# *Information Technology*

# *2023/2024*

# *Master Plan Quarterly Status Executive Summary*

## 1.0   INTRODUCTION

The Information Technology Master Plan Quarterly Status Executive Summary provides an overview of the services and hours provided by IT during the 2023/2024 Master Plan period.

This document does not replace other reports provided to the Board of Commissioners, including the Information Technology Strategic Plan, IT Master Plan, and IT Master Plan Quarterly Status Report. In addition, information regarding Information Technology's current financial status can be obtained from the Department of Management and Budget's Fiscal Year 2023/2024 Financial Forecast and Budget Amendments Report.

## 2.0   INFORMATION TECHNOLOGY OVERVIEW

The Department of Information Technology is a service bureau that provides IT services to 82 County Divisions, more than 100 local governmental units (assessors, treasurers, law enforcement, etc.), over 50 private sector customers, and over 1,700 Access Oakland Property Gateway customers. IT is responsible for over 150 major applications consisting of more than 8,000 programs and provides systems support, maintenance, enhancements, and new development for all major systems applications. IT's Project Management System contains actual hours worked for the following divisions: Application Services, Technical System & Networking, CLEMIS, and Internal Services.

The vision of the Information Technology Department is to be a leader in providing government services. The following Information Technology guiding principles have been developed, and are intended to provide a high-level direction for the entire organization:

1.  To provide the highest quality customer service in partnership with government agencies, citizens, communities, and customers internal and external to Oakland County.
2.  To provide leadership through the strategic use of technology.
3.  To ensure executive support and commitment from County Executive, Board of Commissioners, and other elected officials.
4.  To ensure all County agencies will be treated as equal and important partners of the IT Department.
5.  To empower IT customers to become more self-sufficient and technologically confident.
6.  To encourage county departments and local governments to use information technology to improve and deliver services.
7.  To recruit and retain a technically competent workforce.
8.  To develop, maintain, and distribute high-quality information in support of decision making and collaboration.
9.  To effectively communicate with the customer community.
10. To promote shared services through cross boundary collaboration.
11. Embrace innovation in every aspect of government service.

## 3.0   IT MASTER PLAN STATUS

Every two years the Department of Information Technology prepares a 24-month Master Plan in cooperation with the Information Technology Leadership Groups. The Leadership Groups consist of representatives from the County's Departments and Divisions. The Master Plan details the projects that Information Technology will work on during the 24 months. Each project in the plan is reviewed for a number of criteria (including fit into the overall IT Strategic Plan) before being approved by the Leadership Groups and Information Technology. The current Master Plan was prepared in October 2022.

Within the IT Master Plan, hours are allocated across the following labor categories:

**Non-Project:** Time off, training, or administrative time such as departmental meetings, employee evaluations, budgeting, interviewing, etc.

**Team Management:** Time spent by IT Supervisors planning and scheduling work and resolving general team-related issues.

**Customer Support:** Preliminary or detail scope and approach, work order preparation, customer instruction and training, phone calls and e-mail response. Cross-training and system orientation.

**Unscheduled System Maintenance**: Activity required to rebuild or repair a system. Consists of changes made to software to fix errors and all hours associated with the resolution of Problem Reports. It also includes time investigating the problem prior to determining it is a bug.

**Planned Maintenance & Upgrades**: Planned or re-occurring activity in upgrading an existing software package to expand current capabilities, fix existing bugs, or in anticipation of future system problems, needs, or changes.

**Enhancements/New Development:** Construction of new systems, modifications to operational systems, and the identification, selection, and implementation of software packages.

The pie chart in Figure 1 demonstrates the distribution of IT Resources by Labor Category from October 1, 2022 through December 31, 2023.



Figure 1: Labor Distribution 10/01/22 - 12/31/23
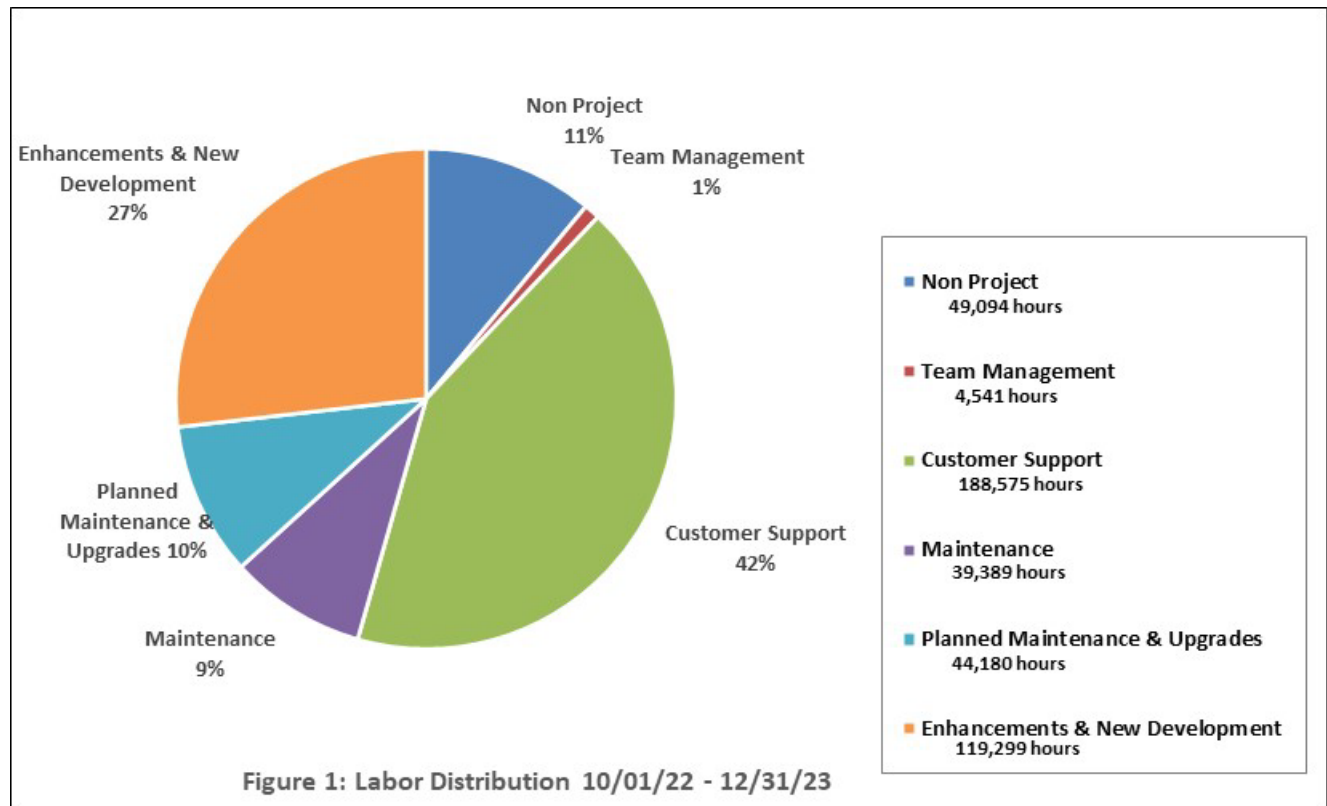
In the 2023/2024 Master Plan, IT planned for a 70% fixed labor delivery and 30% discretionary. Analysis of the First quarter of Fiscal Year 2024 reveals, 73% of IT's labor force was spent supporting and maintaining the County's current systems (including Customer Support, Maintenance, Planned Maintenance and Upgrades, Team Management and Non-project time). The remaining 27% of IT's labor force was spent implementing systems requested by various County Divisions through the IT Leadership Group Process.

## 4.0   PROJECT SUMMARY

There are a total of 188 Enhancement and New Development projects on the 2023/2024 Master Plan across the seven Leadership Groups. Of these projects, 52 are completed, 115 are In Process, and 21 are Not Started. As of December 31, 2023, 119,299 hours of IT labor have been expended on project-based work.

The pie chart in Figure 2 depicts the labor expended in each of these categories.

Figure 2: Overall Master Plan Project Status

Projects In Process 61%
(115 Projects)

Projects Not Started 11%
(21 Projects)

Projects Completed 28%
(52  Projects)
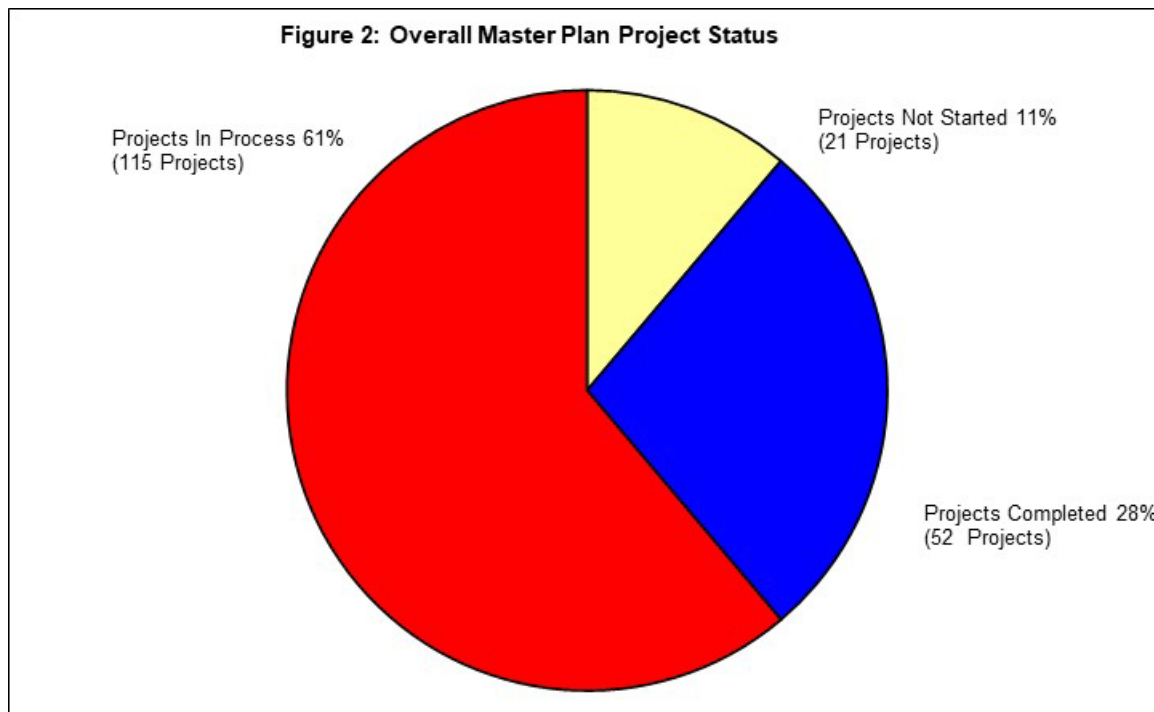
The remaining sections of this report provide a summary of the Enhancement and New Development projects broken down by Leadership Group.

## Master Plan Executive Summary

### CLEMIS Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| 01 | OCSO Body Cam Implementation | 136 | 109 | 100% |
| 02 | CLEMIS Jail Management System Phase II | 2,716 | 2,716 | 100% |
| 03 | OCSO CCTV Storage Improvements | 465 | 605 | 96% |
| 04 | CLEMIS Mugshot RFP | 577 | 610 | 100% |
| 05 | CFIRS NEMSIS Version 3.5 Upgrade & Certification | 1,614 | 1,568 | 100% |
| 06 | CLEMIS Location-based Enterprise Program | 4,653 | | |
| 06A | CLEMIS Location-Based Project - Research & Design | | 990 | 100% |
| 06B | CLEMIS Location-based Phase 2 | | 2,086 | 100% |
| 06C | CLEMIS Location-based Phase 3 | | 1,459 | 87% |
| 07 | CLEMIS Mugshot Implementation | 2,644 | 467 | 20% |
| 08 | CLEMIS Platform Rewrite Program | 1,000 | | |
| 09 | Sheriff's Program Budget | 2,000 | 1,528 | 80% |
| 10 | CLEMIS New Agency Deployment Budget | 1,000 | 1,001 | 89% |
| 11 | CAD Program Budget | 750 | 689 | 80% |
| 12 | CLEMIS Reports Program Budget | 1,100 | 1,080 | 98% |
| 13 | CLEAR Program Budget | 700 | 268 | 42% |
| 14 | FRMS / CFIRS Program Budget | 1,327 | 1,251 | 94% |
| 15 | CLEMIS JMS Program Budget | 33 | 21 | 67% |
| 16 | CLEMIS New Site Implementation Budget | 600 | 531 | 91% |
| 17 | CLEMIS Enhancement Budgets | 500 | 342 | 64% |
| | CLEMIS Sizing Budget | 200 | 4 | 2% |
| | MFA for CJIS Applications | | 252 | 31% |
| | Unallocated | 0 | | |
| | **Total** | **22,015** | **17,577** | |

## Master Plan Executive Summary

### CLEMIS Radio Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| 01 | CLEMIS Radio Replacement 2023-2024 | 7,953 | | |
| 01A | OAKWIN Radio System Enhancement - Radio Mngmt | | 285 | 100% |
| 01B | OAKWIN Radio System Enhancement - Ph3 | | 2,042 | 100% |
| 01C | OAKWIN Radio System Enhancement-Recording P2 | | 539 | 84% |
| 01D | OAKWIN Radio System Enhancement - Ph4 | | 1,632 | 37% |
| 02 | Regional Wireless Radio Management | 635 | 179 | 47% |
| 03 | T2911 | 328 | 328 | 100% |
| 04 | CLEMIS Radio Enhancement Budget | 1,630 | 1,684 | 97% |
| | 911 CHE Replacement | 566 | 74 | 16% |
| | Unallocated | 3,685 | | |
| | **Total** | **14,797** | **6,762** | |

## Master Plan Executive Summary

### Courts Justice Administration Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| 01 | Criminal Justice Reform Compliance Ph 1 | 1,810 | 1,810 | 100% |
| 02 | FOC Security Audit 2022 | 15 | 19 | 100% |
| 03 | Clean Slate - Restore Cases from Microfiche | 106 | 106 | 100% |
| 04 | Circuit Court Judge Switch 2023 | 400 | 200 | 100% |
| 05 | Redact PII Data on Probate Court Filings | 201 | 189 | 100% |
| 06 | Circuit Court Judge Switch 2024 | 300 | | |
| 07 | Courts Mandates Enhancement Budget 2023-2024 | 800 | 610 | 77% |
| 08 | FOC Security Audit Remediation | 250 | 215 | 100% |
| 09 | District-Court AV Backup Enhancement | 512 | 16 | 5% |
| 10 | Circuit - e-filing GAP Remediation | 1,465 | | |
| 11 | Imaging Program 2023-2024 | 16,324 | | |
| 11A | Imaging Program Management | | 87 | 100% |
| 11B | Imaging Program - Prosecutor Implementation | | 867 | 100% |
| 11C | Imaging Program - Medical Examiner Imaging Solution | | 350 | 100% |
| 11D | Imaging Program - Integrate Imaging into CStar | | 141 | 23% |
| 11E | Imaging Program - MIDC Enhancements and Integrations | | 661 | 53% |
| 11F | Imaging Program - District-Automated Check-in for Probation Office | | 405 | 39% |
| 11G | Imaging Program - Courts DMS Enhancements | | | |
| 11H | Imaging Program - FOC Autoforms Replacement | | | |
| 11I | Imaging Program - LFMM Enhancements v2.0 | | | |
| 11J | Imaging Program - NHD Database Consolidation and Conversion | | | |
| 11K | Imaging Program - Treasurer Chargeback Processing System | | | |
| 11L | Imaging Program - BottomLine Data Archival Enhancement Budget | | 11 | 6% |
| 11M | Imaging Program - Architecture Management | | 283 | 6% |
| 11N | Imaging Program – Clerks Marriage and Divorce Records to SOM | | 326 | 36% |
| 11O | Risk Management File Digitization | | 258 | 42% |
| 12 | Case Management System | 1,239 | | |
| 12A | Case Management System RFP Ph 1 | | 244 | 100% |
| 12B | Case Management System RFP Ph 2 | | 273 | 93% |
| 13 | CSTAR Data Integration | 1,072 | | |
| 14 | Circuit-Probate MiCourt Integration | 761 | 583 | 86% |
| 15 | JOS Replacement | 2,012 | 2,433 | 98% |
| 16 | OakDocs Enterprise Enhancement Budget | 250 | 26 | 14% |

## Master Plan Executive Summary

### Courts Justice Administration Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| 17 | Medical Examiner FCMS Enhancement | 1,086 | 387 | 37% |
| 18 | Children's Village Case Management Reporting | 1,016 | 60 | 17% |
| 19 | Citizen Engagement Budget - Courts LG | 300 | 11 | 14% |
| 20 | Courts Justice Administration Enhancement Budgets | 2,320 | 1,046 | 45% |
| | CMS Implementation for Prosecutors Office | | 237 | 29% |
| | Courts Sizing Budget | 600 | 36 | 6% |
| | Juvenile Set Aside | | 147 | 56% |
| | Prosecutor - SharePoint Effort | | 832 | 71% |
| | Redact PII Data on Court Forms | 10 | 23 | 100% |
| | Unallocated | 0 | | |
| | **Total** | **32,849** | **12,889** | |

## Master Plan Executive Summary

### Finance/Admin Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| 01 | MyInsight Implementation | 361 | 362 | 100% |
| 02 | ARP - HSD Inventory Management Implementation | 49 | 49 | 100% |
| 03 | Point of Sale Terminal Replacement RFP | 3,474 | 2,821 | 84% |
| 04 | Physical Records Management System | 518 | 526 | 100% |
| 05 | FHCM Implementation Program 2023-2024 | 4,417 | | |
| 05A | FHCM & HCM Archival Solution for PS Data | | 610 | 90% |
| 05B | FHCM WRC CAMS Workday Integration | | 79 | 100% |
| 05C | FHCM Roadmap Implementations | | 1,015 | 100% |
| 05D | FHCM & HCM Archival Solution for PS Data - Implementation | | | |
| 05E | FHCM Remaining ETC | | | |
| 06 | Vehicle Operations Garage System Migration | 460 | 460 | 100% |
| 07 | HR Retirement 1099-R Processing | 681 | 668 | 100% |
| 08 | BOC Codify Resolutions and Proclamations | 227 | 227 | 100% |
| 09 | CMS Replacement Part 2 | 4,068 | 4,068 | 100% |
| 10 | Digital Asset Management Application Replacement | 911 | 160 | 18% |
| 11 | Emergency Management Security Network - Phase 1 | 2,708 | 60 | 3% |
| 12 | Economic Development Salesforce Enhancements (2023-24) | 1,749 | 1,396 | 80% |
| 13 | HR Applicant/Recruiting Software Replacement | 864 | 497 | 61% |
| 14 | Public Communications CRM Implementation | 543 | 543 | 100% |
| 15 | Distributed eLearning Solution Implementation Ph II | 1,403 | 9 | 1% |
| 16 | Veterans - Client Services Data Tracking & Reporting | 1,446 | 393 | 28% |
| 17 | Audit Management System Replacement | 579 | 190 | 100% |
| 18 | County Executive Program Budget 2023-2024 | 800 | 190 | 25% |
| 19 | ON HOLD - HR Internet Redesign | 573 | 10 | 2% |
| 20 | HR Intranet/Telegraph Redesign | 639 | 434 | 68% |
| 21 | Employee Engagement Budget | 300 | 43 | 14% |
| 22 | Citizen Engagement Budget - Finance LG | 1,000 | 205 | 24% |
| 23 | Finance/Admin Enhancement Budgets | 4,861 | 2,532 | 53% |
| | Economic Development Event Registration Solution | 535 | 3 | 2% |
| | FHCM Enterprise Enhancements 2023-2024 | 500 | 61 | 14% |
| | Finance/Admin Sizing Budget | 600 | 18 | 3% |
| | HIPAA Enhancement Budget 2023-24 | 100 | 50 | 49% |
| | Unallocated | 957 | | |

## Master Plan Executive Summary

### Finance/Admin Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| | Total | 35,323 | 17,679 | |

## Master Plan Executive Summary

### Internal Services Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| 01 | SC Communications Change Order Services | 1,000 | 276 | 36% |
| 02 | ARP - IT Funded Initiatives 2023-2024 | 619 | 406 | 67% |
| 03 | PM Transformation | 711 | | |
| 03A | 2023-2024 PPM Modern Foundation | | 717 | 100% |
| 03B | PPM Automation | | 56 | 13% |
| 03C | PPM Continuous Improvement | | | |
| 04 | IT HR / Fiscal Services Initiatives | 100 | 12 | 12% |
| 05 | IT Department Initiatives | 1,000 | 1,136 | 81% |
| 06 | PCI Enhancement Budget | 200 | 54 | 49% |
| 07 | eCommerce Service Fee Compliance | 161 | 161 | 100% |
| 08 | G2GCS Program | 6,083 | 733 | 18% |
| 08A | eCommerce Platform - RFP | | 280 | 45% |
| 08B | Account Services Application Migration | | 1,006 | 74% |
| 09 | Service Center Application Replacement - RFP | 1,600 | 166 | 21% |
| 10 | O365 Program 2023-2024 | 7,853 | | |
| 10A | O365 Program Management | | 1,366 | 64% |
| 10B | M365 - MS Teams Organizational Implementation | | 9 | 100% |
| 10C | O365 Enhancement Budget | | 685 | 39% |
| 10D | O365 File Share End User Adoption | | 200 | 100% |
| 10E | O365 Change Order Services | | 328 | 31% |
| 11 | eGovernment Program Development | 200 | 68 | 37% |
| 12 | Application Development Program Budget | 620 | 320 | 55% |
| 13 | Project Management Program 2023-24 | 850 | 822 | 97% |
| 14 | IT Service Agreements Budget | 775 | 598 | 52% |
| 15 | Internal Services Enhancement Budgets | 524 | 333 | 65% |
| | Internal Services Sizing Budget | 25 | | 8% |
| | Unallocated | 0 | | |
| | **Total** | 22,321 | 9,729 | |

## Master Plan Executive Summary

### Land Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| 01 | FM GIS Indoors | 118 | 118 | 100% |
| 02 | EH Enterprise Imp - Accela Implementation | 94 | 94 | 100% |
| 03 | RCOC Traffic Signal Management 2023-2024 | 403 | 263 | 69% |
| 04 | LAMS Rewrite Phase 4 | 662 | 614 | 90% |
| 05 | Equalization LAMS Photo Automation | 442 | 330 | 83% |
| 06 | OCIA Lease Management Application | 310 | 285 | 100% |
| 07 | Property Gateway Invoicing Enhancements | 525 | 525 | 100% |
| 08 | AAT Mandate Program Budget 2023-2024 | 1,000 | 575 | 58% |
| 09 | OCHD Mandate Program Budget 2023-2024 | 150 | 12 | 8% |
| 10 | FMO Replace BMS Phase 4 | 368 | 114 | 37% |
| 11 | CAMS Enterprise Enhancements 2023-2024 | 200 | 143 | 77% |
| 12 | WRC Legacy App Rewrite Phase 2 | 2,452 | 2,008 | 83% |
| 13 | WRC Northstar Replacement Phase 2 | 1,751 | 1,318 | 71% |
| 14 | Accela Foods Implementation | 600 | | |
| 15 | FM GIS Indoors Implementation | 684 | 521 | 78% |
| 16 | WRC Development Budget 2023-2024 | 1,330 | 530 | 41% |
| 17 | GIS Enterprise Program (2023-24) | 5,225 | 3,391 | 65% |
| 18 | BS&A Development Budget 2023-2024 | 1,650 | 870 | 55% |
| 19 | Equalization BOR Replacement | 1,428 | 210 | 15% |
| 20 | FPE Resource Planning System | 508 | 4 | 1% |
| 21 | FM CAMS Enhancements 2023-2024 | 345 | | |
| 22 | Municipal Services IT Program 2023-2024 | 150 | | |
| 23 | Citizen Engagement Budget - Land LG | 200 | 28 | 15% |
| 24 | Land Enhancement Budgets | 2,091 | 836 | 40% |
| | Land Sizing Budget | 300 | | |
| | WRC Cross Connection | 986 | 89 | 13% |
| | Unallocated | 0 | | |
| | **Total** | **23,972** | **12,875** | |

## Master Plan Executive Summary

### Technical Systems Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| 01 | Customer Change Order Services | 13,500 | 11,993 | 82% |
| 02 | UCC Voice Change Order Services | 3,000 | 2,211 | 67% |
| 03 | Server Admin Change Order Services | 6,012 | 4,155 | 70% |
| 04 | Network Services Change Order Services | 1,050 | 794 | 69% |
| 05 | Building Program 2023-24 | 800 | 478 | 74% |
| 06 | ARP - Remote Work 3 | 117 | 117 | 100% |
| 07 | Workstation Enhancements | 5,579 | 3,878 | 73% |
| 08 | Universal Threat Management Replacement | 371 | 371 | 100% |
| 09 | UCC2 Program 2023-2024 | 4,293 | | |
| 09A | UCC2 - Program Management | | 141 | 100% |
| 09B | UCC2 - Wi-Fi Expansion Group B | | 292 | 100% |
| 09C | UCC2 - MDSL Connect Integration | | | 10% |
| 09D | UCC2 - VOIP Phase 4 | | 430 | 100% |
| 09E | UCC2 - VOIP Phase 5 | | 1,209 | 100% |
| 09F | UCC2 - VOIP Phase 6 | | 961 | 80% |
| 10 | ARP - Remote Work 2 | 805 | 805 | 100% |
| 11 | Papercut Implementation | 126 | 126 | 100% |
| 12 | IT Infrastructure Modernization-PH1 | 417 | 417 | 100% |
| 13 | IT Infrastructure Modernization | 6,642 | | |
| 13A | IT Infrastructure Modernization-PH2 | | 1,332 | 100% |
| 13B | IT Infrastructure Modernization-PH3 | | 323 | 84% |
| 13C | IT Infrastructure Modernization-PH4 | | 33 | 2% |
| 14 | Cloud Program | 1,901 | 56 | 6% |
| 14A | Cloud RFP - Initial | | 122 | 100% |
| 15 | SEP Program 2023-2024 | 10,658 | 4,599 | 44% |
| 16 | Data Center Colocation RFP | 202 | 202 | 100% |
| 17 | Legacy Copper Services Transition Strategy | 688 | | |
| 18 | File Share Services Improvement | 1,722 | 27 | 2% |
| 19 | IAM Innovation Program Budget | 1,100 | 796 | 73% |
| 20 | Enterprise Architecture Program | 3,382 | 2,745 | 83% |
| 21 | IAM Citrix Phase I-Analysis & Design | 198 | 198 | 100% |
| 22 | IAM Expansion Budget | 3,839 | 530 | 17% |
| 23 | Antivirus Replacement - Program | 5,248 | | |
| 23A | Antivirus Replacement - RFP | | 431 | 45% |

## Master Plan Executive Summary

### Technical Systems Leadership Group 2023-2024

| Priority | Project | Hours Allocated | Hours Expended 10/01/2022 - 12/31/2023 | Percent Complete |
|---|---|---|---|---|
| 24 | CTO Technology Planning | 650 | 437 | 68% |
| 25 | Technical Systems & Networking Enhancement Budgets | 1,310 | 1,462 | 66% |
| | TSN Sizing Budget | 400 | | |
| | VoIP Replacement - RFP | 700 | 120 | 23% |
| | Unallocated | -7 | | |
| | Total | 74,703 | 41,790 | |