system with Corona coming on by December, 2016. Expansion leads to lower costs for all who join.

**RIVERSIDE
COUNTY
SHERIFF -
CORONER**



**STANLEY
SNIFF**

Don Kent, Riverside County Treasurer – Tax Collector

Don Kent joined the Treasurer-Tax Collector's office in May, 1997, as Assistant Investment Officer and was promoted to various positions throughout the years with increasing responsibilities that included Chief Deputy Treasurer-Tax Collector, Assistant Treasurer, and Assistant Treasurer-Tax Collector.

By a unanimous vote of the Board of Supervisors, Mr. Kent was appointed Treasurer-Tax Collector on October 28, 2008 to fill the remainder of the term of the prior office holder. He was later elected to a four-year term on June 8, 2010 and was re-elected on June 3, 2014. He serves as the 10th Treasurer-Tax Collector in the history of the County, which began with its incorporation in May, 1893.

Mr. Kent is partnering with the County Assessor-Clerk-Recorder and the County Auditor-Controller in a multi-year effort to develop a new integrated property tax management system highlighting business processes and proposed changes of over 5,600 requirements to replace its obsolete, forty three-year-old platform. One of the first of its kind in the state encompassing all three departments, IPTMS will ensure the integrity of the County's largest source of discretionary revenue providing for major enhancements in property tax administration, including modernizing procedures, improving efficiency and flexibility ranging from valuation, collection, cashiering, correspondence and e-billing.

Mr. Kent leads a department of approximately 105 professionals in three office locations, produces more than one million secured, unsecured and supplemental tax bills, while also collecting and depositing nearly \$3 billion in property taxes annually. Additionally, he oversees one of the largest Treasurers' Pooled Investment Funds (TPIFs), with the highest attainable ratings by Moody's Investors Service at AAA-bf (bond fund) and Fitch Ratings at AAA/V1, in the state of California, and over \$10 billion in Treasury annual receipts and disbursements each year.

RCIT's projects with the Treasurer-Tax Collector are:

- **New integrated property tax management system (IPTMS) – Hardware Replacement** - The Auditor Controller, Assessor and Treasurer Tax Collector are working to replace a 30+ year old property tax system onto a commercial off the shelf solution called CREST, which is used by several other counties. Due to the complicated structure of Proposition 13 and the efficient operation of ensuring the system is an integrated application between all 3 elected offices, planned to go live by spring, 2017.
- **Warrant Reduction** - The Treasurer/Tax Collector asked to look at elimination of expense warrants and replace on the paystub. Plus reducing the number of vendor warrant payments and looking into automated payments through ACH. RCIT is exploring these options with the Auditor/Controller.

RIVERSIDE COUNTY TREASURER – TAX COLLECTOR



DON KENT

6.2 County Special Districts

The departments that fall within the County Special Districts category include Flood Control, Parks District, and Waste Resources.

Flood Control District

The mission of the Riverside County Flood Control and Water Conservation District is to protect people, property and watersheds from damage or destruction from flood and storm waters and to conserve, reclaim and save such waters for beneficial use.

RCIT's projects with Flood Control are:

- **PeopleSoft Project Accounting System** - Both Flood and TLMA have the need to revisit the PeopleSoft Project Accounting system to capture project costing. Both departments are required to maintain their shadow systems until PeopleSoft can be configured to support their needs. This project is currently out to bid to look at solutions that will satisfy their unique project accounting required that were not made available to them when PeopleSoft went into production.
- **Geo-Referencing in GIS** - Flood is taking the lead on geo-referencing parcels to align property lines to actual parcels. The areas outside the Flood Control district are the responsibility of the Assessor and needs to be transferred to ensure completion of the project countywide.
- **Orthophotos** - Every 5 years Flood Control does a photographic inventory of the county by flight. The plane is flown at low level, taking wide aerial photographs of the County (ortho-photography). They are interested in sharing the digital solution. However, their district boundary ends at Palm Springs and a percentage of use would need to be identified for reimbursement. The Assessor has taken the lead to provide 6" resolution imagery that can be utilized for GIS.

Riverside County Parks

Riverside County Parks is the common name often used to refer to the Riverside County Regional Park and Open-Space District. Many programs are operated under the three Bureaus which include: Parks and Recreation Bureau, Resources Bureau, and the Business Operations Bureau. Executive Administration is handled by the General Manager/Parks Director and the Executive Assistant, and each of the Bureaus is led by the assigned Chiefs, who are also part of the Executive Management team. The District's focus involves providing high-quality recreational opportunities and preserving important features of the County's natural, cultural, and historical heritage.

The mission of the Parks District is to acquire, protect, develop, manage, and interpret for the inspiration, use, and enjoyment of all people, a well-balanced system of areas of outstanding scenic, recreational, and historic importance. The vision is to be the regional leader in improving lives through people, parks, places and programs.

RCIT's projects with the Riverside County Parks and Open Space District are:

- **Network** - RCIT has provided costs to increase the bandwidth for the facilities of Parks.
- **Web Site** - The new Cove and Zone web sites need to be upgraded with a Content Management System so Parks can manage the data on the site themselves.

Waste Resources

The Riverside County Department of Waste Resources is responsible for the efficient and effective landfilling of non-hazardous County waste. In this effort, the Department operates six landfills, has a contract agreement for waste disposal with an additional private landfill, and administers several transfer station leases. Every effort is made to recycle and reuse appropriate items with scrupulous attention always paid to public health and safety. In addition to landfill management, the Department provides a variety of community services, including Household Hazardous Waste Collection, Recycling/Composting Outreach, Illegal Dumping Clean Up, Community Clean-Ups, and Graffiti Abatement.

RCIT's projects with Waste Resources are:

- **Department name change and rebranding** - The Waste Management Department is going through a name change to Waste Resources and is rebranding their web site. They require an advanced content management solution which is being considered in RCIT for county-wide implementation. The need to make their sites mobile aware (responsive), is required.
- **Tonnage Tracking System** - Staff are evaluating various commercial off the shelf solution for tracking tonnage at the landfills. Currently an in house developed shadow system exists for import into the PeopleSoft System.
- **Going Green** - Waste Resources has worked with Purchasing to ensure all salvage of electronics is done through environmentally sound practices, such as using R2 certified recyclers. This prevents dangerous chemicals and products from being exported outside the United States and dumped where regulations are less stringent, and is instead being recycled and handled in a responsible manner.

6.3 General Administration

The departments that fall within the General Administration include the Clerk of the Board, County Counsel, Economic Development Agency/Facilities Management, Executive Office, Registrar of Voters, Human Resources, Information Technology, and Purchasing/Fleet Services.

Clerk of the Board

The Clerk of the Board performs numerous duties in fulfilling its charge to provide support to the Board of Supervisors and information to the public.

RCIT's projects with the Clerk of the Board are:

- **Board, Committee and Commissions Website** - The Clerk of the Board requires an upgrade of this website to make it easier to navigate and access information.
- **Assessment Appeals** - Requires a web site to automate assessment appeals which will require electronic signature approvals. Implementation of electronic signature would eliminate a significant amount of paper volume.
- **Board Room** - The video technology in the board room is going end of life and requires an upgrade. A capital improvement program was presented to upgrade cameras to HD, replace microphones, improve projection systems to higher resolutions, replace old monitors with new HDMI screens and add a new Elmo Document Camera.
- **Electronic Form 11 Agenda System** - Clerk of the Board is implementing Accela's IQM2 Agenda Management System. The go-live is planned for August 23, 2016.
- **Electronic Voting System** - Accela also has a new voting system, e-Board Room, to replace the existing customized system. Apple iPads will be deployed for the voting. Implementation is planned for end of summer 2016.
- **eComment** - The Board of Supervisors has requested an evaluation of an electronic commenting system on board items over the agendas posted online. This will be explored in 2016.

County Counsel

The Office of County Counsel is a full-service law office that handles civil matters for the County of Riverside. The office provides advisory and litigation support on issues of vital concern to the County and its residents, such as health care, public safety, child welfare, land development, environmental protection, public finance, taxation and elections. The office is staffed by experienced attorneys who have dedicated their careers to public service.

The office's primary clients are the Board of Supervisors and County agencies, departments, commissions and officers. Under certain circumstances, legal services may be provided to other public entities within the County, including special districts and school districts. The office does not provide legal services to private citizens.

RCIT's projects with County Counsel are:

- **Paperless Automation** - County Counsel has a need to become paperless to streamline operations and reduce storage costs. Documentum is the county's standard document management system and RCIT will be working on a solution to scan case files and look for integration opportunities with ProLaw. Data can be retained on this system for ten years and be backed up in the event of a disaster.

Economic Development Agency (EDA) and Facilities Management

The mission of the EDA is to:

- Enhance the economic position of the county

- Enhance the economic position of county residents
- Maintain the environment
- Improve our quality of life
- Encourage business growth
- Build a positive business climate
- Develop a trained workforce
- Improve existing communities
- Offer a variety of housing opportunities
- Provide cultural and entertainment activities

RCIT's projects with EDA and Facilities Management are:

- **Microsoft Dynamics** - Microsoft Dynamics is a critical platform that serves as EDA's Facilities Management System which eliminates paper billings and handles all custodial, facility maintenance and project management functions. EDA would like to expand their use of Dynamics and integrate it into PeopleSoft. This data also requires integration into SharePoint. RCIT will be looking at the costs of continued custom building versus a commercial off the shelf solution. One custom, off the shelf solution, that appears to be a good fit is ServiceNow.
- **Construction Management System** - EDA requires a cloud based construction management system to access facility project status from any location. They are looking to use E-Builder at the program level since the SharePoint strategy did not satisfy their needs. There is over \$1.5B in projects on the books and it is critical to have the necessary tools to ensure those projects are completed on time and within budget.

Human Resources

It is the mission of the Human Resources Department that through strategic partnerships with the departments, they will attract and retain a motivated and skilled workforce by championing a Great Place to Work so that employees are committed to delivering valuable and effective services to the people of Riverside County.

Their vision is that of an organization which always sets the example for other departments, offers the right training and right information to its employees and other departments, and has a team that has the right attitude and is able to act on issues and get them resolved.

RCIT's projects with Human Resources are:

- **PeopleSoft Talent Management System (TAM)** - TAM is a critical service to provide timely recruitment onboarding of openings in County departments. The module was purchased by the county, but due to lack of resources has never been fully implemented. RCIT is working with Human Resources to expand this module and if possible, upgrade to version 9.2 we offers much more capability. As it gets closer to full implementation, RCIT will investigate the automation of onboarding.

- **Paycheck Error Reduction** - Errors exist on paychecks due to lack of an accurate time entry system, such as Kronos, by the hospital. This results in up to 150 inaccurate paychecks per pay period. Staff are currently implementing Kronos at RUHS/RCRMC.
- **Expanded Employee and Manager Self-Services** - The PeopleSoft team will work with Human Resources to explore additional employee self-service and manager self-service activities to reduce paper and streamline operations. This will include features for open enrollment for W-4s, life insurance, emergency contact and 457/401 changes as required.
- **Learning Management System (LMS) replacement or upgrade** – With the vision of bringing the County’s entire training needs and compliance requirements together in one application, Human Resources is replacing the LMS system with a more modern solution.
- **PeopleSoft Upgrade** - Human Resources would benefit significantly from the upgrade from PeopleSoft 9.1 to 9.2. County is evaluating the costs of migrating to ADP. If that effort is not approved, RCIT will look to build a team internally to upgrade in house.
- **Employee Mobile App** - Human Resources is working with RCIT to deploy a mobile app for Intranet based solutions for Riverside County employees.

Purchasing and Fleet Services

The Purchasing Services Division oversees county purchasing and procurement practices for all County departments and agencies. County Purchasing activities include developing contracts, requests for proposal/quotations (RFP/RFQs), purchase order (PO) issuance, vendor registration, contract compliance and audit functions, and other special projects. The County issues over 80,000 POs annually valued in excess of \$800 million.

The Fleet Services Division provides a comprehensive fleet management program for all vehicles and light trucks in the County’s central fleet. This includes vehicle selection and acquisition, maintenance, accident repair, fuel sales, car wash and vehicle disposal. The division leases vehicles for long-term use to County departments and agencies as well as maintains a central pool for short-term rental. The division operates 13 sites strategically located throughout the County for gasoline and diesel fuel; seven of these locations have full-time staff to provide maintenance to vehicles. The division owns and maintains approximately 4,250 vehicles, including a growing percentage of fuel efficient hybrids or alternative fuel vehicles.

RCIT’s projects with Purchasing and Fleet Services are:

- **Digital Equity** - Purchasing is working with RCIT in the collection of electronic waste, and where possible, repurposing for deployment to county departments.
- **eProcurement** - Huron was contracted to assist in the development of a technology roadmap for a countywide contract management and eProcurement system. If funding is approved, RCIT will assist in the implementation and integration to PeopleSoft.

Registrar of Voters

The mission of the Registrar of Voters (ROV) is to ensure the electoral process always be conducted professionally, consistently demonstrating neutrality with non-partisan decision making. ROV staff performs their job based upon a thorough knowledge of, and compliance with, all election laws, by administering them timely, responsively and with integrity on behalf of their County constituents.

RCIT's projects with the Registrar of Voters are:

- **Sequoia Voting Machines** - Due to decertification, the Registrar of Voters needs to sell the used Sequoia Voting systems. Clark County and other Nevada locations are interested.
- **New Voting System** - The Secretary of State is certifying new voting systems in California. Once two systems are certified, an RFP will be developed to acquire them. RCIT will be working with ROV in the RFP development and vendor selection process.
- **Bandwidth** - RCIT is working to increase bandwidth to the main site to support the upcoming 2016 election.

6.4 Health Care

The departments and agencies that provide the county's health care are Animal Services, Environmental Health and Riverside University Health System (RUHS). Included under the RUHS umbrella are: Behavioral Health, Community Action Partnership, Public Health, and Riverside County Regional Medical Center (RCRMC).

Animal Services

The Animal Services Department's mission is to work proactively to improve Riverside County for both people and animals. They envision a County where the need for euthanasia is no longer required, and a County educated and prepared to assure a safe, healthy, and caring environment for its people and animals, even in times of utmost peril.

RCIT's projects with Animal Services are:

- **Tablets** - Rolling out 60 mobile devices to gain remote access to their Chameleon Animal Shelter system. These are used for citation issuance and dispatching for problem resolution. Need additional expansion of Wi-Fi to all Animal Shelter locations.
- **Automated Vehicle Location** - Animal Services requires automated vehicle location and GPS on all vehicles so dispatch can keep track of them for emergency purposes. RCIT will be working with purchasing on a standard AVL/GPS solution to deploy on their fleet.
- **Wireless** - Wireless has been deployed at the main site, but finishing work needs to be completed at the two other locations

- **Video Conferencing** - Animal Services desires a low cost many-to-many video conference solution at each shelter. San Jacinto, Blythe and Riverside are the key locations.
- **Office 365** - Migrate from Exchange to Office 365.
- **Web Site Upgrade** - Revise web site with new content management system and look at bringing back in house.

Environmental Health

The mission of the Department of Environmental Health is to enhance the quality of life in Riverside County through implementation of programs that protect public health and safety as well as the environment. These goals are accomplished by overseeing and enforcing numerous programs, ranging from food facility inspections to hazardous waste mitigation. The department staffs a total of eight offices that are spread throughout the County in order to provide the most efficient implementation and resource response possible. Additionally, all of their inspectors are licensed and/or certified in the field they practice, and participate in continuing education to maintain licensure.

RCIT's projects with Environmental Health are:

- **Envision Connect Remote** - Envision Connect Remote allows the field inspectors to perform their inspections in the field on tablet devices. Presently we have rolled out 14 devices and anticipate by fiscal year end to have 60 devices in the field.
- **Open Data** - Looking to provide inspection data and integrate into YELP making inspection reports accessible by all.
- **Migrate of CHA Network** - RCIT will work to migrate all Environmental Health off the old CHA network and place in the RIVCOCA domain.
- **Network Connections** - As new applications are brought on line, it will be necessary to monitor WAN network bandwidth utilization at Indio, Hemet, Corona, and Murrieta and increase bandwidth as required.
- **Envision ACH** - Would like to have ACH capabilities for payment in Envision.

RUHS - Behavioral Health

The Department of Behavioral Health provides treatment and support services for transitioning youth, adults and seniors who suffer from mental illness, as well as children who are diagnosed as emotionally disturbed. Services include outpatient treatment, medication, peer recovery services, education, housing, residential care, as well as sub-acute and acute care. Peer-to-peer support services are a component of the program and are provided at clinics and by contract providers. Services to individuals who are homeless and mentally ill are also provided across the County.

The substance abuse program provides accessible, high-quality treatment for people of all ages through a wide-range of countywide clinics and contract providers. Prevention services are provided through the Friday Night Live Program, collaborative grants with school districts to set up student assistance programs, and contracts to reach out to numerous organizations and assist each community to make environmental prevention changes as needed. The County's Drinking Driver and PC 1000 Programs are also under the administration of the Substance Abuse Program.

RCIT's projects with Behavioral Health are:

- **Open Data** - Looking to measure performance and outcomes of the department's electronic health records system to improve the quality of care.
- **Cyber Security** - Requesting additional security for DNS sinkholes to augment antivirus and proxy servers.
- **Network Connections** – As new applications are brought on line, it will be necessary to monitor WAN network bandwidth utilization and increase bandwidth as required.

RUHS - Community Action Partnership

The Community Action Partnership (CAP) of Riverside County strives to eliminate poverty by facilitating opportunities towards self-sufficiency through education, wealth building, advocacy, and community organization. CAP's Vision is to end poverty in Riverside County.

RCIT's projects with CAP are:

- **Web Page Design** - They recently acquired a new design for their web site and have a desire to place videos on their web page or create a YouTube channel to store this important information for low income families.
- **Public Computer Labs** - CAP would like to have computer labs for use by the public for access to video and the web in order to fill out applications. RIVCOconnect Digital Inclusion will continue to repurpose equity to meet the needs of the department.

RUHS - Public Health

The Public Health Department offers a wide-range of services and programs, each operated by dedicated professionals whose top priority is to promote and protect the health of residents who live and work here. Their goals are simple: to assess and address emerging public health needs, recruit and develop a qualified workforce, deliver public health and medical services efficiently, plan, prepare and respond to public emergencies, and plan and sustain livable communities.

RCIT's projects with Public Health are:

- **Communications Redundancy** - As Public Health rolls out CNP VoIP, the state communication interconnections are critical to their operations. RCIT will look at redundant communications to eliminate any single point of failure which is critical when sharing disease and immunization information.
- **Laserfiche** - There is a need to automate many of the paper based systems. Document Management for the Child Services program is also needed.

RUHS - Riverside County Regional Medical Center (RCRMC)

A teaching hospital accredited by the Joint Commission, RUHS offers training programs for nursing students, medical residents, and allied health professionals attending Riverside Community College, Loma Linda University, Western College of Health Services, and other facilities.

RUHS has the capacity to manage 200,000 patient visits annually in specialty outpatient clinics while the Emergency Room/Trauma Unit has the capacity to manage an additional 100,000 Employees and Staff are numbered at approximately 2,100.

RCIT's projects with RCRMC are:

- **EPIC Electronic Medical Records** - A contract with Loma Linda to implement a new EPCI Medical Records System is in process and plans to be live by the end of 2016.
- **Peoplesoft Procurement** - Oracle Insight is a project to analyze modifications that would create efficiencies in the supply chain management portion of RUHS. Several modifications have already been made to create efficiencies and enable specific units of measure.
- **Fiber Ring** - A redundant and high availability fiber ring (DWDM) is being installed between the hospital and critical facilities which the hospital depends upon to ensure the highest availability of systems including access to the new EPIC Electronic Medical Records system.
- **Kronos Time and Labor Capture** - An estimated 150 paychecks are issued in error each pay period due to the lack of an automated time and labor system. Kronos is being implemented to make it easier for hourly employees to report and depart from the work place with accurate time capture.
- **Wireless** - End of life access points are being replaced with the latest products to provide better coverage and higher security.
- **Wiring Closets** - 18 closets are exceeding recommended environmental parameters, which can damage equipment. The CNP project will replace switches in those closets with newer technology that generates less heat than the older equipment.

6.5 Social Services

The Social Services-related departments include the Office on Aging, Public Social Services, Veteran's Services and the Department of Child Support Services.

Child Support Services

The Riverside County Department of Child Support Services (DCSS) works with parents and guardians to ensure children and families receive court-ordered financial and medical support. Services provided include locating and establishing paternity; establishing, modifying and enforcing court orders for child support and health coverage.

RCIT's projects with DCSS are:

- **IT Service Management System** - All DCSS desktops are funded, delivered and installed by the State of California. The next technology refresh is planned for 2017. While the County manages the software on these devices, it is important to distinguish differences in ownership. The new IT Service Management System (ITSM) should be better designed to help clarify these distinctions.
- **SharePoint** - Child Support Services is planning to utilize SharePoint. They intend to leverage an existing website template provided by the State of California to offer a similar look and feel for website visitors that also frequent the site website.
- **Interview Check In System** - DCSS is working with RCIT on the development of a new check in system for on-site interviews with clients.
- **Network** – Deploy wireless in all facilities and upgrade end of life switches.

Office on Aging

The Office on Aging is located in the City of Riverside , with satellite offices in Coachella Valley and Hemet.

Riverside County's Office on Aging, under the Federal Older Americans Act and Older Californians Act, is charged with providing leadership in developing a system of care services for older persons and adults with disabilities within the County. Under the governance of the Riverside County Board of Supervisors and a 17 member citizen Advisory Council, the Office on Aging provides customer-centered services based on the vision, purpose, core values, and promise statement defined in their County Strategic Plan 2012-2016: Focusing on a Healthy Tomorrow.

The Riverside County Office on Aging administers an \$11 million budget, comprised of public and private funds from Federal, State, County and local sources, including voluntary contributions.

RCIT's projects with the Office on Aging are:

- **Argos System** - Look at replacing this legacy system and go with a commercial off the shelf solution.
- **Senior Employment Program** - Look at upgrading the Access system to SQL-Sever and modernize access and reporting.
- **On-Line training for caregivers** - Develop on-line video catalogs for caregivers.

- **Digital Inclusion** - Develop a program where senior centers, community centers and other locations can be outfitted with training labs or internet cafes to serve seniors, giving them access to online services and the ability communicate with family members online.
- **Network speeds** - Need fiber or higher bandwidth services to the main office.

Department of Public Social Services

The Department of Public of Public Social Service (DPSS) employs approximately 4,500 staff (regular and temporary) in 123 classifications. They handle work associated with approximately:

- 26,500 cases in the In-Home Supportive Services program and receive approximately 1,250 referrals per month to our Adult Protective Services Program.
- 6,300 cases in the Child Protective Services Programs and receive an average of 2,477 referrals per month.
- 449,146 cases in the Medi-Cal (308,420), CalFresh (110,025), General Relief (155), and CalWORKs Temporary Assistance (30,546) Programs

RCIT's projects with Public Social Services are:

- **Shared File Centralization** - Migration of shared files for Children, Adults and Administration divisions to a central file share in SharePoint.
- **GIS Facility Planning** - GIS application to provide an accurate assessment of the square footage used by each of the different programs in DPSS.
- **Quality Assurance Application Replacement** – New software implementation of Rushmore Quality Assurance providing an audit system required for error trend identification and reporting.
- **Administrative Compliance Tracking Database** - Solution to replace the current MS Access database to store, track and report on employee administrative compliances.
- **Records Management System Replacement** - Replace Case Tracking System (CTS) which tracks the physical location of active and closed cases and volumes for all client oriented divisions. Security resides within the application.
- **Revenue Tracking System Replacement** - Replaces DPSS' FOCUS application with delivered functionality using PeopleSoft Financials version 9.1.
- **LEAPS Application Data Warehouse** - Create a data warehouse for the new APS (Adult Protected Services) case management system called LEAPS.
- **CMIPS (IHSS application) Data Warehouse** - Web-based IHSS provider application to do intake of provider applications, allow viewing of state-mandated videos, schedule appointments, and prepare reports.

- **CWS/CMS Migration** - Child Welfare/Case Management System Migration from a State dedicated network to a Co-Existent County network.
- **Foster Care Overpayment Prevention Application Phase 2** - Enhancements to the original application to expand application access to additional foster care providers and other features.
- **Parent Locator Application** - Mobile solution for tracking foster care placements.
- **C-IV Windows 10 Migration** - Testing of DPSS applications compatibility with Windows 10.
- **VoIP Reporting** - Monthly Metrics/Dashboard from the Client Services Organization separated out by Service Desk, Field, and Software Manager.

Veterans' Services

The Veterans' Services Office assists County veterans with compensation for service-related disabilities, pension for veterans with non-service connected disabilities, education benefits and vocational rehabilitation (application and information), medical treatment at VA Medical Centers (application and information), home loan benefits (application for certificate of eligibility and program information), Government Life Insurance, burial benefits, pension for non-service related deaths, proceeds of government life insurance, Military Survivor Benefit Plan (SBP), medical benefits, and Educational benefits (including the California College Waiver Program).

The Veteran's Services Office stands unwaveringly in support for those brave men and women who risked life and limb in support of Liberty and service to their Country.

RCIT's projects with Veterans' Services are:

- **Web Site Upgrade** - A revision to the web site is required to make it more Vet friendly in an effort to provide the types of service they require.
- **VetPro** - VetPro is their document management system and will need a trusted systems procedure to be able to destroy original paper records.
- **Desktop Publishing** - Have a need to automate newsletter updates.

6.6 Public Safety and Justice

The departments that fall within the Public Safety and Justice category include the Emergency Management Department, Fire Department, Probation and Public Defender.

Emergency Management

The Emergency Management Department is the newest department in the county. Technology resources and a Technology Service Agreement are not in place. With the new Shared Services for a countywide help desk and

field user technicians, we will attempt to include support for this new department without any increase in staffing.

RCIT's projects with the Emergency Management Department are:

- **PSEC Access** - EMD will have the need for PSEC radios in the event of an emergency. The PSEC Governance Committee will need to consider rates for radios which are idle and only used in the event of an emergency. Otherwise the costs are prohibitive for departments to have on standby.
- **Interim Facility** - EMD will be deploying 70 laptops for staff and will have the need for wireless at their interim facility until an Emergency Operations Center (EOC) can be constructed. They have the need for a SharePoint site to manage their documents and information, while integrating them into WebEOC.
- **SingleWire** – An electronic communications system to turn the Cisco VoIP phone system into an emergency paging system for emergency notifications (such as an active shooter) and will include email, text and mobile phone calls to direct attention and action.

Fire Department

The Riverside County Fire Department is a public safety agency dedicated to protecting life, property and the environment through professionalism, integrity and efficiency. They have the vision and commitment to provide exemplary service and will be a leader in fire protection and emergency services through continuous improvement, innovation and the most efficient and responsible use of resources.

RCIT's projects with the Fire Department are:

- **PSEC** – The Fire Department is considering a tri-band radio solution with PSEC to avoid the need to carry multiple radios.

Probation

The Riverside County Probation Department is a progressive criminal justice agency that believes in continuous improvement, searching for and applying best practices, using measurable outcomes to evaluate programs, and making every effort to fulfill their mission and make Riverside County a safe and law-abiding community for its citizens. They constantly strive to uphold the public trust and provide the best quality service to their constituents.

RCIT's projects with Probation are:

- **User Tech and Systems Administrator Consolidation** - They require their User Technicians and Systems Administrators to have Level I clearance for working in Probation. These User Technicians cannot be shared with other departments that have the possibility of working on similar case files that also might involve DCSS or DPSS.

Public Defender

It is the mission of this office to provide the most competent and professional legal representation possible to those individuals who are charged with a crime or involved in certain civil matters.

RCIT's projects with the Public Defender are:

- **Banning Court Wi-Fi** – CNP project will install Wi-Fi which is part of the countywide CORNET.
- **Move Storage Arrays** – As part of the VMware data center consolidation project, all servers and storage will be relocated to RC3.
- **Converged Device Deployment** – Implemented new converged device to replace PCs, Laptops and tablets with a single device to reduce future rates and capital refreshes.
- **Change Case Management Interface** – Modify system to make it more user friendly.

6.7 Transportation/Land Use/Agriculture

The Transportation, Land Use, and Environment Departments and Agencies include the Agricultural Commissioner and Transportation and Land Management Agency, which itself is comprised of Planning, Building and Safety, Code Enforcement and Transportation.

Agricultural Commissioner

The Mission of the Riverside County Agricultural Commissioner's Office states they are entrusted with promoting and protecting the agricultural industry of the County and its environment, ensuring the health and safety of the County's citizens, and fostering confidence and equity in the marketplace through education and the fair and uniform enforcement of laws, regulations, and ordinances enacted by the people of the State of California and the County of Riverside.

RCIT's projects with the Agricultural Commissioner are:

- **Annual Financial Statement** - Each year the Agricultural Commissioner produces an Annual Financial Statement. In previous years the report was produced using the PeopleSoft FMS Data Warehouse. However, during a past application upgrade, the report was not retrofitted to meet current system functionality. The required report is currently being recreated within the PeopleSoft HCM system, which required some development time.
- **ArcGIS** - ArcGIS is critical to their operations; however, the cost of the EA had made deployment restrictive. The new desktop rate will make it possible to deploy an additional 14 licenses.
- **Multi-Functional Printers and PC Refresh Plan** - They have a need for standard multifunction printers (MFP's). Their equipment is at end of life and the department staff does not have the time to negotiate a new contract. Replacing 63 PCs since they are end of life.
- **AD and IDM Update** - They are having problems accessing the COR Learning system due to the Active Directory (AD) or identify management system (IDM). RCIT is configuring their AD and IDM systems to ensure easier access to the system. This may require a new image on each PC so their Java Updates and Adobe Reader are the most current software release.

- **Weights and Measure System** - Move server to RC3 to ensure reliability and backup.

Transportation and Land Management

The County of Riverside Transportation and Land Management Agency (TLMA) is the umbrella organization for six county departments including: Planning, Building and Safety, Code Enforcement, Transportation, Environmental Programs and Administrative Services. In total, TLMA employs more than 600 dedicated public servants who strive to meet the needs of the residents of Riverside County.

RCIT's projects with Transportation and Land Management are:

- **Public Land Use System (PLUS)** - TLMA's number one priority is the Public Land Use System (PLUS), which is being implemented by Tyler. It will require integration into PeopleSoft and is a critical enterprise system to be used countywide for permitting and inspection. This will include mobile devices for inspectors to provide real time updates from the field.
- **PeopleSoft Project Accounting System** - Flood and TLMA have needs to revisit the PeopleSoft Project Accounting system to capture project costing in the PeopleSoft system. Both departments are required to maintain their shadow systems until PeopleSoft can be configured to support their needs.

Planning

It is the goal of the Planning Department to provide timely, responsive and helpful service to all members of the public, and promote innovative development that effectively accommodates a balance of housing, employment and service opportunities.

RCIT's projects with the Planning Department are:

- **GIS** – The department is dependent on the GIS products and services in RCIT for both maps and products, which require quick turnaround for elected officials and commission meetings.
- **Upgraded PC Standards** - Planning requires new standards for their PCs since they need access to GIS and other high end applications. New workstations are needed to provide the performance they require. The IT Policy Committee will look at new standards that include workstations which can be an option for future technology refreshes.

Building and Safety

The Riverside County Department of Building and Safety is dedicated to providing the citizens of Riverside County with courteous, efficient and cost effective services with the goal of improving the quality of life and orderly economic development by the provisioning and management of grading, building inspection and code enforcement within the integrated Transportation and Land Management Agency activities.

RCIT's projects with Building and Safety are:

- **Tablet-accessible Plan Check System** - Bluebeam was implemented as the new Electronic Plan Check System, but there is now a need for a tablet-based solution for field access. Currently being explored is the use of iPads with Citrix access. There also exists a need to upload inspections from the field and allow for real-time updates.
- **Customer Tracking and Online Appointment** - An onsite kiosk that allows customers to self-check-in for permitting and/or plan activities. It features a dashboard mechanism for internal staff to manually check-in customers, as well as route and manage each individual visit via a desktop application. Also included is an online appointment scheduler hosted by the vendor which will allow customers to schedule or cancel onsite appointments for TLMA permitting and/or plan related activities.

Code Enforcement

The Code Enforcement Department is responsible for enforcing State of California Laws and over fifteen Ordinances in the unincorporated areas of Riverside County. Common code issues include: dangerous or substandard buildings, open excavations, unpermitted businesses, zoning violations, construction or grading without permits, inoperative or abandoned vehicles, and excessive outside storage. The Department is comprised of two divisions: Neighborhood Enforcement and Community Improvement. The two divisions partner to effectively meet the ever-changing needs of Riverside County communities by educating the public, encouraging voluntary compliance, assisting low/moderate income areas with grants, conducting community cleanups and public service projects, and pursuing legal remedies when necessary.

There are no ongoing projects for Code Enforcement.

Transportation

The Riverside County Transportation Commission (RCTC) is a sub-department of the Transportation and Land Management Department. They are responsible for survey records, coordinating transportation projects and maintaining records on current, completed and upcoming RCTC construction projects, and receiving and completing road repair requests.

The RCIT projects for the Transportation Department are:

- **Transportation Improvement Program (TIP)** - Transportation is seeking a new automated solution to replace the TIP database. The new solution would incorporate a vast array of street improvement projects by funding source and by supervisorial district. The project could be prioritized based on need for repair and available funding.
- **CRM** - A pothole reporting and repair system for County roads maintained by the Transportation Department.