



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

County Manager's Office

DATE: September 15, 2004

BOARD MEETING DATE: September 28, 2004

TO: Honorable Board of Supervisors
FROM: John ~ Maitbie, County Manager
SUBJECT: Status Report – 1999 and 2003-04 Grand Jury Responses

Recommendation

Accept this report on the status of responses to the 1999 and 2003-04 Grand Jury recommendations.

Discussion

It is the County's policy to provide quarterly updates to the Board and the Grand Jury on the progress of past Grand Jury recommendations requiring ongoing or further action. To that end, attached are updates to prior responses for the Hall of Justice Seismic Retrofit Project (1999) and Information Services Management (2003-04). You will continue to receive quarterly updates on the progress of implementing recommendations requiring ongoing or further action.

Vision Alignment

This response to the Grand Jury's findings and recommendations keeps the commitment of responsive, effective and collaborative government through goal number 20: Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.

Hall of Justice Seismic Retrofit

Recommendation:

33. The San Mateo County 1999 Grand Jury recommends that the County Board of Supervisors direct the Director of Public Works to prepare a comprehensive time-phased plan for completion of the seismic retrofit and lead/asbestos abatement of the County Hall of Justice. Urgency should be placed on the development and implementation of the plan, including a detailed time-phased series of actions and the designation of personnel responsible for each action and associated deadlines. The plan should include details on office and employee relocation. The County Board of Supervisors should give high priority to implementation and funding of this program.

Response: Concur. The Director of Public Works will work with the Court on developing a tentative phasing plan that allows for the work to go forward on the 7th and 8th floors. A similar approach will be undertaken with the Probation Department for the 5th Floor. However, a key aspect of this plan will be to identify additional funding sources. An additional \$2.2 million will be required to complete the project. To date, the County has spent approximately \$1.6 million in the design of the seismic retrofit plan, the remediation work that was done immediately after the Loma Prieta Earthquake, and for the work completed or under construction on the 4th and 6th floors. Public Works estimates that it will take approximately two years to complete the work once funding is identified and agreement with the Court and Probation is obtained.

Abatement work is generally done in conjunction with other work on the structure, as encapsulated lead and asbestos in the building will remain in place and does not present a threat to either the citizens visiting the Hall of Justice or employees.

Status of the County's response to this Grand Jury recommendation will be reported in the next quarterly report to the Board.

Status: The final phase of the project is the installation of seismic dampers and retrofitted pre-cast exterior concrete panels on the roof and parapets. On June 8, 2004, the Board of Supervisor, under Resolution No. 66710, adopted plans and specifications, determining prevailing wage scales, and calling for sealed bid proposals for this work. On July 6, 2004, bids were accepted and the base bid of Gonsalves and Stronck Construction Company, Inc. was the lowest base bid received. On August 31, 2004, the Board of Supervisor, under Resolution No. 66898, awarded the contract to Gonsalves and Stronck in the amount of \$2,599,251.

The installation of seismic dampers will not begin for approximately five to seven months, as the dampers have to be designed, tested and fabricated. After the delivery of the dampers and panels, the installation will take approximately five months. Work will be performed after hours in order to minimize disruption of business operations conducted in the Hall of Justice. The offices and courts in the building will remain occupied while the work is accomplished.

Information Systems Management

Recommendation:

With regard to the mainframe, the Board of Supervisors should direct:

- 3.1 **The County Manager, Information Systems Department, and all County Departments as part of the Information Services Steering Board to immediately develop a plan to eliminate the mainframe within one year, and engage vendors to develop replacement applications run in a server environment.**

Response: Disagree. Currently there are three major applications running on the County mainframe: The Criminal Justice Information System (CJTS), Case Data System (CDS) and the County payroll system (PIPS). These 3 critical applications require the high-availability and computing power of a mainframe computer. The operational impact of migrating these three applications off of the mainframe in one year would be enormous. And, the cost of such rapid migration would be an order of magnitude larger than a more orderly migration of these mainframe applications. ISD will continue to work with all County departments using the mainframe to develop a plan to coordinate the useable life of their mainframe applications with a reduction of dependency on the mainframe.

Status: With input provided by multiple cross-departmental committees, ISD is on schedule to publish a plan for the elimination of the mainframe, to include application migration strategies, by 3rd quarter, FY 04-05.

- 3.2 **The Information Services Department to no longer provide development services once the mainframe has been eliminated, but work with the Departments to find the best vendors for the development required.**

Response: Disagree. ISD has the knowledge and technical skills to maintain and develop the programs and systems necessary to run on most computing platforms. ISD will work with departments to evaluate and develop an action plan for the migration of all applications and services currently running on the mainframe. Until a comprehensive migration plan for the mainframe's end of life is established, ISD will continue to provide mainframe support.

ISD is currently working in partnership with HSA to determine a migration plan for their Case Data System. ISD is partnering with the CJIS Executive Committee to plan mainframe migration. Additionally, ISD is assisting County payroll departments in evaluating various options to include migration to a mid-range system or contracting with other counties that provide similar mainframe computing environments.

Status: ISD continues to work with County departments running mainframe applications to coordinate service life between application and the mainframe. As an example, under the leadership of the CJTS Executive Committee, ISD is developing interoperable alternatives to the mainframe-dependent CIIS application.

With regard to the mainframe, the Board of Supervisors should direct:

- 3.3 **The Information Systems Department to immediately develop and drive a migration plan for this application to a distributed serving environment.**

Response: Please refer to the response for recommendation 3.1.

Status: Please refer to the response to recommendation 3.1

- 3.4 **The Information Systems Department to immediately form and lead a Business Solution Team comprised of representatives of the Sheriff, the DA, and the Probation Department to evaluate needs and costs to acquire a distributed system replacement for the Criminal Justice Information System, with particular attention paid to procedural costs and improvements (workflow analysis).**

Response: Concur. ISD will continue working with the CJIS Executive Committee to develop a plan to coordinate the useable life of their mainframe applications with a reduction of dependency on the mainframe.

The CJIS Executive Committee is a “business solution team” representing the various functions of criminal justice and is comprised of department heads of the Sheriff’s, District Attorney’s, Courts and Probation department. The CJIS Executive meets on a monthly basis. The CJIS Solutions Committee, in an operational support role to the CJIS Executive Committee, is an ongoing working group focused on ensuring the business needs of all CJIS departments are met.

Status: The CJIS Executive Committee is currently investigating the feasibility of a plan for migration from the mainframe using middleware technologies. The use of middleware technology will ensure continued application integration between criminal justice departments.

With regard to the Criminal Justice Information System, the Sheriff must:

- 3.5 **Immediately evaluate systems operating on a file server platform as an alternative to the Criminal Justice Information System for jail management. Consideration should be given to the possibility of enhancing the existing Records Management System with a jail management module.**

Response: Concur. The CJIS Executive Committee is actively engaged in addressing this issue and will consider all possibilities for enhancing the existing Records Management and Jail Management segments of CJIS.

Status: Please refer to the response to recommendation 3.1

- 3.6 **Reassess the interface between the Automated Warrant System and the Criminal Justice Information System based on the new state system being implemented for the Courts, and consider development of a new interface with Automated Warrant System on a file server platform.**

Response: Concur. The CJIS Executive Committee will continue to provide direction for the CJIS and associated systems to include the potential replacement of AWS.

Status: Please refer to the response to recommendation 3.1

With regard to the Welfare Case Data System, the Board of Supervisors should direct:

- 3.7 **The Human Services Agency to temporarily outsource its case management to a functioning California Welfare Information Network user county, if the California Welfare Information Network is not fully implemented by the time the mainframe is eliminated.**

Response: Concur. ISD would not migrate HSA's case system files prior to the implementation of California Welfare Information Network (Ca1WIN). HSA and ISD are working on a detailed migration plan that includes an overlap of Ca1WIN and the mainframe Case Data System to ensure data integrity prior to eliminating the mainframe. Due to variances between counties, not all welfare system configurations are the same and these differences would require major customization to accommodate HSA data sets. ISD and HSA will continue to work together to formulate a migration path to Ca1WIN.

The current San Mateo County Ca1WJN implementation is scheduled for a late 2005 (calendar year) deployment. The California Consortium of Counties participating in Ca1WIN dictates this schedule. The current mainframe-based system will continue to operate in parallel and be supported by ISD until HSA determines their Ca1WJN implementation is fully operational.

Status: ISD continues to work with the Human Services Agency to coordinate the migration of the mainframe-based Case Data System (CDS) to the distributed CalWin system. Further, in the event the County is ready to eliminate the mainframe prior to migration to CalWin, CDS data would be migrated to an alternative platform.

With regard to the Payroll System, the Board of Supervisors should direct:

- 3.8 **The Employee and Public Services Department to immediately form and lead a Community of Interest to create a Business Solutions Team responsible for development and implementation of a plan to migrate the payroll system off the mainframe into a server-based environment within one year.**

Response: Disagree. The operational impact of migrating the payroll application off of the mainframe in one year would be significant. The cost of such a rapid migration would be an order of magnitude larger than a deliberate and well-planned approach.

What ISD recommends alternatively is for ISD to work with a “community of interest” for payroll to develop a plan to coordinate the useable life of the payroll application with a reduction of dependency on the mainframe.

Working with payroll departments, ISD will continue evaluating various options to include migration to a mid-range system or contracting with other counties that provide a similar mainframe-computing environment.

Status: Please refer to the response to recommendation 3.1

3.9 **The Employee and Public Services Department to temporarily outsource the current payroll system if a replacement application is not in place within one year when the mainframe is eliminated.**

Response: Disagree. The operational impact of migrating the payroll application off of the mainframe in one year would be significant. The cost of such a rapid migration would be an order of magnitude larger than a deliberate and well-planned approach. ISD, to ensure continuity of service, will continue to maintain the current payroll system until a suitable migration path has been established for the mainframe.

As noted in response to recommendation 3.8 above, ISD is evaluating various options to include migration to a mid-range system or contracting with other counties that provide a similar mainframe-computing environment.

Status: In the event the County is ready to eliminate the mainframe prior to migration of the County payroll system, the payroll system would be migrated to an alternative platform.

3.11 **The Information Services Steering Board to outsource all operations and maintenance remaining on the mainframe if the Criminal Justice Information System, Welfare Case Data System, and payroll systems have not been replaced within one year.**

Response: Disagree. As noted in prior responses the operational impact of migrating these three applications off of the mainframe in one year would be tremendous. The cost of such rapid migration would be an order of magnitude larger than a more orderly migration of these mainframe applications. ISD will continue to work with all County departments currently using the mainframe to develop a plan to coordinate the useable life of their mainframe applications with a reduction of dependency on the mainframe.

Status: Please refer to the responses to recommendations 3.1, 3.7 and 3.9

As part of the new collaborative governance model for Information Technology in San Mateo County, the Board of Supervisors should charge the Information Systems Steering Board with the development and direction of the following:

- 4.1 A Community of Interest that develops a **strategy for the most cost-effective and efficient way to make FileNet systems available with standards for some shared use countywide.**

Response: Concur. The use of and strategy for Electronic Document Management Systems (EDMS), such as FileNET, will be developed through the IT Steering Committee. This committee will provide an efficient, cost-effective EDMS solution set that can be operationalized and shared on a Countywide basis.

An EDMS standards document was created when FileNET was first implemented. However, the IT Standards Committee will need to update this document to reflect the current user community needs for EDMS. Consistent with the IT Standards Committee Charter (Exhibit 3) the Standards Committee will establish a sub-committee focused on setting strategic direction for Countywide EDMS.

Status: The Countywide IT Standards Committee will be reviewing established EDMS standards, consistent with the Countywide IT Standards Charter, with a target date for countywide adoption of February 2005.

- 4.2 A Business Solutions Team that determines to what level County web operating environments might be standardized for the sake of efficiency, ease of use, or cost effectiveness.**

Response: Concur. Early in the County's website development there were several implementations with varying degrees of success. The departments involved in these implementations acted independently and created redundancy of effort resulting in non-shareable solutions. Since then ISD, through the collaboration with other departments, has developed several standards for web design, web applications and web guidelines. ISD has implemented a Countywide Content Management System (CMS) and common web infrastructure for use by all departments focused on the County's Internet. Most departments utilize the County's common Internet infrastructure.

The Web Administrators Group (WAG) and Standards Committee will continue to develop business and technical standards that result in efficient, user-friendly, and cost-effective Countywide web operations. WAG regularly meets to discuss common business initiatives and provides solutions to web-related issues. The Standards Committee will provide infrastructure and development standards as they relate to the web environment on an ongoing basis.

Status: ISD continues to work with the WAG (Web Administrators Group) to manage the web environment, establish web priorities and to set web based policy. The WAG continues to meet monthly.

- 4.3 A Community of Interest **that will develop a standardized Geographic Information System data storage and manage the version controls to ensure all Departments in the County are using the same data in calculations to make business decisions.**

Response: Concur. The GIS Management Committee, guided by the GIS Steering Committee, is charged with the responsibility of developing enterprise GIS data storage and managing version control to ensure all departments in the County are using the same parcel and base-map data in calculations to make business decisions. The GIS charter provides for standards in the following four areas: Data, Organization, Software and Workflow.

The GIS Management Committee meets on a monthly basis and the GIS Steering Committee meets on an as-needed basis. These two committees will continue setting and enhancing standards and providing direction Countywide.

Status: The GIS Management Committee, under the leadership of the GIS Steering Committee, is responsible for developing enterprise GIS data, storage and version control to ensure all GIS users are using consistent base-map data. The GIS Management Committee continues to meet monthly.

This Community of Interest should:

- 4.3.1 Collectively **manage the richness of the data, and ease of accessibility to the Geographic Information System database.**

Response: Concur. The GIS Management Committee, under the GIS Charter (Exhibit 4), provide the forum and structure to collectively manage and allow for the productive use of the data as well as a user-friendly Geographic Information System database.

The GIS Management Committee meets on a monthly basis and the GIS Steering Committee meets on an as-needed basis to ensure access to GIS data and to ensure ease of use Countywide.

Status: Please refer to the response to recommendation 4.3.

- 4.3.2 **Develop a marketing plan that will focus on the business solutions possible for all Departments with effective use of Geographic Information System, and also considers how cities and special districts in the County can also take advantage of the Geographic Information System, selling the benefits of centralized standardized data for a fee.**

Response: Concur. The GIS Management Committee and GIS Steering Committee will embark on a marketing plan focusing on all the effective uses of GIS and ways to implement them throughout the County. At the same time, they may investigate opportunities for selling standardized data to external customers.

Status: Under the leadership of the GIS Steering Committee a GEO\Forum was formed. Participants in the GEO\Forum include representatives from many cities and public agencies within San Mateo County. At present the GEO\Forum is focused on expanding the user-base of GIS and sharing GIS resources. The GEO\Forum continues to meet bi-monthly.

There will be no further updates with regard to Recommendations 4.1 to 4.3.2.