



## **Five-Year Information Technology Plan**

### **Introduction**

The five-year Information Technology (IT) Plan is a compilation of significant IT projects and is divided into two sections. For the purposes of the SFP, the first section focuses on projects funded by the General Fund Data Systems Development Projects, Budget Control 038, through Countywide IT Projects Non-General Fund 15I and the second section focuses on IT projects with no identified funding.

The IT Plan serves as an assessment tool to assist in the evaluation of funding commitments, as well as potential project overlap. Moreover, the plan provides a roadmap for future IT projects while maintaining long-term financial stability. The assessment is an ongoing process influenced by many changing factors such as service needs, available resources, Board priorities, legal mandates, age and condition of existing IT infrastructure, and considerations for changes in technology and IT data security.

The five-year IT Plan provides information about IT projects in excess of \$150,000 per project. The IT plan is not a budget document, but rather a planning tool to be used in conjunction with the budget development process for FY 2025-26 through FY 2029-30.

The County has an established IT Governance Policy to ensure alignment of IT strategies and planned expenditures with the County's strategic objectives. Compliant with this policy, all new IT projects costing \$150,000 or more are to be reviewed and approved by the County's IT Investment Review Committee and the IT Executive Council prior to inclusion in the following year's budget requests.

This document is updated annually to reflect the changing needs and fiscal outlook of the County.

### **IT Projects – Countywide IT Projects Non-General Fund 15I**

The Net County Cost (NCC) limit for Data Systems Development Projects is set at \$4.0 million for each fiscal year of the five-year plan, which is transferred to the Countywide IT Projects Non-General Fund. This NCC along with other funding sources provide potential funding for the IT project requests included in this SFP. As of October 31, 2024,



appropriations in the IT Projects Non-General Fund total \$73.5 million for FY 2024-25. This includes allocation for various significant countywide IT projects currently underway. The closing fund balance reserve line in the table below includes funding for IT projects that are in the planning phase. Funds will be appropriated for use as more projects are reviewed and approved. The five-year IT projects cost summarized in the Countywide IT Projects Non-General Fund includes \$65.5 million in appropriations. This is funded by \$20.0 million in transfers from General Fund and \$45.5 million decrease to reserves held for IT projects.

These IT projects (and those subsequently identified) will be evaluated for funding during the FY 2025-26 annual budget development process. Project needs and related costs are reviewed again during the next SFP cycle which will begin in August 2025.

**IT Project Proposal Summary**

Description	FY 25-26 Forecast	FY 26-27 Forecast	FY 27-28 Forecast	FY 28-29 Forecast	FY 29-30 Forecast	SFP Total Forecast
<b>Appropriations</b>						
<b>BC 026 - OC District Attorney (OCDA)</b>						
C Case Management System	4,333,500	3,000,000	1,500,000	0	0	<b>8,833,500</b>
<b>BC 003 - Auditor-Controller (A-C)</b>						
C CAPS+ Replacement/Upgrade	17,223,833	16,917,698	16,525,692	0	0	<b>50,667,223</b>
N Property Tax System Upgrade	650,000	0	0	0	0	<b>650,000</b>
<b>Fund 151 - Countywide IT Projects Non-General</b>						
C Physical Identity and Access Management (PIAM)	1,743,816	0	0	0	0	<b>1,743,816</b>
C eDiscovery Platform Upgrades	940,000	0	0	0	0	<b>940,000</b>
N Identity Protection	650,000	0	0	0	0	<b>650,000</b>
N Privileged Access Management System Migration	641,250	15,000	15,000	0	0	<b>671,250</b>
N Network Detection and Response Tool	400,000	0	0	0	0	<b>400,000</b>
N Legacy Application Restoration	378,081	0	0	0	0	<b>378,081</b>
N AI-driven Natural Language to SQL Platform	350,000	0	0	0	0	<b>350,000</b>
N Access Control Conversion to Genetec	256,833	0	0	0	0	<b>256,833</b>
<b>Total Appropriations:</b>	<b>27,567,313</b>	<b>19,932,698</b>	<b>18,040,692</b>	<b>0</b>	<b>0</b>	<b>65,540,703</b>
<b>Revenue Sources</b>						
Funding from IT Projects General Fund (BC 038)	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	<b>20,000,000</b>
<b>Total Revenue:</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>20,000,000</b>
<b>Beginning Fund Balance Reserves:</b>	<b>62,795,613</b>	<b>39,228,300</b>	<b>23,295,602</b>	<b>9,254,910</b>	<b>13,254,910</b>	<b>62,795,613</b>
<b>Inc/(Dec) to Fund Balance Reserves:</b>	<b>(23,567,313)</b>	<b>(15,932,698)</b>	<b>(14,040,692)</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>(45,540,703)</b>
<b>Closing Fund Balance Reserves:</b>	<b>39,228,300</b>	<b>23,295,602</b>	<b>9,254,910</b>	<b>13,254,910</b>	<b>17,254,910</b>	<b>17,254,910</b>

Legend: C = Continuing IT Project, N = New IT Project

**Note: The above SFP requests do not commit the County to funding. The funding is committed through the annual budget process and the above information is subject to change at that time.**



- **Case Management System (CMS)** – OCDA proposes continuing efforts to replace the current CMS which would include new features and functions such as improved productivity and reliability and a more user friendly, stable, resilient, and modern system to securely maintain and preserve all OCDA case files. The new CMS would utilize an updated computer language framework which would improve staff efficiency and further business continuity. Remaining implementation costs are estimated at \$8.8 million and this project would be completed in FY 2027-28 if funding were available. Annual ongoing costs are still to be determined.
- **CAPS+ Replacement/Upgrade** – A-C proposes continuing efforts to identify an Enterprise Resource Planning system that leverages cutting-edge features while relying on mature and well-established technology. The County's financial, procurement, human resources, and payroll information system, collectively known as the County-wide Accounting and Personnel System+ (CAPS+), is a vital component of the County's IT infrastructure and provides a variety of functions such as maintaining financial records, generating financial statements, issuing vendor payments, managing and administering personnel records and more. This project is currently underway and is anticipated to be completed in FY 2027-28 if funding were available. Implementation costs are estimated at \$50.7 million, and CAPS Program, Budget Control 014, would charge \$4.0 million annual ongoing costs to users beginning in FY 2028-29.

**Property Tax System (PTS) Upgrade** – A-C proposes upgrading the County's PTS to implement a suitable tool to process the apportion of property taxes and special assessments to the County, cities, school districts, community colleges, redevelopment trust funds, and special districts. This project is in the early planning stages and a technological analysis of the current PTS version, including system design and report development would be completed in FY 2025-26 if funding were available. The analysis, system design and report development costs are estimated at \$650 thousand and the report would serve as the road map for the PTS upgrade. The PTS upgrade project implementation timeline and cost is yet to be determined.

- **Physical Identity and Access Management (PIAM)** – This continuing OCIT solution provides a policy-driven workflow system that automates badge access management by interfacing with Microsoft Identity Manager and existing badge systems to establish a central portal for provisioning, de-provisioning, reporting, and auditing access to County assets. Implementation costs are estimated at \$1.7 million and this project would be completed in FY 2025-26 if funding were available. OCIT, Fund



289, would charge \$300 thousand annual ongoing costs to users beginning in FY 2026-27.

- **eDiscovery Platform Upgrade** – OCIT proposes enhancing the eDiscovery tracking platform to include search and delivery of eDiscovery cases which is currently a manual process. This will improve efficiency, consistency, and security by delivering results, which include Public Records Act requests, legal searches and holds, and Human Resources investigations directly from the system. Implementation costs are estimated at \$940 thousand and this project would be completed in FY 2025-26 if funding were available. OCIT, Fund 289, would charge \$273 thousand annual ongoing costs to users beginning in FY 2028-29.
  
- **Identity Protection** – OCIT proposes implementing a new identity protection system to safeguard against unauthorized access by managing and monitoring the entire lifecycle of digital identities. Implementation costs are estimated at \$650 thousand and this project would be completed in FY 2025-26 if funding were available. OCIT, Fund 289, would charge approximately \$525 thousand annual ongoing costs to users beginning FY 2026-27.
  
- **Privileged Access Management (PAM) System Migration** – OCIT proposes upgrading the PAM system to ensure secure access to all County’s systems through various techniques such as secure data storage, require password updates, and session time-outs due to inactivity. Implementation costs are estimated at \$671 thousand and this project would be completed in FY 2027-28 if funding were available. OCIT, Fund 289, would charge \$199 thousand annual ongoing costs to users beginning in FY 2028-29.
  
- **Network Detection and Response Tool** – OCIT proposes enhancing County systems to help identify threats by analyzing network traffic to reduce the likelihood of undetected intrusions and cyber incidents. Implementation costs are estimated at \$400 thousand, and this project would be completed in FY 2025-26 if funding were available. OCIT, Fund 289, would charge \$265 thousand annual ongoing costs to users beginning in FY 2026-27.
  
- **Legacy Application Restoration** – OCIT proposes continuing efforts to develop a recovery solution to enable the County to quickly recover critical County legacy applications in the event of a ransomware attack. Efforts to develop a solution are currently underway and this project would be completed in FY 2025-26 if funding were



available. Implementation costs are estimated at \$378 thousand and OCIT, Fund 289, would charge \$500 thousand annual ongoing costs to users beginning in FY 2026-27.

- **AI-driven Natural Language to SQL Platform** – OCIT proposes implementing an AI-driven project that would address the County’s growing demand for data analysis. This project would replace the current data analysis process which is primarily manual and managed through contracted staff. Implementation costs are estimated at \$350 thousand and this project would be completed in FY 2025-26 if funding were available. OCIT, Fund 289, would charge \$125 thousand in annual ongoing costs to users beginning in FY 2026-27.
  
- **Access Control Conversion to Genetec** – OCIT proposes transitioning the County’s badge system software to the Genetec platform to integrate the badge readers and security cameras to a single system, increasing security of County’s facilities. Implementation costs are estimated at \$257 thousand and this project would be completed in FY 2025-26 if funding were available. OCIT, Fund 289, would charge \$35 thousand annual ongoing costs to users beginning in FY 2026-27.

### **IT Projects – NCC Requests**

The County monitors and strategizes for department-specific IT projects that are significant in cost, may have significant community impact, or may have long-range impact on the County and the community. These projects are considered essential by departments and may require General Fund support if other funding sources are not available. The County Executive Office will work with departments to review and identify strategies and potential funding sources, other than NCC, for implementation of these projects.

Departments are requesting \$17.9 million in General Fund support for IT projects which are summarized in the section below.

These projects (and any subsequently identified) will be evaluated for funding during the FY 2025-26 annual budget process. Project needs and related costs will be reviewed again during the next Strategic Financial Planning cycle which will begin in August 2025.



**IT Project Proposal Summary  
NCC Requests**

<b>IT Projects</b>	<b>FY 25-26 Forecast</b>	<b>FY 26-27 Forecast</b>	<b>FY 27-28 Forecast</b>	<b>FY 28-29 Forecast</b>	<b>FY 29-30 Forecast</b>	<b>SFP Total Forecast</b>
<b>OC Sheriff's Department (OCSD)</b>						
ServiceNow System Expansion	1,300,000	1,800,000	2,200,000	2,300,000	2,400,000	<b>10,000,000</b>
<b>Health Care Agency (HCA)</b>						
Environmental Health Data Management System	3,539,136	2,232,468	708,557	730,087	736,647	<b>7,946,895</b>
<b>Total Expense:</b>	<b>4,839,136</b>	<b>4,032,468</b>	<b>2,908,557</b>	<b>3,030,087</b>	<b>3,136,647</b>	<b>17,946,895</b>
<b>Total Revenue:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total NCC Request:</b>	<b>4,839,136</b>	<b>4,032,468</b>	<b>2,908,557</b>	<b>3,030,087</b>	<b>3,136,647</b>	<b>17,946,895</b>

**Note:** The above SFP requests do not commit the County to funding.

- **ServiceNow System Expansion** – OCSD proposes expanding the use of the ServiceNow Platform that would enhance and integrate multiple modules beyond the current IT Service Management module and include HR Service Delivery, Security Operations, and Customer Service Management creating one centralized hub to route and track service requests. The project implementation timeline has yet to be determined. Total costs are estimated at \$10.0 million and funding for project implementation cost has not been identified.
  
- **Environmental Health Data Management System** – HCA plans to implement a new database for Environmental Health that would provide streamlined workflows for more efficient inspections, cloud-based data with platform agnostic capability, customizable reports, data transparency, appropriate fee collection, and offer a range of dashboards for customers, staff and the general public to conduct county business with ease. In addition, this new database system would provide data interface with other County and HCA-approved software to provide for better output reporting to County end-users and stakeholders with access to data, information, and reporting that provides transparency. Total costs are estimated at \$7.9 million and funding for project implementation cost has not been identified.