THE RE-ENGINEERING OF COUNTY AND LOCAL GOVERNMENT THROUGH ENTERPRISE INFORMATION MANAGEMENT SYSTEMS
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Re-engineering

“Business-process reengineering revamps work processes to **eliminate non-value added activity and redundancy.**”*

-*Taking Aim on Leadership: Capezio & Morehouse, 2001*
Sussex County, New Jersey

Founded: June 1753
Population: 150,000+
Area: 536 sq. mi
Municipalities: 24
Northwestern most county in NJ
New Jersey, governed by Home Rule
Challenges

- Inefficient retrieval of Information at local and county government
- 24 municipalities with separate administrations and government
- Many lack IT or Information Management capabilities
- 13 County Divisions and 4 Constitutional Officers acting as independent business units
- Lack of global information management plan

County of Sussex - 2009 ESRI UC
Computing Power
Quadruples Every 18 Months!

User Expectations

- Instant Access to Information
- Google Earth
Identify Purpose

- Improving security and access of records
- Eliminate non-value added activity and redundancy
- Expanded use of electronic record data management technology
- Information must be maintained current & consistent across platforms
Improved Operating Efficiency and Cost Reduction
Global Information Management

Develop a global information management strategic plan

Obtain buy-in on global information strategic plan
Two Offices with Similar Goals

- **Office of Records Management**
  - PARIS grant funding
  - County/Municipal Needs Assessment
  - Strategic Plan
  - County Clerk EDMS

- **Office of GIS**
  - GIS Needs Assessment
  - GIS Enterprise Strategic Plan
  - GIS Data GIS Cooperative with municipalities

County of Sussex - 2009 ESRI UC
Institutional Adjustments

- Budget Pressure – State, County, Municipal
- New Jersey Shared Services Initiative
- In January 2008
  - County reorganization
  - Office of Shared Services
    - Creation of Department of Central & Shared Services
    - Office of GIS, Office of Records Management under new department
  - Two offices become “hub” of information management
GIS Technology Migration to Enterprise Solutions

- Departmental Silo vs. Centralized Information Hub
  - Silo
    - Function well within confines of department
    - Integration with other databases often difficult
    - Limit productivity, decrease timely access
  - Hub
    - Common connection point
    - Allows integration with multiple sources of information based upon a “shared” entity
    - In GIS, “shared” entity is geography (NSDI framework)
    - Easy to use information distribution
Parcels - NSDI Framework

- The NSDI framework is a collaborative effort to create a widely available source of basic geographic data.
- Provides the most common data themes geographic data users need.
- Framework is built by organizations coordinating their data development activities.
- Organizations need different resolutions of data, local governments create and use high resolution information.
- Using high resolution provides re-sampling to lower resolution when needed (regional, state, federal).
Key to Success - Managing the Geography

- Property managed at municipal level (deed, site plan, subdivision)
- Recorded by County Clerk
- Tax Assessor’s preparing for PAMS (replacing ModIV)
- Property Assessment Database linked to GIS
- Develop business process to capture land characteristic changes
  - County Clerk’s EDMS system
  - Digital Data Submission Standards (Municipal, County, Regional, State – NJ Division of Taxation)
  - PAMS conformity with municipal tax assessors
Design Solution

Simple, smart and sustainable

- Business process analysis & tracking
  - model tasks from initial application to update of digital sources
  - document all results in final report (visio documents)
  - first step of enterprise EDMS roll-out

- Repeatable process
  - phased rollout to willing municipalities
  - plants “seed” for other NJ Highlands Counties
  - helps State with overall parcel maintenance vision

- Value to stakeholders
  - acts as “information silo” for tax map and parcel updates
  - future compliance with Highlands RMP & NJPAMS
  - tangible results
Maintaining Current Data

Data Source Pipeline

1. Data Maintenance Strategy
2. Work Load & Staffing Strategy
3. On Going $Funding$ Strategy

Data Sourcing
- Normalized Data Dictionary
- Indexing Conventions
- Data Owner/Producer
- Key Stake Holders
- Data Relationship/Overlap

Technology Platform
- Enterprise Integration
- Migration Strategy

Data Distribution User Groups
- County
- Municipal
- Professionals
- Other Commercial
- Other Government
- Public

Manage
- Relationships
- Data Source
Web-based Information Exchange

- Collaboration client to initiate digital data submittals to support GIS spatial data maintenance.
- “Work order” describe details to lot changes
- Upload electronic documents to support lot changes
- **Support required tax maps changes**
- Other info related to open space, historic properties, utility/conservation easements
- **Standard model for data-sharing within NJ**
GIS Portal - Parcelink

Top 10
1. Pick a Municipality
2. Multiple Search
3. Build/Save Query
4. Data Extraction
5. Report Builder
6. Print Maps
7. Tree View
8. Metadata Access
9. Online Help
10. Admin Interface
Bonus: create as many as you like!
Pilot Project

Enterprise System Implementation

Goals

- Development and acceptance of digital submission standards for tax map changes
- Ability to transfer digital files and related data entry via collaboration application to support parcel maintenance
- Update of problematic municipal MOD IV records
- Network infrastructure upgrades and performance
- Delivery and dissemination of GIS data through web portal to County departments and pilot municipalities
  - Countywide departmental distribution of scanned files as per GIS portal
  - Distribution of scanned images within EDMS to pilot municipalities via GIS portal
Pounding the Pavement
Tactics

- Manage & Organize Contact Lists
- Presentations to Key Groups
  - Municipal Clerks
  - Municipal Tax Assessors
  - Engineering Professionals, other…
  - County Records Committee
- One-On-One Relationships
- ID Key Champions/ Points of Influence
- Concise Enterprise Vision Statement
Keeping the Momentum Moving Forward

- Education
  - Value of enterprise system
  - “What’s in it for me?”
  - Importance of standards
  - Cooperative effort
  - Business Management Best Practices

- Continuous Improvement

- Empower the end user
This holistic approach to information management creates a participative environment which ensures a mutual benefit is achieved by all participants resulting in the adoption of the business process as a long term sustainable solution to land management.