

# **Attachment A**

## **ITD Three-Year Technology Modernization Plan**



**ITD**

# **Modernization Plan**

**FY 2025-26 / FY 2026-27 / FY 2027-28**

# WELCOME!

from Chris Chirgwin, CIO



I am excited to share the 3-Year ITD Technology Modernization Plan for the County of Santa Barbara. This plan serves as a strategic roadmap and was developed through

collaborative meetings, including multiple working sessions, with stakeholders across all departments. Its primary goal is to ensure that the Information Technology Department's (ITD) investments and initiatives align seamlessly with the Countywide IT Strategic Plan released in the fall of 2024.

This 3-Year ITD Technology Modernization Plan is organized into eight focus areas:

- **Communications**
- **Cybersecurity**
- **Cloud & Infrastructure**
- **Enterprise Applications**
- **Governance**
- **ITD Process Improvements**
- **Services and Delivery**
- **Workday and Workday Support Organization (WSO)**

This Technology Modernization Plan outlines forward-thinking technological investments that will significantly enhance the County's services both internally and for the public. This is a transformative period as technology continues to reshape how we work and serve our community. A major driver to the formation and sharing of this Plan is transparency which fosters accountability and encourages broader constituent engagement. With the successful execution of the initiatives in this Technology Modernization Plan, ITD will ensure IT investments align with key business objectives, optimize operations, and drive continuous innovation.

I would like to acknowledge the assistance and valuable input from the following groups and individuals:

- **ITD Staff**
- **ITD Leadership**
- **Representatives from each of the departments that participated in review sessions**

Special thanks to the ITD Project Management Office and Allan Evenas/Evenas Design for assembling this publication.



## TABLE OF CONTENTS



Communications



Cybersecurity



Cloud & Infrastructure



Enterprise Applications



Governance



ITD Process Improvements



Services and Delivery



Workday & Workday Support  
Organization (WSO)



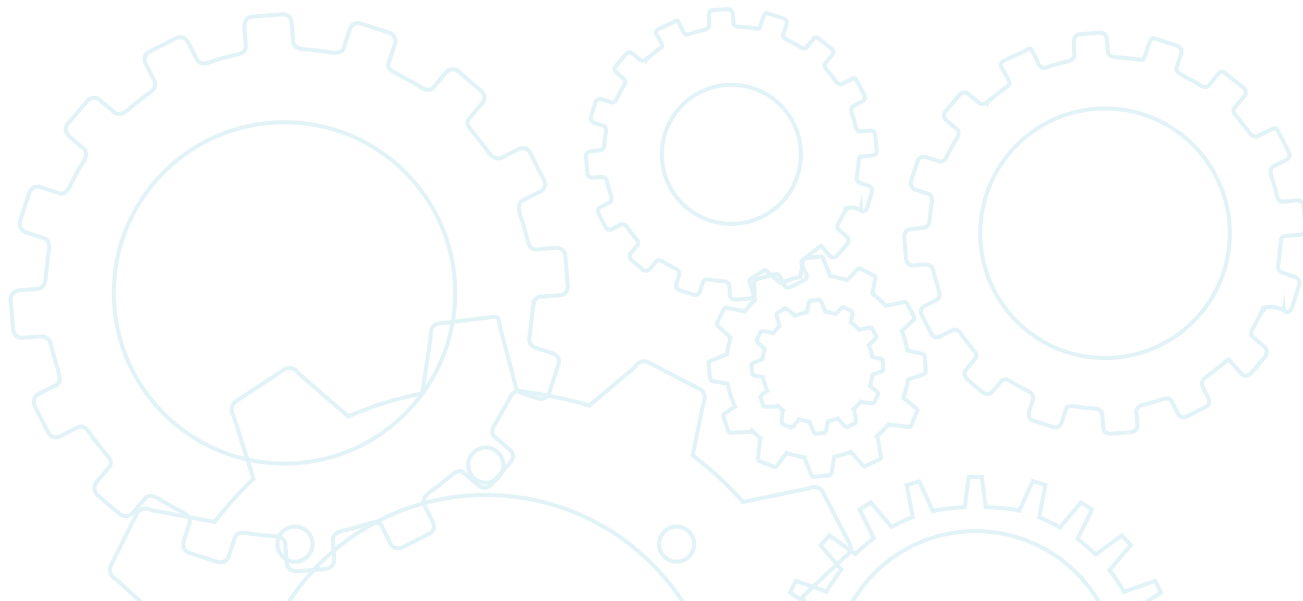
## COMMUNICATIONS

ITD Initiative	Description	Department Involvement	Fiscal Year	
Complete the Public Safety Radio Network (PSRN) upgrade	Modernize our legacy analog system of 20+ years that is no longer supported. This includes adding new sites for better coverage, new equipment for radio communications, and upgrading the network backbone for this project.	ITD Fire Sheriff Probation Health	FY25/26 FY26/27	
<b>Strategic Goal</b>	<b>Digital Transformation</b>			
Modernize the County's phone system	Replace our legacy PBX phone system with a true VoIP phone system, like Microsoft Teams Voice.	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Digital Transformation</b>			
Improve internet and telecommunications contract management	Consolidate all Internet and Telecommunications contracts with the County's various providers into Master Services Agreements (MSA). This will result in cost-savings and streamlined ordering of Internet and Telecommunication services for departments.	All	FY25/26 FY26/27	
<b>Strategic Goal</b>	<b>Governance and Fiscal Responsibility</b>			



## CYBERSECURITY

ITD Initiative	Description	Department Involvement	Fiscal Year	
Establish vulnerability management processes and procedures	Create and execute on a vulnerability management program which is essential for proactively identifying, assessing, and mitigating security weaknesses before they can be exploited. This will strengthen our organization's security posture, reduce risk exposure, and support compliance with industry regulations.	All	FY25/26 FY26/27	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliancy</b>			
Implement Identity Governance Administration (IGA)	Deploy identity governance administration to improve identity security; leveraging improved identity access management (IAM), privilege access management (PAM) and facilitating the integration of Workday identities with Microsoft Active Directory services for enhanced onboarding, offboarding and rights management.	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliancy</b>			
Develop information protection solutions	Leverage security vendors to improve data security, such as using Microsoft Purview for data classification, policies, sensitivity labels & data loss prevention (DLP), and data retention policies (a prerequisite to Copilot)	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliancy</b>			
Enhance network and infrastructure security	Work with Network and Infrastructure Engineering teams to enhance modern network visibility and deploy network-based security controls including Network Access Control (NAC) and increase network segmentation between departments.	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Digital Transformation</b>			





## CLOUD & INFRASTRUCTURE

ITD Initiative	Description	Department Involvement	Fiscal Year	
Build out cloud (Microsoft Azure) resources to properly manage the County's cloud migration	Leverage Microsoft Partners for development and innovation in Microsoft Azure including the buildout of Azure Infrastructure hierarchy, management and roles base access, as well as the implementation of private direct network connectivity to Microsoft.	All	FY25/26 FY26/27	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliance</b>			
Modernize the desktop ecosystem, including administrative management methods and the end-user experience	Leverage Microsoft Partners for development and innovation in M365, Copilot for M365, Upgrade to Windows 11, Upgrade to Apps for Enterprise, deploy Intune for mobile device management and explore Autopilot.	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Empowered Workforce</b>			
Enhance network and infrastructure performance and capacity	Modernize our Internet connectivity, core routing, data center switching, storage, and virtual server environments.	All	FY25/26 FY26/27	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliance</b>			
Refresh and redesign access layer switch configurations	Initiate a refresh of the County's access layer switches, which are reaching end of life in the FY '26/'27 timeframe, to maintain a modern and up-to-date network infrastructure; leverage this opportunity to redesign switch configurations for improved performance and manageability.	All	FY25/26 FY26/27	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliance</b>			
Refresh enterprise surveillance camera system	Upgrade the County's video surveillance infrastructure to replace the end-of-life camera system and expand storage capacity, ensuring compliance with new legislation requiring a minimum of one year of recorded footage and supporting the continued expansion of security cameras.	All	FY25/26 FY26/27	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliance</b>			



## ENTERPRISE APPLICATIONS

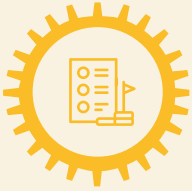
ITD Initiative	Description	Department Involvement	Fiscal Year
Develop Countywide geospatial strategies, policies, and standards	Define and/or develop items within the GIS Strategy/Roadmap to include standards for data sharing, policies around prioritizing the use of existing County Esri products when considering purchasing new tools/products, metadata standards, data ownership and stewardship, and standards/guidelines around the best software/tools to use for certain needs.	All departments that utilize GIS	FY25/26
<b>Strategic Goal</b>	<b>Collaborative Engagement</b>		
Operationalize and expand the use of the enterprise GIS platform, including applications beyond maps	<p>Promote the expanded use of GIS throughout the County by issuing more licenses and/or granting access to more users, and building out the data catalog in the County's GIS Enterprise Platform.</p> <p>Provide resources and support to departments to leverage available tools/software by sharing information about education, networking, and training opportunities available to them through our Enterprise Agreement. Use Esri's Advantage Program to organize and facilitate formal GIS training classes targeted towards departmental training needs.</p> <p>Encourage and support departments' use of available tools and resources to help them leverage and benefit from geospatial data. Share relevant use cases with departments about how GIS tools can facilitate field data collection and surveys. Additionally, demonstrate and leverage the dashboarding tools available in the GIS platform.</p> <p>Support departmental GIS business needs by creating GIS and/or data products for departments, providing technical support/guidance for departmental staff on their own GIS or data projects, and working with departments to implement GIS and/or data solutions in the Enterprise GIS platform</p>	All	FY25/26 FY26/27 FY27/28
<b>Strategic Goal</b>	<b>Collaborative Engagement</b>		





## ENTERPRISE APPLICATIONS (cont.)

ITD Initiative	Description	Department Involvement	Fiscal Year	
Optimize ITD service and IT asset management	<p>Enhance operational efficiency by strategically expanding the functionality of ServiceNow and integrating it with key systems like SharePoint, Microsoft Teams, CivicPlus, Esri, Workday, and Power Apps to streamline service requests and departmental interactions.</p> <p>In addition, identify a comprehensive asset tracking system to manage all ITD assets, ensuring improved oversight and resource allocation.</p>	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Digital Transformation</b>			
Develop a public access portal/citizen engagement portal	<p>Develop an online platform that allows citizens to interact with government services and information. This portal aims to enhance transparency, accessibility, and communication between the government and the public. This includes providing easy access to services already available online and information on accessing other services.</p> <p>Additionally, this platform will allow members of the public to provide feedback, report issues, take surveys, etc. as needed.</p>	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Digital Transformation</b>			
Achieve ADA Compliance on the public facing websites	<p>Establish and implement standards for web pages and content that are in compliance with the April 2024 Department of Justice (DOJ) rule regarding ADA compliance. Work with departments to train them on how to produce accessible content and on how to update their web pages to ensure they are accessible. Define processes to validate the accessibility of the County website in an effort to ensure that the site remains accessible as it changes over time.</p>	All	FY25/26	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliance</b>			



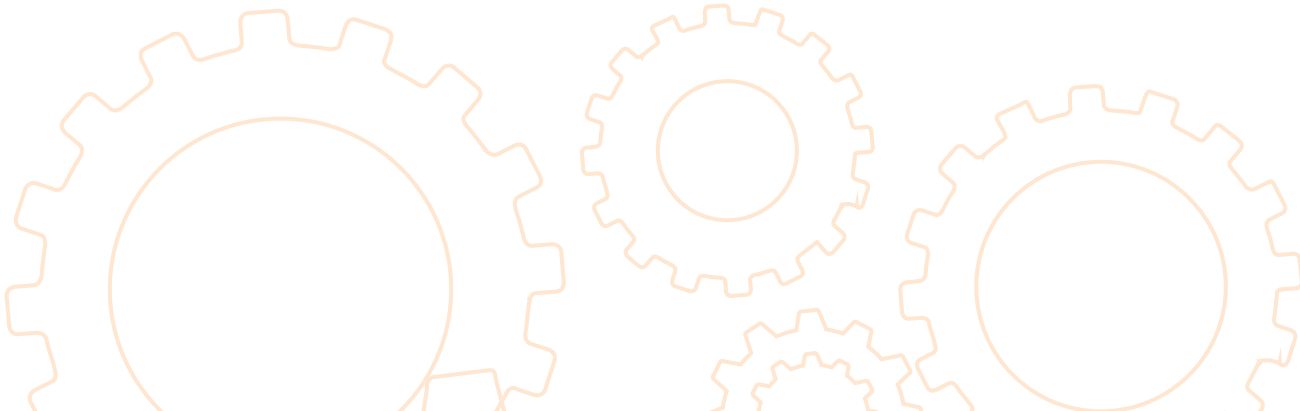
## GOVERNANCE

ITD Initiative	Description	Department Involvement	Fiscal Year	
Champion IT governance	<p>In partnership with County departments, identify and develop needed information technology governance standards and policies, through appropriate EITC channels.</p> <p>Promote the benefits the County will realize from a comprehensive set of policies and standards by sharing the "why" with departmental leaders and IT teams across the County. Ensure that policies and standards are documented, transparent, communicated and enforced consistently in concert with County business and IT system stakeholders.</p>	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Governance and Fiscal Responsibility</b>			
Transition the County to a .gov domain	Transition the County to comply with CA Bill AB 1637. This requires the County to move all departments (email domains, web sites, etc.) to a .gov domain by 1/1/2029.	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliancy</b>			
Publish AI policies and standards	Establish Countywide AI policies and AI standards. The County's AI Steering Committee is spearheading this effort along with developing an AI vetting process and an AI approved list of tools and solutions.	All	FY25/26	
<b>Strategic Goal</b>	<b>Governance and Fiscal Responsibility</b>			
Implement a data governance program	Develop a Countywide Data Governance Program which will include establishing a Data Governance Steering Committee and a Data Governance Strategy. This initiative will also include data classification (sensitivity labels, data loss protection policies), selection of data infrastructure (data hosting platform, tool selection, etc.) and identification data stewards/owners.	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Governance and Fiscal Responsibility</b>			
Develop a project prioritization model for external departments' IT projects requiring ITD support	Work in collaboration with ITD executive leadership and EITC to create an effective method for the prioritization of project requests needing ITD support that originate from outside ITD. Prioritization will allow project resources to focus on fewer targets at a time, resulting in greater efficiency.	ITD	FY25/26	
<b>Strategic Goal</b>	<b>Governance and Fiscal Responsibility</b>			



# ITD PROCESS IMPROVEMENTS

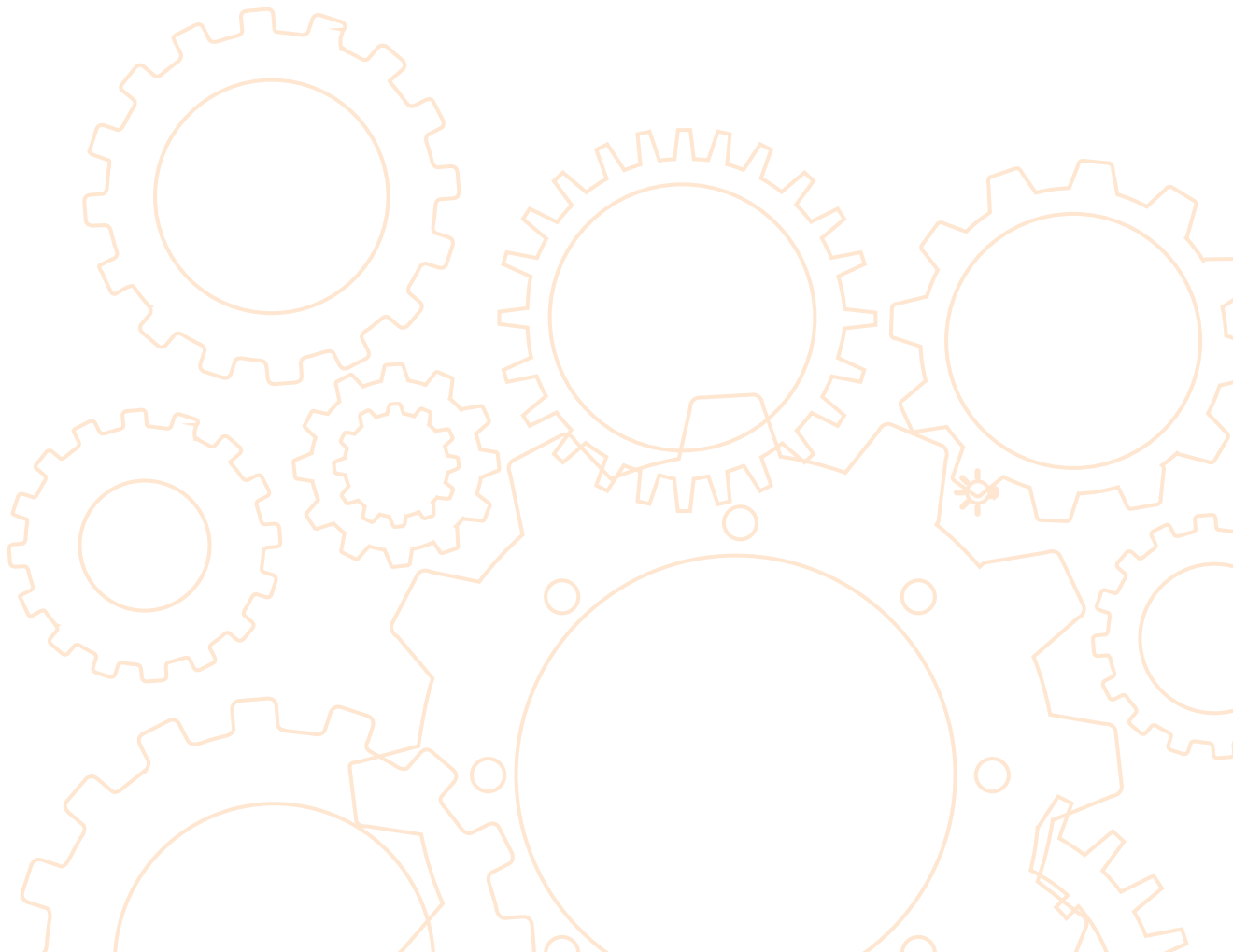
ITD Initiative	Description	Department Involvement	Fiscal Year	
Review and update the ITD organizational structure	Implement a phased approach to modifying the ITD organizational structure to better align with the departments growth and a modern IT maturity model.	ITD	FY25/26	
Strategic Goal	Governance and Fiscal Responsibility			
Improve ITD processes and integrate new technologies	Enhance operational efficiency by implementing a department-wide process improvement program, ensuring sustainable, user-focused workflows.  Improvements include adoption of a robust project management solution to encompass resource management, project prioritization, enhanced reporting, and financial integration with the goal of improving transparency, predictability, and alignment with fiscal planning.	All	FY25/26 FY26/27 FY27/28	
Strategic Goal	Digital Transformation			
Create a consistent methodology and guidebook for rate creation and sharing	Establish a single source for allocation data to improve transparency and accuracy by refining methods using counts like ports, users, and devices, supported by Active Directory extracts, a network count database, and data cleanup. Define unit costs for ITD services in the Allocation Handbook, including examples such as Zoom, ports, Smartsheet, and FTE productivity, while implementing a customer sign-off process for count validation. Develop an ITD Finance website to publish counts and the Allocation Handbook, ensuring accessibility and transparency.	All	FY25/26 FY26/27 FY27/28	
Strategic Goal	Governance and Fiscal Responsibility			
Develop an ITD financial dashboard	Develop a dashboard for ITD division leads that will provide visibility into budgets, year-to-date spending, and forecasts.	ITD	FY25/26	
Strategic Goal	Empowered Workforce			





## ITD PROCESS IMPROVEMENTS (cont.)

ITD Initiative	Description	Department Involvement	Fiscal Year	
Execute a Countywide IT classification/compensation project	Establish updated and modern IT job classifications and complete a compensation study. This initiative will be led by County HR with support from ITD and is for non-management IT positions Countywide.	All	FY25/26	
<b>Strategic Goal</b>	<b>Empowered Workforce</b>			
Define career paths	Develop clear career pathways for ITD staff that outline the experience, skills, and training required to advance or move across ITD job families.	ITD	FY26/27	
<b>Strategic Goal</b>	<b>Empowered Workforce</b>			
Track training activities	Develop a method to track hours and dollars spent on ITD employee training.	ITD	FY25/26	
<b>Strategic Goal</b>	<b>Empowered Workforce</b>			





## SERVICES & DELIVERY

ITD Initiative	Description	Department Involvement	Fiscal Year	
Update ITD's service catalog	Assess and update ITD's service catalog to ensure it accurately reflects the latest offerings, providing current information on available services.	ITD	FY25/26 FY26/27	
<b>Strategic Goal</b>	<b>Governance and Fiscal Responsibility</b>			
Create metrics for each ITD service	Define response times, prioritization criteria, expectations, and transparency related to ITD's service delivery.	ITD	FY25/26 FY26/27	
<b>Strategic Goal</b>	<b>Governance and Fiscal Responsibility</b>			
Implement a customer relationship management (CRM) system	Acquire or develop a customer relationship management (CRM) system that will enable departments and ITD to track collaborative efforts, ITD services used by departments like Microsoft licenses, ISP connectivity, and other items. A CRM will provide a comprehensive view of departmental and ITD relationships.	ITD	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Collaborative Engagement</b>			
Explore offering IT customer support services to additional departments	Approach and collaborate with departments that may have an interest in joining ITD's IT Customer Support service. The team currently supports nine departments, offering expanded IT support availability for staff, 24x7 on-call assistance, PC replacement built into the service, and help with employee onboarding and offboarding.	Any interested departments	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Collaborative Engagement</b>			
Provide workforce computing hardware services	Develop a service that offers pre-configured PCs and laptops, as well as supporting equipment like monitors, docks, and peripherals. One goal of this service is to use economies of scale to achieve costs-savings. This service could create efficiencies by reducing time spent by departments procuring and preparing PCs for use by County employees.	Any interested departments	FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Empowered Workforce</b>			





## WORKDAY & WORKDAY SUPPORT ORGANIZATION (WSO)

ITD Initiative	Description	Department Involvement	Fiscal Year	
Deploy and stabilize Workday Financials, HCM, and Payroll	Implement Workday as a strategic platform to enhance internal processes, facilitate the seamless exchange of information, and strengthen organizational agility in response to evolving needs. This initiative directly supports the County's mission to deliver exceptional public services. Workday modules will be systematically deployed, stabilized, and optimized over the course of the next three fiscal years. The system will enable County personnel to more efficiently manage administrative responsibilities while minimizing redundant applications and processes.	All	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Digital Transformation</b>			
Create a consistent training and support system that engages all Workday users	Establish a structured engagement and support program to ensure consistent communication and reliable access to resources that promote the ongoing success of all Workday users. This initiative will be executed through a comprehensive change management strategy, complemented by a dedicated support platform and associated websites. These systems and processes will provide users with intuitive and efficient tools for obtaining assistance with all Workday-related tasks.	All	FY25/26	
<b>Strategic Goal</b>	<b>Collaborative Engagement</b>			
Create a security auditing and monitoring program for the Workday platform	Implement a periodic accounting of all security changes and concerns into a report and presentation to County leadership in an easy to digest manner. We will use the Workday platform to handle important information and transactions and will require a consistent and diligent approach to security and auditing. With this system in place, we will be able to provide information and receive feedback to improve our process and continue working to keep Workday and all data safe and secure.	All	FY25/26	
<b>Strategic Goal</b>	<b>Risk Management through Cybersecurity, Resiliency, and Compliancy</b>			





## WORKDAY & WORKDAY SUPPORT ORGANIZATION (WSO) (cont.)

ITD Initiative	Description	Department Involvement	Fiscal Year	
Develop and refine processes for ongoing bi-annual Workday releases	Establish a systematic approach to evaluate, adopt as appropriate, test, and implement these updates on a recurring basis to ensure alignment with the evolving platform. We will monitor Workday's periodic updates, which include bug fixes and enhancements to processes and technologies integrated within the platform. This structured process will enable business owners to leverage new functionalities within Workday to drive continuous improvement in the County's business operations.	Auditor-Controller ITD	FY25/26	
<b>Strategic Goal</b>	<b>Digital Transformation</b>			
Evaluate the effectiveness of ongoing Workday support model structure and resource allocations	Conduct a thorough review of the support structure in consultation with key stakeholders to assess opportunities for increased efficiency and improved alignment with operational needs. This will be done to support the current support organization that was created in support of the Workday platform for the County. Upon completion of this evaluation and the implementation of any necessary adjustments, the County will have a streamlined team and well-defined processes in place to effectively manage the majority of routine Workday support activities.	Auditor-Controller County Executive Office Human Resources	FY25/26 FY26/27 FY27/28	
<b>Strategic Goal</b>	<b>Governance and Fiscal Responsibility</b>			

# INITIATIVE

# TIMELINE

FY25/26 FY26/27 FY27/28



## Communications

Complete the Public Safety Radio Network (PSRN) upgrade  
Modernize the legacy phone system  
Improve internet and telecommunications contract management



## Cybersecurity

Establish vulnerability management processes and procedures  
Implement Identity Governance Administration (IGA)  
Develop information protection solutions  
Enhance network and infrastructure security



## Cloud & Infrastructure

Build out cloud (Microsoft Azure) resources to properly manage the County's cloud migration  
Modernize the desktop ecosystem, including administrative management methods and the end-user experience  
Enhance network and infrastructure performance and capacity  
Refresh and redesign access layer switch configurations  
Refresh enterprise surveillance camera system



## Enterprise Applications

Develop Countywide geospatial strategies, policies, and standards  
Operationalize and expand the use of the enterprise GIS platform, including applications beyond map  
Optimize ITD service and asset management  
Develop a public access portal/citizen engagement portal  
Achieve ADA Compliance on the public facing website in accordance with the April 2024 DOJ rule update



## Governance

Champion IT governance  
Transition the County to a .gov domain  
Publish AI policies and AI standards  
Implement a data governance program  
Develop a project prioritization model for external departments' IT projects requiring ITD support



## ITD Process Improvements

Review and update the ITD organizational structure  
Improve ITD processes and integrate new technologies  
Create a consistent methodology and guidebook for rate creation and sharing  
Develop an ITD financial dashboard  
Execute a Countywide IT classification/compensation project  
Define career paths  
Track training activities



## Services and Delivery

Update ITD's service catalog  
Create metrics for each ITD service  
Implement a customer relationship management (CRM) system  
Explore offering IT customer support services to additional departments  
Provide workforce computing hardware services



## Workday & Workday Support Organization (WSO)

Deploy and stabilize Workday Financials, HCM, and Payroll  
Create a consistent training and support system that engages all Workday users.  
Create a security auditing and monitoring program for the Workday platform  
Develop and refine processes for ongoing bi-annual Workday releases  
Evaluate the effectiveness of ongoing Workday support model structure and resource allocations