Santa Barbara County

Information Technology Strategic Plan
FY2008-2011

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Susan Paul, Assistant CEO/HR Director
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February 12, 2008 Board Presentation

Agenda

- ❑ Background

- ❑ The Information Technology Strategic Plan

- ❑ Data for Decision-Making Proof-of-Concept Demonstration

- ❑ Recommended Action

- On May 3, 2005 the Board of Supervisors created the Blue Ribbon Budget Task Force whose broad goals were to identify budgeting best practices in both the public and private sectors that could be applied to internal and external County budget processes, make the County budget process more transparent and promote greater participation from the public.

- On June 9, 2006, the Board of Supervisors received a report from the Task Force outlining key recommendations for improving overall accountability, customer focus and efficiencies throughout County government.

- The Task Force recommended that the County clarify and strengthen its information technology governance to allow projects and processes to be implemented in a coordinated fashion and expand the use of technology to provide improved services both within the organization and to external customers.

- Specific IT recommendations are summarized on the following page.

- Strengthen the countywide IT structure and service

    - Identify the County's overall technology investment

    - Develop an overall information technology management strategy and structure that reports to the County Executive Officer

    - Enhance the County Executive Officer's close oversight of all enterprise-wide information technology projects and systems

    - Clarify and strengthen the County's information technology governance structure to allow projects and processes to be implemented in a coordinated fashion

    - Expand the use of technology to provide improved services both within the organization and externally to customers and clients

   - Develop strategic information technology plans for every County department
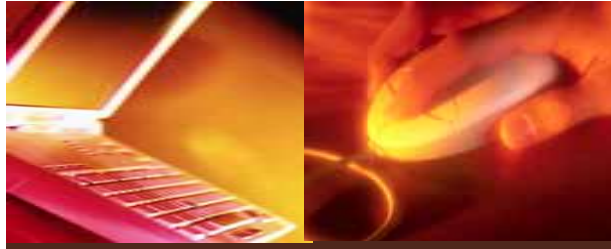
- During the Fall 2005 and Spring 2006, the Local Government Solutions Group interviewed approximately 100 County staff and facilitated several workshops to identify IT and GIS needs and opportunities. Their findings are shown below.

  - Countywide IT strategy and leadership is needed

  - Decentralization has swung too far

  - Define ITS core services for customers

  - Commitment to collaboration

  - Undefined department responsibilities for IT

  - Leverage department responsibilities for IT

  - Leverage department investment for enterprise benefits

  - Adopt multi-year financial plan for technology investments

  - Aggressively pursue GIS and government opportunities to facilitate data exchange

- The FY2007 Budget funded a small project unit charged with two simultaneous tasks:

  - Implementation of three strategic initiatives

    - Data for Decision-Making

    - GIS Stabilization and Expansion

    - e-Government – Website Enhancement

  - Development of a Countywide IT Strategic Plan
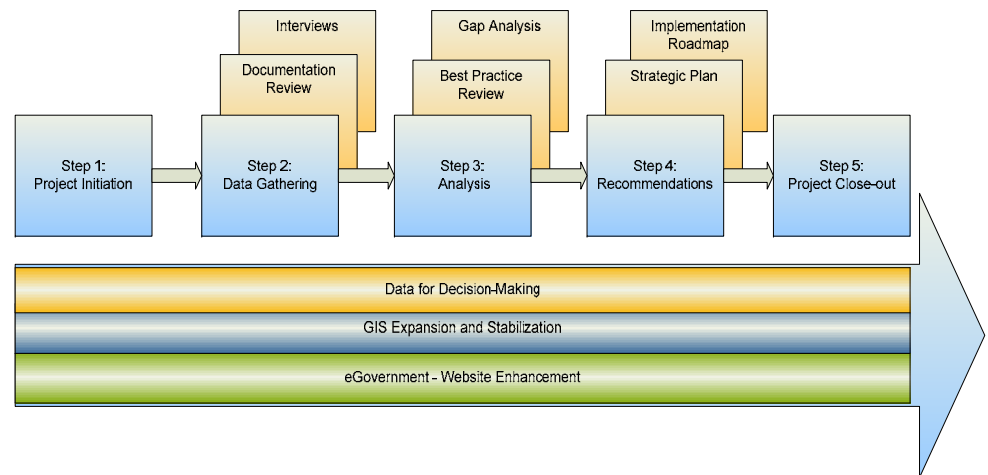
The IT Strategic Plan

- ❑ Goals for development of the Strategic Plan

    - ■ Encourage broad participation and support of key stakeholders

    - ■ Develop a clear understanding of the current environment

    - ■ Create a common vision for information technology's role in the County's future

    - ■ Identify and prioritize issues that must be addressed to achieve the vision

    - ■ Close the loop on previous planning efforts

    - ■ Develop specific objectives and an action plan for moving forward to achieve the vision and goals

- Used an inclusive approach that involved:
  - Department Heads
  - Assistant Department Heads
  - Departmental IT staff
  - Centralized IT Staff
- Gathered data
  - Met with Board of Supervisors members and key staff
  - Conducted executive interviews
  - Conducted IT staff interviews and group discussions
- Conducted workshops from January 2007 through May 2007 to
  - Define strategic direction
  - Identify strategic initiatives
  - Prioritize key initiatives

- Auditor/Controller: Bob Geis, Ralph Remick, Mike Struven
- Clerk/Recorder/Assessor: Joe Holland, Jim McClure, Brian Richard
- County Counsel: Shane Stark, Romana Ramierez
- Treasurer: Bernice James
- District Attorney: Christy Stanley, Marnie Pinsker, Jose Alvarez
- Public Defender: Greg Paraskou, Joy Gilles
- Agriculture Commissioner: Bill Gillette, Gus Maio
- Alcohol, Drug & Mental Health: Marianne Garrity, Dana Fahey
- Public Works: Phil Demery, Scott McGolpin, Mike Emmons, Gilbert Malcomb
- Social Services: Kathy Gallagher, Michael Dean, Karin Traber
- Parks: Jason Stilwell, Daniel Hernandez, Carmen Quintanilla-Robles
- Planning and Development: John Baker, Steve Mason
- Human Resources: Don Nyugen
- General Services: Bob Nisbett, Daniel Milei
- Child Support Services: Carrie Topliffe
- Public Health: Elliot Schulman, Anne Fearon
- Sheriff: Ken Shemwell, Randall Kemp
- Fire: Chief Scherrei, Jim Scott
- County Executive Office: Terri Maus-Nisich, Pat Wheatley, Ken Masuda, William Boyer, Jennifer Slayman, Leslie Robinson-Stone, Sharon Friedrichsen, Jim Laponis, Ron Cortez
- Probation: Scott DeuPree, Jean Silva, John Kuo

❑ We began by discussing the Vision and Mission for IT and discussed the three immediate strategic IT initiatives

- Data for Decision-Making

- GIS Stabilization and Expansion

- e-Government – Website Enhancements

❑ We reviewed key points from the Blue Ribbon Report, the Local Government Solutions Group Report and the interviews.

❑ Next, we developed five goals and sixteen objectives using Balanced Scorecard Methodology.

❑ Collectively, these objectives describe how the County's IT organizations will achieve the County's information technology goals.

How will we effectively use and leverage taxpayer dollars?

FINANCIAL GOAL

County information technology investments result in a reduction of cost, waste and duplication

Where do we need to excel and what processes should we streamline to satisfy stakeholders, partners, elected officials?

What needs to be done to meet customer expectations and achieve their business requirements?

BUSINESS PROCESSES GOAL

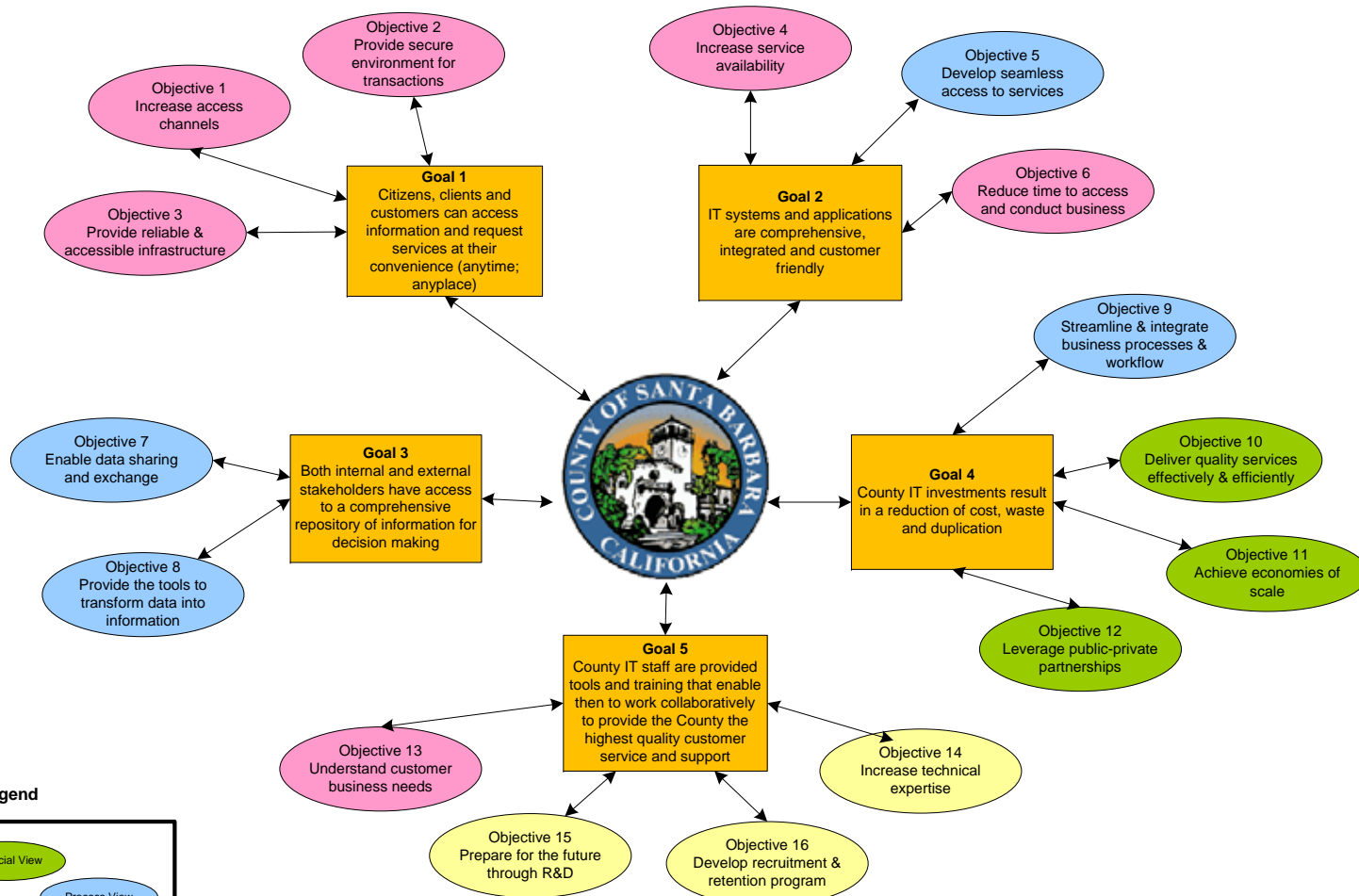**Information technology systems and applications are comprehensive, integrated, and customer friendly**

County of Santa Barbara citizens, businesses, clients, customers, employees and elected officials are able to quickly and easily conduct business with the County at their convenience via customer friendly systems that provide information and services to the maximum extent permitted by law.

CUSTOMER GOALS

Citizens, clients and customers can access information and request services at their convenience

Both internal and external stakeholders have access to a comprehensive repository of information for decision-making

LEARNING & GROWTH GOAL

County IT staff are provided tools and training that enable them to work collaboratively to provide the County with the highest quality customer service and support

What will we do to ensure organizational performance improvement, change and learning?

Objective 2
Provide secure environment for transactions

Objective 4
Increase service availability

Objective 5
Develop seamless access to services

Objective 1
Increase access channels

Objective 6
Reduce time to access and conduct business

Goal 1
Citizens, clients and customers can access information and request services at their convenience (anytime; anyplace)

Objective 3
Provide reliable & accessible infrastructure

Goal 2
IT systems and applications are comprehensive, integrated and customer friendly

Objective 9
Streamline & integrate business processes & workflow

Objective 7
Enable data sharing and exchange

Goal 3
Both internal and external stakeholders have access to a comprehensive repository of information for decision making

Goal 4
County IT investments result in a reduction of cost, waste and duplication

Objective 10
Deliver quality services effectively & efficiently

Objective 8
Provide the tools to transform data into information

Objective 11
Achieve economies of scale

Objective 12
Leverage public-private partnerships

Goal 5
County IT staff are provided tools and training that enable then to work collaboratively to provide the County the highest quality customer service and support

Objective 13
Understand customer business needs

Objective 14
Increase technical expertise

Objective 15
Prepare for the future through R&D

Objective 16
Develop recruitment & retention program

Legend

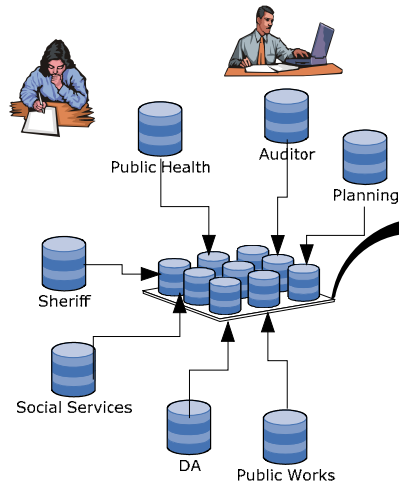Financial View
Customer View
Process View
Learning & Growth View

❑ Key initiatives:

- Data for Decision-Making
- GIS Stabilization and Expansion
- e-Government
- IT Governance
- IT Employee Excellence
- Electronic Content Management
- 21st Century Infrastructure
- IT Security
- Business Continuity and Disaster Recovery
- IT Best Practices
- Citizen Technology Outreach

Key Strategic Initiatives

Pull data from disparate departmental systems into a shared data repository

Public Health

Auditor

Planning

Sheriff

Social Services

DA

Public Works

Lay the data upon the geographic base

Plot it out on a map

Create a chart

Create a graph

Create a report

Mine the data repository for answers to complex questions

Receive the County news you want via multiple channels

NEWS

Conduct business via the Web

PANDEMIC FLU

Retrieve static information

Ask a question and get information

Submit a request for action

Pay by credit card

1 Pull data from disparate departmental systems into a shared data repository

Public Health
Auditor
Planning
Sheriff
Social Services
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Public Works

2 Lay the data upon the geographic base
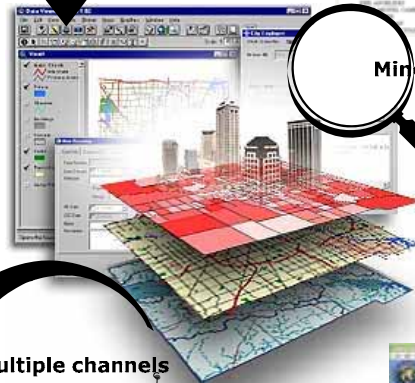
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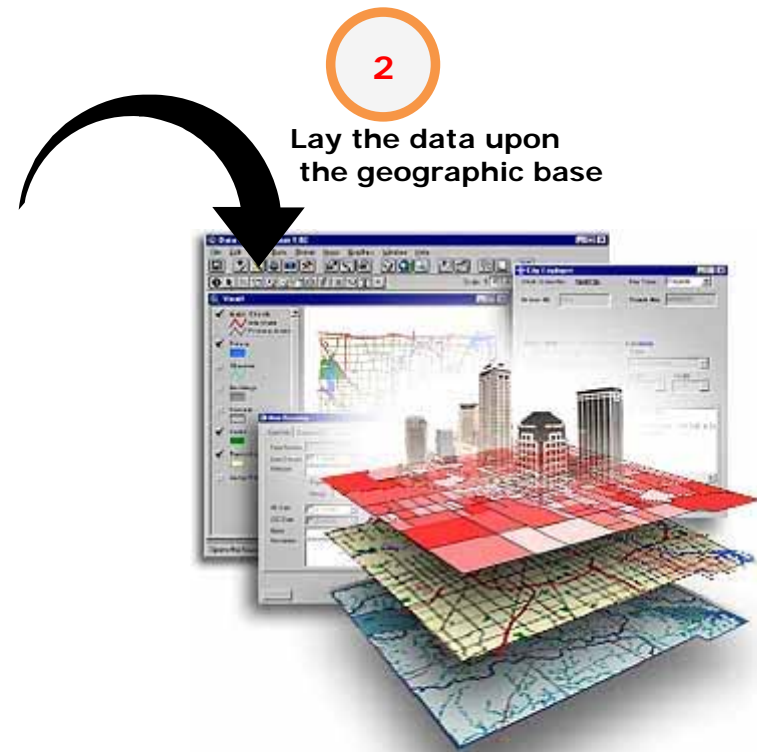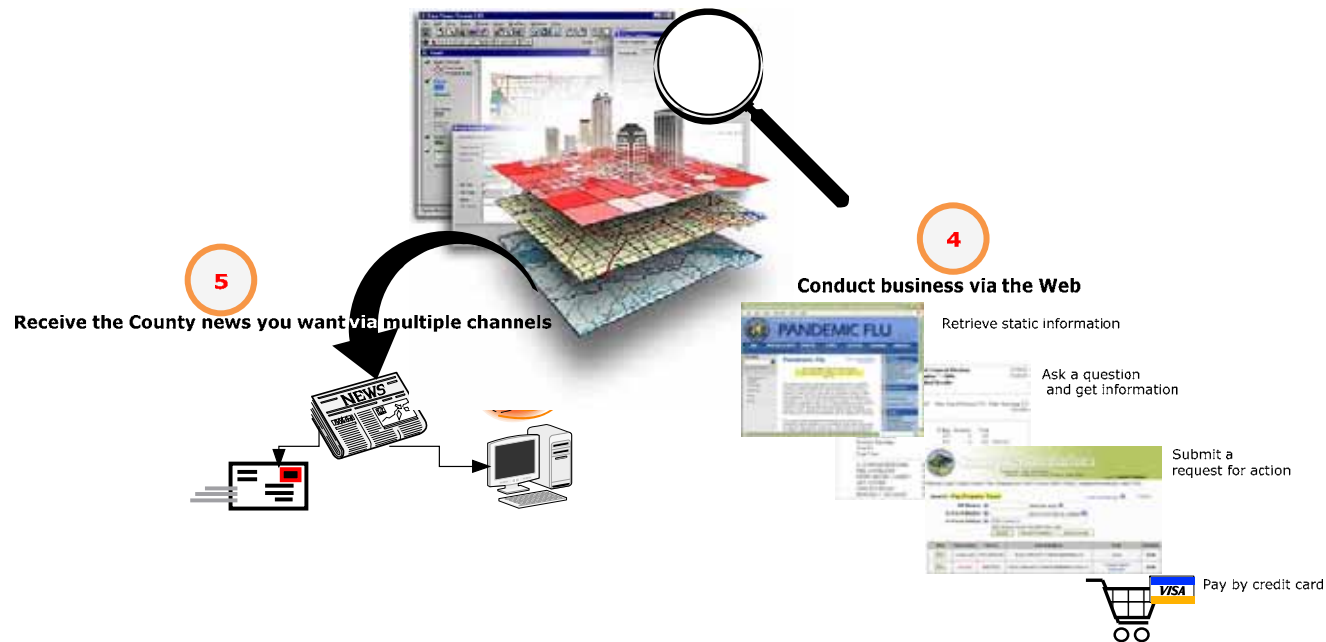Create a report

3 Mine the data repository for answers to complex questions
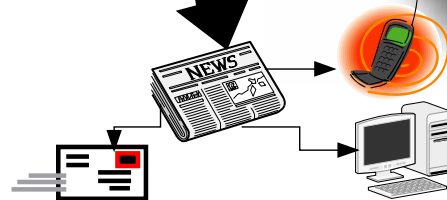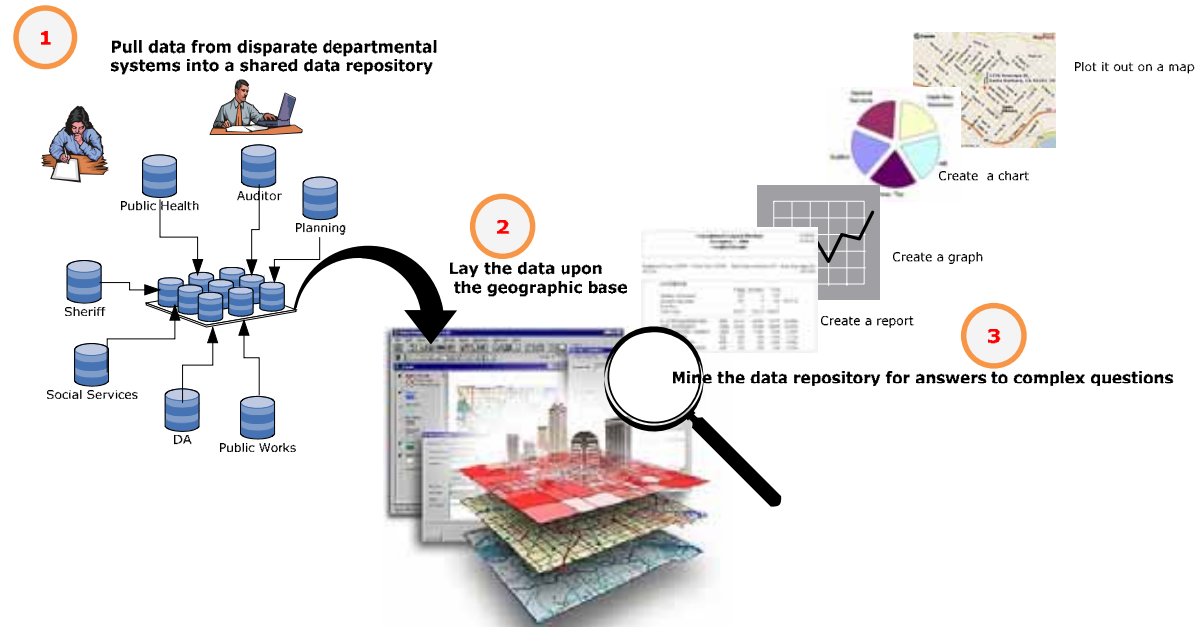
❑ Key objectives include:

- Maximize the value of existing departmental systems and databases
- Enable non-technical users to find and access the data they need to answer questions and make informed decisions

❑ The new geographic information database is the foundation upon which we will lay the data from the Data for Decision-Making initiative.

❑ Key objectives include:
  ■ Translate geographic data into user-friendly information
  ■ Make geographic information available internally and externally for decision-making

2

Lay the data upon the geographic base

Receive the County news you want via multiple channels

5

4

Conduct business via the Web

PANDEMIC FLU

Retrieve static information

Ask a question and get information
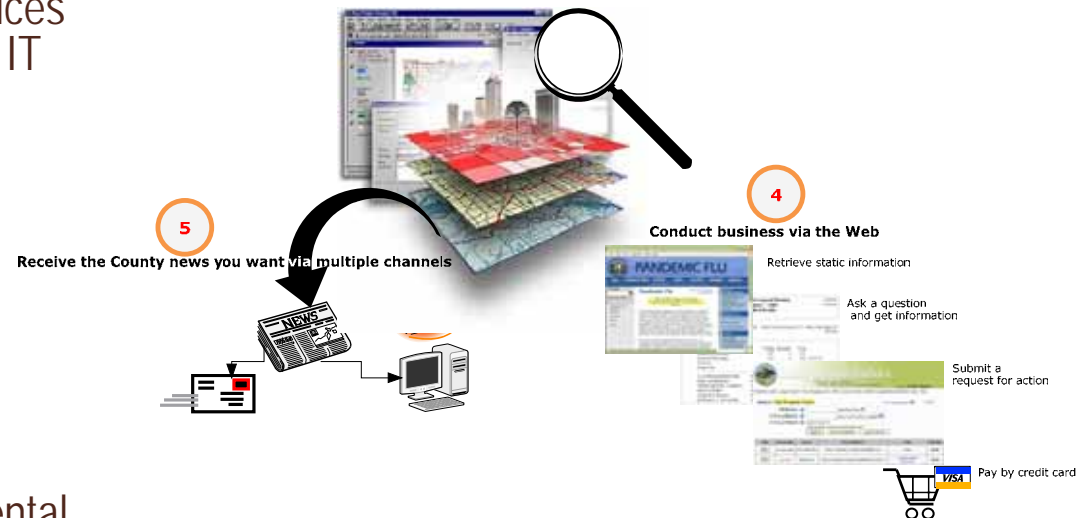
Submit a request for action

Pay by credit card

❑ There are five main components of the e-Government initiative:
- Website Enhancement
- Development of a Citizen-Centric Service Structure
- Internet and Intranet Application Development
- Additional Channels for Service Delivery
- Business Process Integration

❑ Key objectives include:

- Provide the highest level of services to customers through innovative IT solutions
- Make it easier for customers to locate the services and/or information they are looking for
- Provide 24 hour availability to customers wherever possible
- Provide additional channels for customer service delivery
- Reduce the number of departmental contacts necessary to conduct a transaction
- Reduce the time it takes to complete transactions
- Identify and prioritize e-Government services desired by customers
- Streamline service delivery and improve information sharing

5 Receive the County news you want via multiple channels

4 Conduct business via the Web

Retrieve static information

Ask a question and get information

Submit a request for action

Pay by credit card

❑ IT Governance is the framework for how IT decisions and policies are made, administered and enforced. This framework includes an appreciation for the critical importance of personnel, organizations and business processes affected by changing technologies within a large, complex and rapidly evolving information centric environment.

❑ IT Governance is concerned about two things:

- Ensuring IT investments deliver maximum value to the enterprise and

- Mitigation of IT risks

IT Governance

❑ Key objectives are to:

- Design, implement and institutionalize an IT Governance structure that will provide guidance on the management of information technology and a framework for making timely IT decisions

- Clearly define the process, rules, agreements and standards appropriate for the County's IT needs

- Ensure IT resources are deployed to deliver maximum value

- Ensure appropriate management of IT-related risks

- Ensure that IT investments meet the following objectives:

  - Alignment of IT with the enterprise

  - Realization of the promised benefits

  - Support and coordinate with the County's performance management systems, strategic planning activities and the budget process

❑ It is a challenge to attract and retain qualified IT staff.

❑ The scope of this initiative is to develop plans and programs to recruit, train, develop and retain qualified information technology experts.

❑ Key objectives include:

- Recruit, train and develop employees to support the County's information technology
- Provide the highest quality service with a well-trained staff
- Become the local IT employer of choice
- Increase the flexibility of the IT classification and compensation structure
- Recognize the value of shared training and cross-department teams to ensure business continuity
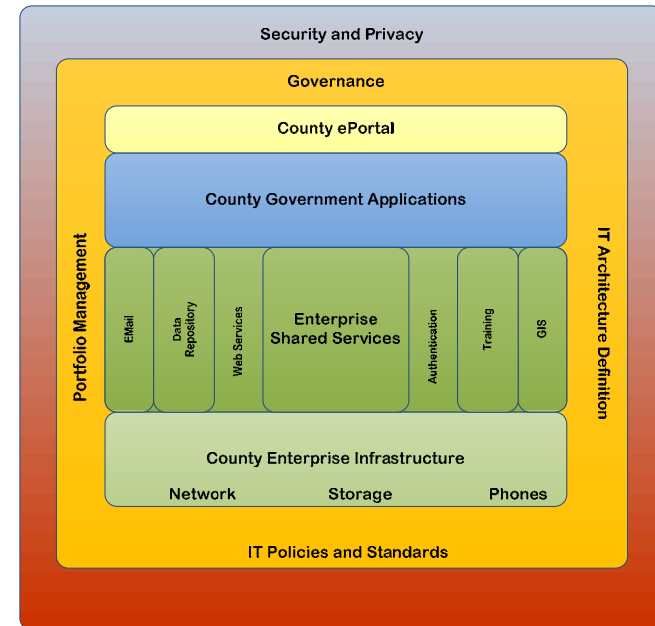- Recognize staff for their achievements

Electronic Content Management

- ❑ Enterprise Content Management (ECM) is comprised of the processes and technologies used to capture, manage, store, preserve, and deliver content and documents.

- ❑ This initiative is to develop a countywide content management strategy and implementation plan for a realistic approach to electronic content management.

- ❑ Objectives include:
    - Reduce the amount of paper circulated and stored by County departments
    - Reduce duplicative electronic records management and storage activities
    - Increase timely access to information
    - Ensure proper storage and retention of electronic official records
    - Increase awareness of intra/inter departmental needs for record retention

- ❑ Enterprise Technical Architecture is the term used to describe the various components comprising an organization's IT implementation.

- ❑ The goal of this initiative is ensure the County's IT components are aligned with the County's core goals and strategic direction.

- ❑ Objectives include:

  - ▪ Develop a scalable and flexible technology infrastructure

  - ▪ Leverage County hardware and software resources

  - ▪ Develop a funding strategy to ensure the sustainability of the infrastructure

Security and Privacy
Governance
County ePortal
County Government Applications
Portfolio Management
EMail | Data Repository | Web Services | Enterprise Shared Services | Authentication | Training | GIS
IT Architecture Definition
County Enterprise Infrastructure
Network   Storage   Phones
IT Policies and Standards

- Citizens and businesses trust the County to safeguard their personal information. Taxpayers expect us to protect our IT investments. The County currently has security policies and procedures in place to do both.

- We will expand these to develop a comprehensive information technology security program to ensure the safety of sensitive and confidential information

- Key objectives of this initiative include:

  - Develop security policies and procedures to protect the County's information assets regardless of technology platform

  - Implement procedures to mitigate the impact of IT security incidents

  - Develop a security awareness program

  - Balance security measures with the need to get work done
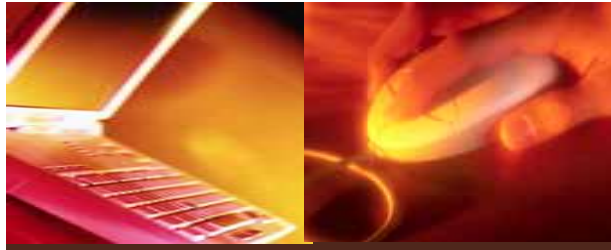
Business Continuity and Disaster Recovery Program

- The County depends upon the use of information technology for service delivery, especially during times of emergency when speed and efficiency could affect lives.

- Working in conjunction with the County Office of Emergency Services, we will develop IT business continuity and disaster recovery plans based upon County and departmental business needs.

- An important goal is to balance risk versus cost when making recommendations.

- Objectives include:
  - Prevent and mitigate the risks of IT disasters
    - Reduce risk of partial failures
    - Minimize potential of complete system failures
  - Prevent and mitigate the risks of non-IT disasters on IT resources
  - Leverage current and future technology investments
  - Prepare for disasters (think tanks, scenario and disaster drills)

IT Best Practices

- ❑ The Best Practices initiative will identify and implement those information technology best practices that result in significant cost savings and more effective technology acquisition and implementation.

- ❑ Examples include:
    - ■ Resource optimization
    - ■ Shared knowledge forums
    - ■ IT research and development
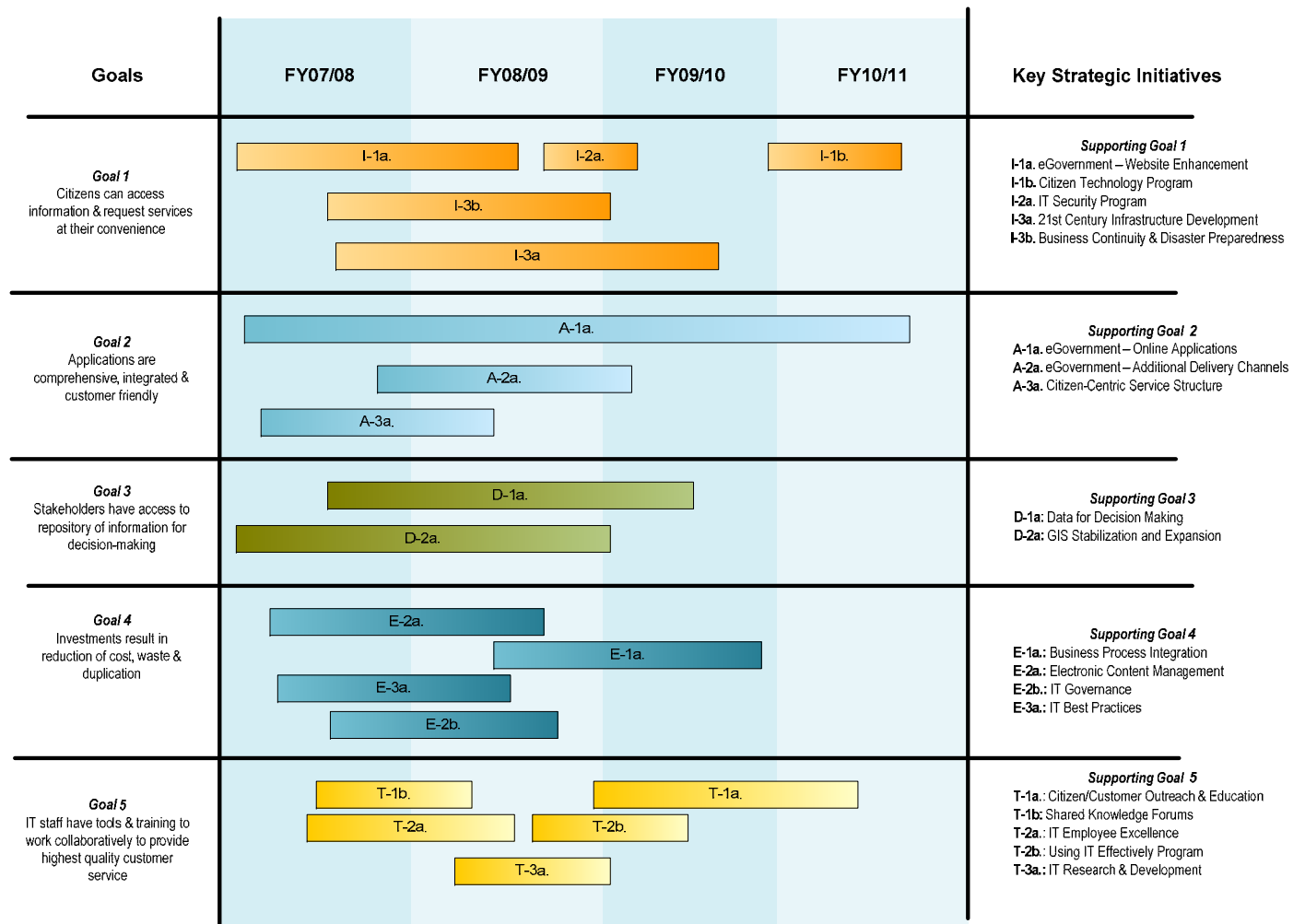   - ■ Using information technology effectively program for County staff

Citizen Technology Outreach

❑ The focus of this initiative is the development of a program to:

  ▪ Identify and reach out to County customers, clients and providers who do not normally use technology

  ▪ Partner with other agencies to make surplus equipment available for their use

  ▪ Provide training and assistance to encourage use of the County's online services.

❑ Key objectives include:

  ▪ Introduce customers and providers to the technology services the County offers

  ▪ Encourage and enable as many as possible users of County online services

  ▪ Prepare future customers for effective use of County online services

Implementation Roadmap

- This graphic represents the tentative timeline for implementing key initiatives

- It will be adjusted over time taking into consideration available funding, staff, dependencies between initiatives and County priorities
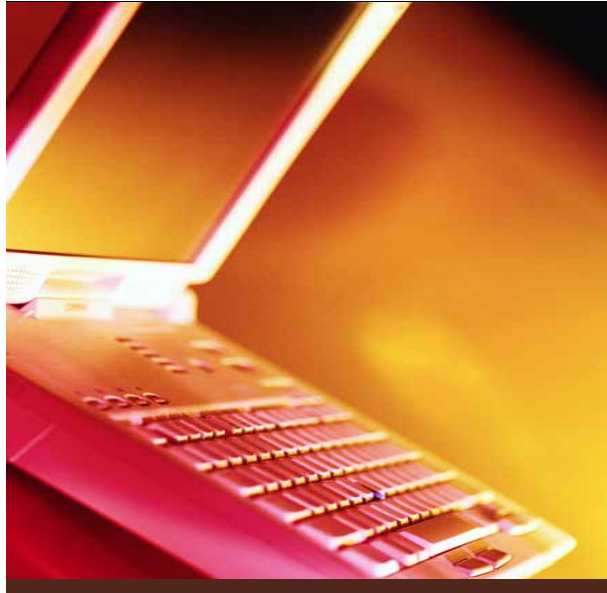
Goals	FY07/08	FY08/09	FY09/10	FY10/11	Key Strategic Initiatives
Goal 1 Citizens can access information & request services at their convenience	I-1a.	I-3b. I-3a	I-2a.	I-1b.	**Supporting Goal 1** I-1a. eGovernment – Website Enhancement; I-1b. Citizen Technology Program; I-2a. IT Security Program; I-3a. 21st Century Infrastructure Development; I-3b. Business Continuity & Disaster Preparedness
Goal 2 Applications are comprehensive, integrated & customer friendly	A-3a.	A-1a. A-2a.			**Supporting Goal 2** A-1a. eGovernment – Online Applications; A-2a. eGovernment – Additional Delivery Channels; A-3a. Citizen-Centric Service Structure
Goal 3 Stakeholders have access to repository of information for decision-making	D-2a.	D-1a.			**Supporting Goal 3** D-1a: Data for Decision Making; D-2a: GIS Stabilization and Expansion
Goal 4 Investments result in reduction of cost, waste & duplication	E-2a. E-3a. E-2b.	E-1a.			**Supporting Goal 4** E-1a.: Business Process Integration; E-2a.: Electronic Content Management; E-2b.: IT Governance; E-3a.: IT Best Practices
Goal 5 IT staff have tools & training to work collaboratively to provide highest quality customer service	T-1b. T-2a. T-3a.	T-1a. T-2b.			**Supporting Goal 5** T-1a.: Citizen/Customer Outreach & Education; T-1b: Shared Knowledge Forums; T-2a.: IT Employee Excellence; T-2b.: Using IT Effectively Program; T-3a.: IT Research & Development

IT Strategic Plan – February 12, 2008

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❑ We will conduct formal and informal surveys annually to measure our performance and alter course as necessary over the next three years.

❑ We will know we have successfully implemented this plan when our internal and external customers tell us:

- IT solutions have helped reduce the time and effort it takes to access services and conduct business with the County

- They have access to a comprehensive repository of information for decision-making and tools that make it easy to interpret the data

- County information technology investments result in a reduction of cost, waste and duplication

- Staff have the tools and training that enable them to work collaboratively to meet customer service and support expectations

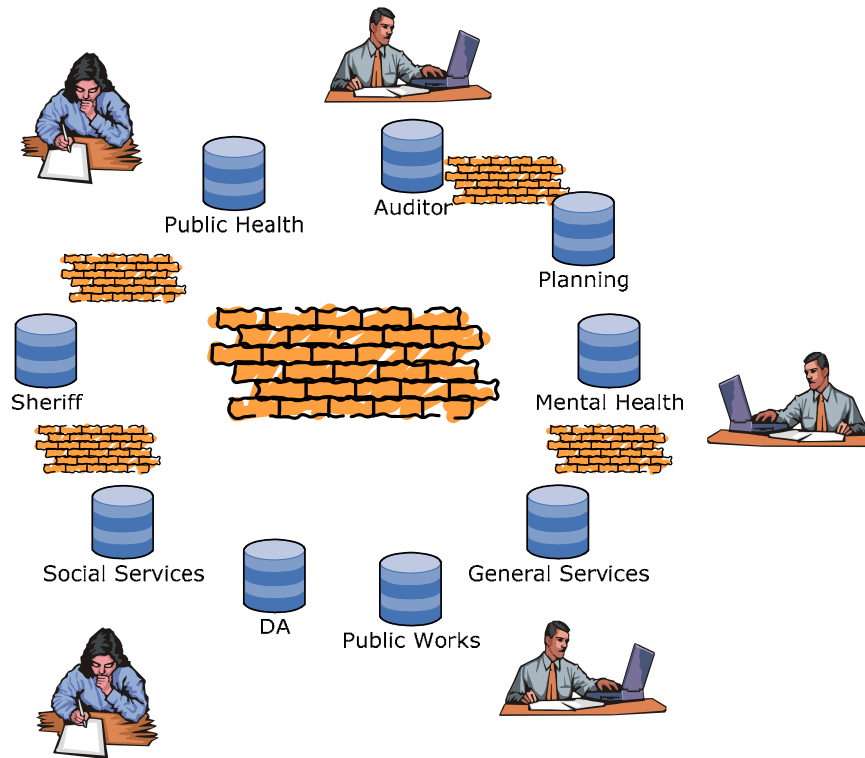| Blue Ribbon Task Force Recommendations	IT Strategic Plan
Identify the County's overall technology investment	Included in IT Governance initiative
Develop an overall information technology management strategy and structure that reports to the County Executive Officer	Included in IT Governance initiative
Enhance the County Executive Officer's close oversight of all enterprise-wide information technology projects and systems	Included in IT Governance and Data for Decision-Making initiatives
Clarify and strengthen the County's information technology governance structure to allow projects and processes to be implemented in a coordinated fashion	IT Governance initiative
Expand the use of technology to provide improved services both within the organization and externally to customers and clients	This is accomplished by the sum of all the initiatives
Develop strategic information technology plans for every County department	Part of IT Governance initiative

Data for Decision-Making

Approximately $30M Annual IT Expenditure*

Centralized IT
$5,800,000

Communications
$3,600,000

Department IT
$20,300,000

*IT Assessment FY04/05

Public Health Auditor

Planning

Sheriff

Mental Health

Social Services

DA Public Works General Services

- Each department maintains applications with data that cannot be shared easily
- Aggregating data for County-wide decision-making is time consuming and labor intensive
- Duplication of data leads to inconsistent data being used for decision-making and increased cost

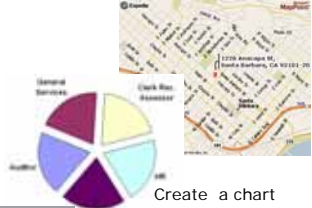**1** Pull data from disparate departmental systems into a shared data repository

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Auditor

Planning

Sheriff

Social Services

DA

Public Works
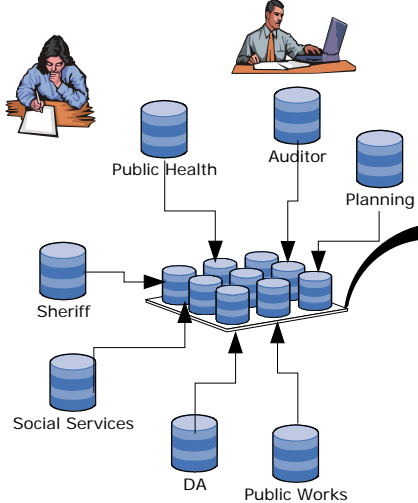
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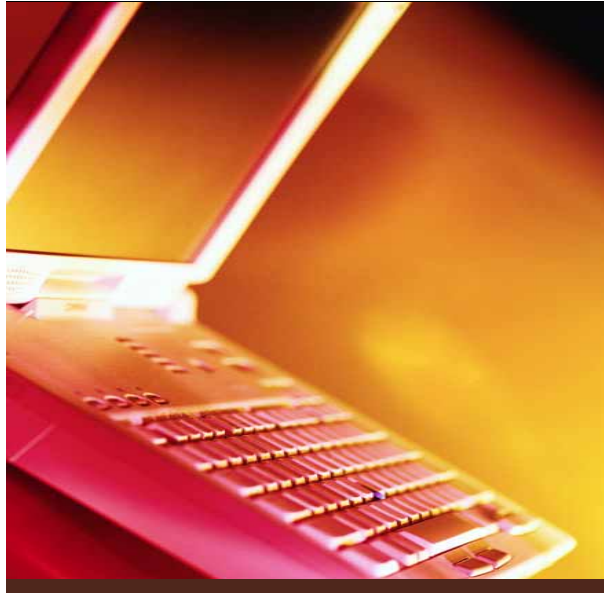
Plot it out on a map

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Create a report

❑ Departments Participating

- Clerk/Recorder/Assessor
- Treasurer
- Budget
- Public Health
- Alcohol, Drug and Mental Health
- Social Services
- CEO
- ITS

Data for Decision-Making

Proof of Concept Demonstration

❑ Results of this project:

- Breaks down silos

- Eliminates hoarding of data

- Facilitates decision-making

- Enhances transparency

- Empowers the Board of Supervisors and citizens

- Promotes democracy and good citizenship

❑ Next Steps:

- Productionalize the Proof-of-Concept

- Develop project plan and budget

- Acquire tools

- Begin implementation

- ❏ Adopt the Information Technology Strategic Plan FY2008-2011; and
- ❏ Direct the CEO and Department Heads to begin implementation of the Plan