

An aerial photograph of ocean waves breaking on a sandy beach. The water is a vibrant turquoise color, and the white foam of the waves is prominent. Several surfers are visible, including one in a yellow wetsuit and another in a blue wetsuit. The overall scene is dynamic and captures the energy of the ocean.

# Hybrid IT Model Executive Summary

Prepared for: County of Santa Barbara  
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## The County engaged Gartner to develop the Hybrid IT Model based on previous studies to establish a standalone IT department



### Key Objectives

1. Assess the current state of the County IT organization and develop/validate the future state delivery model
2. Review the County application inventory and determine technology and skill requirements
3. Develop options and determine the “best fit” direction for organization design to support the future state delivery model
4. Create a future state job architecture and framework
5. Develop strategic recommendations and a provide a high-level roadmap to achieve the target state vision

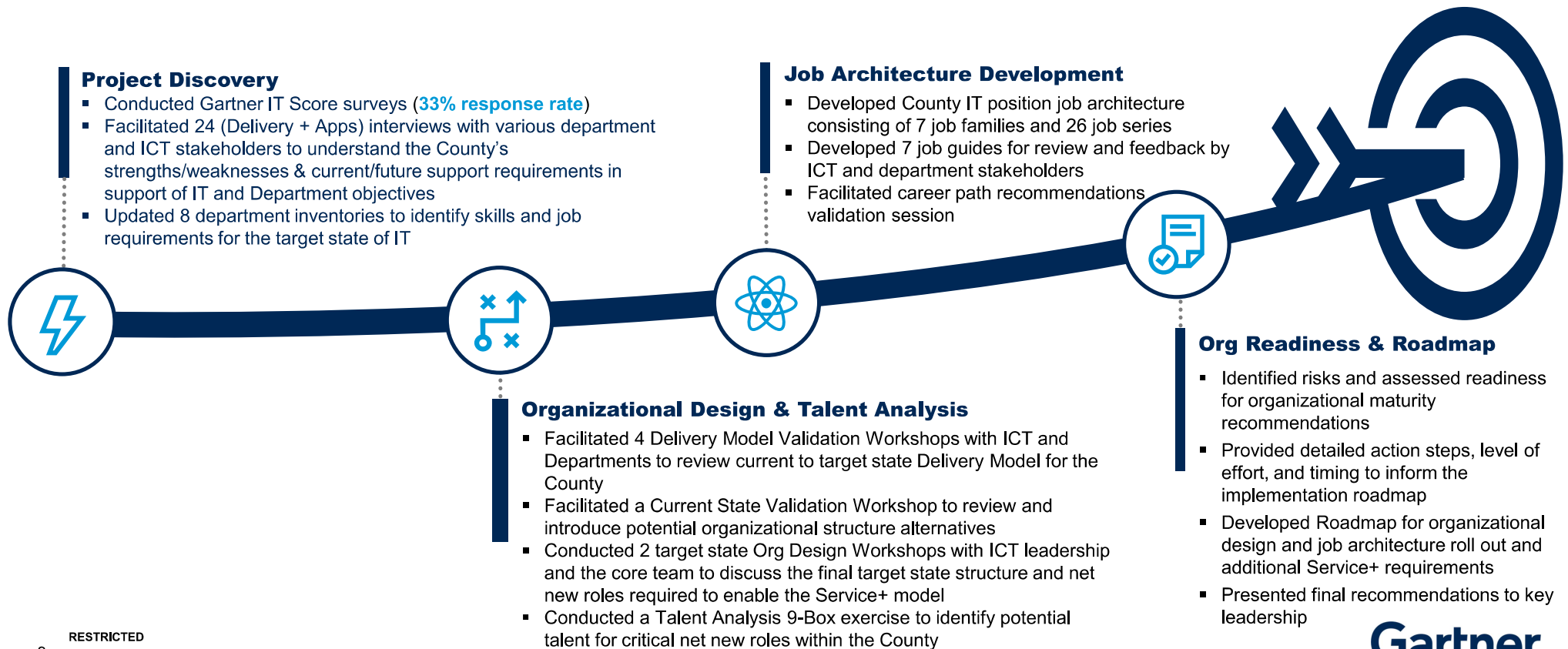
The **goal** of the Hybrid IT Model is to provide the County with **valuable shared services, quality delivery, and a positive customer experience**

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# Over the past several months, Gartner assessed the County's current organization and developed recommendations to transform it to Service+



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**To balance the organizational change and impact of the new Hybrid IT model, Gartner recommends a **two-step, phased implementation approach****

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# Phase I (0 – 18 months)

## Organizational Aspiration

Run ITD with a holistic countywide focus—responsible for delivering key County IT processes that are standardized, efficient, and reliable to deliver high business value

### Enabling Objectives

- Establish the foundation for the journey towards the Service+ delivery model
- Standardize core ITD processes (e.g., demand management, capacity management, etc.)
- Establish end-to-end workflow processes to enable cost-effectiveness, reliability and responsiveness
- Increase ability to sense and manage business demand and align priorities to delivery capacity
- Centralize planning and governance and increase transparency to ITD performance

### What's Changing

- Evolving current organizational design from an Asset-Process to Service+ delivery model
- Introduction of new functions:
  - Strategy & Governance
  - Service Management
  - Service Delivery
  - Information Security
- Investment in new/existing capabilities:
  - Enterprise Architecture
  - Cybersecurity
  - Business Relationship Management & Analysis
  - Project Management & Organizational Change Management
  - Governance & Performance Management

### What's Remaining the Same

- Minimal changes to the following functions:
  - Solution Architecture
  - Technical Support
  - Communications

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## Phase II (18 – 36 months)

### Organizational Aspiration

Run ITD “like a strategic business partner,” responsible for optimizing the internal and external “customer” experience, while explicitly focused on business service outcomes that achieve established service and quality levels

#### Enabling Objectives

- Shift from a “cost center” to that of a competitive, strategic service provider and business partner
- Implement a service catalog; align the organization around ITD services
- Further mature business relationship capabilities to understand departmental technology needs and align to IT strategy
- Establish data analytics capabilities to enable the strategic and tactical use of data for decision making
- Develop “institutional knowledge and expertise” of County applications to enable IT business continuity of technical support services

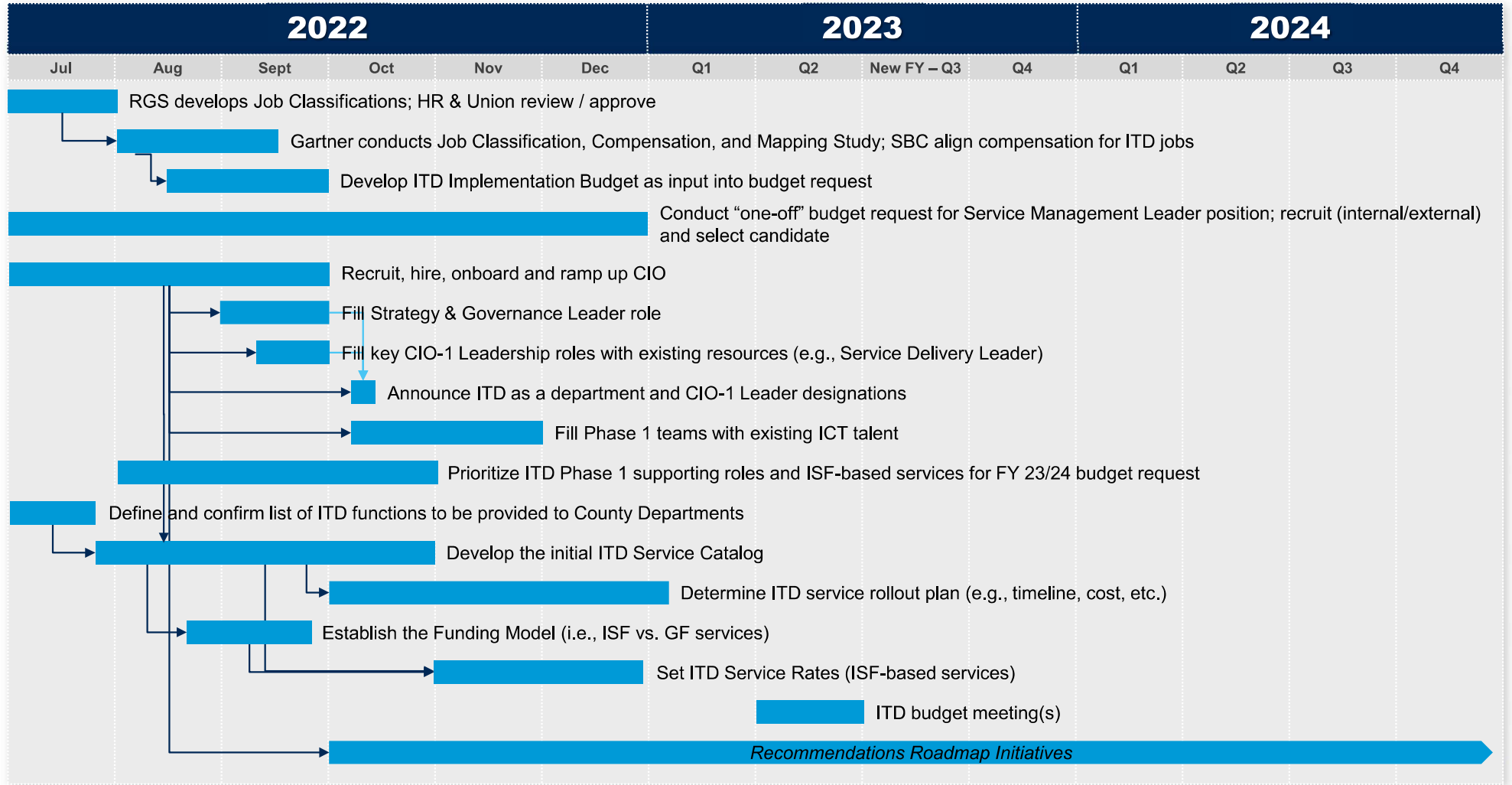
#### What’s Changing

- Additional development and investment in IT Strategy & Governance function
- Transition of Application Enablement and Communications into within Service Delivery
- Continued maturation of the IT Delivery & Operations team into an “IT as a Service” (ITaaS) shared capability
- Introduction of new roles:
  - Domain Architect
  - Vendor Management Specialist
  - Data Analyst(s)
  - QA/Testing Specialist
  - Technical Writer
  - GIS Analyst

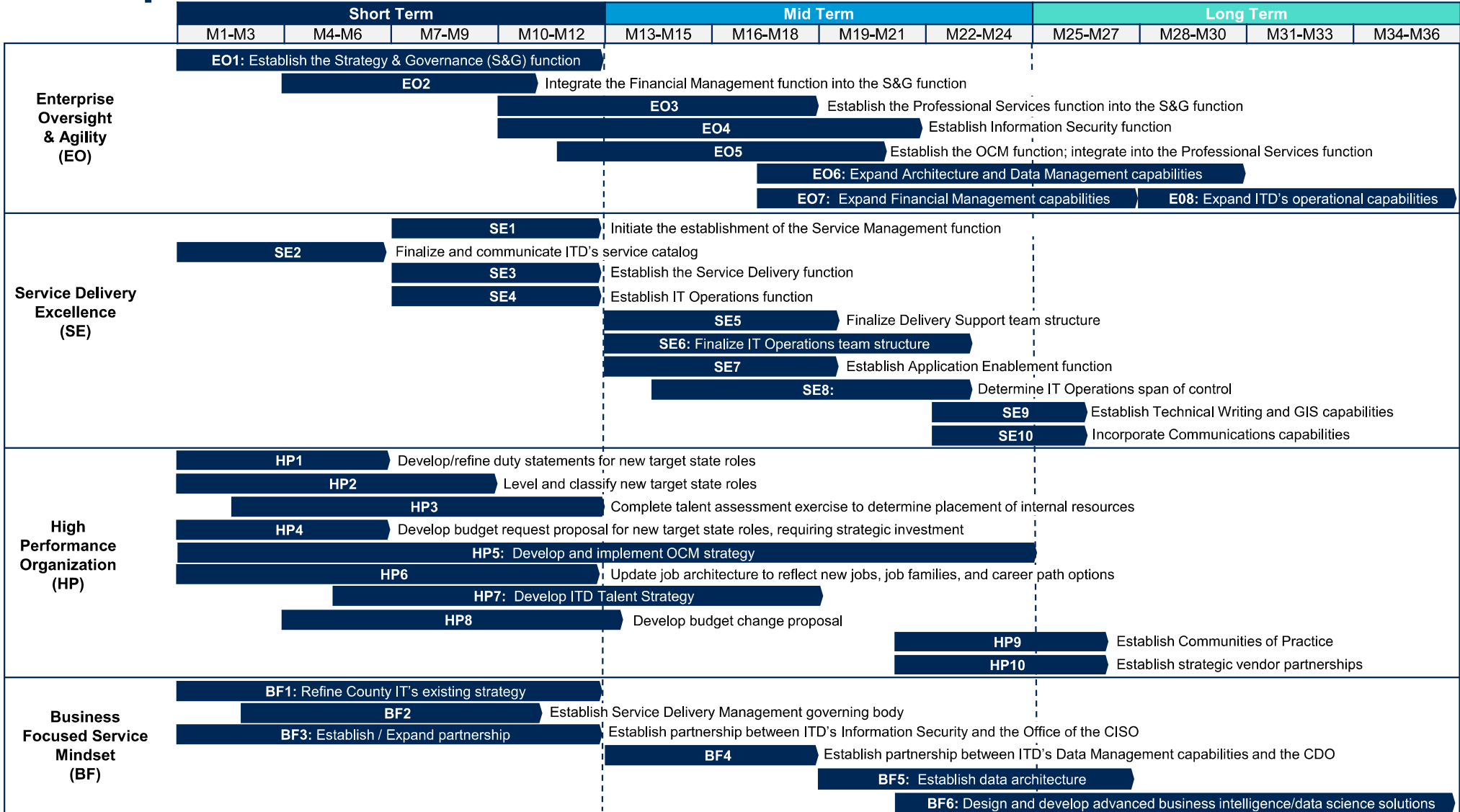
#### What’s Remaining the Same

- Minimal changes to the following functions:
  - IT Operations
  - IT Delivery Support
  - Information Security

# ITD Implementation Timeline – Initial Tasks



# Roadmap of Detailed Recommendations





# Appendix

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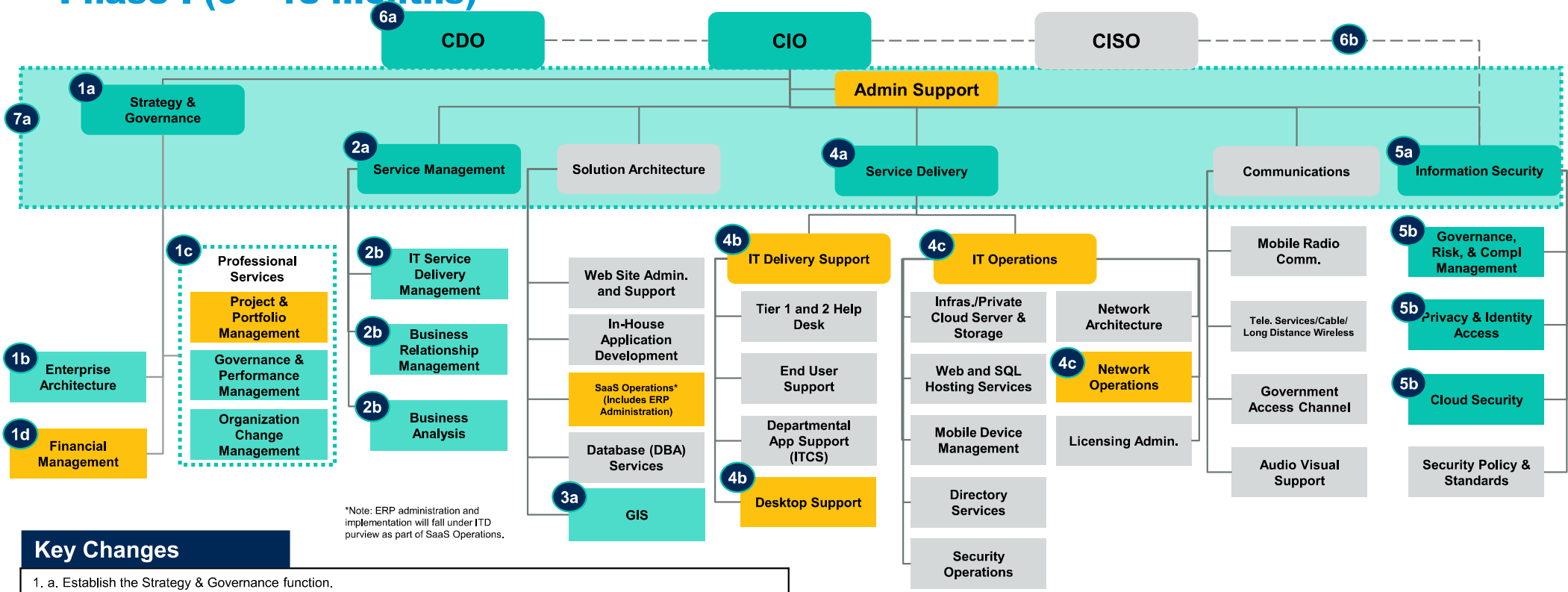
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# ITD Interim State: Functional View

## Phase I (0 – 18 months)

**Legend**

- Existing capability  
*Represents current ICT capability that will remain where it is today*
- New capability  
*Represents the need to establish capability*
- Transitioning capability  
*Represents current ICT capability that is moved under a new function*

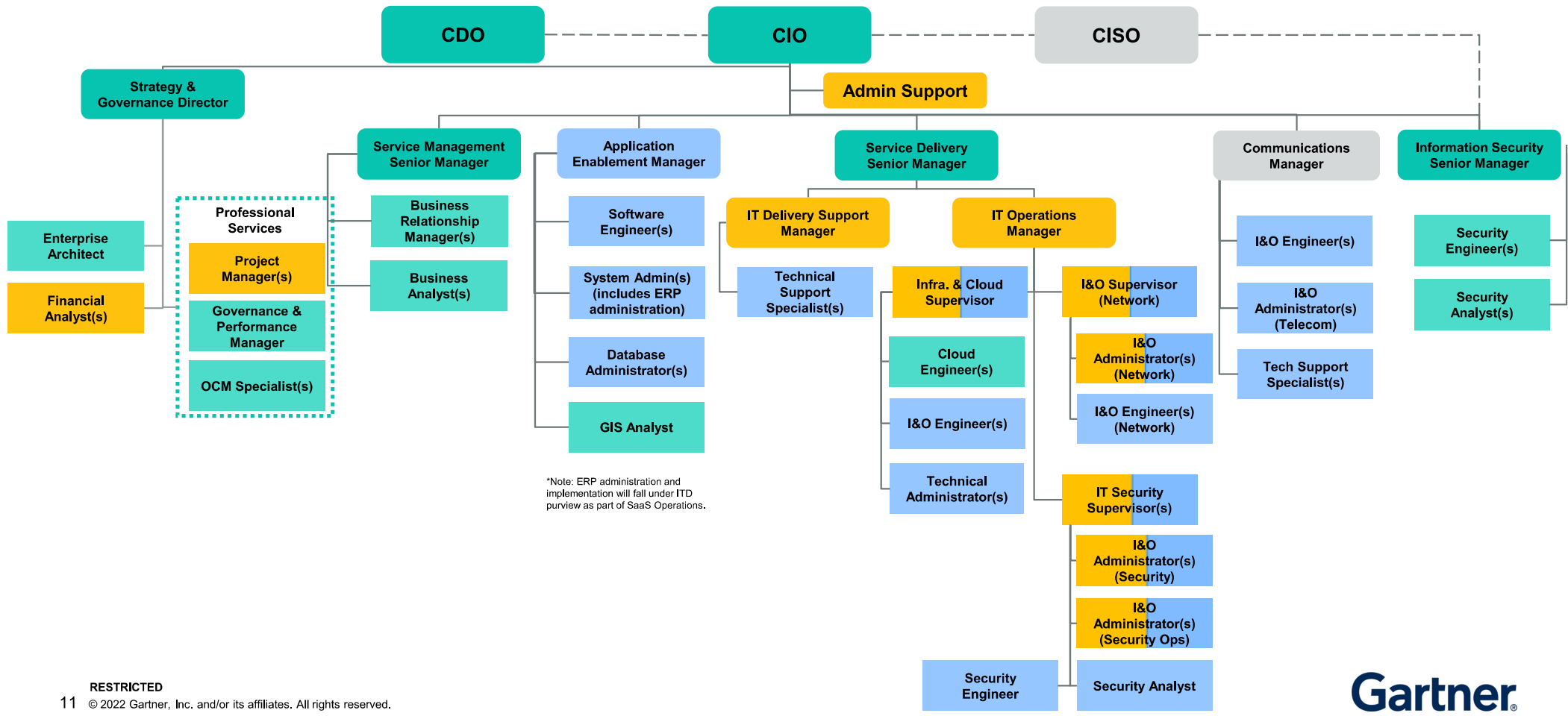


### Key Changes

- Establish the Strategy & Governance function.
  - Establish Enterprise Architecture function to develop the County IT architecture best practices and strategy.
  - Establish the Professional Services function by consolidating existing Project & Portfolio Management capabilities, establishing the Governance & Performance function and a dedicated OCM function.
  - Transition Financial Management capabilities to develop an enterprise-wide view of the cost of ITD services.
- Begin establishment of the Service Management function with an initial focus on Service Management leadership roles.
  - Invest in Service Delivery Management, Business Relationship Management (BRM) and Business Analysis capabilities.
- Establish GIS capabilities as part of Solution Architecture
- Establish the Service Delivery function.
    - Establish Delivery Support function by transitioning Help Desk, End User Support, Departmental App Support and Desktop Support.
    - Transition existing IT Operations and Network Operations into the Service Delivery function.
- Establish the Information Security function.
    - Establish Information Security capabilities; invest in Governance, Privacy & Identity Access and Cloud Security capabilities.
- Establish partnership between ITD and the Chief Data Officer (CDO)
  - Formalize partnership between ITD and the Chief Information Security Officer (CISO) to maintain County-wide governance, policies and standards.
- Establish Service Delivery Management governing body for coordination, oversight, quality service delivery and security.

# ITD Interim State: Role View

## Phase I (0 – 18 months)

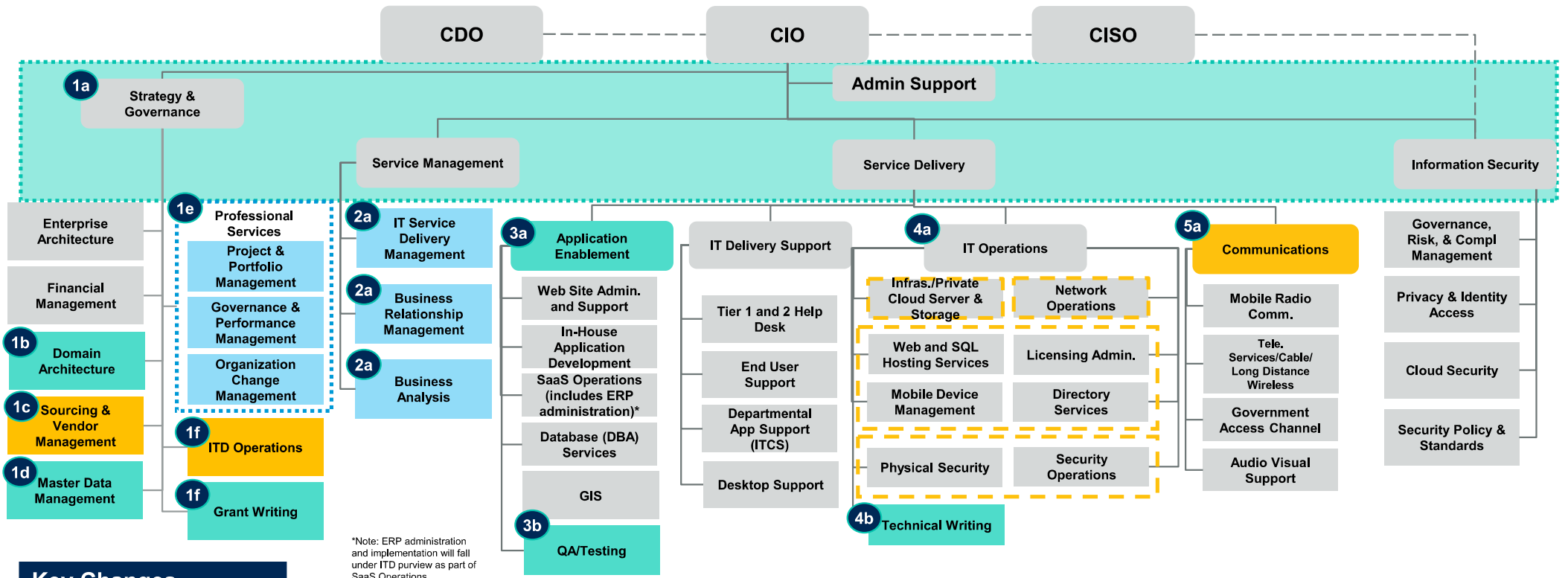


# ITD Interim State: Functional View

## Phase II (18 – 36 months)

**Legend**

- Existing capability  
*Represents current ICT capability that will remain where it is today*
- New capability  
*Represents the need to establish capability*
- Transitioning capability  
*Represents current ICT capability that is moved under a new function*
- Mature capability  
*Represents Phase 1 capability that must be matured over Phase 2*

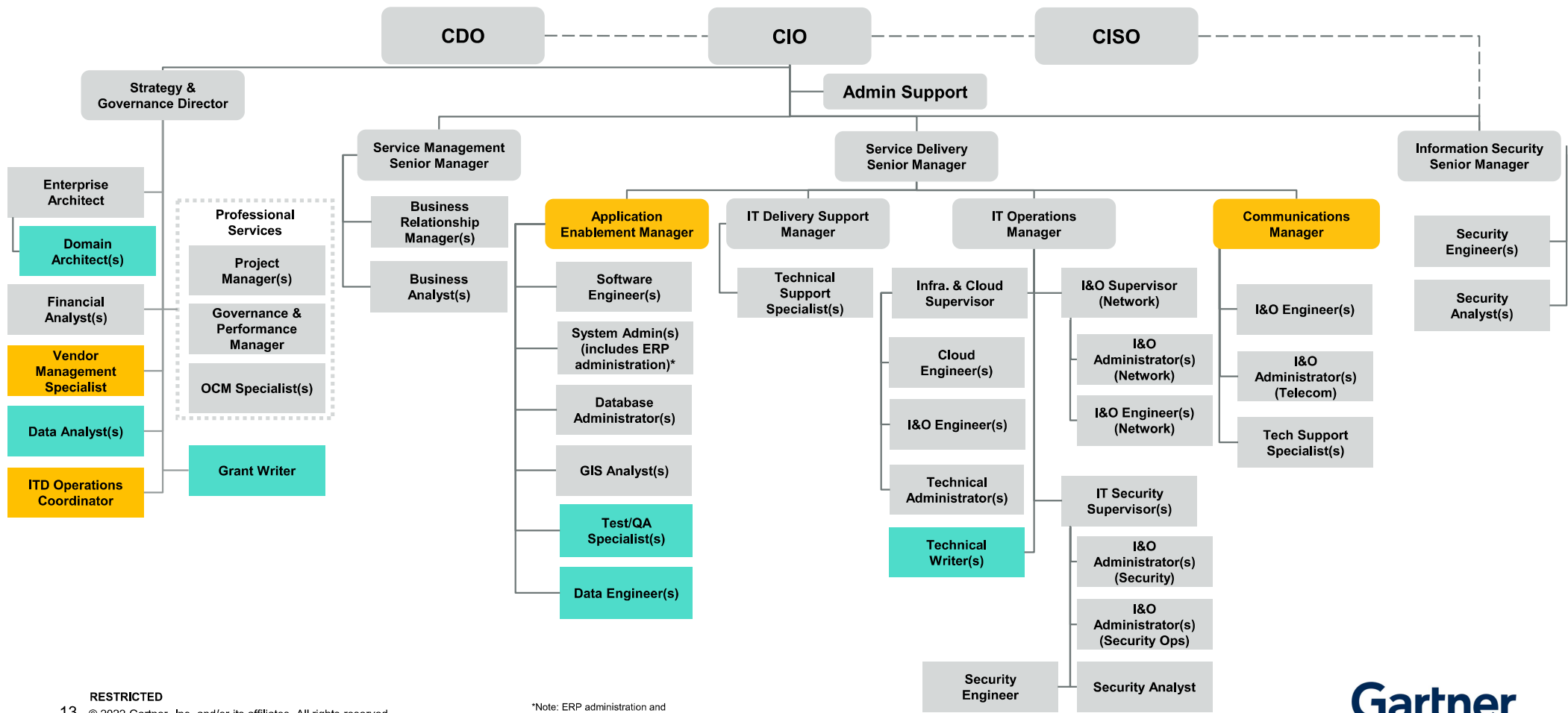


### Key Changes

- Expand the capabilities of the Strategy & Governance function.
  - Invest in Domain Architecture capabilities (e.g., transition integration, security, and network arch., etc.).
  - Transition Sourcing & Vendor Management capabilities to simplify the vendor landscape and enable economies of scale across County IT.
  - Invest in Master Data Management capabilities; establish a partnership with the CDO team.
  - Make additional investments in the Professional Services function to further enable County IT partnership and expand provided services.
  - Transition ITD Operations and invest in Grant Writing capabilities.
- Make strategic maturity investment in Service Management function with addition of Business Relationship Managers (BRMs) and Business Analysts and enablement of the service catalog.
- Leverage Solution Architecture capabilities to establish the Application Enablement function.
  - Establish QA/Testing capabilities.
- Align IT Operations to ensure adequate coverage and delivery of ITD's service catalog.
  - Establish Technical Writing.
- Transition Communications capabilities to Service Delivery.

# ITD Interim State: Role View

## Phase II (18 – 36 months)



\*Note: ERP administration and implementation will fall under ITD purview as part of SaaS Operations.



# Contacts

## Gartner

Mona Kamdjou  
Associate Partner  
Gartner Consulting  
Phone: +1 310 770 7233  
Email: mona.kamdjou@gartner.com

## Gartner

Marc Pajarillo  
Senior Director  
Gartner Consulting  
Phone: +1 415 692 2421  
Email: marc.pajarillo@gartner.com

## Gartner

Jessie Minks  
Senior Consultant  
Gartner Consulting  
Phone: +1 512 769 9407  
Email: jessica.minks@gartner.com

## Gartner

Danrussell B. Angeles  
Senior Consultant  
Gartner Consulting  
Phone: +1 619 733 9235  
Email: danrussell.angeles@gartner.com

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