



Anoka County Enterprise Strategic Technology Plan

2006 through 2011

Approved by the
Anoka County Board of Commissioners
August 10, 2006

This five-year technology plan will enable the County to:

- Align technology strategies to support the County's mission and the overall business requirements of the County's divisions, departments, and offices;
- Document technology needs, interests, issues, plans, and strategies; and
- Establish a basis for prioritizing projects to focus delivery on what is truly important.

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Executive Summary

Executive Summary

Anoka County is the fourth-largest county in the state, and has been experiencing significant population growth over the last decade. The County has a long-standing tradition of maintaining low per-person property tax levies, with a current rank of fifth-lowest in the state of Minnesota. The County has faced limited budgets for the last several years, owing to reductions in state and federal funding for key programs such as Highway and Human Services. At the same time, population growth in the County has generated increased demand for the County's services.

The County Board of Commissioners has established the following business priorities:

- Promoting economic development
- Improving public safety
- Improving transportation
- Meeting human services needs
- Maintaining core County services

Information technology, properly used, is a tool that can assist in meeting County business objectives both effectively and efficiently. However, affordability needs to be considered; the County may not be able to fund everything recommended or discussed in this plan.

About this Strategic Technology Plan

This Plan is the second major Strategic Technology Plan for Anoka County. The first was prepared in 2001, and updated in 2003. This plan covers the period July 2006 – July 2011.

This technology planning effort was based on two core premises:

- Technology should serve the business needs of Anoka County
- Technology should be managed as carefully as other organizational resources

Technology Should Serve Business Needs:

Information technology is not an end in itself, but is a tool that enables the County to more effectively and efficiently serve the public. While some organizations are focused on acquiring the latest technology regardless of its reliability or usefulness, Anoka County prefers to acquire technology that serves its business needs, and has demonstrated reliability. This direction is a continuation of the direction established in the *2001-2005 Strategic Technology Plan*.

Technology Should Be Managed:

No organization has all of the financial, human, physical or technological resources it would like to have. Therefore, organizations must ensure that they are using their resources to meet high priority needs before they allocate resources to lower priority needs. This is especially true for government agencies, which have been faced with tight budgets and increased demands from the public for many years. Part of this strategic technology planning effort focused on Anoka County's priorities, both for the enterprise as a whole, and for the divisions, departments and offices that comprise the organization. Where divisions, departments and offices have common technology needs, enterprise-

wide technology projects can often meet those needs more effectively than division-by-division projects.

Key Findings

Common Business Needs

As part of the process for this report, Advanced Strategies interviewed ten Anoka County divisions, departments, and offices. While each division, department, and office has its own unique business and technology needs, the following common themes were found:

- Improved Service to the Public: All divisions, departments, and offices in the County are motivated by providing better service to the public.
- Enhanced Access to County Information on the Part of the Public: In an open and democratic society, the public feels that it is entitled to know what its decision-makers are doing and what information they rely on in making their decisions, resulting in an increased number of requests for information.
- More Efficient Administrative Processes: Eliminating redundant data entry, reducing time spent tracking statuses or monitoring data, and allowing appropriate access to documents scattered across different systems greatly enhances productivity.
- Pending “Baby Boomer” Retirements: Within the next five years, “Baby Boomer” retirements will increase, and much institutional memory is at risk of being lost.
- Integrate Remote or Field Locations: Not all of the County’s workers are located in the County Government Center. Some programs have their main worksites at remote locations and there is an increase in the number of mobile workers, resulting in the need for improved connectivity and remote access systems.
- Support Work Performed During Nonstandard Hours: Some offices and departments have 24 hour a day, 7 days a week operations. Other programs may need to respond quickly to events during evening or weekend hours.
- Security of Information and Infrastructure: While the public may be interested in obtaining data from the County, the public is equally concerned about protecting the privacy of information pertaining to them. In addition, access to some kinds of data is tightly regulated. County information systems must also be protected from damaging viruses and worms as well as unauthorized access.

Historically, County divisions, departments, and offices are autonomous and technology funding for projects comes from program funding. Funding for enterprise-wide projects competes with program-specific technology projects as well as with program staff and direct client services.

Enterprise Technology Directions

Themes and Strategies

In conducting the 2006-2011 Strategic Technology Plan, the underlying themes identified in the 2001-2005 Strategic Technology Plan are found to still be valid and are expected to continue. However, the themes have been reorganized to reflect the findings of this strategic planning effort. In an effort to support the enterprise business directions and in support of the ongoing themes, technology strategies were identified through the strategic planning effort. Each theme is named and described below. The corresponding strategies are then listed under each theme. Further elaboration of enterprise business directions and technology strategies is contained in this report.

1. **Business Needs and User Productivity.** *Applications of technology and prioritization of resources must focus on business needs and customer expectations to ensure that technology investments contribute to improve services and customer satisfaction. As new technologies are introduced and as staffing issues become even more acute, we must continue to improve user capacity to take advantage of technology through improved application usability, training, and documentation.*
 - Greater Use of Web Technology – greater and more expanded use of web technologies could improve Anoka County residents' access to County programs and services.
 - Expanded Use of Electronic Forms, Imaging and Workflow – e-forms, imaging and workflow combined appropriately could meet a number of business needs including elimination of redundant data entry and reduction of paper.
 - Wireless, Remote Access and Portable Technologies – wireless, capabilities laptops, tablets, Personal Data Assistant's (PDA's) and remote access to the County's network could all help to improve the efficiency of the ever increasing number of mobile County employees.
 - Browser-based Employee Self-Service Systems – greater use of employee self-service applications could provide increased productivity, improved efficiencies and reduction in duplicate data entry.
 - Electronic Payments Capability – service to the public could be improved by providing electronic payment capability.

2. **Application Strategies.** *Migration from dependence on proprietary, legacy computer hardware to alternative and more open environments is a goal for the County. Quality, efficiency and cost-effectiveness can be improved when divisions, departments, and offices share data across applications, and the resources required are available to support them through systems integration.*
 - Geographic Information Systems (GIS) Technology and Applications – could be used by multiple divisions, departments and offices including Public Services, Property Tax and Records, Human Services, Highway and Emergency Services.
 - Enterprise-wide Solutions and Systems Integration – integrated systems could allow for data stored in one application to be used in another application (e.g., names and addresses of contractors) and enterprise-wide solutions could bring efficiency and productivity improvements throughout the County.

- Acquisition of Customized, Off-the-shelf Software (COTS) – Anoka County is large enough to acquire customized, off-the-shelf software (COTS) for many of its applications resulting in the potential for reduced development costs and increased speed to implementation.
3. **Infrastructure Improvements.** *Support of robust and responsive hardware and network structure is critical to the effective use of today's technologies. The hardware and software infrastructure must be sufficient to support the ongoing and growing needs of users across the County.*
- More aggressive replacement schedule of hardware and software – could result in improved support and productivity of support staff and business users.
 - Additional Infrastructure Improvements – opportunities include consolidation of server environments, shared storage of data, and improvements in County-wide connectivity to provide additional reliability and redundancy to maximize system access availability.
4. **Central Coordination and Leadership.** *Consistent applications, procedures, and processes ensure reliability and cost-effectiveness in deployment and use of technology. Central coordination and leadership provide opportunities to reduce redundancy and leverage scarce resources. The County, through central coordination and leadership, must continue to pursue opportunities to investigate and implement emerging technologies to expand the usefulness of technology and to improve productivity of staff.*
- Standards – establishing standards for the County's use of technology and exploring emerging technologies are important functions to be provided to the divisions, departments and offices.
 - Emerging Technologies – investigate, test and implement emerging technologies meet business needs and improve productivity of staff.
5. **Long-Term Support Requirements.** *Planning for ongoing support of information technology is required to ensure that tools that are integrated into the County's work remain useful and effective.*
- This includes providing an enterprise-wide integrated view and oversight to support the long-term as well as identifying training and other support opportunities. Additionally, this requires a balance of maintaining the long-term view and planning in the face of short-term constraints and pressures.

Considerations

A challenge for the Anoka County Department of Information Services and its customers is balancing competing (and sometimes, conflicting) demands for resources. While large projects are often clearly identified and resources dedicated, small to medium sized projects compete with other business projects in the divisions, departments and offices. In addition, the Department of Information Services staff must fit these smaller and medium-sized projects into already busy schedules. In order to set priorities among competing demands, the County needs some way of understanding the impact of projects on the business. Such understanding can be facilitated by creating business cases for projects and by establishing a standard model for proposing and reporting on projects.

Conclusions

- While divisions, departments and offices have unique needs, and have been making progress on countywide systems there are significant continuing opportunities for efficiencies through enterprise-wide solutions.
- The Department of Information Services should continue its current directions, seeking to build on past success to improve in the future.
- Department of Information Services resources are stretched thin; additional resources are needed to meet the increasing demands of the County and its operation.
- In light of limited resources, it cannot be emphasized enough the need for an enterprise-wide technology prioritization process.

In summary, providing enterprise-wide technology solutions and infrastructure creates opportunities for all County programs to achieve greater efficiency and effectiveness, to maintain or improve service level despite constrained budgets, and to accomplish together what might not be feasible for any one division, department or office to accomplish alone.

Introduction

About this Strategic Technology Plan

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This technology planning effort was based on two core premises:

- Technology should serve the business needs of Anoka County
- Technology should be managed as carefully as other organizational resources

Technology Should Serve Business Needs:

Information technology is not an end in itself, but is a tool that enables the County to more effectively and efficiently serve the public. While some organizations are focused on acquiring the latest technology regardless of its reliability or usefulness, Anoka County prefers to acquire technology that serves its business needs, and has demonstrated reliability. This direction is a continuation of the direction established in the *2001-2005 Strategic Technology Plan*.

Technology Should Be Managed:

No organization has all of the financial, human, physical or technological resources it would like to have. Therefore, organizations must ensure that they are using their resources to meet high priority needs before they allocate resources to lower priority needs. This is especially true for government agencies, which have been faced with tight budgets and increased demands from the public for many years. Part of this strategic technology planning effort focused on Anoka County's priorities, both for the enterprise as a whole, and for the divisions, departments and offices that comprise the organization. Where divisions, departments and offices have common technology needs, enterprise-wide technology projects can often meet those needs more effectively than division-by-division projects.

An essential criterion in the management of technology is recognizing that not all projects can be funded. Given that budget constraints can be expected to persist, the County will be challenged to identify those technology projects that have the best payoff for the dollars invested.

Methodology

Overview:

The Department of Information Services, the central technology department of Anoka County, initiated this strategic technology planning effort. The methodology for this report began with the establishment of a project definition, created by the Strategic Technology Report Project Team in March 2006. The consultants then interviewed ten Anoka County divisions, departments, and offices to gather information on their current business situation, key business drivers and goals, the technology currently in use, and interests for future technology. Interview summaries were reviewed by the participants to ensure accuracy. The consultants then analyzed the division, department, and office interviews for common themes. These themes became the enterprise-wide findings. Preliminary findings were presented to the Project Team and to the Information Technology Management (ITM) Committee in April 2006. (See Appendix A for Project Team and ITM participants). A draft report was shared with the Project Team in May 2006 and the ITM Committee in June 2006.

The Final Report was presented to the County Board's Information Services Committee in July 2006.

Project Goals:

The goals for this project, as established by the Project Team, included:

- To bring divisions, departments, and offices together in a common vision for the use of information technology
- To strengthen an enterprise view of information technology
- To help identify common themes and to take advantage of common needs across the divisions, departments, and offices
 - Identify the business requirements of the divisions, departments, and offices so that the Department of Information Services can identify information technology to support them
- To help forecast and plan for information technology resources well in advance
- To provide a basis for making information technology investment decisions (e.g., what projects to take on)
 - Develop alternatives for a process for setting information technology priorities
- To confirm information technology directions with the County Board of Commissioners
- To facilitate communication with and among stakeholders, including those whose primary focus is not information technology, or who are not heavy information technology users
- To learn about best practices to consider for adoption

In achieving these goals, the Project Team identified several values, or criteria that will guide the planning effort, including:

- Involving the customers from the County's divisions, departments, and offices
- Supporting the County Board's goal of being cost-effective by using information technology to assist in achieving efficiency and effectiveness
- Balancing cost and risk in our approach to technology while looking ahead to know what is coming
- Being responsive to key stakeholders' interests and concerns
- Encouraging more customer self-service in the future (for citizens and employees)
- Equally serving citizens with and without technology access
- Learning from others' mistakes, by doing careful study and then implementing technology
- Recognizing that much of the information created or held by the County is public information; data that is not public, however, must be kept secure

The scope of this project included all of the County's divisions, departments and offices, except for the Courts and the Library system. The Courts are now part of the State of Minnesota, while the Library has its own unique system. This planning effort is designed to focus on the strategic, management level, rather than on operational details. The planning horizon is five years. This planning project is built on the previous planning effort, rather than starting all over again. It is anticipated that this plan will be updated in 2 to 3 years, and a new strategic plan will be developed in 5 years.

Key contextual items include:

- County budgets will be constrained, as they have been in the recent past.
- Actions of the state and federal governments will impact the County's work.
- Elected leadership for the County has been stable, and that stability facilitates planning.

Organization of the Report

This report begins with an overview of the Department of Information Services in Anoka County, including the organization of the Department of Information Services and accomplishments since the last strategic plan update. Then, this report examines enterprise-wide business drivers, followed by enterprise-wide technology themes. This report then describes the unique technology interests of Anoka County's divisions, departments, and offices.

Separately from this report, the consultants will be working with the Department of Information Services, the Project Team and the ITM Committee to establish technology performance metrics and to identify mechanisms for setting priorities for technology projects. Further reports on these topics are available, but have not been included as part of this technology plan.

Overview of Department of Information Services in Anoka County

The Department of Information Services serves as the central technology department for Anoka County. The Department provides services to the County's divisions, departments and offices in the areas of:

- Infrastructure Technical Services
- Application Services
- Personal Computer Technical Services
- Administrative Services and Help Desk

The Department of Information Services is responsible for gathering information about client needs and allocating technology resources to meet those needs. The County's ITM Committee, which consists of the leaders of County divisions, departments and offices, is one formal mechanism for facilitating technology-related discussions. In addition, managers in the Department of Information Services meet regularly with the business units they serve to discuss projects and set priorities. The Department interacts with the County Board of Commissioners through the Board's Information Services Committee.

Major Accomplishments since the Last Plan

Since the 2001-2005 Strategic Technology Plan was adopted, the Anoka County Department of Information Services has implemented projects in support of eight major themes. This section will document accomplishments since the 2001 Strategic Technology Plan.

Most of the projects described below have been in process since the 2001 Plan. This is reasonable as they are large, complex projects that involve many functions. These types of projects take years from initiation to implementation. Success requires careful analysis of business requirements and gap analysis of potential solutions. Often, software packages must be modified to suit the County's unique needs. Other, smaller projects that have been completed since 2001 are described in Appendix B. In addition, a list of applications currently supported by the Department of Information Services is included in Appendix C.

- 1. Business Needs.** *Applications of technology and prioritization of resources must focus on business needs and customer expectations to ensure that technology investments contribute to improved services and customer satisfaction.*
 - Community Health and Environmental Services - business analysis for a client tracking, charting, inspection and licensing system was completed in 2005.
 - Enterprise Information System – a web-based reporting system was developed and implemented to present financial, human resource and payroll information in a simple to use interface.
 - County-Wide Detention - this project, which will go into production in 2006, will bring about efficiencies in the Jail, Workhouse and Medium Security facilities. In addition, this system will be used for Warrants and Civil Processing, as well as interfaces with State systems.

- 2. Systems Migration.** *Migration from dependence on proprietary computer hardware to alternative and more open environments is a goal and an expectation of the County Board and County Administration and leadership.*
 - Court Services Tracking System (CSTS XP) - implemented software used by counties throughout Minnesota to track case and financial information related to probation clients. System was initially implemented in 2003 and a major upgrade was completed in 2006.
 - STAR - in December 2004, the Property Tax system moved from the legacy, proprietary Unisys mainframe to client-server software. This system includes such functions as appraisal, assessment, tax calculation and accounting, recording, Integrated Voice Response (IVR), and public Web access.
 - Human Services Financial Systems - business analysis is being completed to migrate the Human Services financial systems from an older, proprietary legacy environment to an off-the-shelf application.
 - Vital Statistics – migrated mainframe application that tracked records such as birth, death and marriage to custom-developed, server-based application.
 - Oracle Financials and HR/Payroll - several upgrades have been, or are in process of being, completed to add functionality and features.

3. **Infrastructure.** *Support of robust and responsive hardware and network structure is critical to the effective use of today's technologies. The hardware and software infrastructure must be sufficient to support the ongoing and growing needs of users across the County.*
 - Network Migration - the County completed a project in 2006 to move from Token-Ring to a switched fast 100mb Ethernet network. This includes replacement of network equipment at the Government Center, Courthouse, Jail and all of the County's remote sites. Planning for this project began in 2001.
 - Central Infrastructure Services - created a central environment for hosting applications that included implementing enterprise-wide backup, centralizing servers, and improving environmental controls for the server environment.
 - Security Assessment - the County completed a security assessment of its infrastructure and has taken steps to implement the findings of the assessment.

4. **Systems Integration.** *Many departments share business challenges. Quality, efficiency, and cost-effectiveness can be improved when departments share data across applications and the resources required to support them.*
 - County-Wide Detention System (joint project between the Sheriff's Office and the Human Services Corrections Department).
 - County Attorney System (joint project between Anoka County and Dakota County) – counties worked together to determine and select a single vendor for the implementation of case management software.

5. **Central Coordination.** *Consistent applications, procedures, and processes ensure reliability and cost-effectiveness in deployment and use of technology. Central coordination provides opportunities to reduce redundancy and leverage scarce resources.*
 - HIPAA Security - a compliance plan was adopted in April 2005, a security officer was designated in April 2005, and all the HIPAA-related custom applications were updated to be HIPAA compliant. Business Associate Agreements were updated, and staff trained on security issues. County-wide security policies will be completed in 2006.
 - Disaster Recovery - interviews of County divisions, departments and offices to document disaster plans for specific systems was completed in 2005. A Disaster Recovery Plan will be completed in 2006.
 - Desktop Standardization - centralized the personal computer operating environment, including such items as applications and patch updates.
 - Enterprise-wide protections - implemented several enterprise-wide security products such as dual redundant firewalls, anti-virus protection, anti-SPAM utility, Internet filtering, and anti-spyware protection.
 - Completed an update in 2003 to the 2001-2005 Strategic Technology Plan.

- 6. Emerging Technologies.** *The County must continue to pursue opportunities to investigate and implement emerging technology to expand the usefulness of technology and to improve productivity of staff.*
- Wireless Experiment - a pilot with wireless network technology in the Government Center is in progress.
 - Virtual Private Network (VPN) - working on rolling out secured VPN technology for use with remote users.
 - Remote Access Terminal Services - implemented for City Assessors to access property tax data on the STAR system.
 - Community Connectivity - a public-private project is under consideration to bring wireless or other connectivity technology to Anoka County for use by the Community.
 - Portable Devices - continuing to implement and research solutions to meet the growing demands of staff that have a need to access data away from the office.
- 7. User Productivity.** *As new technologies are introduced and as staffing issues become even more acute, we must continue to improve user capacity to take advantage of technology through improved application usability, training, and documentation.*
- Imaging - County-wide document management and imaging product was implemented to bring capabilities and efficiencies with managing and sharing documents. Work on various imaging projects was initiated in 2001 and have been implemented. Work on additional imaging project is in process.
 - Web-based Vendor Payment System – implemented custom developed system to allow Human Services providers to electronically submit payment information which resulted in eliminating redundant data entry for the Human Services staff in 2003.
 - Property Tax System - the implementation of the STAR system brought about staff efficiencies and improved productivity for the Division.
- 8. Long-Term Support Requirements.** *Planning for ongoing support of information technology is required to ensure that tools that are integrated into the County's work remain useful and effective.*
- As systems and applications are proposed and implemented, analysis of long term support is completed for cost and resource implications.

Enterprise Business Situation and Drivers

County-wide Business Situation and Drivers

Demographics:

Anoka County is the fourth-largest County in the State of Minnesota, with a population of 319,350. The County is part of the Twin Cities Metro area, lying northwest of Minneapolis and St. Paul. Anoka is one of the state's fastest-growing counties, with a population increase of 7.3% between 2000 and 2004 and 22.3% between 1990 and 2000. While Anoka County is still largely white (93.6%), ethnic and linguistic diversity has been increasing in some areas of the County. Households in which English is not spoken comprise 5.7% of the population. The County is largely middle-class, suburban, with a home ownership rate of 83.4%, a median income of \$57,754 and a poverty rate of 4.2%. (Source: *US Census Bureau Quick Facts*).

Federal and State Government Impacts:

The federal and state governments impact Anoka County through funding for County programs and through mandates and requirements imposed on the County. Much of the funding for Highway and Human Services programs has historically come from the State or Federal government. According to the County Administrator, the County is still recovering from a reduction of \$5.8 million in State Property Tax Relief Aid in 2004.

New or amended state and federal legislation impacts many County services each year, often requiring changes in the applications that support those services. Frequent changes with short lead times in some program areas challenge the County's staff to make the needed changes within very tight time frames.

Growth of Technology:

In Minnesota in 2003, 67.9% of all households owned at least one computer, and 52.0% had Internet access. (Source: US Census Bureau: *Statistical Abstract of the United States 2006*). That figure is likely to be higher for 2006, and higher for Anoka County, which is more affluent than the State as a whole. Commercial enterprises such as Amazon.com, Orbitz or Expedia, and even traditional businesses like Sears and JC Penney's are available on the Web 24 hours a day, 7 seven days a week (24/7), accept credit cards and are easy to search and navigate. The public's successful experience with e-commerce leads them to expect similar services from government. As a result, more County divisions, departments and offices are seeking to provide electronic mechanisms for paying for County services such as maps from the Surveyor's Office or property taxes.

Enterprise Business Directions

The elected County officials establish overall goals for the County. These goals drive the work of the County's divisions, departments, and offices, and the information technology that supports the County's work. All divisions, departments, and offices (except for the County Library) use technology - both enterprise-wide systems and systems unique to their own needs - supported by the County's Department of Information Services.

The County Board seeks to make Anoka County a stronger, healthier, more vibrant community, by:

- **Maintaining Low Property Taxes:** Anoka County has historically maintained very low per-person property tax levies, with a current rank of fifth-lowest among Minnesota's 87 counties. A major goal of the County Board is to keep the County's property taxes low. This is an important business driver, since the desire to keep taxes low can result in constrained budgets for County services and the information technology systems that support those business functions. While the County's budget increased 6.1% in 2006, most of the growth will be funded by increases in population growth and in growth in newly constructed commercial/industrial property. The budget increase is less than the growth in population and the consumer price index combined. (Source: Budget cover letter from County Administrator Jay McLinden, December 1, 2005).
- **Promoting Economic Development:** A major goal of the County Board is adding to the County's tax base by pursuing economic development projects, which are expected to bring in a significant amount of new revenue.
- **Improving Public Safety:** The County is planning an improved public safety facility and building a 24-hour coverage crime lab to speed investigations.
- **Improving Transportation and Public Transit:** As a growing, suburban County, transportation is a significant issue. In addition to funding highway improvements to support increased traffic, the County Board is also planning new and expanded public transportation projects. Chief among these is the Northstar Commuter Rail Line, which will run through Anoka County, eventually linking Minneapolis and St. Cloud. Improvements to the Anoka County-Blaine Airport are also planned.
- **Meeting Human Services Needs:** Anoka County administers health care and income assistance programs under state and federal mandates. Much, but not all, of the funding for these programs come from the state and federal governments. These programs include Medical Assistance, public health nursing services, services for seniors and persons with developmental disabilities or mental illness, and income assistance programs.

The County has little flexibility in what services to provide, the level of services to provide, and what data must be collected and reported to the state or federal governments. While the exact impact of mandates is difficult to quantify, the County Administrator estimates that as much as 85% of the total human services budget may be the result of state or federal mandates. (Source: County Administrator's Response to MN Taxpayers' Association, December 2005)

- **Maintaining Core County Services:** Anoka County also provides services that enhance the quality of life for County residents such as parks and libraries. With population growth, these services also experience increased usage.

Common Business Needs across Divisions, Departments, and Offices

As part of the process for this report, Advanced Strategies interviewed ten Anoka County divisions, departments, and offices. While each division, department, and office has its own unique business and technology needs, the following common themes were found:

Improved Service to the Public:

All divisions, departments and offices in the County are motivated by providing better service to the public. Given the changing nature of work, maintaining “normal business hours” (i.e., Monday-Friday, 8:00 am to 4:30 pm) may no longer be enough to meet the needs of those County residents who may not be able to transact business with the County during standard business hours. The public increasingly expects to be able to transact business on a 24 hour, 7 day (24/7) basis, using credit cards, or other electronic payment methods. County divisions, departments and offices are uniformly interested in providing this kind of access to the public, in an effort to expand service while keeping costs down.

Enhanced Access to County Information on the Part of the Public:

In an open and democratic society, the public feels that it is entitled to know what its decision-makers are doing and what information they rely on in making their decisions. For example, interest groups often use data practices requests to find information related to their interests and the media also requests access to information. Increasing number of requests for information from groups interested in County projects and from the media will add to workload of the County’s staff.

More Efficient Administrative Processes:

All divisions, departments and offices in the County rely on common administrative processes, such as entering and approving employee timesheets, issuing request for proposals (RFP’s) and monitoring contracts, and purchasing supplies and equipment. Many of these processes require multiple steps and approvals. Eliminating redundant data entry, reducing time spent tracking statuses or monitoring data, and allowing appropriate access to documents scattered across different systems could greatly enhance productivity. Document management systems can facilitate the flow of documents, such as contracts and purchase requisitions, through the process.

Pending “Baby Boomer” Retirements:

Within the next five years, “Baby Boomer” retirements will increase, and much institutional memory is at risk of being lost. Veteran workers have years of knowledge, often undocumented or in individually maintained paper or electronic files. Each division, department and office faces the challenge of ensuring that the experience and knowledge of workers nearing retirement is captured and documented.

Integrate Remote or Field Locations:

Not all County workers are located in the County Government Center. Some programs have their main worksites at remote locations (e.g., the County Parks, Highway, Job Center, etc.). These workers interact with applications that are located in the Government Center.

Connectivity speeds and security of data transmission are critical considerations for these workers. Some programs, also, have significant numbers of employees working at a variety of places in the field (e.g., public health nurses or highway workers). Currently, many of these workers use paper forms to enter data in the field, and then must travel back to the main office to enter it into the appropriate computer application. The productivity of these workers can be enhanced if they can enter data once.

Support Work Performed During Nonstandard Hours:

Some divisions, departments and offices, such as the Sheriff's Office, and the Jails, have 24/7 operations. Other programs, such as the County Attorney's office or child protection, may need to respond quickly to events during evening or weekend hours. These employees need the tools to do their jobs even when the rest of the County's functions are closed.

Security of Information and Infrastructure:

A key security issue is the need to protect confidential data from unauthorized access. While the public may be interested in obtaining data from the County, the public is equally concerned about protecting the privacy of information pertaining to them. In addition, access to some kinds of data (e.g., Social Security Numbers) is tightly regulated by law, and there are penalties for inappropriate disclosure, including legal action by those harmed. In some cases, even divisions, departments or offices within the County are prohibited from sharing information on their clients with one another. At the same time, County employees working within a program need to share information containing personal data in order to do their work. The County will need to develop mechanisms for protecting personal and other confidential data from unauthorized access on the part of those outside or inside the County, while allowing for protected exchange of confidential information.

A second security issue is that County electronic information systems must also be protected from intentional damage from computer viruses and worms. As County business processes become increasingly reliant on information technology, that technology must be protected from malicious attack or access by those seeking to engage in fraudulent activity.

Enterprise Technology Directions

Enterprise Technology Strategies

Many of the common business needs of the County's divisions, departments and offices can be met through the appropriate use of technology. With County budgets expected to be constrained over the next five years, finding ways to use technology to improve efficiency and effectiveness will be a priority. Since younger workers are more likely to be computer-savvy than older workers, they will find it easier to use these technology-based productivity enhancers.

Themes

In conducting the 2006-2011 Strategic Technology Plan, the underlying themes identified in the 2001-2005 Strategic Technology Plan are found to still be valid and are expected to continue. However, the themes have been reorganized to reflect the findings of this strategic planning effort.

- 1. Business Needs and User Productivity.** *Applications of technology and prioritization of resources must focus on business needs and customer expectations to ensure that technology investments contribute to improved services and customer satisfaction. As new technologies are introduced and as staffing issues become even more acute, we must continue to improve user capacity to take advantage of technology through improved application usability, training, and documentation.*
- 2. Application Strategies.** *Migration from dependence on proprietary, legacy computer hardware to alternative and more open environments is a goal for the County. Quality, efficiency and cost-effectiveness can be improved when divisions, departments, and offices share data across applications, and share the resources required to support them through systems integration.*
- 3. Infrastructure Improvements.** *Support of robust and responsive hardware and network structure is critical to the effective use of today's technologies. The hardware and software infrastructure must be sufficient to support the ongoing and growing needs of users across the County.*
- 4. Central Coordination and Leadership.** *Consistent applications, procedures, and processes ensure reliability and cost-effectiveness in deployment and use of technology. Central coordination and leadership provide opportunities to reduce redundancy and leverage scarce resources. The County, through central coordination and leadership, must continue to pursue opportunities to investigate and implement emerging technologies to expand the usefulness of technology and to improve productivity of staff.*
- 5. Long-Term Support Requirements.** *Planning for ongoing support of information technology is required to ensure that tools that are integrated into the County's work remain useful and effective.*

Considerations

A challenge for the Anoka County Department of Information Services and its customers is balancing competing (and, sometimes conflicting) demands for resources. While large projects are often clearly identified and resources dedicated, funding of small to medium sized projects compete with other business projects in the divisions, department and offices. In addition, the Department of Information Services staff must fit these projects into already busy schedules. In order to set priorities among competing demands, the County needs some way of understanding the impact of projects on the business. Such understanding can be facilitated by creating business cases for projects and by establishing a standard model for proposing and reporting on projects.

Financing enterprise-wide projects is a challenge for Anoka County. In order to fund enterprise-wide projects, either a centralized budget needs to be created or divisions and programs need to allocate some of their budget to the project. Given tight Anoka County budgets, and reductions in State and Federal funding for programs, funding for enterprise technology projects competes directly with services to business projects. Further, while business customers are willing to dedicate staff resources to assisting with project management for program-specific project, it is harder to find customers willing to provide resources to manage enterprise-wide projects.

In an effort to support the enterprise business directions as described in the prior section and to remain consistent with the ongoing themes, the following technology directions emerged from the strategic planning effort and are described below.

Business Needs and User Productivity

Greater Use of Web Technology

Greater and more expanded use of web technology could permit Anoka County residents to access information about County programs and services beyond normal business hours and transact business with the County beyond normal business hours. Kiosks that are web-enabled and located in license bureaus or libraries could facilitate access on the part of those who do not own computers. Electronic payments functionality, including handling of credit cards, could be used by many divisions, departments and offices.

Expanded Use of Electronic Forms, Imaging and Workflow

Expanded use of electronic forms and imaging combined appropriately with workflow software could meet a number of business needs, including elimination of redundant data entry, reduction of paper, enhanced records retrieval, enhanced retention schedules compliance, improved physical safety and security and more efficient and effective business processes.

Wireless, Remote Access and Portable Technologies

Wireless technology could support the needs of staff both working in the field and in the County's offices. Higher speeds are needed with increased need for graphics and increased need for access to Internet. Laptops, tablets, or PDA's (e.g., Blackberries) can enable field staff to be in touch with their office, to enter information only once, and avoid time-consuming trips back to the main office for data entry. Laptops can enable office staff to work more collaboratively as well as meet with County residents in work rooms for increased privacy.

Browser-Based Employee Self-Service Systems

Greater use of employee self-service systems could provide increased productivity and improved efficiencies for all County employees. Candidates include benefits management enrollment and tracking, applicant tracking for Human Resources, timesheets and training. For example, web-based training could meet a significant portion of staff training needs including the training that is required for all County employees. Examples include cultural and diversity sensitivity training, sexual harassment sensitivity training, security training, or safety training. The provision of the training as well as the tracking of the training could be web based. Note that required certification classes in some specific programs may still need to be obtained off-site.

Electronic Payments Capability

Many divisions, departments and offices (e.g., Property Records and Taxation, Surveyors, Purchasing) either receive payments from the public or make payments to vendors. Service to the public could be improved if electronic payment capability, including the ability to accept credit cards, were available.

Application Strategies

GIS Technology and Applications

Geographic Information Systems (GIS) technology and applications could be used by multiple divisions and departments, including Public Services, Property Tax and Records, Human Services, Highway, and Emergency Services. To this end, the County needs to be ready to ramp up integration efforts with multiple applications once the GIS COGO (Coordinate Geography) effort to improve accuracy is complete.

Enterprise-wide Solutions and Systems Integration

Integrated systems would allow for data stored in one application to be used in another application (e.g., names and addresses of contractors). In addition, there are many enterprise-wide applications that could bring about efficiency and productivity improvements throughout the County. As an example, an enterprise contract management capability could assist all divisions, departments and offices in tracking contract status, monitoring invoices and payments. Currently, contract forms need to be printed and physically sent to the next department for approval. Data is often re-entered at each step in the process. Electronic document systems with workflow capabilities would also eliminate a great deal of redundant data-entry.

Acquisition of Customized, Off-the-shelf Software (COTS)

Anoka County is large enough to acquire customized, off-the-shelf software (COTS) for its medium and large projects resulting in the potential for reduced development costs; increased speed to implementation; leveraging industry best practices; increased reliability and/or improved expandability with other applications. For specialized applications serving only a few users, building on successful collaborations with other counties could meet these technology needs. A couple of the obstacles to collaborating with other counties are that County business requirements may differ from one County to another, and that collaborative projects require more management time.

Infrastructure Improvements

More Aggressive Replacement Schedule of Hardware and Software

Hardware and software could be replaced on a more aggressive schedule. The benefits of this strategy are that newer hardware with less variation is typically easier to support and fewer versions of software can improve productivity of both business users who exchange files and documents with each other and Department of Information Services' staff members who support the multiple versions. A minimum of a five-year replacement cycle is needed and a three-year replacement cycle is preferred and is closer to the industry standard. This is desired both by business users, for whom consistency among work teams is important, and the Department of Information Services, who can serve customers more efficiently if there are fewer versions in use in any one work unit.

Additional Infrastructure Improvements

Additional opportunities for enterprise-wide infrastructure improvements could be implemented to enable technology implementations. These include such items as consolidation of server environments; shared storage of data; improvements to County-wide connectivity; convergence of data and voice; and development of an offsite disaster recovery location for quick recovery of critical systems. These improvements will provide additional reliability and redundancy to maximize system access availability.

Central Coordination and Leadership

Standards

An important function of the Department of Information Services is to set standards for the County's information technology resources. Equally important is the role of the Department in providing leadership in exploring emerging technologies and communicating how those technologies can support the business needs of its customers. Leadership is also required for enterprise-wide technology security concerns and disaster recovery planning. These are unique functions for Department of Information Services; customers do not have an enterprise-wide technology perspective, nor do they generally have the time to be conversant with emerging technologies. The Department of Information Services needs the capability to adapt to rapidly evolving technology standards, whether they are generated by the information industry, or in the specific business sectors served by the Department (e.g., HIPAA rules governing medical data or Governmental Financial Standards Board regulations relating to accounting).

Emerging Technologies

The County must continue to pursue opportunities to investigate, test and implement emerging technology to expand the usefulness of technology and to improve productivity of staff, especially as it is required to meet the business needs. Additionally, Department of Information Services would be available to provide education and consult with users on applicability of technology to meet the business needs and to support implementation as required.

Security of Data and Information Systems

The Department of Information Services plays a critical role in ensuring that confidential data is secure from unauthorized access, and that information systems are secure from malicious attack.

Long-term Support Requirements

This theme includes providing an enterprise-wide integrated view and oversight to support the long-term as well as identifying training and other support opportunities. Additionally, this requires a balance of maintaining the long-term view and planning in the face of short-term constraints and pressures.

Enterprise Technology Projects

Several significant projects are in process. The list below includes projects that are County-wide, coordinated with other counties, impact more than one division, department or office and/or are defined as 'large' (high dollar or high number of staff hours). Some of the projects are applications-oriented and some are infrastructure-based. For a complete list of projects in process, please see Appendix D.

Business Needs and User Productivity

County Attorney Case Management System

This is a joint project between the Dakota County and Anoka County Attorney's offices. Both counties will be implementing the same package software to replace legacy systems. The counties are committed to standardize the use of the software to minimize implementation and ongoing costs. The packaged software will automate the case management functions and includes the use of imaging software for electronic storage of documents.

There have been delays in this project due to the complexity of customization and integration with imaging. The implementation schedule is currently being redeveloped.

Public Health Information Management System (PHIMS)

Community Health and Environmental Services is seeking a system to be used for charting and tracking client, inspection, and licensing information. This system will provide automated processes to replace many manual tracking systems, as well as improve the management of programs, simplify and improve the accuracy of data collections, and provide the ability for statistical analysis and reporting.

In 2005, a business analysis of the functionality was completed, an RFP was issued and a software vendor, Netsmart, was selected to provide package software to meet these business needs. In 2006, a Phase I Gap Analysis will be completed by Netsmart, and in 2007 work will begin on the Phase II Implementation process.

Imaging Systems

Human Services Imaging:

The Human Services Division needs the ability to access and process data electronically to efficiently manage documents and share them with other departments, counties, and states, as well as support case management practices. A long-term project has been developed to bring imaging capabilities to Human Services one department at a time, beginning with the Corrections Department.

In 2006, a business analysis will be completed for the Corrections Department to document the technical requirements for the integration of imaging with their systems and business practices, and in 2007, the implementation of the integration requirements is scheduled. The other Human Services departments will follow the same process of business analysis and implementation in the subsequent years.

Other Imaging Projects:

In 2006 and beyond, analysis and development of imaging capabilities will be provided to other divisions, departments and offices, including Financial & Central Services, as resource availability allows.

Application Strategies

Criminal Justice Hub

This is a joint effort across the Anoka County criminal justice partners – Sheriff's Office, various city police departments, County Attorney's Office, State Courts, Detention and Corrections – in the planning and development of a common link to their common data and information. This system will help manage the exchange of the data across multiple systems, and help eliminate the redundant keying and improve timeliness of information.

Human Services Financial System

The Human Services financial systems are older legacy systems that have become cumbersome to use and maintain. For example, generating reports could be accomplished more easily with newer systems. These older systems include the Vendor Payment system and nine other closely related systems that are used for processing, tracking, and reporting client and financial data.

In 2005, an initial business analysis was completed, as well as research on software available in the marketplace, research on other counties in Minnesota and other states, and analysis of the Oracle financial software used in Anoka County. In 2006, system requirements will be documented, an RFP will be issued, and a software vendor will be selected to meet these requirements.

Infrastructure Improvements

Novell to Microsoft Migration

This project has been requested to migrate from Novell network products to Microsoft network products for file and print services, e-mail, calendaring, security services and network administration. The project includes a three-year migration period, and requires extensive project management, planning, technical assistance, and staff resources.

Wide Area Network (WAN) Improvements

The migration to Fast Ethernet technology has improved the network capacity and speed within our buildings, but significant limitations still exist with the connectivity between County sites. The need for alternate computing sites for processing in the event of a disaster or serious outage should be considered, as the availability of systems becomes increasingly critical to our core business.

In 2006, options will be studied for implementing improvements to the network connectivity to the County's larger remote sites. This should include options such as fiber connectivity, high speed wireless, frame relay and other types of connectivity. Infrastructure improvements for future years include implementation of fiber between buildings, developing an off-site disaster location to include a storage area network, and other related connectivity improvements.

Hardware Infrastructure

A project has been requested for enterprise-wide improvements to the hardware infrastructure including consolidation of server environments, the addition of a storage area network, and replacement of the enterprise data backup system.

Central Coordination and Leadership

Disaster Recovery Planning

While a disaster recovery plan for the County's automated systems exists today, it has become outdated as the County's systems have moved to a server-based computing environment.

In 2005, the Department of Information Services conducted interviews of the County divisions, departments and offices to document disaster recovery plans for specific systems. In 2006, the Department of Information Services will be gathering together all of the information collected, and publishing a new County-wide Disaster Plan.

In addition, the Department of Information Services is assessing the need for an off-site disaster recovery facility. This facility would include backup servers, network connections, and other technology, so that County business could continue in the event of damage to the Government Center.

County-wide Security Policies

The federal HIPAA Security Rule requires health care providers to review security practices, policies and standards, to determine gaps and to take steps to ensure compliance with the Rule. A compliance plan was required by April 21, 2005.

In 2005, final steps were taken to ensure compliance including the designation of a Security Officer, updating Business Associate Agreements, staff training on Security, and updated documentation on actions taken to comply with the Security Rule. In 2006, County-wide Security Policies will be completed. In addition, ongoing activities include employee education, implementation of security-related tools, and periodic security assessments.

Strategic and Tactical Processes

Technology Planning and Prioritization Process

Currently, large technology projects are requested through submission of a Capital Improvement Projects (CIP) requests for projects with a cost of over \$100,000. Smaller projects are requested for completion through the Department of Information Services, or through the annual operating budget process. Each division, department, and office submits their CIP budget requests (which may include technology requests) to the Finance Committee, with their own stated priorities. There is currently no formal enterprise-wide priority-setting mechanism. In addition, technology requests made directly to the Department of Information Services are completed on a first come, first serve basis.

One of the findings resulting from the Strategic Technology Planning effort is a recommendation that the Department of Information Services leadership and the ITM refocus attention on the mechanisms, processes and criteria for setting overall priorities for technology projects. The Strategic Technology Planning effort recommends that the ITM update its mission and focus statement to include a structure and process for technology governance. See Appendix F for more information on a sample selection and approval process.

Technology Performance Metrics

As part of the 2006-2011 Strategic Technology Planning effort, the Department of Information Services will be leading an effort to establish the preliminary foundation for measuring technology performance. An initial set of performance metrics indicators will be identified, an initial framework will be established, and a preliminary process for reporting the metrics will be established.

Division, Department, Office Technology Strategies

Summary of Division, Department, and Office Technology Strategies

Consultants interviewed the divisions, departments, and offices to document their unique business needs and technology interests. The interviews focused on their business situations and drivers, business directions for the next 5 years, current technology projects, and technology interests for the next 5 years. Interviewees were encouraged to think broadly, without constraints. The suggestions for technology were not assessed for feasibility or desirability. However, affordability needs to be considered; the County may not be able to fund all suggestions for technology improvements.

The following divisions, departments, and offices were interviewed by the consultants:

- Department of Information Services
- County Administration
- County Attorney's Office
- Finance and Central Services Division
- Governmental Services Division
- Human Resources Division
- Human Services Division
- Property Records and Taxation Division
- Public Services Division
- Sheriff's Office

The Department of Information Services will be handled in a separate section in this document for two reasons. First, their work is influenced heavily by the interests of their business clients. Secondly, this is a strategic technology report and the bulk of the recommendations are directed at the Department of Information Services.

In reviewing the technology interests, it should be noted that business staff are not technology experts. Their use of terminology may not be consistent with that of the Department of Information Services staff. Further, they are not always aware of what is currently being done in the Department of Information Services. Some suggestions for technology interests might already be the subject of a current or planned project.

Data practices and records retention requirements vary from program to program. For example, some divisions would like to access information held by other divisions, departments and/or offices. In some cases, legal requirements prohibit such data-sharing. In other cases, policy considerations in the various divisions may be in conflict. Program staff members are responsible for working collaboratively with the Department of Information Services to ensure that electronic systems have appropriate security, access and retention features.

The full text of the division, department, and office interview summaries is available from the department, division, and office or from the Department of Information Services. Below are highlights of the division, department, and office key functions and technology interests.

Department of Information Services

Business Situation and Drivers

Anoka County's technology environment is maturing as a centralized function. The County Board sets out priorities and goals for planning purposes. However, each of the County's divisions, departments, and offices is fairly autonomous. Enterprise-wide opportunities exist, yet sometimes it is difficult to coordinate these types of projects across several departments. The Department of Information Services plays an educational role in helping its clients understand how they can benefit from "piggybacking" on one another's projects.

Setting priorities among division-specific projects can be challenging, given the constrained resources of the Department of Information Services and the many demands for information technology from its customers. Large projects typically have project managers and dedicated funding, and proceed in a reasonably successful fashion. Medium and small-sized projects are attended to as time and resources permit. Often, the larger projects crowd out the smaller ones.

Business Directions

The strategic plan developed in this report contains the Department of Information Services' major business directions. Some specific business directions have been described in detail in the Enterprise section of this report. Below are some additional challenges that will be faced by the Department of Information Services over the next five years.

Challenges facing the Department of Information Services include:

- The ability to balance requests for technology and services from its clients with the budget constraints faced by the County – as client divisions, departments and offices face pressure "to do more with less", the clients' pressures become the Department of Information Services' pressures;
- The public's (and Anoka County employees') expectations for services and information to be available 24/7 – increased pressure to provide more customer (and employee) self-service and more remote access to information;
- The public pressure for more information, and for more readily available information, is in direct conflict with public concerns about data privacy;
- The need for leadership, not only in the Department of Information Services, but from the business areas of the County – business partners with the ability to obtain resources for key business projects, and to assist in promoting enterprise-wide projects, and with the knowledge of the importance of technology as a business tool;
- The need for increased project management for large projects – projects have generally been more successful when project managers are in place. Having business project managers also improves project's performance and success;
- The need for increased training to keep Department of Information Services staff and managers current – constrained by both tight budgets and lack of uninterrupted time;
- The close coordination with other County functions to provide disaster recovery planning;

- The need for higher security awareness across the County; and
- The increased need for business analysis skills in order to correctly identify client requirements.

In order to meet these challenges, the Department is seeking to partner with their customers for completion of projects, for staff to acquire the skills to take on more of the day-to-day problem solving, and for the Department's management to spend more time in strategic research and development activities. Productivity improvement is another important business direction for the Department of Information Services. Establishing an improved ability to measure success and ROI were important for the Department of Information Services' ability to demonstrate performance. Trend analysis and benchmarking should be part of this overall strategy.

Disaster recovery planning and concern for security of electronic data for information technology are increasingly important enterprise responsibilities for the Department of Information Services. As more of the County's business functions and services are performed using technology, the greater the negative impact to the County's ability to conduct business of any natural or other disaster, including hacking into County data, which might heavily damage the Government Center or systems. Greater use of technology makes it even more critical that hardware and software can be easily recovered in an offsite location, not just in the Government Center. If the Government Center were to become unusable, or information technology systems seriously damaged, the County must have alternative mechanisms to provide essential services without interruption. Other services should be brought back on line in order of their importance within a reasonable time after any disaster.

Information Services Directions

Since the last Strategic Technology Plan, the Department of Information Services has migrated away from a mainframe environment to a server environment. This migration will continue with the replacement of the AS/400 server currently hosting Human Services applications.

To assist in reducing complexity and support costs, the Department is:

- Consolidating server operating systems and platforms
- Setting and enforcing technology standards
- Staying with market-leading vendors and products

The Department will continue to investigate and identify strategies to meet increased demand for expanded hours for technical support while attempting to keep costs down. Currently, after-hours needs are met on a 'call-as-needed' basis with no formal on-call policy. Dependency on the Department of Information Services has been decreased by steps taken to prevent outages and communicate planned outages well in advance.

The Department of Information Services expects to improve utilization of the Department's staff resources by continuing to leverage the use of vendors as much as possible though a great deal of time is spent in oversight and assigning project managers as much as possible.

The Department of Information Services plans to leverage technology that has already been proven in-house such as imaging and workflow and continue to look for opportunities to acquire applications from other counties especially for applications serving smaller or unique functions.

There is a direction for providing more web-based 'self service' applications, internally for the County's employees, and externally to citizens and businesses. Services could be expanded to provide broader access to information, allowing users to make requests online, to check status on requests or transactions, and to conduct financial transactions online.

Another direction is to provide more integration than in the past – eliminate redundant data entry and data management, and bring about efficiencies and improvements with staff productivity.

Departments have stepped up to share the lead on large projects that impact their work directly. However, it can be difficult to find a business sponsor willing to take the lead for enterprise-wide initiatives that impact the County more broadly. It will be important to find a 'home' for these projects. It takes a great deal of collaboration across divisions, departments and offices to create systems that serve the enterprise as a whole, considering the cost, security, coordination, complexity, and integration required. Because of the collaboration required, it will be important to find business sponsors willing to take the lead for such initiatives and to continue to work with the ITM Committee in identifying cross-organization benefits and requirements coordination.

The demand for technology projects exceeds the resources available. One option is to say 'no' to projects, but then the organization risks that local databases are developed, increasing the number of disconnected, duplicative and conflicting applications. Another option is to add resources to provide a service level that encourages enterprise development. A third option may be to prioritize projects to ensure that the work completed, given resource constraints, meet the overall goals of the organization as a whole.

The Department of Information Services has been successful in maintaining good relationships with customers by meeting on a regular basis to discuss issues, projects, and communication about new technologies. This approach could be expanded to include other department staff, as applicable.

Other ideas that will be considered for future directions, as resources are available:

- Establish user groups for users to share knowledge in their areas of interest and expertise.
- Develop processes for users to submit requests on-line and monitor their status via the Web.
- Schedule time to do research and development in advance of projects.
- Expand the use of reporting tools and providing training to the users.
- Provide additional staff resources and expertise to better leverage the use of the Web-based technologies.
- Improve County Web site by making it more interactive and assisting the citizen in finding the information they need.
- Increase staff skills with expertise in business analysis, RFP development, database administration (DBA), software development, project manager and web development.
- Plan for continuity of staff through the end of a project.

- Provide faster desktop (hardware and software) replacement schedules County-wide instead of division-by-division.
- Increase the use of tools to more effectively support technology – automated hardware/software inventory, network statistics tracking, automated patch management, etc.
- Reassess staff resource allocations – The past focus has been on large projects as the County moves from legacy to new systems and from manual to automated systems. There are not enough resources to both maintain systems and meet new development requests.
- Continue to drive activities and set direction with an eye toward the future and across the enterprise; not just the immediate timeframe and the immediate organizational unit.
- Provide more cross-training, so staff are not focused on just one tool or language.
- Improve administrative procedures and systems, to allow for better financial analysis, and then extend to Human Resource systems for tracking and staff development.

Other ideas under consideration for future directions for the Department of Information Services Infrastructure, as resources are available:

- Implement improvements to WAN bandwidth.
- Migrate the network server standard from Novell to Microsoft.
- Implement wireless network technology in the County Government Center.
- Provide centralized funding of the hardware infrastructure to ensure more efficient use of server and storage capacity.
- Implement on-call coverage for the Sheriff's Office.
- Continue to establish centralized technology standards.
- Automate key infrastructure support processes such as upgrades to desktops.
- Identify and implement key areas of data integration including criminal justice, GIS mapping and imaging.
- Allow users to submit technology requests on-line and monitor their status through the Web.
- Use disk space more effectively and efficiently through the implementation of Storage Area Network (SAN) technology.
- Continue improvement in systems reliability and fault tolerance to minimize downtime and therefore provide uninterrupted 24-hour service to systems.

County Administration

Business Situation & Drivers:

County Administration serves as Anoka County's central management office and is the linchpin in communications between the County Board and the rest of county government. County Administration has responsibilities to see that county board policies are implemented, coordinate overall operations of the county, serve as a focal liaison for county and public information needs, initiate and present the county budget, and provide programming/evaluation capabilities for the county board to maximize the effectiveness of all county services. County Administration Department staff provide support for the Anoka County Board of Commissioners and the County Administrator, including agenda management, minutes and follow-up, and secretarial/clerical office support. The County Administration Department staffs the reception/front desk for the County Administration area and responds to requests from the public for information. County Administration also staffs special projects, including support for major County initiatives such as commuter rail or the proposed Vikings Stadium. The County Administration Office plays a key role in policy decisions whether related to internal practices/policies, or related to external direction and initiatives of the county board.

The County's Cultural Coordinator is responsible for developing affirmative action goals that reflect the County's changing diversity, and for reporting on recruitment and retention of employees of color. This function provides monitoring and reporting on compliance with EEOC guidelines. The Cultural Coordinator provides training on cultural competence issues for Anoka County staff.

Technology Interests:

This Department must interface with the County Board, all other County divisions, departments and offices, as well members of the public. Their work is document- and transaction-intensive. Special projects may have high public visibility, and some are controversial. The technology interests of County Administration reflect their coordinating role.

Key technology interests include:

- Enhancing electronic workflow and document management, including integration of document and information systems.
- Increasing capability for electronic financial transactions.
- Encouraging staff and others to use electronic communications tools, such as calendaring and e-mail.
- Balancing privacy concerns with easy public access to information.
- Having a contract tracking system for monitoring contract status and payments.

County Attorney's Office

Business Situation & Drivers:

The Anoka County Attorney's Office is headed by an independently elected official, and is responsible for the prosecution of criminal felonies, civil commitment proceedings, child support enforcement, and child protection actions; and investigation and prosecution of white collar crime. The Office represents the County in enforcement of licensing statutes and rules. The County Attorney's Office also provides "corporate counsel" services to the County Board, County divisions, departments and offices. These services include providing legal advice to the board and County agencies, reviewing and/or negotiating contracts, and defending Anoka County in legal actions brought against it.

Technology Interests:

The County Attorney's Office needs to be able to track large numbers of both criminal and civil cases. This office needs to manage documents coming from a number of sources, including law enforcement units, victims for criminal matters, County business units (contracts and other legal documents), and parties in civil trials. Data privacy is crucial for some of this information; other information must be public. The work of the County Attorney's staff is frequently performed at places other than their own desks. Their technology interests reflect the need to manage information, and for information portability. Technology interests include:

- Case Management System is in progress; a portion includes:
 - Permitting case tracking from initial charging to completion of parole/release from criminal justice system
 - Permitting tracking of civil cases
- Information exchange with other County offices and departments (e.g., Sheriff, Corrections)
- Wireless capability for courtrooms and other remote locations for civil and criminal attorneys
- Sometimes attorneys need to work outside normal business hours; need access to systems
- Video and other electronic data used as evidence are not in a consistent format; the office needs to be able to work with a variety of formats

Finance & Central Services Division

Business Situation & Drivers:

The Finance & Central Services Division is responsible for the County's financial and budget activities, for records management, and for maintaining the County's buildings and property.

Departments within this division include:

- Finance & Central Services Department
- Accounting and Budgeting Department
- Facilities Management & Construction Department

- Finance & Central Services Department:
 - Treasury: This unit is responsible for the County's cash management, investments and payments/disbursements.
 - Risk Management: This unit is responsible for managing the County's employee benefits, workers' compensation, and liability insurance. The unit conducts safety programs and inspects major facilities to identify and correct potentially hazardous conditions.
 - Purchasing: This unit handles all activities necessary to approve, implement and monitor the purchase of services, supplies and equipment needed by the County, from the receipt of a request to the delivery of the needed product or service.
 - Payroll: This unit processes the County's payroll.
 - Word Processing: This unit provides central word processing services. While the demand for these services has been reduced by staff using PC's, correctional officers still do a great deal of dictation that needs to be transcribed.
 - Records Management: This unit is responsible for County-wide records management policy, schedules and procedures. The Records Management Unit serves all County divisions, departments and offices daily with a significant volume of retrievals and storage for criminal justice and human services.

- Accounting and Budgeting Department:

This Department is responsible for the development and management of the County's budget and for tracking its accounts. It works closely with the other County divisions, departments and offices in this effort. The Department maintains the County's general ledger, manages debt servicing and manages the County's fixed assets. The County's budget, at over \$200 million, has more than doubled over the last 10 years.

- Facilities Management and Construction Department:

This Department is responsible for the maintenance (including HVAC) and cleaning of the County's buildings (1.6 million square feet in 30 different buildings) and grounds, some of which is performed by contractors. The Department is also responsible for managing any new construction of County-owned facilities. This does not include parks, highway or library facilities. This Department also provides mail service to the County's various offices, operates the telephone system, and handles shipping and receiving.

Technology Interests:

The Finance & Central Services division interacts with all other County divisions, departments and offices in its support of financial and budget processes, information exchange and for repairs and maintenance of facilities. Their technology interests reflect the need for better information sharing and reduced redundant data entry. Technology interests include:

- Financial systems (Oracle) upgrade
 - Electronic payments and invoice tracking
 - Projects and grants accounting
- Imaging for Accounts Payable and Purchasing
- HIPAA compliance for Risk Management
- Electronic timesheets, labor, and cost accounting
- Coordinated payroll and HR information
- Records management (e.g., retention policies) taken into consideration in development of applications
- Electronic maintenance system (e.g., to track repair and maintenance cycles)

Governmental Services Division

Business Situation & Drivers:

The Governmental Services Division includes the following:

- Vital Records Department
- Integrated Waste Management Department
- Veterans' Services Department
- Intergovernmental Relations Department
- License Bureau
- Elections & Voter Registration Unit
- Community Development Unit
- Public Information Unit
- Emergency Communications Center (911 Call Center)
- Emergency Management Unit

The growth in the County's population impacts the programs in this division significantly. Volumes of transactions and demands for services increase in direct proportion to population growth. As a function whose objective is to provide information to the public, this division is also impacted by demands for easy and immediate access to information by the public. At the same time, privacy concerns will impact the division's ability to provide certain kinds of information, or to provide linkages among certain kinds of information. This division expects to be impacted by the aging of its workforce, with a large number of key staff facing retirement. Each department or unit is further impacted by changes in state and federal laws, which impact its particular function, e.g., the Real ID Act will impact the way drivers' licenses are issued and voter registration.

Technology Interests:

Technology interests reflect the diversity of functions performed by this division.

- Facilitate exchange of vital records with other jurisdictions (as permitted by law).
- Implement electronic voting systems, polling books and voter registration with security/integrity protections.
- Increase user self-service for licensing via kiosks or web.
- Enhance public information on Anoka County's web site.
- Integrate Computer Assisted Dispatch (CAD) into Records Management (police) for Emergency Call Center.
- Improve mobile connectivity for Emergency Management systems with backup, if power or transmission towers are out.
- Integrate multiple information sources for Community Development tracking and reporting.
- Reduces waste generated by paper-based systems through expanded use of electronic systems.
- Enhance the Integrated Waste Management system for hazardous household waste, which is overtaxed.

Human Resources Division

Business Situation & Drivers:

The Human Resources Department is responsible for administration of the County's personnel system, including creation, classification, and compensation of positions; and recruitment and retention of the County's workforce. This Department also administers the employee benefits program, and negotiates contracts with the County's labor unions. The Department provides orientation programs for new County employees, and approves training for current employees. An Employee Assistance Program is provided through a contractor.

Technology Interests:

This Department needs to interface with every employee in the County, for the purposes of entering time sheets and benefits enrollment. It also interfaces with program managers for the performance review process; and the risk management unit, for the purposes of benefits administration.

Technology interests of this division reflect the ability of enhanced technology to improve productivity, by promoting user self-service and eliminating redundant data entry.

- Employee self-service
 - Online benefits enrollment
 - Online time sheets
- Electronic performance review system (with appropriate security)
- Electronic tracking of employee training needs and training attended
- Streamlined EO4 report production (for affirmative action)
- Provide on-line training that is required for County employees
- Automated application process

Human Services Division

Business Situation & Drivers:

The Human Services Division includes the following departments:

- Community Corrections: This Department administers a 110-bed juvenile facility, a 60-bed adult facility and a workhouse. The Department provides school services at the juvenile facility. Community Corrections is responsible for supervising 14,000 adult and juvenile offenders on parole or supervised work release.
- Community Health & Environmental Services: This Department has four main functions
 - Public Health Nursing
 - Disease Prevention and Control
 - Environmental Services (e.g., restaurant inspections and licensing)
 - Correctional Health

This Department also works with the state immunization registry and child and teen checkups.

- Community Social Services and Mental Health: Provides services to people with mental retardation, mental illness or chemical dependency. This Department also administers child protection services. Community Social Services conducts investigations, assessments and case management.
- Income Maintenance: This Department administers public assistance, medical assistance, cash assistance and child support programs, including eligibility determinations, payments and billing. It employs 210 FTEs.
- Job Training Center: This Department assists employers and the public in finding jobs or careers.
- Coroner Unit: Not interviewed; operates independent of the County IS system.

Technology Interests:

This Division must work with a number of state systems, in addition to using systems to keep its own records. Redundant data entry and the inability of systems to share information generate significant extra work. Managers estimate that over half of the work done by some staff is attributable to the need to re-enter data. Many of this Division's staff performs work either at remote locations, or in the field. Portable, high-speed access to information systems would enhance productivity. Data privacy and HIPAA compliance are significant policy issues for this division.

The technology interests reflect this division's varied functions, its data and form-intensive work, and its need to use systems mandated externally.

- Technology can be enhanced to improve staff productivity:
 - Reduce paperwork
 - Reduce redundant data entry
- Need mobile and remote capability for field staff
- Need faster networks for remote locations
- Need Imaging for document management
- Many departments need to interface with state systems

- Corrections—need fast, reliable communications and ability to integrate multiple systems (e.g., Sheriff and County Attorney); 24/7 operation of facilities
- Community Health—needs CIP for new Public Health Information Management System; public health nurses work in field
- Social Services & Mental Health—needs reduced time spent on paperwork; some on-call activity in child protection; some field work
- Job Services—needs to be able to serve clients who do not have Internet access as well as those who do; not located in Government Center (is located in Blaine, MN)
- Fiscal Services—would like seamless system between state and Anoka County systems
- Encrypted e-mail applications would facilitate sharing confidential information on clients while protecting that information from inappropriate access. Web-enabled encrypted applications are another mechanism supporting secure exchange of confidential data.

Property Records & Taxation Division

Business Situation & Drivers:

The Property Records and Taxation Division is responsible for maintaining all records relating to property in Anoka County; for assessing and calculating taxes on that property; for collecting taxes; and for distributing collected property taxes to the appropriate unit of government. The Division interacts with 21 separate jurisdictions that operate within the County.

The Division has three major departments:

- Property Assessment
- Property Tax Accounting and Research
- Property Records and Public Service

The Property Assessment Department is responsible for assessing the value of at least 20% of existing properties each year, plus all new construction. While 40% of the property in the County is assessed by local assessors, this function is responsible for training the local assessors.

The Property Tax Accounting and Research Department calculates taxes owed, maintains tax files, collects tax payments and disburses them to the appropriate jurisdictions.

The Property Records and Public Service Department tracks ownership of land parcels, and registers property titles and mortgages.

Technology Interests:

The Property Records and Taxation division handles a high volume of transactions given the increase in residential and commercial construction in the County. The division also has a high degree of contact with the public, and would like to provide citizens with the ability to more easily find information they need, and the ability to make property tax payments. Interactions with other County divisions, departments and offices could be enhanced by GIS capabilities. Assessors work in the field, and their productivity could be enhanced if redundant data entry were eliminated.

- Legacy system has been replaced with integrated, client-server system that supports major division functions
- Would like to restore functionality for
 - Special assessments
 - COJ (easy payment)
 - Billing for customer accounts
- Ability for assessors to enter data remotely
- Integration with GIS
- Integration with other County departments (e.g., Highway, Community Development)

Public Services Division

Business Situation & Drivers:

The Public Services Division includes the following departments:

- Highway: This Department is responsible for planning, construction, repairs, and maintenance of the County's highways. Their responsibilities include short-term and long-term planning; highway engineering; traffic studies, signals, signs and striping; road maintenance, snow plowing, fleet management, construction, and contract administration.
- Public Works consists of two functions:
 - Transit Office is responsible for providing public transportation through fixed route, scheduled buses, dial-a-ride and a volunteer driver program. The system serves ADA-certified clients, the elderly and persons with disabilities, and the general public.
 - Surveyor's Office is responsible for maintaining documentation and maintenance of government corners and platted Anoka County highways, by which property boundaries are determined. This responsibility involves maintaining various maps and records relating to property boundaries. This responsibility also involves parcel identification, including half-section maps, aerial photographs, Anoka County highway right-of-way plats, recorded subdivision plats, and government corner location documents. In addition, the office reviews subdivision plats prior to recording, and provides assistance to the public relating to land surveying issues. The Surveyor's Office includes the GIS Unit.
- Parks and Recreation: This Department operates and maintains 23 park units and over 10,000 acres of park land. It provides outdoor recreation and leisure services for 3.2 million visitors per year, as part of the Metropolitan Regional Park System. The Department's Administration, Maintenance, Park Ranger, Enterprise Fund, and Park Planning units operate and maintain park buildings, trails, picnic areas, and other recreational facilities. It also manages the rental schedules of park buildings and other facilities for public use.

Technology Interests:

Many Public Services Division employees perform work at remote locations, such as parks or highway construction sites. The Highway, Transit and Parks departments use vendors to perform a great deal of work, and would benefit from a contract tracking system. The public would be better served by more information available on the web about parks, highway construction project status, and plat information. The Parks and Surveyor's Office handles monetary transactions from the public, which could be facilitated by electronic payments and credit card capabilities.

The division's technology interests reflect its interests in using technology to better serve the public, and to enhance its internal productivity.

- Comprehensive Highway System
 - Project management
 - Cost accounting
 - Engineering
 - Vehicle management
 - Inventory

- Overall— a contract tracking system would be useful
- Highways— an interactive web site for public information about roads
- GIS— a comprehensive GIS database; two-way communication and coordination with other divisions, departments, and offices
- Parks— faster connectivity for park locations, which are scattered around the County
- Surveyor's Office— make more maps and data available on the web
- Division-wide— credit card and electronic payment capability

Sheriff's Office

Business Situation & Drivers:

The Sheriff's Office, headed by an elected official, is broadly responsible for public safety in the County. The Sheriff's Office provides services that are not provided by local police (e.g., water search and rescue) as well as providing services via contract to communities too small for a full-time police force.

The Sheriff's Office consists of five divisions:

- Jail
- Patrol
- Criminal Investigations
- Civil
- Administrative Services

Most of the Sheriff's Office operations are 24/7 and take place outside the County Government Center, such as in the Jail or in squad cars. The Office needs to be able to securely exchange data with other law enforcement agencies, as well as with other County offices and departments, such as the County Attorney, or Community Corrections.

Technology Interests:

- Overall Interests
 - Most operations are 24/7, and need 24/7 technology support
 - Some operations are not in the County Government Center (e.g., jails) and not in the County's buildings (e.g., squad cars), thus needing information mobility
 - Information needs to be exchanged among several of the County's divisions, departments and offices (e.g., County Attorney, Community Corrections), as well as among the Anoka County, state, federal and local jurisdictions
 - Detention system that also includes:
 - fully functional civil process system and
 - Integrated arrest warrant system
- Jail
 - Electronic tracking of inmates
- Patrol
 - Access to data in patrol cars (e.g., auto or driver's license, arrest photos) that is faster, more reliable – increased bandwidth
- Investigations
 - The planned crime lab will be heavily technology-dependent and need integration with multiple existing systems

Appendix

Appendix A - Strategic Technology Planning Project Team & ITM Participants

Strategic Technology Planning Project Team

| Name | Organization | Identifier | Role |
|------------------|---|-------------------|---------------------------|
| Cindy Kevern | Department of Information Services Director | CK | Project Executive Sponsor |
| Susan Vreeland | Administrative Services & Help Desk | SV | Project Managing Sponsor |
| Gretchen Quiggle | Application Services | GQ | Project Team Member |
| Dee Guthman | County Administration | DG | Project Team Member |
| Maureen Devine | Property Records and Taxation | MD | Project Team Member |
| Paul Burtness | Government Services | PB | Project Team Member |

ITM Planning Session 1 Participants

| Participant Name | | Division, Department, or Office |
|-------------------------|----------------|---|
| Melanie | Ault | Human Resources |
| Tina | Berqual | Administration |
| Paula | Bownik | Human Services – Fiscal |
| Paul | Burtness | Public Information – GS |
| Maureen | Devine | Property Records & Taxation |
| Dave | DeVries | Information Services – Network Services |
| Jayne | Faust | Sheriff’s Office |
| Dee | Guthman | Administration |
| Larry | Hoium | County Surveyor |
| Steve | Jakala | Government Services |
| Terry | Johnson | F&CS |
| Cindy | Kevern | Information Services |
| Nancy | Mallinger | Attorney |
| Jay | McLinden | Administration |
| Marlene | Moulten-Jansen | Library |
| Jon | Olson | Public Services |
| Loni | Payne | Sheriff’s Office |
| Larry | Pfaff | Auditor |

| Participant Name | | Division, Department, or Office |
|------------------|------------|--|
| Gretchen | Quiggle | Information Services - Application Services |
| Steve | Scheller | Information Services - PC Technical Services |
| John | Slusarczyk | Government Services |
| Jerry | Soma | Human Services |
| Susan | Vreeland | Information Services – Administrative Services |
| Paula | Yankee | Finance & Central Services |

ITM Planning Session 2 Participants

| Participant Name | | Division, Department, or Office |
|------------------|--------------|--|
| Patsy | Anundsen | County Administration |
| Tina | Berqual | County Administration |
| Paula | Paula Bownik | Human Services – Fiscal |
| Paul | Burtness | Governmental Services |
| Maureen | Devine | Property Records & Taxation Division |
| Dave | DeVries | Information Services – Network Services |
| Jayne | Faust | Sheriff's Office |
| Josef | Gonko | Parks and Recreation |
| Dee | Guthman | County Administration |
| Lee | Kruegger | Treasury |
| Cindy | Kevern | Information Services |
| Jay | McLinden | County Administration |
| Cevin | Petersen | Accounting & Budget |
| Larry | Pfaff | Auditing |
| Gretchen | Quiggle | Information Services – Application Services |
| Carol | Schaffer | Highway |
| Steve | Scheller | Information Services – PC Technical Services |
| John | Slusarczyk | Governmental Services |
| Jerry | Soma | Human Services |
| John | Sprague | Human Resources |
| Susan | Vreeland | Information Services – Administrative Services |

Appendix B – Completed Projects

As of July 1, 2006

| Division, Department or Office | Completed Project Name | Project Description |
|---|-----------------------------------|---|
| Attorney's Office / Investigation | Juvenile Tracking Update | Updates to application that tracks juvenile court information, including Juvenile Delinquency, Termination of Parental Rights, and Child In Need of Protective Services. |
| Courts Administration | Courts - Vital Stats Legacy | Development of web based Vital Statistics look up system that replaced legacy mainframe system. |
| Finance & Central Services / Accounting | Oracle 11i Upgrade | Oracle Financials Upgrade. |
| | Electronically Send 1099 | Process for electronically sending County 1099 files. |
| Highway | Highway Upgrade -New Vision | Upgrade of Highway System. |
| Human Resources | HR - Job Interest Cards | Development of application that allows potential job candidates who are interested in receiving email notifications of job openings to fill out and submit an online job interest card. |
| Human Service / Administration | Web Based VPS Upgrade | Development of system that allows vendors to submit vouchers for payment |
| Human Services / Fiscal | MMIS Auto Receipting | Development to allow for receiving HIPAA X837 electronically. |
| | Collection Que ACS Enhancement | Enhancements to Collection Que. |
| | OHP/ACS Corrections Small | Automate Charges to OHP and ACS Collections. |
| | VPS - SWF Check Printing Treasury | Development to enable Electronic sending of checks to Treasury for printing. |
| | Receipt Processing | Project to automate State Receipts. |
| | 2002 Year End | Year end reports and reconciliation. |
| | 2004 Year End | Year end reports and reconciliation. |
| | 2005 Year End | Year end reports and reconciliation. |
| | Changes CHMRS | Required Semi-Annual Report. |
| | MMIS/MAXIS FILES FTP | Getting Files sent electronically instead of tapes. |
| | Automate CHMRS - SSIS/AS/400 | Project to implement required automation changes. |
| | CWTCM billing | Ongoing project involving HIPAA-related billing requirements with State of MN. |

| Division, Department or Office | Completed Project Name | Project Description |
|--|--|---|
| | US Bank Positive Pay File | Development of required specs from US Bank for payments. |
| | Year End merit Pay-Payroll Dollars | Accrual VS Cash Basis program development. |
| | X4010 HIPAA production MN-ITS | Work toward development of system for processing HIPAA files- State MN. |
| | VPS-Checks run on Demand | Changes to allow Fiscal Services to run checks at any time. |
| | Upgrade AS/400 from V4R5 to V5R2 | Implementation of I-Series Hardware upgrade. |
| Human Services/ Public Health | Automate Blue Cross/Blue Shield - Health Bills | Project to implement Health System automation changes. |
| | Add-Service Agreement - Client Health | Project to add Service Agreement to system. |
| Human Services / Corrections | CSTS Upgrade to XP | Implemented new Corrections Case Management including data conversion. |
| | Campus Program Updates | Modified existing Access billing application to work with new database structure. |
| Human Services / Social Welfare | Managed Care/Access | Database development. |
| | SWF DIRECT Deposit file change | Process for receiving electronic Direct Deposits-Wells Fargo. |
| | Welfare Reform Data | Database development. |
| | Managed Care/Access | Database development. |
| | SSIS Adult Conversion | Developed program to Send and Convert Data to Social Services Information Systems. |
| Information Services | 11.5.9 Upgrade & testing for Oracle | Oracle Financials Upgrade. |
| | LX7100 Implementation & Migration | Migration of mainframe applications to a new Unisys platform. Also upgrade mainframe to LX7100 and migrate all systems to new platform. |
| | OnBase Upgrade to 3/9 SPI | Coordinated upgrade of OnBase system to new version. |
| | Infolmage Conversion | Developed a process to verify that all images contained in the Infolmage system were successfully converted into OnBase. |
| | Update Time Management System | Update to system that tracks time entered for projects. Creates payroll timesheet and tracks and creates Request For Leave. |
| Property Records and Taxation | Phase II STAR Property Tax Project | This project was a data conversion efforts related to the implementation of Assessment Office and Ascend. |

| Division, Department or Office | Completed Project Name | Project Description |
|---|----------------------------------|--|
| | LINC 17 Upgrade | Upgraded the Taxsys system to a new release of the LINC development environment. |
| Public Services / Highway | Adopt-A-Highway Conversion | Project worked on database of Adopt-A-Highway groups. Schedules and tracks clean ups of group sections of highway. |
| Public Services / Transit | Volunteer Transit program | Project to create database of volunteer drivers. Tracks appointments scheduled with persons in need of a ride and volunteer drivers. |
| Social Services / Income Maintenance | Programming changes-Katrina | Changes to accommodate new procedures after Hurricane Katrina. |
| | Training Application Development | Corrections - Training tracking application. |
| Social Services / Healthy Start | Healthy Start Changes | Healthy Start Database changes. |
| Social Services / Day Care Licensing | Day Care Collections | Program for collecting day care fees. |
| | Day Care Mandated Change | Implemented changes required for Licensing. |
| Social Services / Mental Health | Mental Health Modifications | Changes for CHMRS required Reporting. |
| State - SSIS - Fiscal | SSIS-FISCAL Send Vendors G/L | Process for sending General Ledgers and Vendor information to Social Services Information Systems Fiscal. |
| | SSIS-PUSH/PULL | Process for sending data to and from Social Services Information Systems. |

Appendix C – List of Applications Supported by Information Services

This section of the Plan includes a list of all software applications installed, in process of development, or which have been requested, that are supported by Anoka County Department of Information Services. There are other local applications in each division, department, and office that are supported locally and are not listed here. The following section includes the division, department or office, the application name and a brief description of each application.

| Division, Department or Office | Name of Application | Description |
|--|-------------------------------------|---|
| Attorney's Office | Juvenile SSI | Tracks Juvenile court cases. |
| | Juvenile JDI | Tracks juvenile delinquent restitution. |
| | Framtrak | Tracks court cases. |
| | Crimtrak | Tracks court cases. |
| Courts | Encumbrance database | Tracks Anoka County Judges |
| Finance & Central Service | Oracle Financials | Primary county-wide financial application. |
| Finance & Central Services / Facilities Management | Work Order System | Tracks work order requests and completion. |
| | Nexsys meters | Application monitors the power meter in the Government Center |
| | In-house Access database | Tracks safety inspections for County facilities |
| | Mammoth | Application monitors Heating & AC in the Government Center. |
| | MAT (Meridian Administration Tool) | Program manages the phone system. |
| Finance & Central Services /Payroll | Timesheet | Access interface for time entry into Oracle Financial Application. |
| | Oracle Payroll | Application administers payroll for all county employees. |
| Finance & Central Services / Purchasing | Vendor Signup | Small application that allows vendors to receive email notification for RFP's. |
| Finance & Central Services / Records Management | File Tracker | Provides bar coding, tracking, and retention of documents in Records Management. |
| Finance & Central Services / Risk Management | In-house Access database | Exchanges information with insurance companies and program administrators. |
| Finance & Central Services / Treasury | Bankruptcy databases | Tracks Bankruptcies. |
| Governmental Services / Elections | Election Judge Training | Records Election Judge training and produces Treasury Certificates. |
| | Results database | Collects election results, produces reports, and posts information to County Website. |
| | Late Registration | Application produces Late Voter Registration Letters. |
| | Voter Registration | Application links the County to the State voting system. |

| Division, Department or Office | Name of Application | Description |
|---|---|--|
| Governmental Services / License Bureau | Vital Statistics System | Records index information for all births, confidential births, deaths, juveniles, notaries, ministries, marriages, and psychiatric legal data. |
| Governmental Services / Vital Statistics | Vital Statistics System | Program links Anoka County to the State system for recording or accessing Birth and Death records. |
| | Marriage License Application – Part 1 | Prints marriage licenses. |
| Human Resources | Merit Increases May 8, 2006 | Calculates Merit increases for employees. |
| | Compensations Statements | Produces employee compensation |
| | Clerical Testing | Program administers applicant clerical |
| | Job Interest Cards | Collects data on people interested in jobs at Anoka County. |
| | Oracle Human Resources | Application administers all Human Resources functions for the county. |
| Human Services / Corrections | Training | Tracks Corrections employee training. |
| | Court Services Tracking System - Labels & Reports | Provides in-house reports |
| | Court Services Tracking System-Archive | Tracks clients through their probation with Anoka County. |
| | Court Services Tracking System-Archive | Financial tracking of fees and restitution for Anoka County Corrections. |
| | Court Services Tracking System-Archive | Tracks clients through their probation with Anoka County including financial tracking of fees. |
| | CAMPUS | Pines School application. |
| | CAMPUS billing | Billing for Pines School. |
| | JDC | Juvenile Detention Application. |
| Human Services / Social Services Human Services / Public Health Human Services / Fiscal | Social Services Information System (SSIS) | Social Services Information System used for case management and client tracking. |
| | Housing Database | Collects data on available housing in Anoka County. |
| | Vulnerable Adult System | Maintains reports on vulnerable adults. |
| | Adult Intake System | Tracks and maintains all adult intake phone calls. |
| | Client Index System | System assigns new client numbers for Health and other programs. |
| | Child Care Licensing System | Tracks and maintains information on Child Care Licenses for centers and providers in Anoka County. |
| | Foster Care System | Tracks and maintains information on Foster Care Licenses for centers and providers in Anoka County. |
| | Child Care/Foster Care Investigation System | Tracks and Maintains investigations and/or complaints on the Child Care and Foster Care Centers and providers in Anoka County. |

| Division, Department or Office | Name of Application | Description |
|---------------------------------------|--|---|
| | Healthy Start | Tracks and maintains clients having a baby using the Healthy Start Services. |
| | Senior Services | Tracks all Senior Home Visits. |
| | Social Services (SCIPS) | Tracks client placements and interfaces with the Vendor Payment System. |
| | Readerware Upload | Database of books and learning materials that is available to Human Services staff for check out. |
| | Health System | This system tracks all health information for clients. |
| | Integrated Financial System | Accounting System used by Human Services Accounting Department. |
| | Human Services Employee Reimbursement | Used to enter employee reimbursement in Interface to Vendor Payment System. |
| | VPS-Web | Allows vendors to submit reimbursement vouchers online. |
| | Agency Collection System | Application administers a system to collect Human Service Fees and Charges. |
| | Receipts | Produces receipts for Environmental Services, Child Support and Social Welfare Fund-interface to Vendor Payment system for payment. |
| | Regional Treatment Center | Application is used to enter invoices into Vendor Payment System. |
| | OHP/Detox | Out of Home Placement and Detox Services Collection. |
| | OHP Billing | Out of Home Placement Billing. |
| Crystal Reports | Crystal Reports ties into the Social Services system for billing purposes. | |
| Human Services / Job Training Center | Seagate Info Desktop | Program runs database server for Job Training Center. |
| Human Services Environmental Services | Hazardous Waste | Tracking and Generating of Hazardous Waste Licenses. |
| | Food and Lodging Licensing | Tracking and Generating of Food and Lodging Licensing, Solid Waste Licenses, Tattoo Licenses, and Tobacco Licenses. |
| | Household Hazardous Waste | Data Collection System for citizens that use Anoka County Household Hazardous Waste Facilities. |
| | Integrated Waste Management Web Database | Application allows citizens to look up disposal and recycling information on the internet. |
| Information Services | Time Management | Tracks employee time and create timesheets. |
| | ACES | Help Desk, Project and Inventory Tracking. |
| Property Records & Taxation / Tax | Tax-Remote Access | Uses CITRIX to authenticate users and keep track of them for remote access to AO and ASCEND. |
| | ATRIX | Counts the copies that the public prints from the STARLITE program in the Public Room. |

| Division, Department or Office | Name of Application | Description |
|--------------------------------|---|---|
| | Public Web | Public Web Site used to retrieve Property Tax Information and Pay Taxes. |
| | Interactive Voice Response System | Interactive Voice Response System for Property Tax Information. |
| | Special Assessment Module | Maintains and calculates special Assessment Payment Schedules. |
| | OnBase | Countywide Document Managing and Imaging System. |
| | STARLITE System for Taxation Property Records & Taxation / Tax and Records (Limited access) | Special front end WEB Site that accesses ASCEND DB and OnBase Images. Used by Title Companies and Anoka County staff. |
| | Torrens | Provides for the recording and printing of Torrens. |
| | Assessment Office (AO) | Assessment of all types of Property for the purpose of valuation. |
| | ASCEND - Property Tax Assessment and Collection. Property Recording. | Property Tax assessment provides for the calculation and collection of current and Delinquent Property Taxes. |
| Public Services / Highway | Adopt-a-Highway | Tracks assignments and cleanups for the Adopt-a-Highway program. |
| | Highway System | Estimates and calculates Highway Projects, Roads and Maintenance Vehicles. |
| | Public Works Action | Tracks contracts and ensures legal follow-up. |
| | ArcView | Mapping program. |
| | CAFAS v 5 | Web-based application. |
| Public Services / Parks | Bow Hunter Lottery | Generates licenses for bow hunting in County Parks through a lottery. |
| | Facility Reservation | Records reservations for Park Facilities. |
| | Vehicle Parking Permits | Tracks annual parking permits. |
| | Contract Management | Tracks contracts. |
| Public Services / Transit | Trapeze | Scheduling system for the Anoka County Traveler. |
| | Volunteer Transportation | Schedules and tracks volunteer drivers. |
| Sheriff's Office | Training Database | Tracks mandatory training of Sheriff's Office employees. |
| | Gun Tracking Software | Tracks guns in the possession of Sheriff's Office employees. |
| | PCI Detention System | System administers detention in the Jail, Lino Lakes Medium Security, Workhouse and other departments in the Government Center. |

Appendix D – List of Projects Not Yet Completed

This section of the Plan includes a list of all software application and infrastructure projects that are currently in progress or are planned to begin in the next year. In order to meet the themes and strategies of the Plan, various other projects may be identified, prioritized, designed, developed, and implemented over the course of any given year. For the purposes of communication and planning, however, the following pages include those large, mid-sized or small projects that are in process or proposed as of July 1, 2006. This section includes the project name, a short description and the division, department or office for which the project is being developed.

Large Projects - CIP project, projects costing over \$100,000, or requiring more than 500 hours to develop

| | Large Project | Description | Division, Department, or Office |
|----|---|---|--|
| 1. | Integrated Case Management Application | Implementation of Attorney Case Management system to replace small PC and manual systems. | Attorney's Office |
| 2. | Juvenile Detention Case Management Application | Implementation of Juvenile Detention Case Management Application to replace current FoxPro Legacy application. | Human Services / Corrections |
| 3. | Facilities Maintenance Management Application | Computerized maintenance management software to track work orders and scheduled maintenance on Facilities equipment. | Finance & Central Services / Facilities Management |
| 4. | Upgrade Oracle Applications | Oracle Applications 11i 10 Implementation. | Finance and Central Services / Accounting |
| 5. | Public Health Information Management System | Department-wide program and information management system for tracking client information, environmental inspections and licensing information, assessment and analysis, and program management and reporting. | Human Services / Community Health and Environmental Services |
| 6. | Sheriff/Corrections Detention Case Management System | Implementation of software to be used to track and integrate the process of Jail, Warrants, Civil, Records, Medium Security, and Work House information. | Sheriff's Office |
| 7. | Criminal Justice Integration | Provide system required to capture and share complete, accurate and timely information in support of program operations and informed decision making across jurisdictional and organizational boundaries in Anoka County and statewide. | Attorney's Office |

| | Large Project | Description | Division, Department, or Office |
|-----|--|--|---|
| 8. | Financial System Enhancement and Upgrades | Financial System Enhancement & Upgrades – includes Sun Server upgrades and module implementations. | Finance and Central Services / Accounting |
| 9. | Human Services Imaging Application | Continue implementation of document management software, including Corrections and other Human Services Departments. | Human Services / Various Departments |
| 10. | Replacement of Human Services Financial Systems | Includes replacement of current Vendor Payment System and nine other related systems. | Human Services |
| 11. | Migrate from Novell to Microsoft Products CIP | This project includes migration from Novell network products to Microsoft network products for file and print services, e-mail and calendaring, security services and network administration. | Information Services |
| 12. | WAN Improvements and Disaster Recovery CIP | In 2006, an analysis of options will be completed for implementing improvements to the network connectivity to our larger remote sites. This would include options such as fiber connectivity, high speed wireless, frame relay and other types of connectivity. The analysis would also include reviewing options for implementing alternative processing sites that could be used both during a disaster and during outages that may occur due to system failures. | Information Services |
| 13. | Hardware Infrastructure Improvements CIP | This project includes the creation of a central storage area network, allowing for a shared platform for the storage of data. In addition, the project would fund a consolidated server environment, to begin the process of consolidating file servers, web services, and smaller applications in a consolidated environment. The aging enterprise backup system would also be replaced. | Information Services |
| 14. | STAR Application enhancements and hardware upgrades | Implement enhancements and upgrades to the STAR system, handheld assessment devices, additional Imaging interfaces, and replacement of hardware. | Property Records and Taxation / Tax |

Medium Projects- Projects requiring 200 to 500 hours to develop

| | Project | Description | Division, Department, or Office |
|----|---|--|--|
| 1. | Web based Marriage Application System | Provides system to allow for online marriage application completion. | Governmental Services |
| 2. | Highway Applications Analysis | Review all current Highway Applications and look for opportunities to reduce redundant data, new interfaces and possible applications replacement or upgrades. | Public Services / Highway |
| 3. | Personal Information Notification System | Automation of manual form to process Human Services employee information. | Human Services |
| 4. | Receipt Automation Process | Provide upgrades to current systems to allow for receipt automation. | Human Services |
| 5. | Social Security Tracking System | Management system for Social Security application data. | Human Services |
| 6. | Social Services Information System Integration Project | Provides integration and interfaces to Social Services System for Vendor import and Voucher Payments. | Human Services |
| 7. | Social Services-Interface to Web System | Work with Social Services and Olmsted County to provide interface to current Web application. | Human Services |
| 8. | Imaging System upgrade | OnBase upgrade to 5.0 | Information Services |
| 9. | STAR Report Development | Continue to develop additional reports for STAR application. | Property Records and Taxation / Tax |

Small Projects - Projects requiring 200 hours or less to develop

| | Project | Description | Division, Department, or Office |
|----|------------------------------------|---|--|
| 1. | Parking Permits | Annual Vehicle Permits Database. Maintain list of citizens that purchase windshield sticker parking permits. | Public Services / Parks |
| 2. | Bunker Beach Reservations | Bunker Beach Aquatic Reservation Database. Tracks group reservations for Bunker Beach facility. | Public Services / Parks |
| 3. | Incidents database | Sheriff's Office employee activity tracking. System used to track employee incidents, such as Use Of Force, performance issues, property damage, etc. | Sheriff's Office |
| 4. | Narcotics Task Force | Sheriff's Office Narcotics Task Force review database. System to track sales/purchases of chemicals used to make Methamphetamine. | Sheriff's Office |
| 5. | Portfolio Management System | Develop an application to assist in tracking investments. | Finance & Central Services / Treasury |

Appendix E – Infrastructure Overview

The following presents an overview of the technology used in Anoka County. It includes standards for infrastructure, protocols, data, and other related items.

Facility Infrastructure

Server Room: The County has a central server environment with environmental controls, device monitoring, and secured access. In addition, a central UPS is available, as well as backup generator for any power problems. This environment includes servers that host file and print services, applications, web services and a DMZ.

Network Equipment: The County hosts the core network equipment in a central facility with environmental controls, device monitoring, and secured access. In addition, a central UPS is available, as well as backup generator for any power problems. The network closets are also secured and backup power units are utilized.

Network Infrastructure

The Anoka County data network is composed of several Ethernet Local Area Networks (LANs) interconnected by a multi-point, multi-technology Wide Area Network (WAN).

Wide Area Network: The hub of the star-configured WAN consists of three routers, each connecting up to 12 County locations (buildings or campuses) to the core of the Government Center LAN. The WAN utilizes either T1 or ISDN technology for these connections.

Local Area Network: The hub of the redundant star-configured LAN within the Government Center Complex consists of two interconnected high-speed Ethernet switches. Each closet within the Government Center, which contains an appropriate number of Ethernet switch ports, is connected to the core switches with redundant and diversely routed fiber strands. Each end-user connection port is connected to the nearest closet switch. A similar structure exists at each County building or campus, with the exception that the router at each site is not redundantly connected to the closet switches.

Virtual Local Area Networks: VLAN's are utilized to segment traffic based on certain applications. The routing protocol used within the WAN is the industry standard Open Shortest Path First (OSPF).

Protocol: The vast majority of the network traffic is Internet Protocol (IP) with some specialized utilization of other protocols.

Wireless Local Area Network: Wireless LAN networking is accomplished using Cisco Aironet access points adhering to the 802.11b/g (Wi-Fi) standard. All access points are configured with an open SSID and all traffic is directed to an SSL VPN appliance. Based on credentials and authentication, the user is then allowed access to the appropriate VLAN for specific applications or only Internet access.

Internet Connectivity: The County's Internet Service Provider (ISP) is the State of Minnesota (MnNet) and the County uses dual active/passive Internet firewalls. The connection is a single 45 Mb/s T-3 that is rate-limited to 10 Mb/s.

Video Conferencing: The County's video conferencing equipment utilizes standard H.323 protocols and the network is provisioned to provide a unique VLAN for this traffic. All video conferencing traffic is given priority via industry standard 802.3p and 802.3Q protocols. The County belongs to the State of Minnesota's Office of Enterprise Technology Collaboration to provide multiple site video conferencing bridging and support services.

Server Infrastructure

Server Platforms:

The County utilizes approximately 74 Intel-based servers, and also utilizes 6 Sun Micro Systems servers for large enterprise applications.

Operating Systems: The County standard for the server environment is:

- Microsoft Windows based services for applications on Intel servers
- Solaris operating system for Sun Systems
- Novell for file and print services.

Legacy System: The County utilizes an IBM iSeries AS/400 (OS/400 operating system) server for legacy, custom developed applications. Plans are in process to replace this environment.

Data backup: Backup is accomplished with a centralized tape library from StorageTek and utilizes Veritas NetBackup software. Backup tapes are regularly moved off-site for secure storage.

Services Infrastructure

Domain Name Service: Anoka County utilizes industry standard Domain Name Service (DNS) servers distributed in a redundant fashion between multiple sites. Dynamic Host Configuration Protocol (DHCP) is utilized to provide automated IP address assignment as well as other configuration information. IP addresses are assigned from a "Private IP" address range unless a static IP address is required for law enforcement or investigative functions performed by certain devices. Network Address Translation (NAT) is utilized at the County's firewalls to convert the private IP addresses to public IP addresses.

Directory Services: In addition to the DNS servers, Anoka County utilizes Novell's e-directory as its primary internal directory service and interfaces all application directory requests utilizing the Lightweight Directory Access Protocol (LDAP).

E-Mail: The County utilizes Novell GroupWise as the standard for e-mail, calendars, scheduling, and addresses. The address book is reviewed periodically to ensure the accuracy of address information.

Portal Services: The County utilizes an intranet employee portal as a County-wide communication and information source.

Security: The County utilizes several centralized technology protections such as redundant firewalls, Anti-virus protection (servers and client), Anti-SPAM, and Anti-Spyware. Periodic security assessments are completed to review and update security policies and procedures. In addition, applications are reviewed to ensure adequate access controls and authentication processes are available.

Help Desk: Information Services has a County-wide help desk available to take calls for software, network, and hardware problems. Most calls are resolved by the help desk; however, others are escalated to other staff for resolution. The Help Desk utilizes software to log customer problems, as well as requests for services.

Desktop Infrastructure

Desktop workstations: Anoka County PC's (approximately 2,000) are primarily Dell models (Intel based units utilizing the Microsoft Windows operating systems). All new purchases are coordinated through the purchasing department and the standard PC configurations are reviewed on a regular basis.

Software: The office productivity software standard is Microsoft Office.

Imaging: Capabilities for imaging, workflow, document management, and digital records retention are serviced through the County-wide document management software, OnBase.

Software Infrastructure

Database Software: The County standard for large, enterprise applications is either: Oracle Enterprise Edition Version 9.2x or higher, or SQL Server 2000 or higher. The Department of Information Services has two full-time Database Administrators on staff for supporting these database environments.

Software Applications: The County's development software standard for all new applications is Microsoft Visual Basic 6.0 or Microsoft Visual Studio.net. All developed or acquired software should be designed to meet the following standards:

- Use industry proven, mainstream technologies and provide a proven and stable operating environment;
- Adhere to Microsoft Windows standards and best practices;
- Utilize a native 32 or 64-bit application design;
- Preferably operate in a web-based or smart client environment;
- Minimize network bandwidth requirements;
- Support OLE, Office XML, and/or Word ML to exchange data with other Microsoft Office applications;

- Operate in an industry standard, open system environment (e.g., XML, Web services) with the capacity to easily integrate with other applications, including the ability to provide data from database in real-time to web applications; and
- Integrate to Novell (utilizing LDAP) for authentication

Appendix F – Technology Project Prioritization Process

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Sample Project Prioritization Process

At a meeting on June 12, 2006, the consultants presented a sample prioritization process for technology projects. The process presented, and summarized below, is a condensed version of one developed by Advanced Strategies, Inc. for use by the State of MN. Below is an explanation for the steps. *It must be emphasized that what follows is a very condensed version of the state's process. Ordinarily, large state agencies spend 2-3 days developing their business priorities, and another 2-3 on developing technology projects. The state process also reflects their budgeting system, which moves from state agencies to the Governor and then to the Legislature. Anoka County should consider developing a process that suits its own socio-political context.*

The prioritization process is built on the assumption that technology priorities should reflect business priorities. A clear understanding of business priorities (mission, goals and values) is an essential starting point for the technology prioritization process. External mandates (e.g., state and federal requirements for services or information) also create priorities for an organization.

- Prioritize Efforts – Efforts (e.g., services provided to the public, work that supports those services) are prioritized for the degree to which they service the mission of the organization. These may be ranked:
 - A = Core end result: defines who we are; most important; we should excel here; we will protect this when making tradeoffs
 - B = Important end result, but not as critical as “A”
 - C = Desirable end result, but if we have to cut or defer activities, it will be here first
- Assess Effectiveness – Next, assess the degree to which the effort achieves consistent results:
 - A = Highly effective: gets the job done consistently
 - B = Somewhat effective: some parts of the process may not produce the desired results or may not be consistent
 - C = Less effective: often fails to produce the desired results

- Assess Efficiency – Next, assess the degree to which the effort uses human, financial, and technology resources well:
 - A = Highly efficient: makes good use of resources
 - B = Somewhat efficient: some parts of the process require excess time or resources; could be improved
 - C = Less efficient: consumes high amounts of staff time, money, etc; process takes too long; or, not sustainable – high risk of failure, lack of support, staff burnout, etc.
- List Supporting Technology – List the hardware and software that supports the effort. There may be more than one technology supporting a service, or a technology may support more than one service. These may be combined or split to get an accurate assessment of both.
- Assess Business Fit - Determine the degree to which the technology matches business needs:
 - A = Good business fit: a good match to business needs; helps the business process; provides for information needs
 - B = Fair business fit: does not match some business needs: could be improved
 - C = Poor business fit; the business has changed, or software functions do not meet business needs; may harm the business process
- Assess Technology Condition – Determine the state of the technology
 - A = Good condition: Current technology; stable; good performance
 - B = Fair condition: Some performance or maintenance issues
 - C = Poor condition: Need a technology upgrade; technology is not serving the business need, is high risk or is not supported
- Identify Candidate Projects – These are possible solutions to the business and technology problems that show up in the “C” rankings. Keep in mind that not all effectiveness and efficiency problems require a technology solution. Business process reengineering and training are two possibilities frequently encountered.
- Cluster Projects – Group projects together that require a common solutions (e.g., imaging)
- Estimate Costs – Prepare estimates of the project over the life cycle, including IS and business staff costs, consulting costs, as well as hardware and software acquisition costs. Costs should reflect the life cycle of a project, from initial exploration through acquisition, installation, maintenance, repairs and upgrades, and ultimately, retirement.

- Rank Projects – Now, rank projects based on their mission criticality (A>B>C) and their degree of ineffectiveness, inefficiency, or poor technology condition (C>B>A). Projects where mission criticality is high and which address ineffective, inefficient, or poor technology condition are high priority projects.
- Adjust Priority Rankings – Do the rankings and projects make sense? Are there issue and considerations we missed? If necessary, adjust the rankings, and document the rationale for the adjustment.
- Select High Priority Projects – Since not all projects can be funded, select those that are candidates for moving forward in the budgeting process.
- Develop Business Case – Develop the business case for the selected projects. The business case is a summary of what is proposed, how critical it is to the business, the problem it is intended to fix, the business impact, and the life cycle costs.
- Allocate Funds – For Anoka County, the County Commissioners allocate funds for large projects; for small to medium projects, funds must be allocated by the sponsoring division, department or office and/or the Department of Information Services. The rationale for any decision (favorable or not) should be relayed back to the proposer, so they can make adjustments when proposing future projects.
- Implement Projects – Once funding is received, the project can be implemented.

