



Los Angeles County Registrar-Recorder/County Clerk

DEAN C. LOGAN  
Registrar-Recorder/County Clerk

# ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

26 December 19, 2017

LORI GLASGOW  
EXECUTIVE OFFICER

December 19, 2017

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**APPROVAL OF FUNDS FROM THE COUNTY'S INFORMATION TECHNOLOGY FUND FOR THE  
COUNTYWIDE IMPLEMENTATION OF ELECTRONIC PERSONNEL DIGITIZATION AND  
RECORDS MANAGEMENT PROJECT (ALL DISTRICTS AFFECTED) (3 VOTES)**

**CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION ( )  
DISAPPROVE ( )**

**SUBJECT**

The Departments of Registrar-Recorder/County Clerk (RR/CC) and Human Resources (DHR) are requesting Board approval of \$5,498,488 from the County's Information Technology Fund to expand the Electronic Personnel Digitization and Records Management system to all County departments; authorize the Director of the Internal Services Department to acquire software licenses and software maintenance and support for the Countywide ePR deployment, as well as future record deployments.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Approve and authorize the use of \$5,498,488, including \$164,363 reserved for the project contingency, from the County's Information Technology Fund (ITF) to expand the use of the Electronic Personnel Digitization and Records Management (ePR) system Countywide.
2. Authorize the Director of the Internal Services Department (ISD), as the County's Purchasing Agent, to execute a Purchase Order Agreement with OpenText Corporation (OpenText) to acquire software licenses for \$3,050,000 and annual software maintenance and support in the amount of \$640,500 for the Countywide ePR deployment and future record deployments.
3. Delegate authority to RR/CC and DHR to execute Work Orders, licensing agreements and subsequent Change Notices for goods and/or services requested by the County.

## **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The ITF was established to fund Countywide technology projects that improve the delivery of services to the public, generate operational improvements to one or more departments or programs, and improve inter-departmental or inter-agency collaboration.

On June 14, 2016, your Board approved funding for software and professional services for the ePR project, a joint project by the RR/CC and DHR, to establish a standard method to digitize, secure, and manage all employee personnel records and files. The ePR project is an initial step to implement an Electronic Records Management system for all County record types (HR record series being one of them) per the County Retention Schedule.

The initial ePR deployment, which was completed in November 2017, implemented a central on-line repository for three departments - DHR, ISD, and RR/CC - that could be replicated by all departments. Also, it established a high-level taxonomy for all record types per County Retention Schedules, which sets the foundation for adding future record series to the repository.

RR/CC and DHR are now requesting ITF funding for software and professional services to expand the ePR system to all County departments, which will enable department access to the central repository and provide a secure and auditable method for managing confidential personnel information contained in personnel files. Each personnel record would adhere to standard retention policies in accordance with County policies. Also, it would allow for real-time, and secure access by employees, supervisors, departmental Human Resource (HR) staff, and central departments, as appropriate.

Moreover, the software licensing acquired under this recommended action would enable the County to implement additional administrative record types (finance, accounting, budget, procurement, and contracts records) to the central records repository. This will allow the County to:

- Securely automate and digitize official copies of records;
- Enforce security, records retention, and compliance policies and standards uniformly across all record series; and
- Leverage the cloud based enterprise Office 365 SharePoint on-line portal for easy access and management of records by all County employees

## **Implementation of Strategic Plan Goals**

The recommended actions support the County's Strategic Plan Goal Number 3, Realize Tomorrow's Government Today. By implementing technological business solutions to enable County departments to meet their core mission, transform how we share information, create efficiencies and protect the privacy of individuals.

## **FISCAL IMPACT/FINANCING**

RR/CC and DHR are requesting approval of \$5,498,488 in ITF Funding to expand the ePR system to all departments, which includes deploying a central trusted system of record and establishing a consistent and efficient method for managing all personnel documents and records. This includes \$3,690,500 for OpenText software and first year software maintenance and support, \$1,643,625 for professional services for the project implementation, and \$164,363 reserved for the project

contingency.

Ongoing operations and maintenance of the central infrastructure, system application management and annual software maintenance and support will be funded through the Auditor-Controller's Integrated Applications Budget.

RR/CC and DHR conducted a Return of Investment (ROI) analysis to identify and quantify the benefits of a Countywide ePR deployment. It examined the cost of time spent by departments' HR staff on records tasks for accessing documents, file copying, lost document recreation, and file storage and transport. Based on estimates provided by 33 departments, a County ePR system could save an estimated \$2.9 million annually in efficiencies and cost avoidance, and \$488,000 in storage and office supply savings.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

There are no legal requirements or prohibitions to this recommended action. The software licenses and annual software maintenance and support will be purchased using ISD's Software License Agreement with OpenText. Professional services will be solicited using the County's Enterprise Services Master Agreement, which was approved by the Board in February 2016 and administered by ISD.

The Chief Information Officer (CIO) reviewed this request and recommends approval. The CIO analysis is attached (Attachment I).

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Expansion of the ePR system will provide the following benefits:

- Streamlines onboarding of new employees by facilitating electronic transmittal of documents within a structured workflow;
- Provides employees secure electronic access to their personnel file;
- Creates efficiencies for departmental HR staff to search and retrieve information digitally and use advanced discovery features;
- Safeguards documents and provide recovery in the event of a natural disaster;
- Increases HR staff productivity by automating the current manual processes to manage physical personnel files and records, and reallocate them to more mission critical HR activities like Exam Planning and Administration;
- Streamlines departmental access to employee records as employees transfer between various departments during their employment;
- Eliminates the dependency on paper files and the need for physical storage and transport facilities;
- Integrates with Countywide Human Resources Systems to enable the electronic exchange of personnel data;
- Provides the ability to apply compliance requirements as the documents enter the system and conduct real-time auditing to help identify potential issues before they become problems; and
- Operationalizes a credible records management policy that demonstrates compliance with statutory and regulatory recordkeeping requirements.

A Countywide ePR system would also mitigate risk of maintaining incomplete or inaccurate records by:

- Establishing and operationalizing a credible records management policy that demonstrates compliance with statutory and regulatory recordkeeping requirements;
- Improving the ability to locate and retrieve records when required; and
- Providing official records for external audits in a timely, compliant and verified manner.

Finally, the purchase of Countywide software licenses will enable it to establish digital repositories for other administrative record types with similar compliance and recordkeeping benefits.

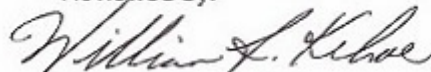
**CONCLUSION**

Board approval of the recommended action will enable the County to centralize management of electronic records. By implementing a central electronic records system, the County can improve compliance, security, operational effectiveness, and risk management associated with electronic records.

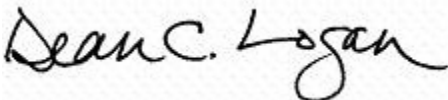
Respectfully submitted,



LISA M. GARRETT  
Director of Personnel

Reviewed by:  


WILLIAM KEHOE  
Chief Information Officer



DEAN C. LOGAN  
Registrar-Recorder/County Clerk

DL:RF:ALFP:VW:C  
A

Enclosures

- c: Executive Officer, Board of Supervisors  
Chief Executive Office  
County Counsel



WILLIAM S. KEHOE  
CHIEF INFORMATION OFFICER

**Office of the CIO  
CIO Analysis**

NUMBER:

**CA 17-22**

DATE:

11/16/2017

SUBJECT:

**APPROVAL OF FUNDS FROM THE COUNTY'S INFORMATION TECHNOLOGY FUND FOR THE COUNTYWIDE IMPLEMENTATION OF ELECTRONIC PERSONNEL DIGITIZATION AND RECORDS MANAGEMENT PROJECT**

RECOMMENDATION:

Approve                       Approve with Modification                       Disapprove

CONTRACT TYPE:

New Contract     Sole Source  
 Amendment to Contract #:     Other: ITF funding request

CONTRACT COMPONENTS:

Software     Hardware  
 Telecommunications     Professional Services

SUMMARY:

Department Executive Sponsor: Dean C. Logan, Registrar-Recorder/County Clerk and  
Lisa Garrett, Director, Department of Human Resources

Description: Registrar-Recorder/County Clerk (RR/CC) and Department of Human Resources (DHR) are requesting Board approval to: 1) authorize the use of \$5,498,488, including \$164,363 for project contingency, from the Information Technology Fund (ITF) for the Countywide deployment of the Electronic Personnel Digitization and Records Management (ePR) system; and 2) authorize the Director of the Internal Services Department (ISD), as the County's Purchasing Agent, to acquire software licenses for \$3,050,000 and annual software maintenance and support in the amount of \$640,500 for the County ePR deployment and future record deployments.

Contract Amount: \$5,498,488

Funding Source: Information Technology Fund

Legislative or Regulatory Mandate                       Subvened/Grant Funded: N/A

**Strategic and  
Business Analysis**

**PROJECT GOALS AND OBJECTIVES:**

ITF funding is requested to support for ePR Phase 2, the Countywide deployment of ePR system, which provides a central on-line repository for storing, securely managing and accessing and archiving personnel files and records. In addition, ePR system architecture supports a high-level records management taxonomy for all record types and can accommodate future record series.

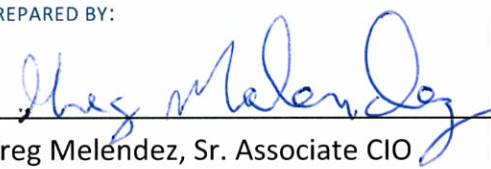

The ePR Phase 2 objectives are:

	<ul style="list-style-type: none"> <li>• Onboard successfully all remaining County departments to the central ePersonnel Files/Records on-line repository;</li> <li>• Leverage the ePR document and records model to capture (both back file and day forward), store, securely manage/access and archive personnel files and records;</li> <li>• Deploy integrations with key enterprise systems (eHR, eForms, LMS, EPS and myLACounty) to support the electronic exchange of data; and</li> <li>• Leverage a consistent user access layer for all records and personnel files via SharePoint integration.</li> </ul>
	<p><b>BUSINESS DRIVERS:</b></p> <p>The ePR and electronic records management initiative enables the County to make strategic strides in records compliance, security, operational effectiveness and risk management. The business drivers for this initiative include:</p> <ul style="list-style-type: none"> <li>• Making information readily available when needed for decision-making and operational activities;</li> <li>• Allowing timely disposal of non-current records;</li> <li>• Enabling the creation of a complete and authoritative record of official activities;</li> <li>• Demonstrating compliance with regulatory, legal, and policy records mandates; and</li> <li>• Managing the risks associated with illegal loss or destruction of records, and from inappropriate or unauthorized access.</li> </ul>
	<p><b>PROJECT ORGANIZATION:</b></p> <p>The ePR Phase 2 will be jointly managed by RR/CC and DHR's information technology organizations.</p>
	<p><b>PERFORMANCE METRICS:</b></p> <p>The ePR project will address the project objectives discussed above.</p>
	<p><b>STRATEGIC AND BUSINESS ALIGNMENT:</b></p> <p>The ePR initiative supports County's Strategic Plan Goal Number 3, Realize Tomorrow's Government Today.</p>

	<p><b>PROJECT APPROACH:</b></p> <p>ePR Phase 2 rolls out functionality developed and piloted in Phase 1 to all County departments. This includes an electronic records management system (including taxonomy, security access, and SharePoint interface), integrations with existing human resource systems for the electronic exchange of personnel data, and the standardized model to image and capture physical human resource records, as well as day forward capture.</p> <hr/> <p><b>ALTERNATIVES ANALYZED:</b></p> <p>No other alternatives were contemplated. ePR Phase II extends the functionality developed in previous phase to the remaining County departments.</p>																				
<p><b>Technical Analysis</b></p>	<p><b>ANALYSIS OF PROPOSED IT SOLUTION:</b></p> <p>The electronic records management system utilizes Open Text Captiva and xCP Documentum technologies hosted at ISD as part of the Enterprise Content Management Shared Infrastructure. It also leverages Microsoft Sharepoint On-line for user access layer, which is hosted in Microsoft’s cloud.</p>																				
<p><b>Financial Analysis</b></p>	<p><b>BUDGET:</b></p> <p><b>Countywide ePR Initiative Costs:</b></p> <p>One-time costs:</p> <p>ITF</p> <table border="0"> <tr> <td>Enterprise Software License.....</td> <td>\$3,050,000<sup>(1)</sup></td> </tr> <tr> <td>Software Maintenance &amp; Support (First Year).....</td> <td>\$ 640,500</td> </tr> <tr> <td>Consulting Services.....</td> <td>\$1,643,625<sup>(2)</sup></td> </tr> <tr> <td>Project Contingency .....</td> <td>\$ 164,363</td> </tr> <tr> <td><b>ITF Costs .....</b></td> <td><b>\$5,498,488</b></td> </tr> <tr> <td>Backfile Preparation &amp; Conversion .....</td> <td>\$2,090,000<sup>(3)</sup></td> </tr> <tr> <td><b>Estimated One-Time Costs .....</b></td> <td><b>\$7,588,488</b></td> </tr> </table> <p>Ongoing annual costs:</p> <table border="0"> <tr> <td>Annual Software Maintenance &amp; Support.....</td> <td>\$ 640,500<sup>(4)</sup></td> </tr> <tr> <td>Annual ISD Charges .....</td> <td>\$ 715,000<sup>(5)</sup></td> </tr> <tr> <td><b>Estimated Ongoing Costs.....</b></td> <td><b>\$1,355,500</b></td> </tr> </table> <p><u>Notes</u></p> <p>(1) Includes licensing for 110,000 employees to view and contribute eCAPS/eHR content via Sharepoint; retention and records management for all County</p>	Enterprise Software License.....	\$3,050,000 <sup>(1)</sup>	Software Maintenance & Support (First Year).....	\$ 640,500	Consulting Services.....	\$1,643,625 <sup>(2)</sup>	Project Contingency .....	\$ 164,363	<b>ITF Costs .....</b>	<b>\$5,498,488</b>	Backfile Preparation & Conversion .....	\$2,090,000 <sup>(3)</sup>	<b>Estimated One-Time Costs .....</b>	<b>\$7,588,488</b>	Annual Software Maintenance & Support.....	\$ 640,500 <sup>(4)</sup>	Annual ISD Charges .....	\$ 715,000 <sup>(5)</sup>	<b>Estimated Ongoing Costs.....</b>	<b>\$1,355,500</b>
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	<p>eCAPS/eHR content; and 7,000 unlimited workflow licenses for all eCAPS/eHR content. All the licenses can be used for any other County content outside of eCAPS/eHR with purchase of Document Platform licenses (if these licenses are not already owned by departments).</p> <p>(2) Will be solicited using the County’s Enterprise Service Master Agreement. Assumes Phase I baseline integrations and customizations.</p> <p>(3) Reflects backfile scanning of paper personnel files to digital images estimated at \$1.59M (106,000 employees, average of 300 pages per employee at \$0.05 per page); and 500K for temporary labor to prepare and organize the files for scanning and ingestion into the Records Management System.</p> <p>(4) Recurring charge for software maintenance and support for software updates, patches, and support.</p> <p>(5) ISD charges for hosting and application management.</p> <p>The cost for the backfile preparation and conversion will be paid for by departments. Ongoing ISD maintenance and support costs and the annual software maintenance and support will be funded through the Auditor-Controller’s Integrated Applications Budget.</p>
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<p><b>Risk Analysis</b></p>	<p>RISK MITIGATION:</p> <ol style="list-style-type: none"> <li>1. The proposed deployment plans to extend the ePR functionality developed in Phase I to all County departments, minimizing any department customizations and mitigating risks and costs.</li> <li>2. The RR/CC and DHR project team will work with departments on an organizational change management plan with ePR rollout to accelerate department and employee adoption.</li> <li>3. The RR/CC and DHR project team will conduct weekly project status reviews with the implementer to ensure adherence to scope, schedule, and budget.</li> <li>4. The Chief Information Officer reviewed the Phase I functionality and did not identify any IT security or privacy related issues.</li> </ol>
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<p><b>CIO Approval</b></p>	<p>PREPARED BY:</p> <p>          _____          Greg Melendez, Sr. Associate CIO</p> <p style="text-align: right;">12/5/2017          _____          Date</p> <hr/> <p>APPROVED:</p> <p>          _____          William S. Kehoe, Chief Information Officer</p> <p style="text-align: right;">12/5/2017          _____          Date</p>
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Please contact the Office of the CIO 213.253.5600 or [info@cio.lacounty.gov](mailto:info@cio.lacounty.gov) for questions concerning this CIO Analysis. This document is also available online at <http://ciolet.net.lacounty.gov/>