

COCHISE COUNTY

Financial and Technological Services

Work Session with the Board of Supervisors
December 20, 2016

David Raber, Administrator of Financial and Technological Svs
Lynette Nowlan, Finance Director
Terry Hudson, Procurement Director
Joe Casey, Chief Technology Officer



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Agenda

- High Level Overview of the Financial and Tech Services Function - David
- IT org chart – current and proposed future - David
- IT project prioritization/work plan – current year and looking forward - Joe
- Pros and Cons/Cost-Benefit of moving the County to Office 365 - Joe
- Finance Manager Project: Current Status and Recommendations – David/Lynette
- Procurement Division – organizational structure and key projects – Terry
- Finance Division – organizational structure and key projects - Lynette
- Opportunities for partnerships - David
- Summary and Q/A
- Board Direction



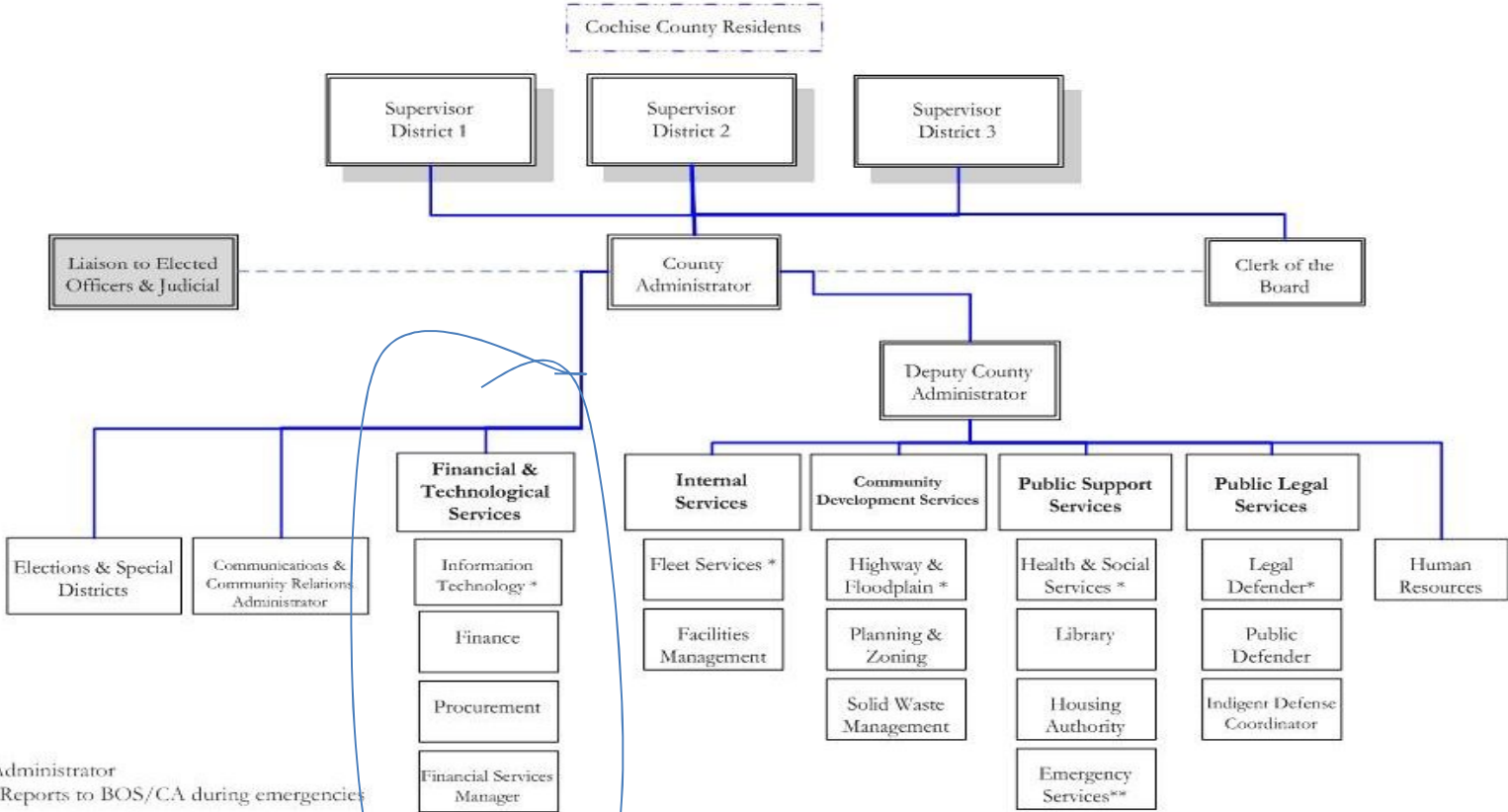
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Organizational Chart adopted in February, 2016

Cochise County Board of Supervisors Organization Chart

Thursday, February 11, 2016

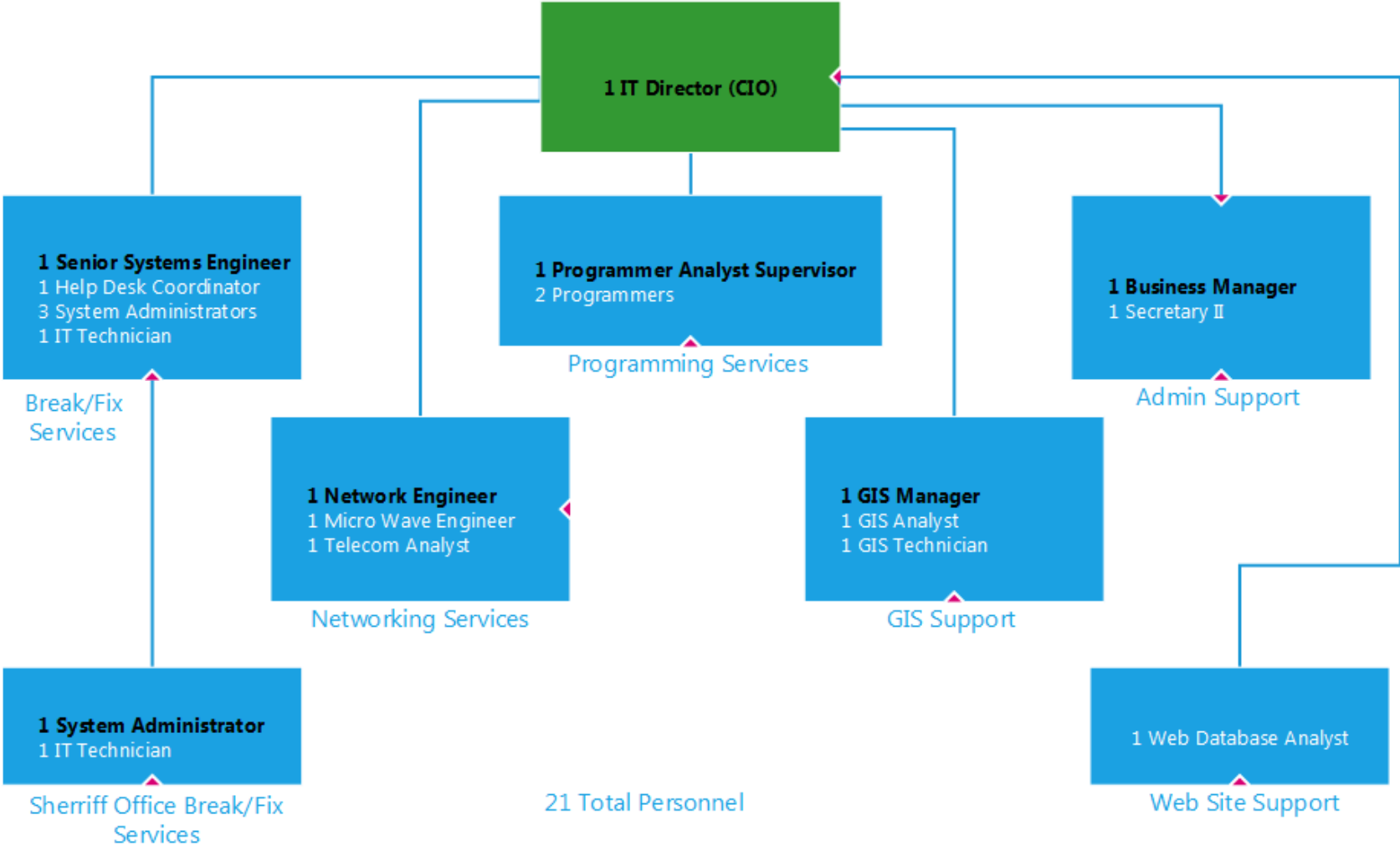


* - Administrator
 ** - Reports to BOS/CA during emergencies



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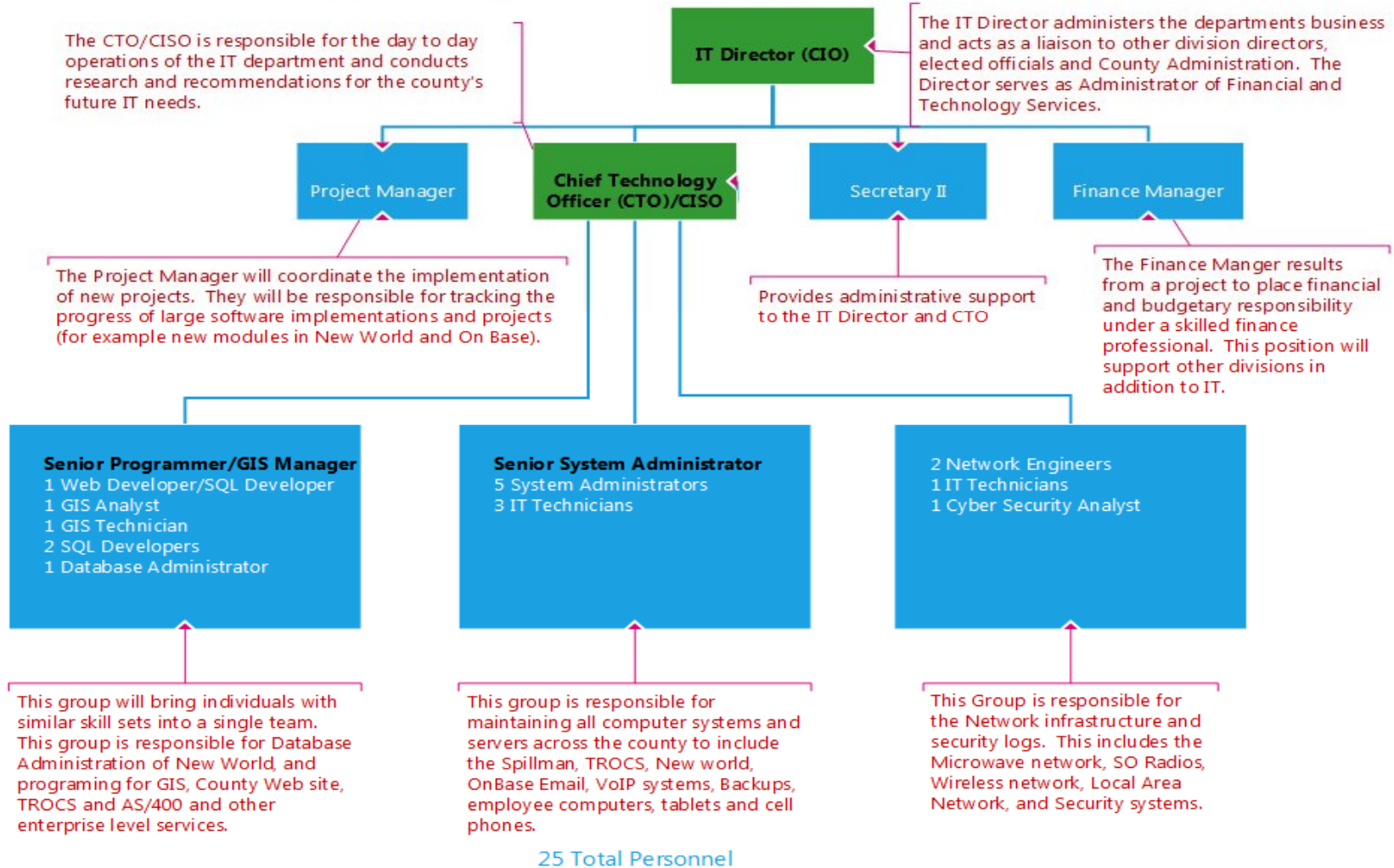
IT Org Chart in existence in Jan 2016



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Proposed IT org chart for the future

This proposed organization chart removes supervisor roles for personnel that managed 1 or 2 people and places staff in teams with similar responsibilities. Additionally the structure is built to remove any single points of failure.



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Advantages of the New IT Org Chart

- Larger Teams with Similar Responsibilities
 - Example: Combines GIS and Programming into one, single section
- Opportunities for cross training/back-up of critical functions
- A Senior Systems Administrator position will provide leadership to Systems Administrators and IT Technicians and hands-on expertise in configurations of our enterprise systems
- A Project Manager position will provide critical logistical support for numerous upcoming enhancements to New World and expanding OnBase applications in the County
- A Network Engineer position will provide primary support for the County's enterprise configuration/backbone as well as back-up the Network Engineer specializing in the Microwave and Radio backbone



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Advantages of the New Org Chart (Continued)

- A Security Analyst position will work on the review of audit logs necessary to assure separation of duties and accountability, attempted hacks into the County Network, as well as implementation of security enhancements and policies
- Moves a System Administrator currently housed in the Library Department to IT, creating opportunities to leverage resources while moving full technical support of the Library Department to IT
- Allows us to leverage a Systems Administrator to provide the enhanced level of support to the CCSO that they are requesting
- Allows us to be one of the pilot areas for the new Finance Manager Project



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Annual Costs of the Proposed IT Org Chart

- Anticipated annual base salary cost increase of \$362K would be required to fully implement this org chart
 - Moving to market salary pay may increase this amount
 - More than half of this increase could be funded out of other areas that we provide support to – CCSO/SEACOM, Library, Elections, etc.
 - IT would begin to implement this org chart in the current fiscal year based on priority of each position within existing budget
 - Do not anticipate additional funds being required until FY18
 - IT will address the additional funds needed in the FY18 Budget Process



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Current FY IT Projects

- TROCS programming
- Update and create policies and procedures
 - Equipment Refresh
 - Data / Email Retention
 - Computer Use
 - Wireless Use policy
 - Mobile Device Policy
 - Information Assurance (IA)
- Security Improvements
 - Active Directory Upgrade
 - Server Operating System upgrades (Microsoft server 2003 has reached end of support)
- Backup system upgrade (consolidated system)
- Network Attached Storage upgrade (consolidated system)
- Audit logging software implementation
- GIS Cloud pilot test
- Microwave backbone upgrade
- Mule Mountain Tower upgrade
- SEACOM implementation
- Web Site updates
- Fire Alarm Monitoring system implementation
- SolarWinds Configuration Manager implementation
- Office 365 Review and begin implementation (if approved)

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Future IT Projects

- TROCS implementation
- Office 365 (if approved) or Microsoft suite upgrade
- Desktop Upgrades to Windows 10
- GIS move to cloud
 - Depending on how pilot test goes
- OnBase
- New World
- WENS
- Continue to update policies and procedures
- IT team development and training



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Office 365 Benefits

Improved IT security

- Patches and updates are implemented as soon as they are available
- Email encryption
- Improved disaster recovery
- Key escrow

Skype for Business - <https://support.office.com/en-us/article/Video-Introducing-Skype-for-Business-4e3564ec-5358-49a3-8ab7-a63b1aa8a0e2>

- Help reduce travel costs by having virtual meetings
- Improved collaboration and gained productivity
- You can see when your work colleagues are available, this is particularly helpful for colleagues working in different locations
- Communicate with a group of colleagues using instant messaging, voice and video calls

One Drive for Business - <https://support.office.com/en-us/article/What-is-OneDrive-for-Business-187f90af-056f-47c0-9656-cc0ddca7fdc2>

- 1TB of storage per user which are easy to access from any device.
- Multiple people can work on one file at the same time
- Access and modify documents from a mobile device.

Email is hosted, maintained and backed up by Microsoft.

- Free IT staff to work on more strategic projects.

Each user is able to install up to 15 copies of Microsoft office (5 computers, 5 phones, 5 tablets). This includes home use.

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Office 365 Downsides

- Increased annual cost
- Uses additional bandwidth for updates. Microwave upgrade provides sufficient bandwidth for all county sites.
- Will require a transition period
- Training will be needed for all employees.
 - This is also a need for a traditional upgrade, but Office 365 provides new tools that the employees should be trained on.



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Office 365 Cost Analysis

Assumption: the County upgrades Microsoft Office every 5 years

COST FACTORS

Current cost to upgrade from Office 2007 to Office 2016 = One time cost per upgrade (every five years) of \$275K

Office 365 Annual Cost = \$170K per year

FIVE YEAR COST COMPARISON

Option One: Traditional Office Upgrades –

- 2 upgrades, \$550K (\$275K in year one and \$275K in year five)
- Labor \$48K
- Electricity \$5K
- Server upgrades \$25K
- Barracuda Annual Maintenance \$10K
- Total five year cost of traditional Office upgrades - \$638K

Option Two: Office 365

- Total five year cost of Office 365 - \$850K (\$170K x 5 Years)



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Finance Manager Project

Background:

- Began due to a need to:
 - Standardize the business manager function
 - Create training and communication opportunities
 - Develop a career path
 - Increase efficiencies
 - Align these positions with the new Organizational Chart
 - Fill voids in knowledge and processes



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Finance Manager Project

Proposed Roles:

- Modify existing Finance Manager position to incorporate high level technical skills and supervisory duties
- Phase out the “Business Manager” position over time
- Consolidate financial support positions to create clear career path
 - Accounting Tech
 - Accountant
 - Finance Manager
- Department finance personnel positions would mirror those in the Finance department creating consistency county-wide



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Finance Manager Project

Benefits:

- Create a career path for ALL finance employees
- Closely links finance department with department finance personnel
- Consolidates the financial functions
- Increases internal controls through a separation of duties
- Removes the burden of financial approval from Department Directors and Administrators
- Increases efficiency in processes
- Allows for professional development opportunities
- Increases lines of communication
- Flexible enough to allow for future growth or changes in work flow



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Finance Manager

Proposed Duties:

- Prepare budgets and decision packages information
- Monitor and project financial outcomes
- Keep departments, administration, and finance aware of anticipated outcomes
- Understand budget and grant funds and ensure compliance
- Ensure strong internal controls and adherence to county policies
- Ensure timeliness and accuracy of transactions.
- Review travel claims and credit card logs to ensure compliance with policies
- Work with departments to create financial analysis
- Assist in establishing best practices and internal controls
- Report directly to the Administrator with dotted line reporting to the Financial Services Manager



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Finance Manager Project

Proposed Implementation:

1. Review Incumbent skills to evaluate best fit
2. Utilize Internal Services and Professional Services group as pilot program
3. Utilize information from pilot program to solidify the working model and implementation technique
4. Upon successful completion of pilot, roll out this plan to one administrative group at a time to ensure positive outcome
 - Be flexible and ensure each administrative group has the staff and skills that fit their unique needs
5. Meet and reevaluate with implemented departments monthly to ensure smooth transition
6. Make recommendations to replicate this model within the Elected Official's Departments – possibly combining small departments – over time



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Finance (Business)Manager

Proposed Next Steps:

- Receive approval to utilize Internal Services and Professional Services as pilot program
- Receive final approval on Finance Manager job description
- Work with HR to post the position
- Hire the right person to fit the unique needs of the two pilot areas
- Consolidate financial functions
- Work with Financial Managers to solidify best practices and ideal separation of duties
- Take the data from this roll out to modify and correct plans for future roll outs



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Procurement Department

Major Initiatives

- Staffing/Filling Vacancies
- Credit Cards
- Copier Utilization and Costs – contract renewal
- Updating Procurement Policy to incorporate new Federal Regulations
- Digital Signatures



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Finance Department

Vision

An organization that is looked upon from throughout the County as a Department who takes their role of protecting the County's assets very seriously but is also customer focused and demonstrates that through:

- Communication
- Fact Based Reporting and Recommendations
- Efficient and effective procedures
- Processing all transactions timely
- Responding to Customer inquiries timely



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Finance Department

- Current structure:
 - 11 Total Employees (4 Supervisory and 7 line staff)
 - Some procedures are inefficient and paper intensive
 - Internal controls need tightening
 - Difficult to determine if there is sufficient staff due to current procedures



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Finance Department

- Proposed structure:
 - 11 Total Employees (3 Supervisory and 8 line staff)
 - Organization will be function based; i.e., Transaction Processing, Reconciliation and Reporting, Budget, Financial Management, and System Activities
 - Process all Financial transactions including accounts payable, payroll, journal entries, specific deposits, etc.
 - Improve processes to increase efficiency and decrease paper
 - Working with elected official offices and county departments, create County-wide processes that strengthen Internal controls over budget, revenue, and expenditures/expenses
 - Continue to assess work and resources available



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Finance Department

Major Initiatives

- Re-organization
- Finance Manager
- Process Reviews – Accounts Payable, Payroll
- Policies/Procedures – Budget, Food, Travel, Grants



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Financial and Technological Services

Opportunities for Partnerships

- Procurement Support for Cochise College
- IT Desktop Support for Benson
- Partner with City of Sierra Vista and Douglas for alternate internet connections
- Training for other local government staff
- Hiring Interns from Cochise College
- Arizona Public Media



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Q and A and Board Direction

