



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

August 12, 2011

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: William T Fujioka
Chief Executive Officer

Richard Sanchez
Chief Information Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

FIRST QUARTERLY REPORT ON MAJOR INFORMATION TECHNOLOGY PROJECTS

Information Technology (IT) assists and enables County departments to meet many of their routine business functions on a daily basis. Annually, departments develop, design and implement various significant and critical systems with minimal visibility and or issues.

To enhance communication and awareness with respect to major IT projects underway, our Offices, Chief Executive Officer (CEO) and Chief Information Officer (CIO), will be working together to provide a report on a quarterly basis summarizing some of the major current IT projects and their status. The first report is provided via this memorandum.

Please let us know if you have any questions or wish additional details on any of these IT Projects, or your staff may contact Richard Sanchez at 213.253.5600 or rsanchez@cio.lacounty.gov.

"To Enrich Lives Through Effective And Caring Service"

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Permit and Land Management Solutions (PALMS)

A PALMS project team, led by the Deputy Chief Executive Officer (DCEO) for Community Services and Capital Programs will identify, analyze, recommend, and implement improvements to business processes and technology to increase the effectiveness and efficiency of the County's land development and building permit functions. The departments involved are: Public Works (DPW), Regional Planning (DRP), Fire, Parks and Recreation, Public Health (DPH) – Environmental Health, the CIO, and Assessor.

An independent consultant specializing in municipal land development and building permitting processes assisted in developing a business process and technology improvement plan outlined in a June 2010 PALMS Final Report. This multi-phase, multi-year schedule recommended the PALMS Bridge as the first phase to implement.

Current Status

DRP has requested \$436,760 from the CIO's Information Technology Fund (ITF) to move forward with a portion of the PALMS Bridge phase. The scope addresses business process and includes pilots for technology improvements for land development, including zoning permits, conditional use permits, associated inspection and enforcement, and cash collection and accounting functions.

The PALMS Bridge will also pilot the use of electronic content management (ECM) and workflow software that will enable electronic submission of plans and documents from the public, electronic routing among PALMS departments, and online status monitoring. An additional technology feature being piloted is videoconferencing technology to facilitate communication among PALMS departments and the public.

A joint CEO/CIO/DRP Board Letter is scheduled for Board consideration in August 2011. The PALMS Bridge project is projected to take nine months.

Sheriff's Automated Civil Enforcement System (ACES)

ACES is a replacement of a 20 year-old civil enforcement case management system and will be utilized at 21 Civil Management Unit branch offices at sites situated around the County. Additionally, 20 locations at courthouses are required to process vehicle inspections using ACES. ACES will also utilize the County's online payment service vendor to accept and send electronic court documents, fee payments, and collected funds.

Current Status

An RFP was issued on June 23, 2011 with proposals due on September 1, 2011. The project is estimated to cost approximately \$10 million.

Enterprise Master Person Index (EMPI)

The Services Integration Branch of the CEO is lead for this effort to establish a master person index to identify individuals who receive one or more services from County departments. Initially, EMPI will include at-risk minors from the Department of Children and Family Services (DCFS) and individuals who receive services from the Departments of Health Services (DHS) and Mental Health (DMH) via the Los Angeles Network of Enhanced Services (LANES) initiative.

Current Status

An advanced Board notification was submitted indicating intent to enter into sole source discussions with the Western Health Information Network (WHIN) (technology partner for LANES) and International Business Machines (IBM) (whose Initiate product is used by WHIN). Five working sessions have been conducted to develop a Solution Architecture. The next set of discussions will be to discuss the Technical Architecture, hosting options, and cost of licensing and implementation services. Funding has been established for the one-time cost.

LEADER Replacement System (LRS)

The LEADER Replacement System (LRS) will replace and integrate the functionality of multiple, disparate legacy systems, including: (1) LEADER, (2) Greater Avenues for Independence Employment Activity and Reporting System (GEARS), (3) General Relief Opportunity for Work (GROW), and (4) certain Department of Children and Family Services (DCFS) systems. LRS will streamline case management of public assistance programs (e.g., CalWORKS, Medi-Cal, General Relief, Cash Assistance Program for Immigrants, and Cal-Fresh) by consolidating and integrating business processes into a single system, expand public delivery of on-line services through an eGovernment portal, and provide reusable, shareable and flexible functionality using a Service Oriented Architecture (SOA) and Web services.

Current Status

The negotiated LRS contract between Los Angeles County and Accenture (the selected vendor) is pending review and approval by the Federal funding agencies (U.S. Department of Agriculture - Food and Nutrition Service, and the Centers for Medicare and Medicaid Services). The enacted State budget for FY 2011-12 includes a sufficient funding appropriation of approximately \$35.2M for Los Angeles County to complete the LRS planning activities, and start the LRS design and development phase in the current fiscal year (FY 2011-12). The FY 2011-12 LRS budget appropriation reflects approximately a 50 percent reduction in funding from the original LRS budget projection for FY 2011-12 due to delays securing State and Federal approval. Pending final approvals by the federal funding agencies and the County Board of Supervisors, DPSS expects to commence design and development work for LRS in January 2012 and complete implementation by the end of 2015. LRS funding status from May Revise FY 2011-12 through until today is delineated below:

- Governor Brown signed the FY 2011-12 California State Budget (SB 87) June 30, 2011, which includes \$35.2M in funding for the LRS Project;
- The State Department of Health Care Services and Department of Social Services sent a letter in July to the United States Federal Department of Agriculture - Food and Nutritional Services and Federal Centers for Medicare and Medicaid Services supporting the inclusion of LRS in the State's future strategy for Statewide Eligibility Systems; and
- Pending final approval by Federal funding agencies and the County Board of Supervisors, DPSS will commence the LRS Project in early 2012.

Cadastral Landbase

DPW's existing Cadastral Landbase is the authoritative source of property lines, easements, city boundaries, and rights of way. The existing landbase consists of 3,500 individual "tiles" of information created over the past 30 years. The process to access and analyze tiles is cumbersome and time-consuming.

In 1999, the Assessor created a Geographic Information System (GIS) from this landbase for assessment purposes. DPW maintained the data in 3,500 separate Computer Aided Design (CAD) files for the level of accuracy required in engineering projects. Today's technology made it possible to maintain only one landbase that can satisfy both the Assessor's and DPW's functions

Current Status

The Seamless Cadastral Landbase Project began in November 2009, was completed in June 2011, and received \$2 million in funding from the CEO's IT funds. This one-time project updated the technologies used to maintain the landbase from the current CAD to GIS. The project "cleaned" and compiled the tiles into one seamless landbase. The new seamless format will allow countywide spatial adjustments, and make updates more efficient. The Assessor's data was combined with DPW's new landbase, thus providing easy access to both sets of land record data in one landbase.

Numerous benefits and cost savings, such as eliminating duplicate computer hardware, software licenses, and labor from the upgraded landbase will be realized through this collaborative effort between the Assessor and DPW. Additionally, updates to the landbase will appear immediately in web viewers and the improved landbase will assist with right of way studies, E-Government, policy making, and emergency management.

GHX/eCAPS Project

The vision of the GHX/eCAPS Project is to implement the information technology infrastructure, processes, and applications that will support a comprehensive and accurate data warehouse and an efficient DHS departmentwide Supply Formulary (similar to the recently established Pharmaceutical Formulary) that reduces costs and brings best value to the patients served by Los Angeles County. The GHX/eCAPS project will:

- Convert the outdated, internally-developed DHS Materials Management Information System (MMIS) to a current platform to enable rapid input, extraction, and analysis of medical supply spend data to make well-supported purchasing decisions;
- Establish the DHS departmentwide medical supply formulary to standardize products and, in the process, drive down costs;
- Provide a GHX electronic requisition application for all facilities to increase order accuracy, control inventories, and ensure formulary compliance; and
- Utilize a GHX catalog management application that will maximize group purchasing organization (GPO) cost savings opportunities.

Current Status

Key initiatives and implementation dates are:

- GHX Electronic Requisitioning – Olive View Medical Center and High Desert Multi-Service Ambulatory Care Center (MACC) implementation is August 2011. (Note: Remaining DHS facilities go live July 2012.);
- Electronic Document Interface (EDI) – Olive View Medical Center and High Desert MACC implementation in August 2011. (Note: Remaining DHS facilities on EDI in July 2012.); and
- DHS Supply Formulary – Olive View Medical Center and High Desert MACC implementation utilizing GHX electronic requisitioning in August 2011. (Note: DHS will implement an interim solution utilizing the supply formulary at the remaining DHS facilities starting in September 2011 until full implementation of GHX electronic requisitioning in July 2012.)

Los Angeles Network for Enhanced Services (LANES)

In April 2009, your Board asked for a report on the feasibility of creating a Countywide Health Information Technology Project to enable cost-effective and secure electronic exchange of patient medical records among public and private health providers. In June 2009, a CEO-led Core Working Group (CWG) recommended creating LANES to address this objective; your Board instructed the CEO to continue developing a strategy and options for its establishment and governance.

LANES is a public-private collaboration of health-care organization leaders in Los Angeles County whose goal is to function as an integrated, secure, and forward-looking information management system that will facilitate the provision of timely, patient-centered, and high quality healthcare across the continuum of services. A key component of the LANES initiative is developing a highly secure Health Information Exchange (HIE) where patient-specific health-related information can be exchanged electronically among and between public and private health care organizations seamlessly and expeditiously to improve the provision of health care.

Current Status

After a series of meetings with local public and private health care organization leaders, your Board authorized the CEO to sign a Memorandum of Understanding (MOU) formalizing the County's participation on the LANES Board. The MOU became effective

in June 2010 upon execution by five health care organization members; it established the LANES Board consisting of:

- County of Los Angeles as the local government entity (and Chair of LANES Board);
- L.A. Care as the public health plan entity;
- Hospital Association of Southern California (HASC) as the hospital group (and LANES Treasurer);
- Community Clinic Association of Los Angeles County (CCALAC) as the community clinic group; and
- Health-e-LA as the health information exchange organization.

Efforts are underway to fill the four remaining seats; (with one already filled recently):

- A physician group;
- A commercial health plan;
- A health advocacy group; and
- Kenneth W. Kizer, M.D., MPH, as the independent organization.

In January 2011, the LANES Board selected Public Health Foundation Enterprises (PHFE) as the LANES Fiscal Intermediary and Western Health Information Network (WHIN) as the LANES Technology Partner.

To further the objectives of the LANES initiative and secure funding to operate, LANES is developing proposals for a variety of grant funding opportunities. When secured, funds will be used to construct and operate the system to provide for secure and effective electronic exchange of health-related information. Its initial grant application through the Cal-e-Connect HIE Expansion Grant Program was approved in March 2011 in the amount of \$996,070 for its Health Data Highway Project. Work is currently underway by LANES to implement Phase 1 of this Project. Phase 1 is anticipated to be completed by November 2012.

Managed Print Service (MPS) Program

The MPS program is a key County efficiency initiative. Its goal is to achieve reductions in the cost of office printing, reduce the environmental impact of printing, and improve print capabilities for County users. An MPS project team, led by the CIO, was formed

with representatives from four pilot departments (CEO, DMH, DPH, and DCFS), plus two other interested departments (Sheriff and DHS), and ISD.

A consultant specializing in print optimization was tasked to assist in two phases:

- Phase 1 - Conduct a Print Assessment Pilot to determine the County's current printing environment and opportunities for improvement; and
- Phase 2 – Develop a Request for Proposals (RFP), select MPS vendors that departments can choose to implement MPS, and assist in negotiating vendor agreements.

Current Status

Phase 1, assessment of the pilot departments, was completed June 2011 and resulted in a report that was based on pilot data, with estimations and projections developed by the consultant. The findings:

- The County currently spends approximately \$35 million annually on office printing. This cost does not include the cost of paper or electricity;
- The County uses over 43,000 printers, copiers, multi-function devices and faxes, and prints over 700 million pages annually;
- If MPS is effectively implemented countywide, savings could be as much as \$9.6 million annually (reductions in paper or electricity savings are not included);
- The number of print devices can be reduced while providing improved functionality to users by replacing single function devices with properly sized and located multi-function devices; and
- Managing color printing can contribute to cost savings.

Phase 2 started in June 2011 and is ongoing. RFP specifications have been developed and are being finalized. A key issue remaining to be finalized is the specific selection strategy for potential MPS vendors.

Enterprise Videoconference Infrastructure

The scope of the Enterprise Videoconference Infrastructure project is to implement a technology infrastructure that will enhance videoconferencing capability to enable point-to-point or multipoint videoconferencing by County departments. Videoconferencing, an enterprise efficiency recommendation, reduces cost by eliminating travel expenses and increases staff productivity by avoiding driving time. Through the use of large screen

monitors in a conference room or desktop cameras in an office or workstation, County employees can now attend meetings without leaving their offices.

In a multi-departmental collaborative effort between DMH, DPH, CIO, and ISD, a project plan was developed that led to the design, acquisition, and installation of a centralized videoconference infrastructure in June 2011.

Current Status

As a result of this implementation, ISD/Information Technology Service now has a fully operational videoconferencing infrastructure capable of supporting 120 concurrent High-Definition videoconference calls. ISD is working with CIO on a countywide Videoconference Purchase Program (CVPP) master agreement to enable departments to purchase videoconference units at negotiated, low enterprise pricing.

Probation Electronic Medical Records System (PEMRS)

PEMRS will automate the medical and mental health records of minors in the Probation Department's juvenile halls and camps. Implementation of PEMRS is a condition of the County's Agreement with the U.S. Department of Justice (DOJ). Probation is the lead agency on the project with involvement from DHS and DMH, which provide medical and mental health services to minors in the halls and camps.

Current Status

In June 2010, the County contracted with Cerner Corporation to implement their Millennium electronic medical records system. A multi-departmental project governance structure was established to provide project oversight and detailed project management. The Executive Committee is co-chaired by the DCEOs of the Health and Mental Health and Public Safety Clusters, and includes the Directors of Probation, DHS, and DMH and the CIO.

PEMRS is scheduled to begin live operations September 19, 2011. This date is six weeks later than the date established in June 2010, but within the 15-18 month implementation schedule agreed to between the County and DOJ. The project is within budget, vendor performance is good, and the project is adhering to project scope. At this time, other key factors, including technology, system functionality, personnel availability, operations/business processes, and training appear to be in place for a successful implementation.

Key milestones include the results of integrated system testing scheduled to be completed in early August 2011, and a formal "go /no go" checkpoint scheduled for September 12, 2011. The project team will be providing status updates to the Operations and Executive Committees as the "go live" date approaches and operational use of PEMRS begins.

WTF:RS:ES
SAW:ib

c: All Department Heads

2011 081211 First Quarterly Report on Major Information Technology Projects_Brd Memo (CIO)

Protection Electronic Medical Records System (PEMRS)

PEMRS will automate the medical and mental health records of minors in the Protection Department's juvenile halls and camps. Implementation of PEMRS is a condition of the County's Agreement with the U.S. Department of Justice (DOJ). Protection is the lead agency on the project with involvement from DHS and DMH, which provide medical and mental health services to minors in the halls and camps.

Current Status

In June 2010, the County contracted with Genet Corporation to implement their Millennium electronic medical records system. A multi-departmental project governance structure was established to provide project oversight and detailed project management. The Executive Committee is co-chaired by the CEOs of the Health and Mental Health and Public Safety Clusters, and includes the Directors of Protection, DHS, and DMH and the CIO.

PEMRS is scheduled to begin live operations September 18, 2011. This date is six weeks later than the date established in June 2010, but within the 12-18 month implementation schedule agreed to between the County and DOJ. The project is within budget, vendor performance is good, and the project is adhering to project scope. At this time, other key factors, including technology, system functionality, personnel availability, operational/business processes, and training appear to be in place for a successful implementation.

Program	Focus Areas	Number	Priority	Staff	Need	Outcomes
eGov	Countywide Information Management Program	11-01	H	Peter	<ul style="list-style-type: none"> Need for data governance, formalized processes and shared infrastructure to foster information sharing. 	<ul style="list-style-type: none"> Recommend Board Policy to establish an Information Management Program Office. Achieve economies of scale and promote reuse of IT assets for deploying information sharing technologies. Recommend policy updates, guidelines and considerations for deploying and administering social media.
Strategic Sourcing	Enterprise Software License Management	11-02	H	Jim	<ul style="list-style-type: none"> Existing purchasing and contracting practices do not leverage the County's full buying power to obtain lowest prices and best value for IT solutions and services. 	<ul style="list-style-type: none"> Identify and establish enterprise software licensing agreements. Leverage the County's buying power to obtain lowest prices and lower the total cost of ownership.
Strategic Sourcing	CIO Review of IT Procurements and Solicitations	11-03	H	Jim	<ul style="list-style-type: none"> Develop formalized processes and procedures to implement and ensure compliance to Board Policy #6.020 – Chief Information Office Board Letter Approval (requiring CIO review and approval of all technology purchases). 	<ul style="list-style-type: none"> Ensure contracting and purchasing strategies provide best value and effective vendor management practices.
Strategic Sourcing	Data Center Strategy	11-04	-	Tom	<ul style="list-style-type: none"> Existing County practice is to dedicate one physical server to a single workload, which has resulted in high number of physical servers (4,365 based on a recent CIO assessment) that are underutilized, an expanded data center footprint, and excessive data center power consumption. 	<ul style="list-style-type: none"> Recommend Directive to consolidate workloads onto high capacity servers and reduce the physical server inventory, which in turn decreases the associated footprint and power consumption.
Strategic Sourcing	Server Virtualization	11-05	M	Tom	<ul style="list-style-type: none"> No established requirements for County department Wi-Fi deployment, including infrastructure (County/Vendor installations). 	<ul style="list-style-type: none"> Recommend policy updates, guidelines and considerations for deploying Wi-Fi technologies.
Strategic Sourcing	Communications	11-06	M	Henry		
Strategic Sourcing	Private/Public Cloud Storage	11-07	-	Robert		
Enterprise Initiatives	Personnel Information	11-08	-	Jeremy		

Program	Focus Areas	Number	Priority	Staff	Need	Outcomes
Strategic Sourcing	Countywide IT Shared Services and Utilities	11-09	M	Greg	<ul style="list-style-type: none"> Existing practices support optional participation in centralized utility-based services. Potential cost and performance efficiencies will not be realized if each department may opt-out without a compelling business case. 	<ul style="list-style-type: none"> Recommend policies and strategies for effective and efficient use of IT resources.
	AD Federated Services	11-10	-	Peter		
Info Security	Portable Devices	11-11	H	Robert	<ul style="list-style-type: none"> No standardized security and privacy protections and safeguards for stored County data on these devices that promotes and supports use of these personally acquired devices. 	<ul style="list-style-type: none"> Provide secure, effective, and efficient use of these devices, while decreasing County risks. Provide legal compliance and/or best practices.
	Social Media Policy		H	Peter	<ul style="list-style-type: none"> Develop a framework to facilitate and guide departments' use of social media. 	<ul style="list-style-type: none"> Review Terms of Use for Facebook, Twitter and LinkedIn, recommend Board approval and directive.
Strategic Sourcing	Managed Print Services		H	John	<ul style="list-style-type: none"> No formalized guidance for common printing policies, color printing, copiers, fax machines, multi-function printers, and personal printers. 	<ul style="list-style-type: none"> Recommend Board Policy to reduce printing costs and printer waste through use of Master Service Agreements.
	Use of Countywide Administrative Systems		M	Tom	<ul style="list-style-type: none"> No formalized guidance maximizing the use of countywide administrative systems and eliminating duplicative systems either implemented or being developed by departments. 	<ul style="list-style-type: none"> Recommend Board Policy to eliminate duplicative, shadow systems for Countywide Administrative Systems.
eGov	Mobile Apps		M	Peter	<ul style="list-style-type: none"> Develop a framework to facilitate and guide departments' use of mobile apps. 	<ul style="list-style-type: none"> Recommend directives and guidelines for departments' use of mobile apps.
	Annual Business Automation Planning		M		<ul style="list-style-type: none"> No formalized guidance requiring departments to include planned IT acquisitions and expenditures in their Business Automation Plan (BAP). Expand BAP beyond budget cycle to include year round updates and accommodate unplanned or new procurements. 	<ul style="list-style-type: none"> Develop a strategy for the effective and efficient use of IT by minimizing overlap, redundancy, and cost of County IT operations. Facilitate the CEO's multi-year budget planning objectives.

Program	Focus Areas	Number	Priority	Staff	Need	Outcomes
Enterprise Initiatives	IT Project Business Case		L	Henry	<ul style="list-style-type: none"> No requirement for departments to develop a business case for proposed IT projects. At a minimum, IT project business cases should include the business need, scope, business sponsor, how the project supports the County's goals, expected business benefits vs. total cost of ownership, various options to accomplish the goal, risks and risks mitigation plan, risks of not doing the project, how the project will be managed and resourced, and clear metrics. 	<ul style="list-style-type: none"> Develop business case template to provide a consistent view of costs, benefits and risks of the proposed project, and facilitate better IT investment decisions. Recommend a Directive to implement the consistent use of IT Business cases.
Strategic Sourcing	IT Recruitment & Staff Development		L	Greg	<ul style="list-style-type: none"> County is challenged in attracting and retaining skilled IT talent with certain skills and disciplines (e.g. security, project management, architecture, application and mobile application development). 	<ul style="list-style-type: none"> Assess County processes for recruitment and retention for IT personnel and identify gaps. Develop strategy for recruiting, training, organizational strategies.
Enterprise Initiatives	Open Source Software		L	Henry	<ul style="list-style-type: none"> No formalized guidance regarding the use of Open Source Software (OSS) by departments. OSS is software for which the source code has been made available (according to license terms) for review, modification, deployment, and redistribution. 	<ul style="list-style-type: none"> Compile information regarding current departmental use of OSS. Recommend Directive for utilization of OSS, including benefits and risks.
Enterprise Initiatives	Power Management & Shutdown		L		<ul style="list-style-type: none"> No formalized guidance that requires power management and shutdown of desktop and laptop computing devices, thin client devices, printers, copiers, scanners, and monitors resulting in excessive energy consumption and greenhouse emissions. 	<ul style="list-style-type: none"> Recommend Directive for consistent power management and shutdown practices. Reduce energy consumption and greenhouse emissions.