

2009-10 Adopted Budget: \$14.4 million
 2009-10 Adopted GFC: \$0.8 million
 CCPP: pages 118 - 119
 Service Level Reductions: page 32

Information Technology

Gap Analysis

Revenue

- Charges for Services: (\$199,000)
- Reduction of GFC: (\$298,000)
- Interest Earnings: (\$146,000)
- Depreciation: (\$250,000)

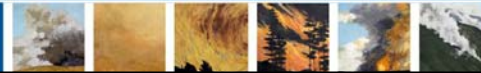
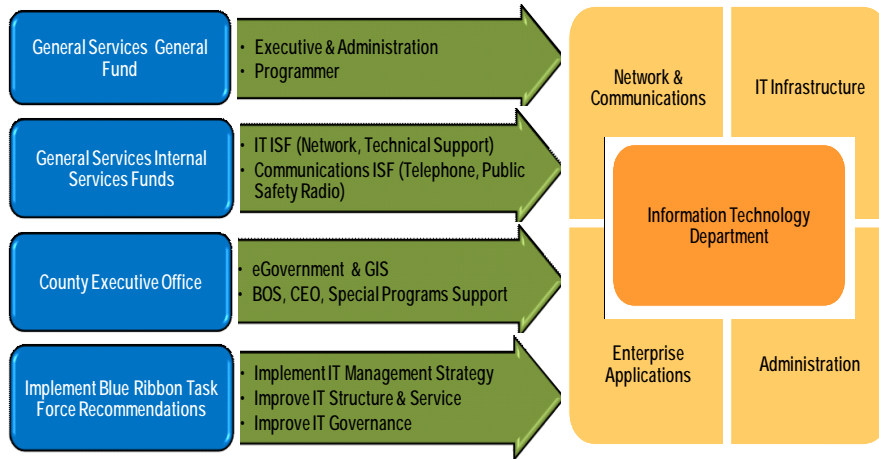
Expenditures

- Higher Salaries and Benefits: \$462,000
- Annual IT Contract Inflatons: \$105,000

Total Estimated Budget Gap: (\$1,460,000)



Introduction



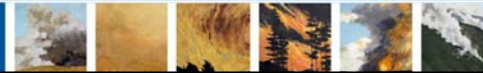
Headcount Analysis

	Pre-IT Department			IT Department		
	FY05-06	FY06-07	FY07-08	FY08-09	FY09-10	FY10-11
Network, Radio and Telephone	28	25	25	18	18	16
Technical Support	10.3	13	13	16	16	16
Applications/eGov/Project Management	3	3	4	5	5	5
GIS			1	2	2	1
Administration	4	4	4	5	5	5
FTEs	45.3	45	47	46	46	43



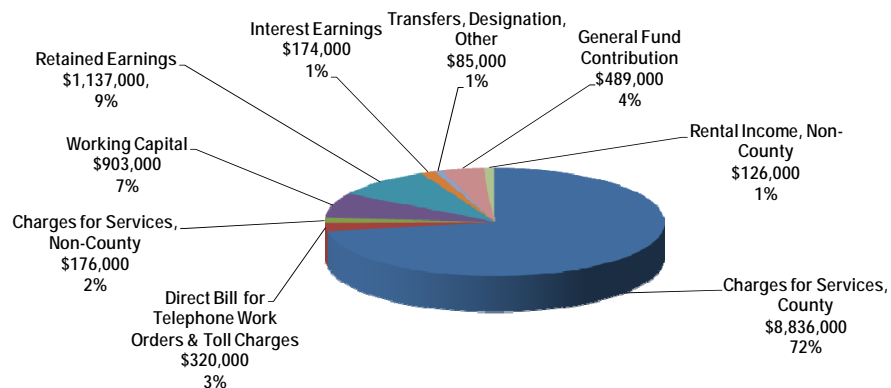
Budget Analysis

Object Level	Pre-ITD 2007/2008 Fiscal Year Actual	ITD 2010/2011 Fiscal Year Requested Budget	Pre-ITD to ITD FY07/08 Actual Compared to FY10-11 Requested	
Summary - General Fund, 1915 and 1919				
Source of Funds				
20 -- Use of Money and Property (Interest)	\$633,210	\$300,393	-\$332,817	-52.6%
30 -- Charges for Services (County & Non-County)	9,440,260	9,331,940	-108,320	-1.1%
91 -- Decrease to Reserves/Designations	35,340	42,000	6,660	18.8%
97 -- Decrease to Retained Earnings	1,492,534	1,137,000	-355,534	-23.8%
Other (transfers in)	318,694	43,200	-275,494	-86.4%
Source of Funds	\$11,920,038	\$10,854,533	-\$1,065,505	-8.9%
Use of Funds				
50 -- Salaries and Employee Benefits	5,177,001	6,313,370	1,136,369	22.0%
55 -- Services and Supplies	3,957,386	3,084,306	-873,080	-22.1%
60 -- Other Charges (Utilities, Depreciation)	1,620,750	1,706,294	85,544	5.3%
65 -- Fixed Assets	1,044,686	1,137,000	92,314	8.8%
92 -- Increase to Reserves/Designations	50,000	0	-50,000	-100.0%
98 -- Increase to Retained Earnings	12,079	0	-12,079	-100.0%
Other (transfers out)	721,342	5,480	-715,862	-99.2%
Use of Funds	\$12,583,244	\$12,246,450	-\$336,794	-2.7%



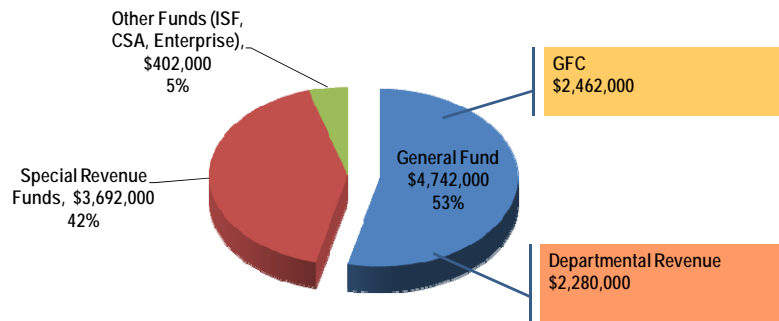
Budget Analysis

Information Technology Department
FY 10-11 Requested Budget Revenue Sources (\$12.2M)



Budget Analysis

Information Technology Department
FY 2010-11 Charges for Services, County, by Fund (\$8.8M)

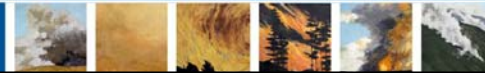


Potential Service Level Reductions

- Extending life of network equipment
 - May increase frequency and severity of network failures affecting all departments' ability to deliver services to the community (i.e.: scheduling clinic appointments, dispatching workers, emergency communications, accepting payments)
 - Will lower customer satisfaction measures

Potential Service Level Reductions

- Reducing staff by 7.6%
 - Will result in delays in responding to customer requests and inability to take on new projects (i.e.: Public Safety special projects, mapping requests, assisting departments with Federal/State mandated technology projects)
 - Will affect ability to respond quickly to network outages
 - Will lower customer satisfaction measures and reduce % complete performance measures



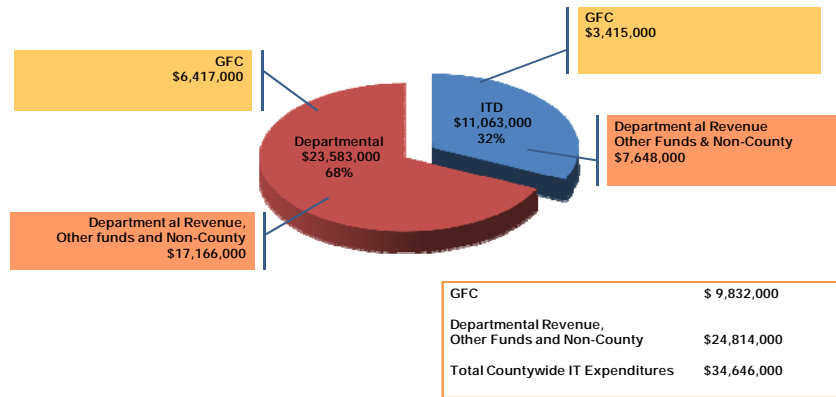
IT Cost Savings Opportunities

- The 2009 Information Technology Profile highlighted opportunities for cost savings



IT Cost Savings Opportunities

County Information Technology FY 2009-10 Expenditures
as Reported in the 2009 IT Profile

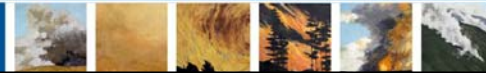


IT Cost Savings Opportunities

- Consolidate Help Desk and Desktop Support staff and locate in Regional Support Centers serving multiple departments
 - Eliminate redundant services
 - Leverage economies of scale
 - 32 FTEs per the 2009 IT Profile
 - Potential savings 8-12 FTEs (\$0.9-\$1.4M)

IT Cost Savings Opportunities

- Consolidate Server Administration and locate servers in Regional Support Centers
 - Provide a safer environment (Generator, Fire Suppression, Security, Monitoring)
 - Eliminate redundant services
 - Save by sharing equipment
 - Save by consolidating physical space
 - 23 FTEs per the 2009 IT Profile
 - Potential savings of 6-8 FTEs (\$0.7-\$1M)





2009 Information Technology Profile



N O V E M B E R 2 0 0 9

Sally W. Nagy
Chief Information Officer

Jason Stilwell
Budget Director



FRONT COVER:

"Los Olivos Revisited"
9" x 22.5" Acrylic on Canvas

Santa Barbara County, California

Courtesy of
www.KAGallery.com

By Artist Kim Adelman



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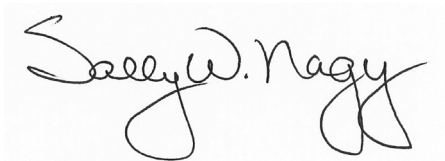
SANTA BARBARA COUNTY 2009 INFORMATION TECHNOLOGY PROFILE

One of the components of the FY2008-2011 Information Technology Strategic Plan, adopted by the Board of Supervisors on February 12, 2008, is to benchmark current information technology (IT) spending to ensure the County is following best practices to maximize the value of current expenditures. A first step is to have an accurate inventory of where we are investing in technology. Coupled with this best practice of reviewing our IT investment, is the current economic crisis and probable additional impending budget reductions which make it imperative that we do a better job of leveraging enterprise-wide opportunities to meet our technology needs.

The County has experienced several consecutive years of budget reductions, which has left many departments with inadequate staffing levels. To preserve services to the community, reductions have focused on internal services, such as IT, rather than frontline functions of the departments. The County can take this as an opportunity to rebuild internal infrastructure by leveraging services and using other shared services models, eliminating duplication of effort, and otherwise enforcing and streamlining IT so that it meets the County's needs in a sustainable manner.

To get to the bottom line of what we are collectively investing in technology, we conducted the Countywide IT Profile Survey in July 2009. This survey is based on a similar one conducted by the State of California and other California counties. Using a similar instrument will facilitate development of local benchmarks. We will also be comparing our IT investment to cities and counties nationwide.

We'd like to thank everyone for their participation and support of this effort. We recognize that IT is an important tool for delivering services and conducting the County's business. Yet, as we struggle with developing sustainable budgets, working together to develop and deliver technology solutions is more important than ever. Your continued input will be valuable as a basis to guide technology strategic and policy discussions.



Sally W. Nagy, Chief Information Officer



Jason Stilwell, Budget Director

EXECUTIVE SUMMARY OF KEY FINDINGS

Information technology tools and systems play a key role in the delivery of County services. From the simple act of communicating via the County's email system to the complexities of hydrological modeling, IT has become an integral part of business processes. These tools are no longer luxuries, but necessities, just as important as a desk and chair. Yet, many organizations treat IT expenditures as a cost to be contained rather than a strategic investment. Santa Barbara County is no exception. While some departments, such as the Auditor-Controller and Probation have leveraged the power of technology in nearly every aspect of service delivery, others have yet to fully capitalize on the value IT can bring to their business. As a result, we see varying levels of investment in IT across County departments. In addition, the degree of decentralization of IT services has resulted in duplication of effort and expense, and lost opportunities to maximize the return on some IT investments.

The survey findings appear to illustrate there is a ripe opportunity for the County to realize savings and meet budget challenges while preserving service levels to the public.

- Although data for the County's usual benchmark counties is not currently available (we are the second California County to complete the survey), other comparisons indicate that counties typically spend between 2.9% - 4.6% of operating budget on information technology. At 4.4%, Santa Barbara County is at the high end of that range.
- Examining the percent of IT staff dedicated to application development and support (as opposed to infrastructure) can provide insight into the degree to which information technology is used to enhance or transform the way County services are provided. According to Gartner, the world leader in information technology research, in 2008, the average state/local government organization allocated approximately 43% of its IT staff to application development and support. Santa Barbara County departments reported that less than 33% of County IT staff are engaged in application development and support. Even accounting for the use of professional services for application development and support, the County's investment in this area is low, indicating that the County is not maximizing opportunities to transform the service delivery system.
- In contrast to development and support activities, help desk and desktop support are not transformational activities. According to the survey, the County allocates 20% of its IT staff to help desktop support activities, which is significantly higher than the Gartner benchmark of 16%. This indicates that the County may be able to reallocate staff to the area of application development and support without compromising help desk and desktop support service.

In order to maximize its investment in information technology, the County would be well served to identify opportunities for sharing both IT tools and staff, to prioritize enterprise and departmental projects, and to focus on IT investments with the potential to transform business processes and service delivery. For example, a concerted, strategic effort to expand the use of video-conferencing enterprise-wide would not only save time and money but as importantly, it would help decrease the County's carbon footprint by reducing travel between facilities.

SURVEY METHODOLOGY

In July 2009, the County Executive Officer requested all departments complete the Countywide IT Profile Survey. Twenty-three surveys were completed in part or in whole, for a 100% completion rate. The responses were reviewed for anomalies and, if appropriate, adjusted after discussion with the submitter. Staffing and communications costs were validated against other sources.

IT BY THE NUMBERS

County Budget: \$780,000,000

County Employees: 4025

IT Budget: \$34,646,364

IT Workforce: 156

Servers: 409 (67 VM)

Server Rooms/Closets: 21

Server Room Space: 4,485 sq ft

Desktops: 4,354

Laptops: 481

Sites Supported: 240

Email boxes: 5677

SANTA BARBARA COUNTY

- Santa Barbara County was established by an act of the State Legislature on February 18, 1850.
- Covering 2,737 square miles, one-third of which is located in the Los Padres National Forest, the County is located approximately 100 miles northwest of Los Angeles and 300 miles south of San Francisco.
- Bordered on the West and South by the Pacific Ocean, the County has 110 miles of beaches, a little over half being south facing beaches.



- The County is well-known for its mild climate, picturesque coastline, scenic mountains, and numerous parks and beaches.
- It has four distinct regions which together contribute to the unique profile of the County, blending the characteristics of each area into one world-class county:

Santa Barbara Coast: Because of the unique north and south borders, and its year round mild 'Mediterranean' climate, Santa Barbara has been described by many as the American Riviera.

Santa Ynez Valley: The Valley's climate has recently attracted many winemakers to the area, adding vast vineyards to the rolling hills that lead to the Los Padres National Forest.

Santa Maria Valley: Much of the new development within the County has taken place here and, as a result, the area has experienced significant change in the past decade.

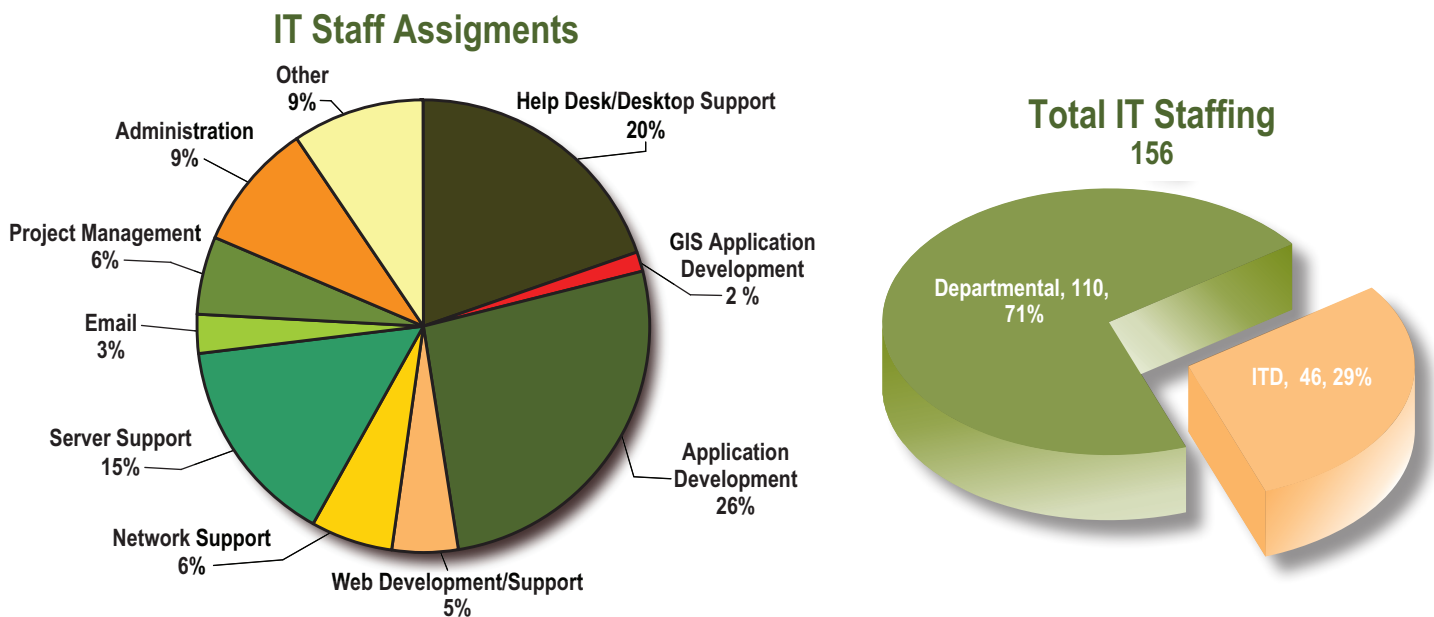
Lompoc Valley: This area includes Vandenberg Air Force Base, which is a major contributor to the economy. Lompoc Valley is attracting many people desiring to relocate to a community that is still in its growth and development stage.

- Population (7/1/2008) – 429,109, making Santa Barbara the 19th largest of the state's 58 counties.

SUMMARY OF KEY DATA

STAFFING

Departments reported 148 staff perform IT duties. Not all of these are in traditional IT job classifications. The CIO believes there are closer to 156 IT positions. Variances are attributed to reporting filled vs. authorized positions as well as differing definitions of IT duties. The latter is due, in part, to the extent to which IT has been ingrained into core business functions in some departments making it difficult to isolate IT duties from non-IT duties.



TECHNICAL INFRASTRUCTURE

- The total number of sites the departments reported was 240. The Information Technology Department supports 230 locations. Many of these are the same locations supported by departmental staff.
- There are 4,354 desktops and 481 laptops; there is no standard refresh cycle; most departments have standardized on HP equipment.
- 10 departments report having at least one server room for a total of 21; these occupy approximately 4,485 square feet; of these, although all report having a UPS, only 5 report having a backup generator.

NETWORK

In addition to the desktops, laptops and servers, departments report nearly 825 mobile devices on the network. The CIO believes this is an underestimate based on the Cell Phone Study conducted by General Services in 2008, the number of Blackberry Exchange Server counts, the number of personal devices receiving County email and confusion regarding how much “support” is actually needed for some of these devices.

IT SERVICES

- There is no dedicated IT Help Desk. Six departments report using the ITD Help Desk as their primary Help Desk; 18 do not. A total of 32 staff split their time between help desk and desktop support.
- All but two departments use the County’s enterprise email service. One of these, Social Services, plans to join the email system in February 2010.
- 14 departments report having IT Project Managers; 10 do not.
- Departments report using a combination of internal and external IT support for service delivery.
- Use of video-conferencing is expanding.

PROJECTS

- Most departments report having large IT projects planned for FY 2009-2010; many of these are “green” initiatives
- There is very little cross-department project activity.

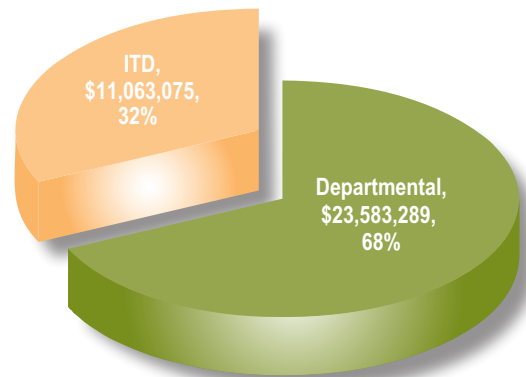
HOW MUCH DOES THE COUNTY SPEND ON INFORMATION TECHNOLOGY?

- County Expenditures \$780,573,000
- IT Expenditures \$ 34,646,364
- IT Percent of Total 4.4%

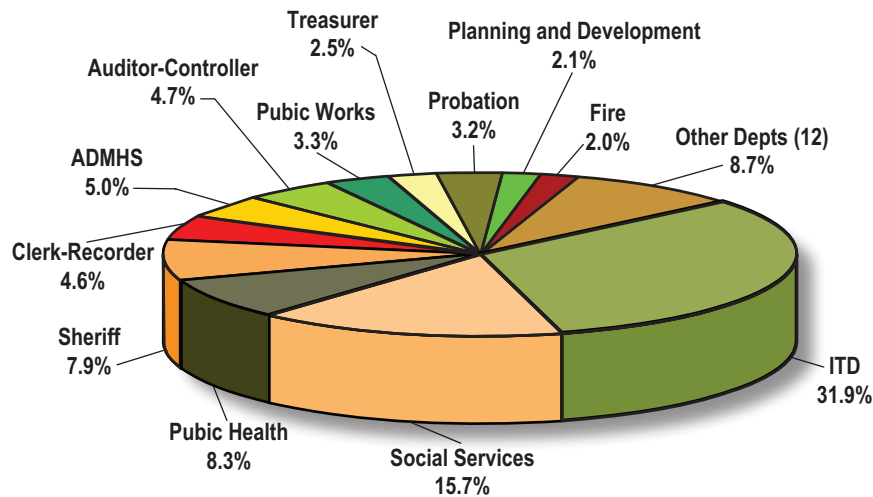
COUNTYWIDE IT EXPENDITURE CATEGORIES

	Total	Central IT
Salaries/Benefits	\$18,969,893	\$6,173,199
Communications	\$2,512,936	\$663,418
Hardware Maintenance	\$1,242,731	\$667,246
Software Maintenance	\$3,198,418	\$316,212
Hardware/Software Purchases	\$5,388,140	\$2,406,920
Professional Services	\$3,134,388	\$773,299
Other Line Items	\$199,858	\$62,781
Total	\$34,646,364	\$11,063,075

Total IT Expenditures
\$34,646,364



Expenditures by Department



DETAILED SURVEY RESULTS

STAFFING

1. Does your department have its own internal IT support staff?

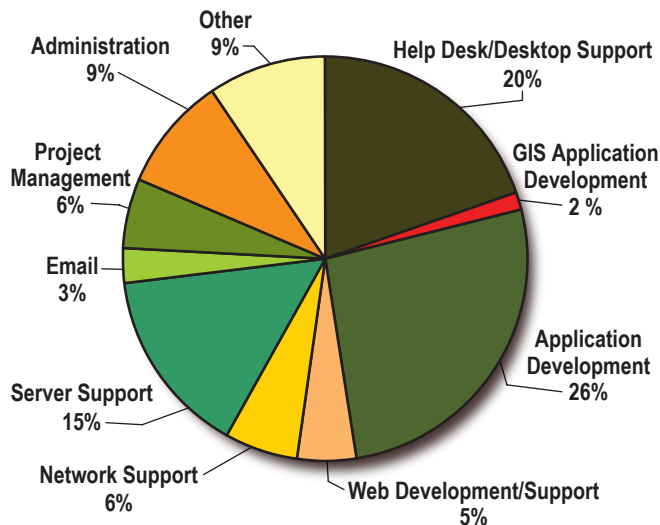
20 departments report having departmental IT staff;
4 do not.

2. How many total staff (IT, consultants, or non-IT classifications) provide IT support within your department?

Departments reported 148 staff perform IT duties. Not all of these are in traditional IT job classifications. The CIO believes there are closer to 156 IT positions. Variances are attributed to reporting filled vs. authorized positions as well as differing definitions of IT duties. The latter is due, in part, to the extent to which IT has been ingrained into core business functions in some departments making it difficult to isolate IT duties from non-IT duties.

3. Activities: what is the approximate number of FTE providing the following services?

IT Staff Assignments

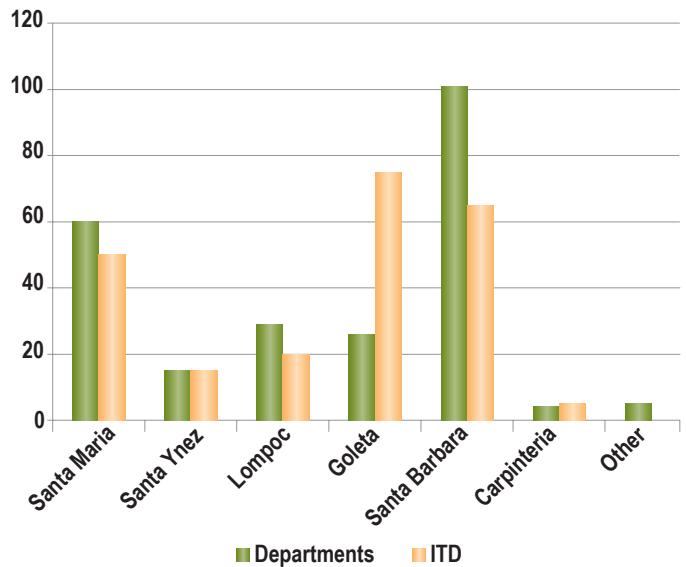


TECHNICAL INFRASTRUCTURE AND SUPPORT

4. Approximately how many locations (addresses) are supported by your department IT?

The total number of sites the departments reported was 240. The Information Technology Department supports 230 locations. Many of these are the same locations supported by departmental staff. These are broken down as follows:

Locations Supported



5&6. Desktop and Laptop Support

Approximately how many desktops/laptops do you support?

4,354 desktops and 481 laptops

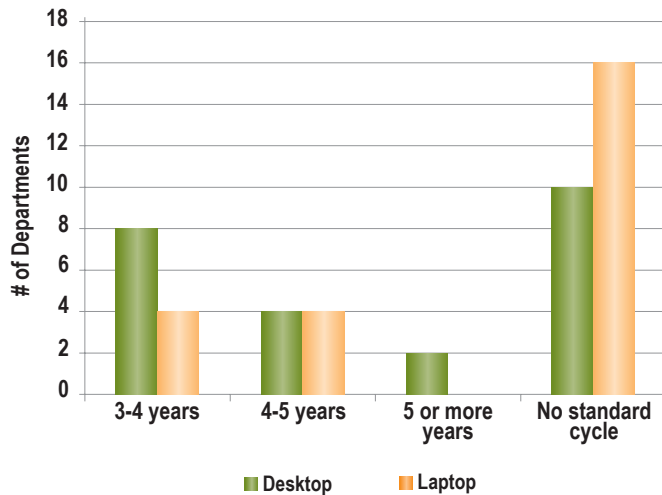
What operating systems and versions do you support?

Windows



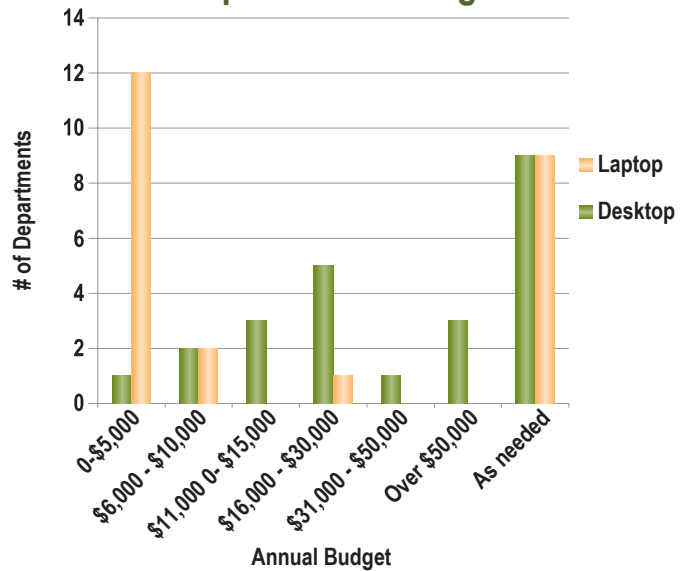
If you have a standard refresh cycle, how many years is it?

Desktop PC and Laptop Refresh Cycle



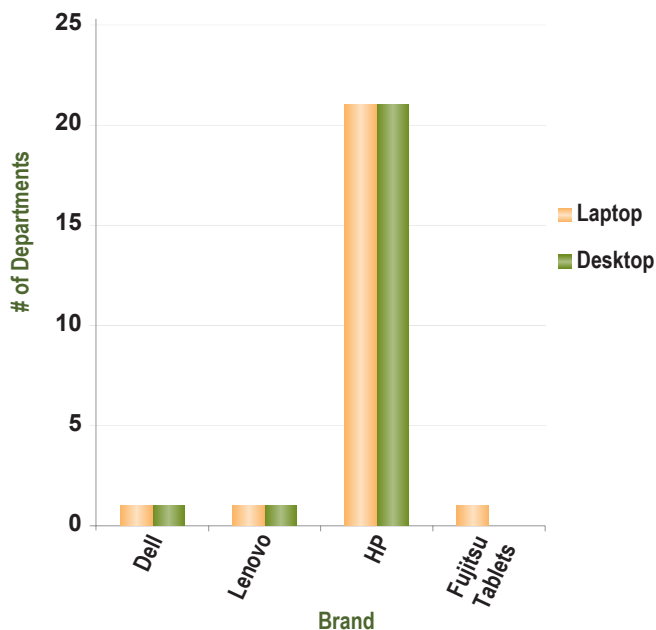
What is your approximate annual budget for desktops?

Desktop PC and Laptop Replacement Budget



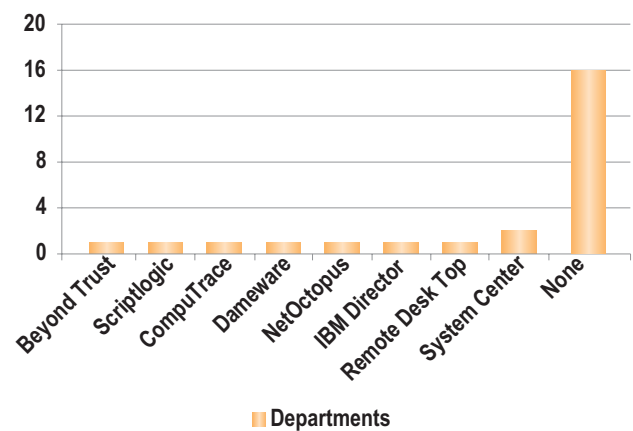
What make was primarily used during your last major refresh purchase?

PC/Laptop Purchases



7. Describe desktop management software used:

Desktop Management Software



8. Server rooms: How many server rooms does your IT staff currently support?

10 departments report having at least one server room for a total of 21



9. What is the approximate total square footage of all your server rooms?

4,485

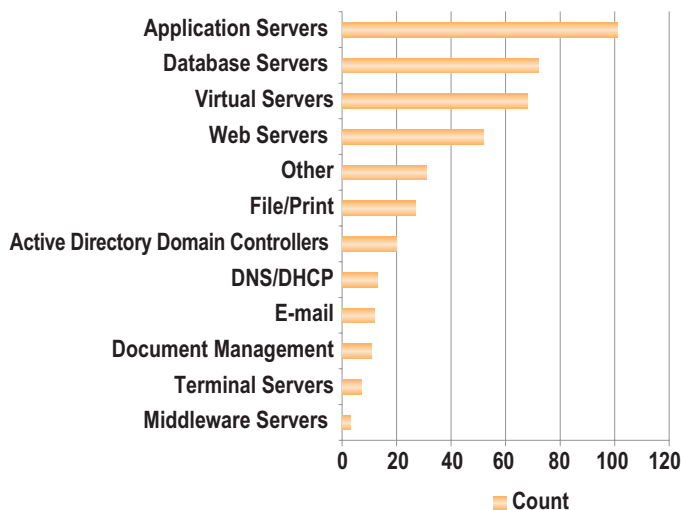
10. Server Room Features: Does your server room(s) have the following features?

- 2 of the rooms have a Raised Floor
- All departments report having UPS Power
- 5 of 10 departments report having Backup Generators
- 8 have dedicated cooling; 2 do not
- 6 have Power Conditioning; 4 do not
- 5 have badge access; 5 do not
- 3 have an alarmed entry
- 7 have fire suppression
- 8 have seismic bracing

11. Servers in use:

409

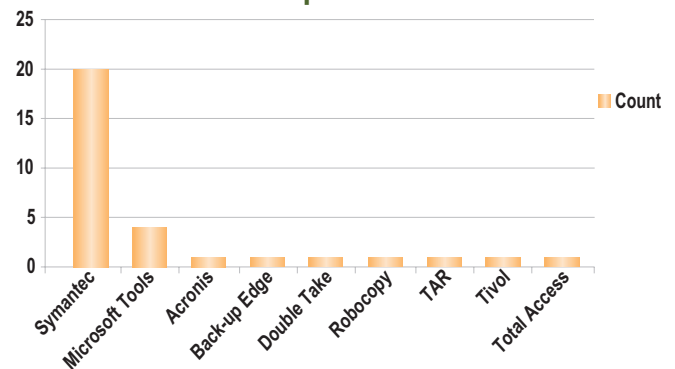
Server Types



12. Backups: Server and storage backups:

- 15 departments report they back up their data themselves
- 8 departments report ITD backs up their data
- 21 departments utilize off-site storage; 2 do not
- 9 departments utilize off-site replication
- All departments report performing daily and weekly backups
- 9 departments backup to tape; 1 to disk and 13 to both tape and disk

Backup Software



NETWORK SUPPORT

13. Please indicate if you provide network management and/or support for any of the following?

Departments report that 10.4 staff (9.3 in ITD) support the following devices:

Item	What type?	Approx # of devices?
Switches	Cisco	373
Routers	Cisco	35
Firewalls	Check Point	14
Wireless access points	Orinoco/Proxim	6
	Cisco	85
Mobile data network devices	In car video	80
WIA Client Access	SoHo	23

IT SERVICES

14. Internet Security applications: Do you use any of the following in your department?

Spam Filtering is a security measure that helps to reduce the amount spam that enters the e-mail inboxes of those using an email system.

- 23 departments report using ITD services for spam filtering (uses Forefront)
- 1 department uses Postini
- 1 department uses Ninja

Web Filtering is software designed and optimized for controlling what content is permitted to a reader, especially when it is used to restrict material delivered over the Internet.

- No departments report using web filtering at this time

Anti-virus Software for desktop, server and email:

- 23 departments report using McAfee and 1 is using Trend Micro

15. Network Authentication: How does your organization provide for network authentication?

All Departments report using Active Directory

16. Mobile Devices: Provide an approximate count of mobile devices you support of each type:

The departments reported the following mobile device count. The CIO believes this is an underestimate based on the Cell Phone Study conducted by General Services in 2008, the number of Blackberry Exchange Server counts and confusion regarding how much "support" is actually needed for some of these devices.

- 238 Blackberry
- 74 Windows Mobile Devices
- 326 Cell phones or iPhones
- 187 Mobile data network devices

17. Encryption: What do you use for encryption?

Type of encryption	Products used
Laptop encryption	Credant-1 Guardian Edge -2 PGP-1
Email encryption	PGP -1 HTTPS (ISA) -1 Ironport -1 Microsoft PKI - 1
Mobile device encryption	Credant -1
Removable Media	Sandisk CMC-1
Data in transit encryption	Net Motion - 650

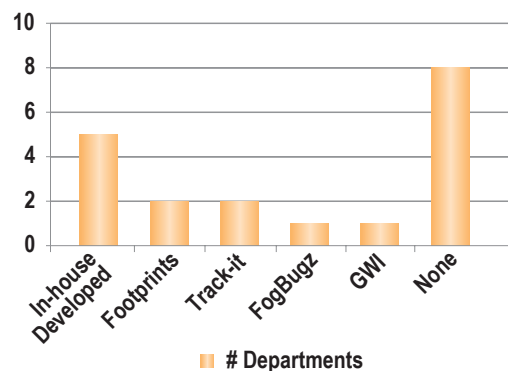
18. Use the ITD Help desk. Do you use the ITD Help desk as your primary help desk?

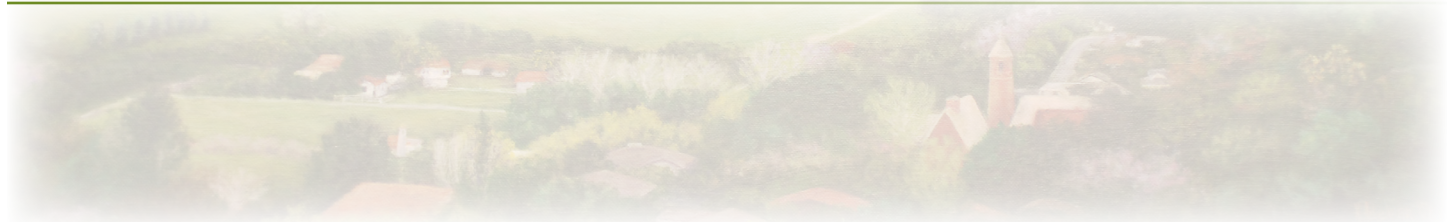
6 Yes

18 No

19. Use a Department Help Desk. If you have an internal help desk complete the following:

A total of 32 staff split their time between help desk and desktop support. No IT staff are fully dedicated to resolving issues over the phone.

Help Desk Software



20. Enterprise Email Service. Are you currently using the Countywide enterprise email service provided by ITD?

All but two departments use the County's enterprise email service. One of these, Social Services, plans to join the email system in February 2009.

21. Departmental email service. If you don't use the enterprise email service, please answer the following:

Departmental Email Service	Description
How many email servers do you support?	ITD – 9 Sheriff – 1 Social Services – 1
How much storage is used for email?	ITD – 1 terabyte Sheriff – 180 gigabytes Social Services – 700 gigabytes
Approximately how many mailboxes are you supporting?	ITD – 4185 Sheriff – 650 Social Services – 842

22. IT Project Managers. Do you have IT project managers?

10 No
14 Yes

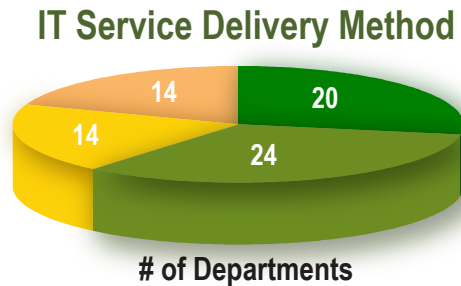
If yes, how many?

10 FTE, most of who are project based

23. PMO. Does your department have a project management office?

None of the departments report having a dedicated project management office

24. IT Service delivery: How are IT services delivered in your department?



■ IT services are provided by internal IT staff in my department

■ IT services are acquired from ITD

■ IT services are acquired from another County department

■ IT services are acquired from outside the County

25. If you acquire IT services from other County departments or outside the County, please identify who provides what services to you.

Responses were incomplete though several departments reported receiving services from the Department of Justice and various law enforcement agencies.

26. Remote Access. What does your department use for remote access?

All Checkpoint SSL/NE, SecuRemote, Netmotion, Cisco VPN and/or SoHo solutions provided by ITD

9 Dameware, Go To My PC , WebEx, RDP

27. Video Conferencing. Describe your department video conferencing capability if it exists:

9 departments reported use video-conferencing with 9 sites in Santa Maria, 9 in Santa Barbara and 3 in Lompoc. These are all conference room type set-up rather than desktop. The equipment used is Polycom.

IT PROJECTS

28. IT Projects. What IT projects or initiatives (over \$25,000) are planned for FY 09/10? Examples include implementing a business application, virtualizing servers, document management applications or any new or enhanced service that is not routine support or maintenance.

Policy and Executive

- Key Performance Indicators
- Legislation Information Posting and Tracking System

Law and Justice

- Regional law enforcement data project

Public Safety

- Warehouse Inventory Control
- Automated Supply Requisition
- Automated Hazard Reduction/Defensible Space Program
- Live-Scan (mug/fingerprint) Replacement

Health and Public Assistance

- Billing/Consumer Demographic System
- Clinical Data System
- Health Care Financial Management Upgrade
- MEDS/SSA Compliance Activities
- Digital Imaging

Community Resources and Public Facilities

- Online Parks Reservation System
- Accela Wireless for inspections, investigations, code enforcement and service requests

Support Services

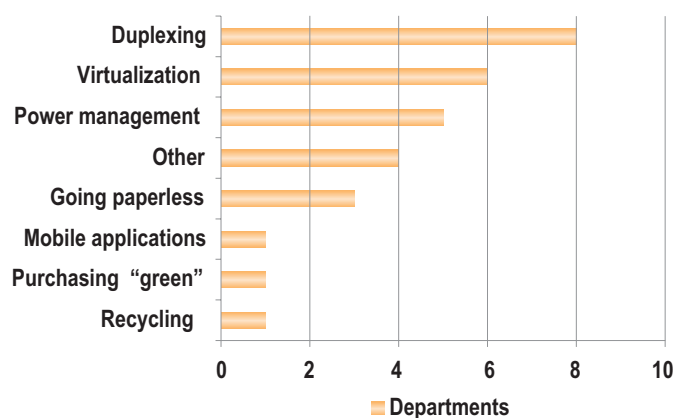
- Document Management System
- Electronic Permitting
- Online Payment System
- Asset Management System
- Human Resources Management System
- Countywide Radio Platform
- Machine Room North County Expansion
- Property Tax System Replacement

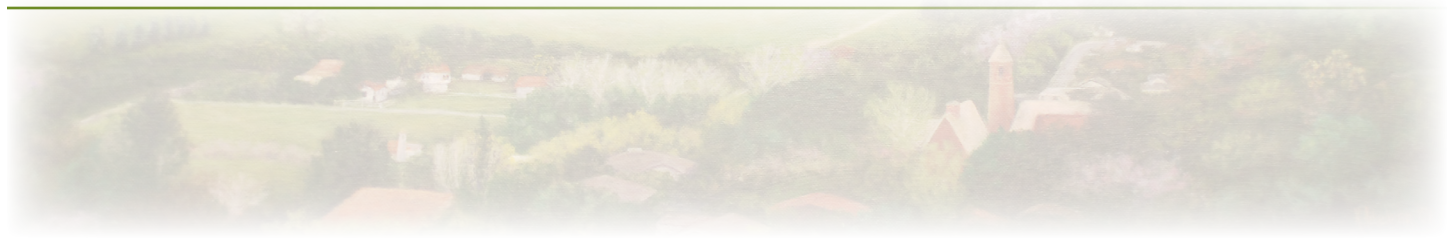
29. Who (or at what level) reviews and approves IT projects and initiatives?

In most cases, the department head approves IT projects and initiatives.

30. Describe any Green IT projects you've started or completed (projects to reduce costs for power, paper, other consumables, reduce printer fleet, increase duplex printing, etc.)

"Green" IT Projects





IT BUDGET

IT spending is dollars spent for any information technology components and/or services to support your department. This includes all hardware, software, personnel, training, disaster recovery, facilities, any other costs such as the data center, desktop/Lan/Wan server, voice and data network, help desk, application development and maintenance, finance, and administration. It also includes consulting and/or contractors involved in any IT activities.

31. Total IT Budget. What is your approximate total department IT budget in the 2009/2010 budget? Please use the following format to delineate.

Line Item	Description	FY09/10 Budget in \$
	Salaries and Benefits of IT Staff	\$18,969,893
7120	Maintenance Equipment	\$312,190
7121	Operating Supplies	\$46,200
7122	Maintenance Contracts	\$361,000
7050	Communications	\$2,412,475
7053	Telephone Service Local	\$100,461
7054	Telephone Service Long Distance	\$0
7123	IT Hardware Maintenance	\$523,341
7124	Software Maintenance	\$3,198,418
7322	Consulting & Management Fees	\$1,115,111
7348	Instruments and Equipment	\$268,900
7363	Equipment Maintenance	\$0
7455	Computers/Software < \$5,000	\$0
7456	IT Hardware Purchase < \$5,000	\$1,826,243
7457	IT Software Purchase <\$100,000	\$537,449
7459	IT Professional Services	\$1,171,646
7460	Professional and Special Services	\$800,831
7510	Contractual Services	\$46,800
7653	Training Fees and Supplies	\$145,179
8300	Equipment	\$670,000
8301	IT Hardware>\$5,000 / Software >\$100,000	\$2,085,548
Other	Miscellaneous line items reported	\$54,679
	Total	\$34,646,364

Expenditures by Department

Information Technology	\$11,063,075	31.9%
Social Services	\$5,442,867	15.7%
Public Health	\$2,884,323	8.3%
Sheriff	\$2,741,346	7.9%
Clerk-Recorder-Assessor	\$1,603,288	4.6%
Alcohol, Drug and Mental Health Services	\$1,720,397	5.0%
Auditor-Controller	\$1,612,586	4.7%
Public Works	\$1,128,919	3.3%
Treasurer-Tax Collector	\$871,075	2.5%
Probation	\$1,111,128	3.2%
Planning and Development	\$710,492	2.1%
Fire	\$706,584	2.0%
General Services	\$651,474	1.9%
District Attorney	\$483,458	1.4%
Human Resources	\$448,400	1.3%
Child Support Services	\$381,957	1.1%
Board of Supervisors, County Executive Office, General County Programs	\$287,219	0.8%
Public Defender	\$219,650	0.6%
Agricultural Commissioner	\$162,300	0.5%
First 5	\$159,139	0.5%
Parks	\$150,502	0.4%
County Counsel	\$91,185	0.3%
Housing and Community Development	\$15,000	0.0%
	\$ 34,646,364	100.0%

32. Outside funding. How much in dollars of your total department IT budget is recovered from Federal or State claims and grants?

\$10,505,13

ADMHS	\$1,720,397
Child Support-all	\$381,957
Fire	\$6,500
Housing	\$23,385
Public Health	\$2,516,616
Social Services	\$5,856,276

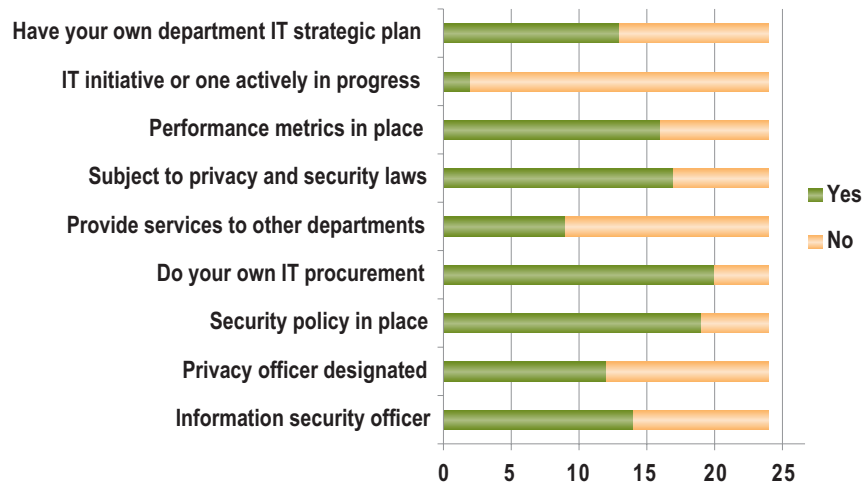
33. Licensing. If you spend money for software licensing, specify products and approximate costs.

Responses were incomplete

DEPARTMENT IT ENVIRONMENT

34. Department IT Status. This section asked a series of environmental questions:

IT Environment



COMMENTS

35. Top IT Concerns. The following concerns were expressed by respondents:

- **Possible IT centralization**
- **Desire for ITD to lead the way in implementation of new core technologies in time to meet departmental needs, such as**
 - Enhanced video-conferencing
 - Enterprise storage solution
 - Document management
 - Backup and disaster recovery
 - Database and application integration
- **Need for governance**
 - Balancing priorities between countywide issues and individual department requirements
 - How to pay for enterprise applications
 - Data retention policies
 - Information security and policies
- **How to provide services with less funding and staff**
 - Maintaining experienced IT staff
 - Training and documentation
 - Funding for aging systems
 - Ability to sustain PC and laptop replacement cycles
 - Funding for new systems
- **Information security**
- **Reliability of core services such as the network and email**





