



Shared Services: Lessons Learned

Colorado Governing in the 21st Century Summit



Agenda

- Project Summary
- Project Strategy and Planning
- Architecture
- Wrap-up/Q&A



Project Summary

Project Summary

- Multi-jurisdictional
- Assessor/Treasurer (possible Recorder) Business Processes
- Replacing Legacy Systems
- Common Business Processes
- Common Business Centers



Project Objectives

- ❑ Save Money Through Economies of Scale
- ❑ Improved Citizen Services
- ❑ Consistent Business Processes
- ❑ Collaboration, Sharing of Best Practices
- ❑ Common Technology, Communication, Information Sharing
- ❑ Improved B2B Processes
- ❑ Modernized Business Practices

Multijurisdictional

- Arapahoe County
- City/County of Broomfield
- City/County of Denver
- Jefferson County
- Vision – Others??





Statistics

Jurisdiction	Structure	Officials	Population	Square Miles	Real Property Parcels	Personal Property Schedules
Arapahoe	County	Elected	542,316	804	205,492	26,119
Broomfield	City/County	Appointed	47,521	34	21,875	1,523
Denver	City/County	Appointed	580,223	156	214,897	21,359
Jefferson	County	Elected	<u>534,621</u>	<u>773</u>	<u>212,659</u>	<u>20,434</u>
<u>Total</u>			<u>1,704,681</u>	<u>1,767</u>	<u>654,923</u>	<u>69,435</u>

Project Organization

Executive Sponsors

Project Manager

Jurisdictional Project Manager

Jurisdictional
Project
Manager

Jurisdictional
Project
Manager

Jurisdictional
Project
Manager

Admin SME

Treasury SME

Real Property
SME

Personal
Property SME

Technology
SME

Organization – Executive Sponsors

■ Assessors

- Jim Everson, Jefferson County
- Paul Jacobs, Denver City/County
- Corbin Sakdol, Arapahoe County
- John Storb, Broomfield City/County

■ Treasurers

- Steve Ellington, Denver City/County
- Tim Kaufman, Jefferson County
- Doug Milliken, Arapahoe County



Organization – SMEs

- Each Jurisdiction
 - Business Process Owners
 - Administration
 - Treasury
 - Real Property
 - Personal Property
 - Technology
 - Application
 - Database
 - System Administration
 - Architecture

Other Project Roles

- Advisors to Executive Sponsors – CIO/IT Directors
- Standards Committee
- Vendor – Relationship Manager
- Vendor – Project Manager
- Vendor – Subject Matter Experts
 - Application, Development, System Administration

Project Approach

- **Initiation** – Requirements, Fit/Gap Analysis, Selection
- **Planning** – Scope Definition, Project Planning, Scheduling
- **Analysis** – Abbreviated; Focused on Customization
- **Design** – Software Installation; Specifications
- **Build** – Configuration; Custom Development; Unit Testing
- **Test** – Integration; Acceptance
- **Training** – System Administration; End User
- **Production** – Post Go-Live Support

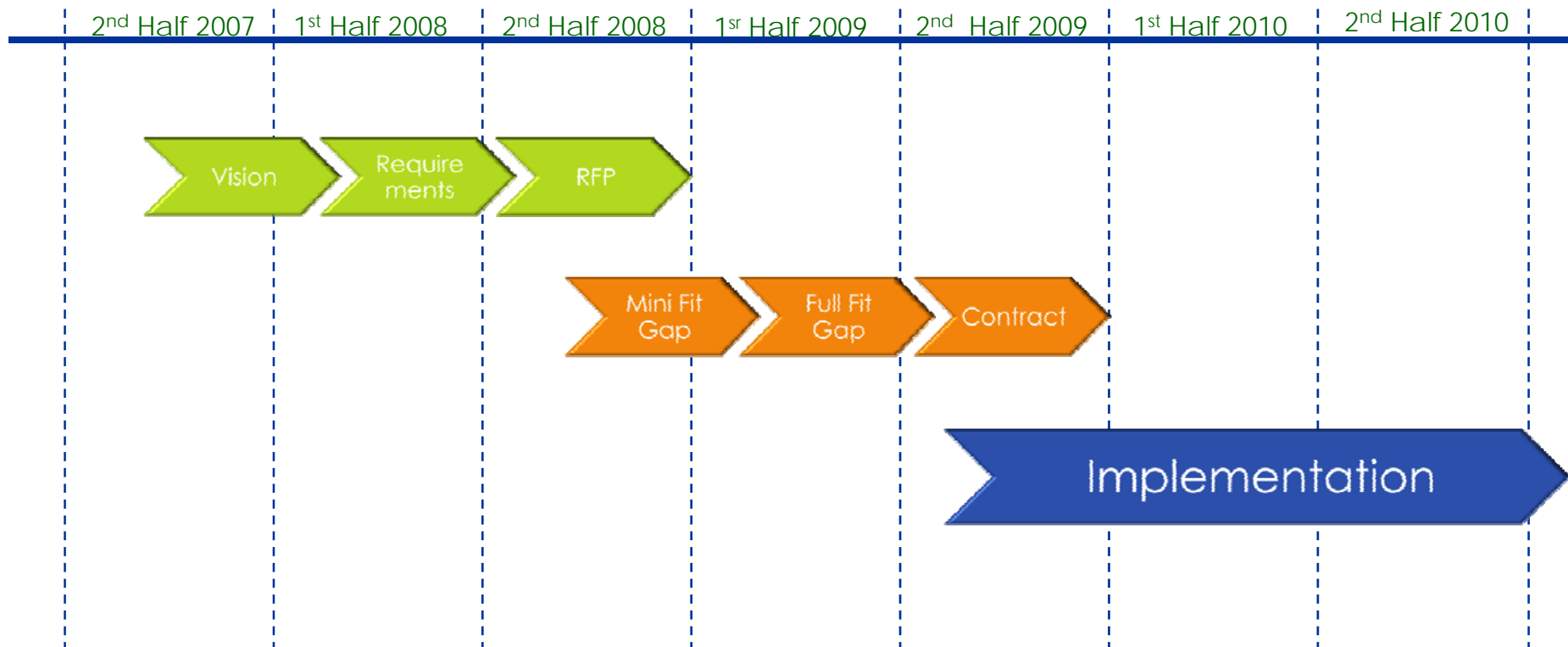
Critical Success Factors

- ❑ Strong Executive Sponsorship
- ❑ Coordinated Decision Making
- ❑ Strong Project Management
- ❑ Strong Subject Matter Experts/Business Process Owners
- ❑ Technology Group Buy-in
- ❑ War Room
- ❑ Thorough Requirements Definition
- ❑ Change Management Processes

Requirements Documents

REQ #	Category Requirements	F	T	S	U	D	Scoring Criteria 0 - Not Applicable 1 - 33% Met 2 - 66% Met 3 - Fully Supported
GIS							
G1G1.1	Provide the ability to utilize CAMA information for spatial analysis and mapping via web services.						
G1G1.2	Provide the ability to run "what if " scenarios utilizing Parcel attribute information.						
G1G1.3	Provide the ability to compare sales ratios, coefficients of dispersion and other common valuation uniformity statistics and provide output						
G1G1.4	Provide the ability to map and quantify, at a minimum: value neighborhoods, assessed values to sales price, land types and improvement types.						
G1G1.5	Provide the ability to spatially show the distribution of sales.						
G1G1.6	Provide the ability to analyze trending changes and variation.						
G1G1.7	Provide the ability to spatially and statistically show property value and other Parcel ID (schedule) attributes.						
G1G1.8	The system will be capable of distinguishing between old and new records to avoid matching outdated information to Parcel ID (schedule) polygons or centroids.						
G1G1.9	What is your applications ability to accept edits from GIS?						
G1G1.10	Provide the ability to view Parcel data, and comparable sales related on the same map.						

Timeline



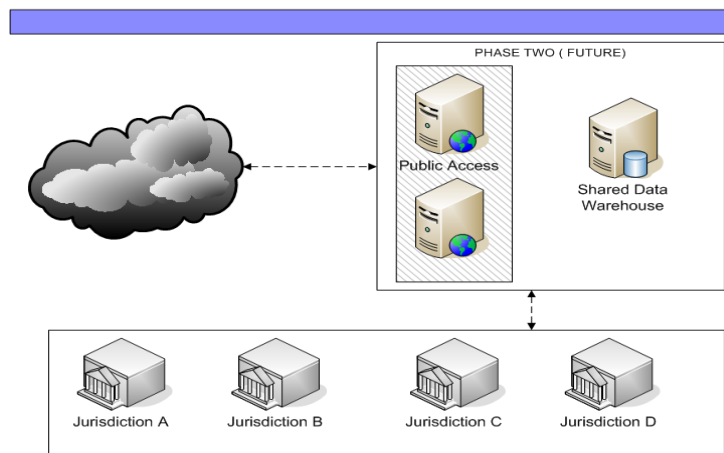
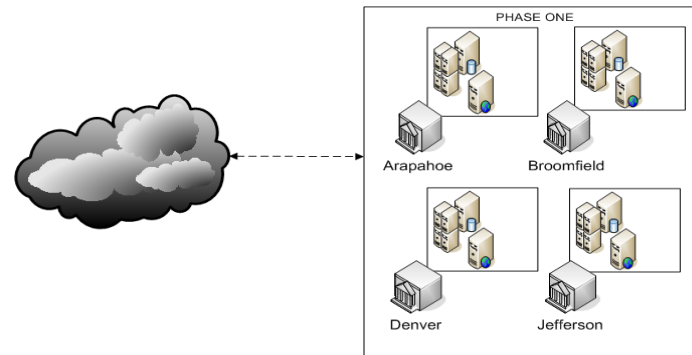


Architecture

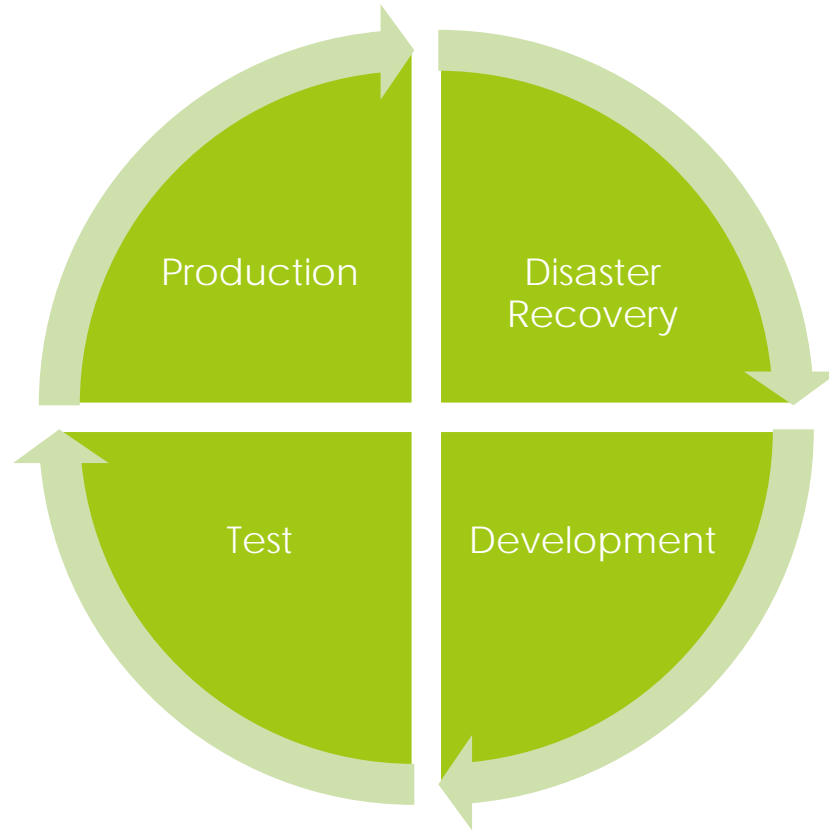
Technology Costs

- Servers – Production, Development, Test, Disaster
- Storage Area Network – Production Site
- Network Attached Storage – Disaster Site
- Tape Backups – Production Site/Disaster Recovery Site
- Technologist Salaries, Supporting Supplies and Equipment
- Licensing Costs
- Energy Costs

Technical Environment



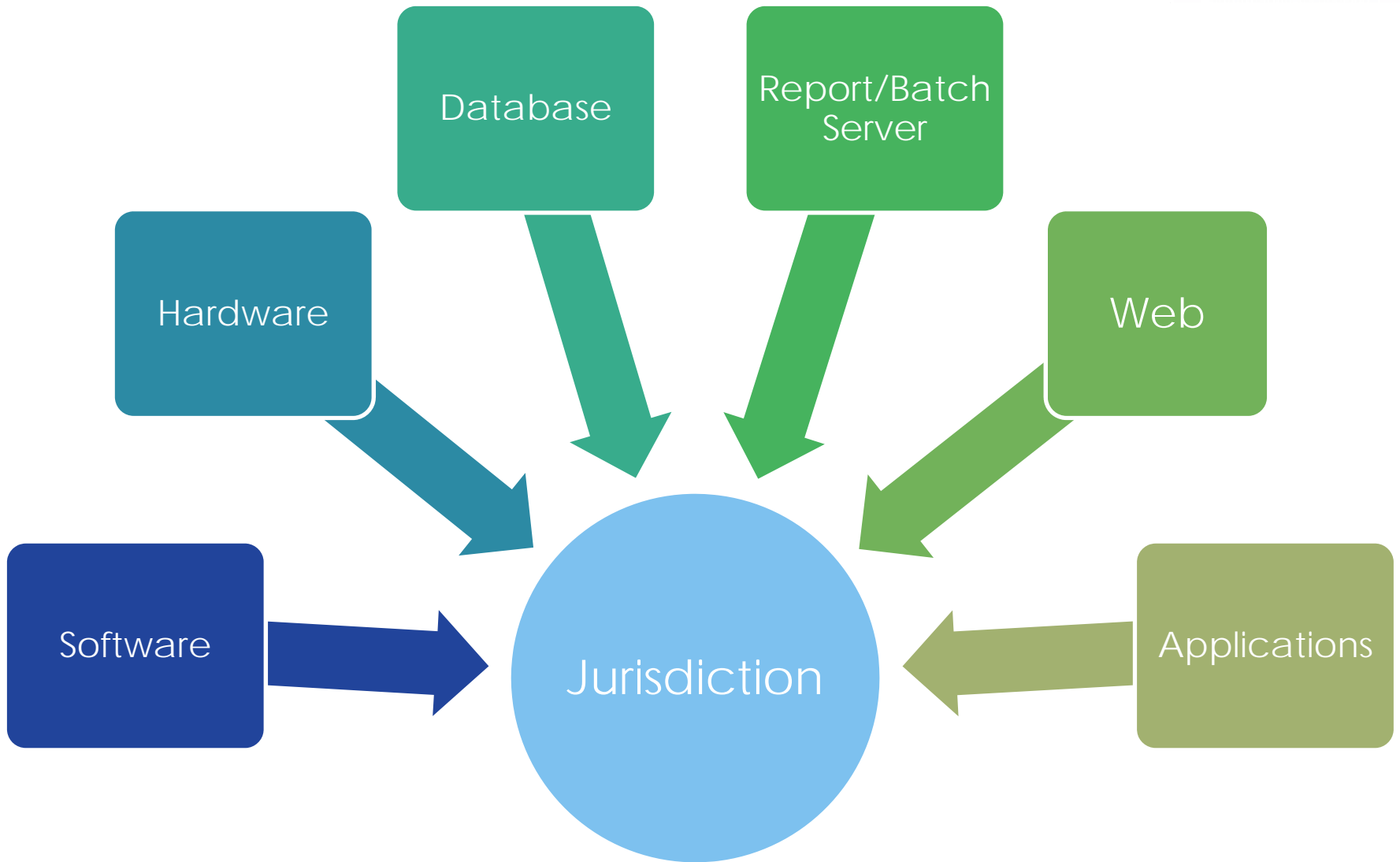
Technical Architecture



Technical Architecture



Technical Architecture



Technical Architecture

RELIEF2

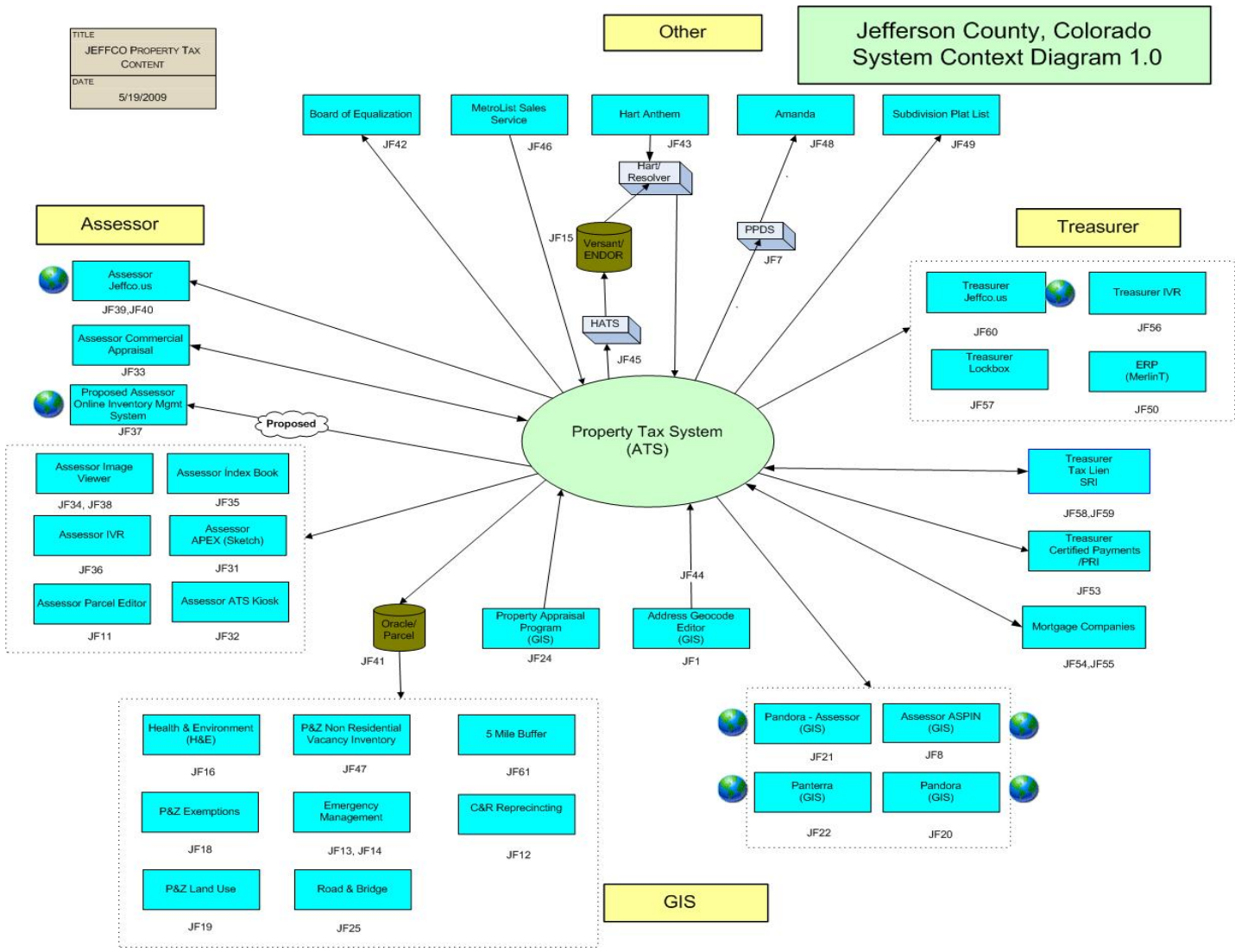
Jefferson County, Colorado System Context Diagram 1.0

TITLE	JEFFCO PROPERTY TAX CONTENT
DATE	5/19/2009

Other

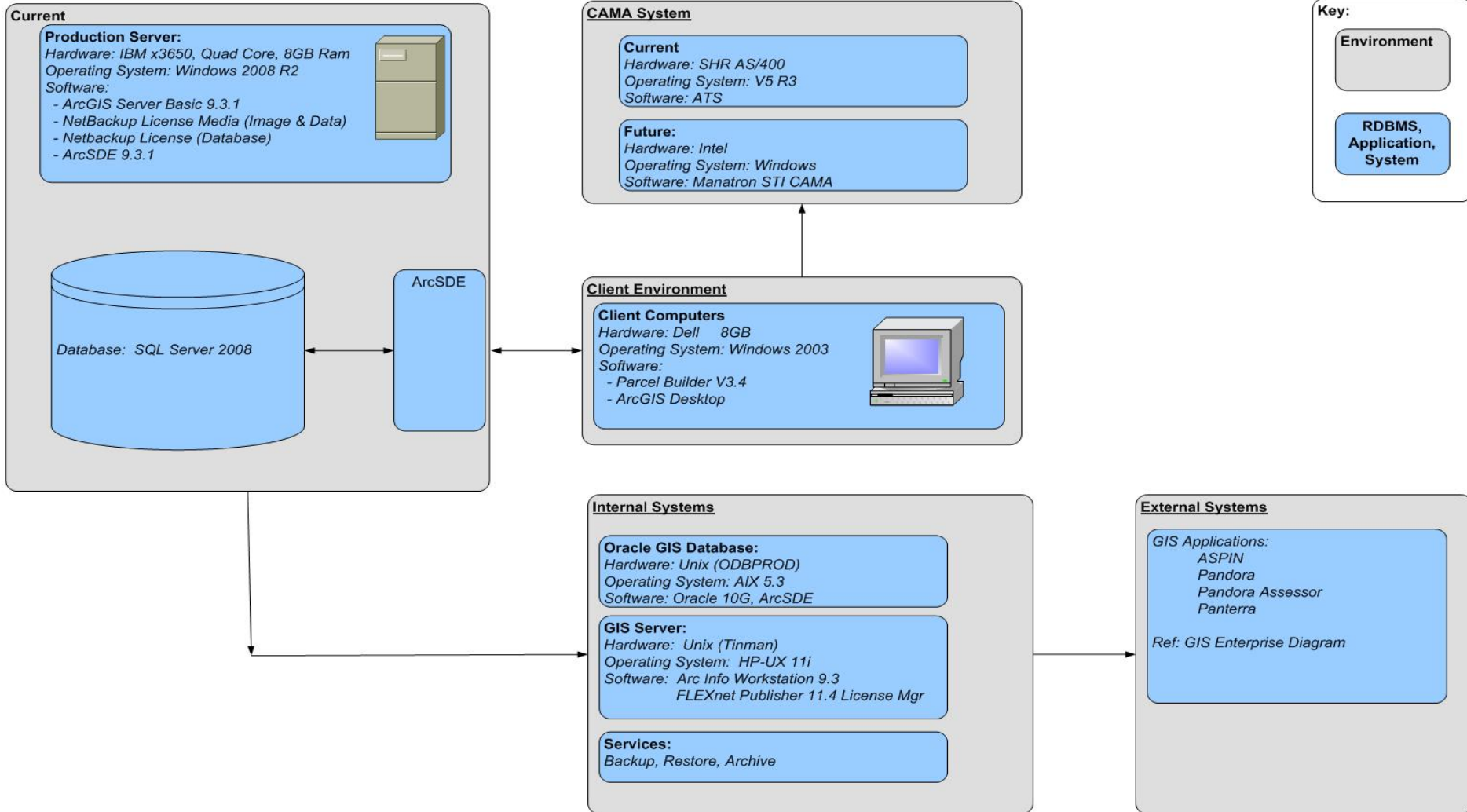
Treasurer

GIS



- ID
- Interface Name
- JF1 Address AGE
- JF2 Address Special District Processing (ASDP)
- JF3 Address Wizard Update
- JF4 AGILE Building Inspection (AGILE BI)
- JF5 AGILE Elevation Snow Load (AGILE ESL)
- JF6 AGILE Zoning (AGILE ZONE)
- JF7 AMANDA AGE ATS (AAA)
- JF8 Assessor ASPIN
- JF9 Assessor Map Sheet Update
- JF10 Assessor Parcel Composite
- JF11 Assessor Parcel Editor
- JF12 C&R Reprecincting (AV)
- JF13 Emergency Management
- JF14 Emergency Management
- JF15 ENDOR Spatial
- JF16 H&E
- JF17 ITS Custom Maps
- JF18 P&Z Exemptions
- JF19 P&Z Land Use
- JF20 Pandora
- JF21 Pandora - Assessor Application
- JF22 Panterra
- JF23 Parcel Enterprise Update
- JF24 Property Appraisal Program (AV)
- JF25 Road & Bridge
- JF26 SCORE UPDATE
- JF27 SCORE VoteArray
- JF28 SDE Parcel Update
- JF29 Sheriff CAD Update
- JF30 Assessor - Treasurer
- JF31 Assessor APEX
- JF32 Assessor ATS KIOSK
- JF33 Assessor Commercial Appraisal
- JF34 Assessor Image Viewer
- JF35 Assessor Index Book
- JF36 Assessor IVR information
- JF37 Assessor Online Inventory Mgmt
- JF38 Assessor Property Images Import
- JF39 Assessor Property Records Search
- JF40 Assessor Web (Public Access)
- JF41 ATS Oracle Update
- JF42 Board of Equalization
- JF43 C&R Deeds - ATS
- JF44 ENDOR (CAMI010) Address Management
- JF45 ENDOR HATS
- JF46 MetroList Sales Data Import
- JF47 P&Z Non-Res Vacancy Inventory
- JF48 Parcel Planning Data Synchron
- JF49 Subdivision Plat List
- JF50 Treasurer - ERP (MerlinT-JDE)
- JF51 Treasurer Certificates of Taxes Due
- JF52 Treasurer Certificates of Taxes Due
- JF53 Treasurer Epayments
- JF54 Treasurer Financial Institution Payments
- JF55 Treasurer Financial Institution Requests
- JF56 Treasurer IVR information
- JF57 Treasurer Lockbox Payments
- JF58 Treasurer Tax Lien Sale
- JF59 Treasurer Tax Lien Sale
- JF60 Treasurer Web (Public Access)
- JF61 5 Mile Buffer

Technical Architecture





Questions?

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Chief Architect

Joe Palmer
CIO / IT Director