eclipse solutions
Built on Experience

County of Santa Barbara

Information Technology Strategic Plan and Implementation Roadmap

Statement of Work

October 17, 2006

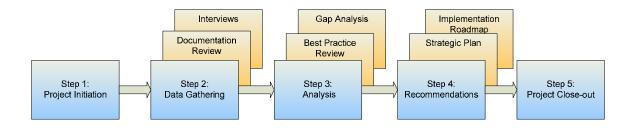## TABLE OF CONTENTS

TABLE OF FIGURES

1. Our Understanding of the Engagement

The County of Santa Barbara is seeking contractor services to assist it in developing an Information Technology Strategic Plan and Implementation Roadmap designed to provide the following outcomes:

- Improve the ease, speed and responsiveness of services to citizens, clients and customers

- Provide easy to use, integrated data to citizens, employees and the Board of Supervisors

- Enable citizen customers to conduct business with the County online, 24*7 via

  - Intelligent systems designed to provide answers and services to the maximum permitted by law
  - Systems that reduce the time required to deliver answers, services and products

- Reduce cost, waste, duplication and fraud

- Enable users to access data, make decisions and reduce/eliminate secondary data entry efforts

Eclipse proposes the following approach:

Figure 1: Project Approach

1.1 Engagement Scope

Step 1: Project Initiation

To begin the engagement, the Eclipse Team will meet with the Project Team to address various project considerations, including possible kickoff dates, a list and schedule of participant interviews, possible workshop dates and a list of documents for review. Resource constraints, scheduling conflicts and other potential project risks will be identified along with the development of early risk

mitigation strategies. This meeting will also serve to validate expectations and the ongoing reporting approach.

Step 2: Data-Gathering

Documentation Review: In this step, Eclipse will gather and review any pertinent background documentation about the County's IT implementation. This documentation should include:

- For all County IT groups:
    - IT Strategic and/or Operating Plans
    - Organization charts
    - List of key applications
    - Description of technical environment
- Descriptions of decision-making, advisory and information-sharing committees that currently support IT decisions
- County and departmental Strategic Plans
- County Annual Operating Budget
- Other information the County believes pertinent

Eclipse will review the documentation provided to obtain a greater understanding of the County's current IT structure, operating environment and procedures. Based on the information gathered, the Eclipse team will modify its interview questions.

Interviews: The Eclipse team, working together with the County's project team, will finalize interviewees and questions. The Eclipse team will conduct up to 15 individual or group interviews of key stakeholders as identified by the Project Team. The purpose of these interviews is to gather data that will be used to gain an understanding, from business leaders, IT customers and the IT staff perspective, of what challenges they are facing and the role they envision technology playing in their organization.

Step 3: Analysis

Best Practice Review: The data gathering above will form the basis for our assessment of the County's readiness to move forward. Eclipse will compare the existing IT implementation to industry best practices. We will ascertain how well the IT organizational model and service delivery structure support the County's business goals. We will consider:

- IT Organization Structure
    - What is the current organizational structure (centralized, decentralized, hybrid)? How well is it aligned with the future business needs?
    - What are some of the strengths and weaknesses of the structure?

- Enterprise IT Governance

  - Have formal IT governance processes been developed and adopted within the County?

  - Do IT planning and ongoing management processes utilize mechanisms for continual alignment to the County's business strategy?

  - What are the authority, purpose, objectives and composition of current IT governing bodies within the organization?

  - Is the County applying forward-looking practices to ensure the most efficient balance between centralization and scale, and decentralization and customization?

- Current Technology Environment

  - Does the County have a defined and documented Enterprise Technical Architecture?

  - Is the Enterprise Technical Architecture business-driven and does it support a "customer-centric" approach?

  - Does the County have supporting policies and standards that are defined, documented and distributed?

  - Do the business and IT organizations understand, support and adhere to enterprise standards?

  - Is there a mechanism for providing exceptions to architectural standards?

Upon completion of our analysis, a workshop will be held to validate our findings and discuss preliminary recommendations. This will include a discussion of internal and external advantages and disadvantages that may have an impact on the County's IT program and what short-term wins can realistically be accomplished.

Gap Analysis: At the conclusion of the above activities, Eclipse will synthesize the findings into an Assessment Report (PowerPoint) to be presented to Executive Management. The report will provide an analysis of the current state of information technology in County government and will include information on:

- Effectiveness of current delivery of information technology services

- Opportunities for improved or additional services

- Alignment of IT to the County's strategic and tactical goals and objectives

- Strengths, weaknesses, opportunities and threats to improvement of service delivery

Step 4: Recommendations

Strategic Plan: The Eclipse Team will conduct up to five workshops to confirm the County's IT vision, define operating principles and identify strategies and initiatives to:

- Improve the ease, speed and responsiveness of services to citizens, clients and customers

- Provide easy to use, integrated data to citizens, employees and the Board of Supervisors

- Enable citizen customers to conduct business with the County online, 24*7 via

  - Intelligent systems designed to provide answers and services to the maximum permitted by law
  - Systems that reduce the time required to deliver answers, services and products

- Reduce cost, waste, duplication and fraud

- Enable users to access data, make decisions and reduce/eliminate secondary data entry efforts

Eclipse will synthesize the findings into an Information Technology Strategic Plan (PowerPoint). The Plan will also contain an *Implementation Roadmap* for achieving short-term wins.

IT Governance Structure: Upon completion of the Plan, Eclipse will conduct up to three executive workshops to define an IT Governance Structure designed to ensure successful implementation of the Plan. Deliverables will include, a charter, operating principles, decision-making procedures and a communication plan.

Step 5: Project Closeout

As a concluding step, Eclipse will document any final project issues that should be conveyed to the County.

1.2 CIO Advisory Services (Optional)

Eclipse can also be available to the County, upon notification of need, to provide CIO Advisory Services to the County to support the implementation of the Strategic Plan and Implementation Roadmap. Possible activities could include meeting facilitation, problem/issue resolution and process improvement recommendations.

1.3   Project Management Services (Optional)

Eclipse can also be available to the County, upon notification of need, to provide Project Management Services to the County to support the implementation of the Strategic Plan and Implementation Roadmap.

2. Assumptions

To ensure the success of this project, Eclipse is making the following assumptions:

- The County will provide one contact person responsible for overseeing the project.

- The County will create a Project Steering Committee that will provide guidance and direction to the Project Team.

- The County will provide access to department staff required to successfully complete the tasks described in this proposal.

- County leadership will be involved in key discussions and ultimate decisions.

- The County will provide logistical support for Eclipse (scheduling meetings, arranging for meeting rooms).

- The County will provide access to business and technical documentation as necessary for Eclipse to complete the tasks identified in this proposal.

- The County will review project reports and provide feedback in a timely manner.

3. Resume for Sally W. Nagy

PROFESSIONAL SUMMARY

Ms. Nagy is a take-charge senior manager with a proven record of results who applies business insight to the application of information technology to achieve the organization's goals. Ms. Nagy has a strong background in both public and private sector executive management. Her experience includes information technology governance, organizational change management, business and technology strategic planning, information technology tactical planning, contract negotiations, workforce development, organizational and program reviews, quality assurance and enterprise technical architecture. As Chief Information Officer/IT Director of both public and private sector organizations, Ms. Nagy has directed all aspects of information technology including application development, project management, communications, operations, system architecture and technical support.

PROFESSIONAL EXPERIENCE

Eclipse Solutions, Inc., Sacramento, CA
May 2004 – Present
Project Director

Senior consultant providing management consulting in the areas of: IT strategic and tactical planning, governance, organizational assessments, performance measurement and quality assurance. Recent engagements include:

California Department of Motor Vehicles
May 2005 – ongoing

Assisted executive management in the development of the Department's IT Governance model. Currently supporting implementation of the model, working with the IT Governance Council and supporting Advisory Committees. Developed a model and supporting procedures to align the Department's IT budget and planning processes with the Department's and the State's.

California Department of Motor Vehicles
December 2005 – May 2006

Project Manager for a Cost Allocation Study using an ITIL-based Cost Allocation Framework and software tool enabling DMV to classify and report on cost data. The tool supports cost allocation studies by presenting various views of the Department's financial data. The framework and tool support strategic and tactical

analysis, budget planning, Feasibility Study Reports (FSRs), Business Change Proposals (BCPs) and other activities requiring an understanding of departmental cost allocation.

California Department of Alcohol and Drug Programs
October 2005 – March 2006

Project Manager for a Cost Allocation Study using an ITIL-based Cost Allocation Framework and software tool enabling ADP to classify and report on cost data. The tool supports cost allocation studies by presenting various views of the Department's financial data. The framework and tool support strategic and tactical analysis, budget planning, Feasibility Study Reports (FSRs), Business Change Proposals (BCPs) and other activities requiring an understanding of departmental cost allocation.

California Department of Alcohol and Drug Programs
July 2004 – December 2004

Instrumental in the development of the Department's Agency Information Management Strategy (AIMS) document, IT operating principles and governance charter. Assisted in the development of performance measures.

California Public Employees' Retirement System
May 2004 – July 2004

Part of a team that conducted a comprehensive diagnostic review of CalPERS' information technology governance, services, costs and activities. This effort included a baseline assessment including the benchmarking of costs against peer groups, recommendations for improvements, a risk assessment of implementing the changes as well as staying with the status quo, and an implementation plan. The scope of this review included IT governance, organizational structure, customer satisfaction, a skills survey, technology and numerous IT processes.

City of Sacramento, Sacramento, CA
1998 to 2004
Chief Information Officer

Developed first Citywide Information Technology Strategic Plan and established related governance structure. Developed enterprise technology architecture (ETA) to ensure compatible products and a streamlined technology acquisition process. Implemented integrated voice and data network to support future technology needs and save roughly $1M per year in phone costs. Developed mobile communications plan to reduce cell

phone costs nearly $400,000 annually. Led the City's Year 2000 migration effort with no rollover problems. Implemented a skills assessment and career development program for all information technology staff. Expanded City's use of geographic information systems (GIS). Charter member of Regional GIS Cooperative with the City, Sacramento County, Sacramento Municipal Utility District, Sacramento Area Council of Governments and Regional Fire; developed a shared master address database for Cooperative use.

City of Tucson, Tucson, AZ
1994 to 1998
Director, Information Services

Designed/implemented citywide network (voice, data and video) to connect mainframe, minicomputers, PCs and mobile data units while migrating legacy applications to open, integrated environment. Trained both technical staff and customers in new technologies, techniques and opportunities associated with current and emerging tools. Defined requirements for community-wide telecommunications network infrastructure. Negotiated $32M cable television contract. Negotiated model telecommunications agreement with several competitive access providers, selected standard office tools, trained over 2,900 students, began deployment of City's first client/server applications and downsized the mainframe for annual savings of over $800,000.

Aerojet General Corporation, Sacramento, CA
1983 to 1994
Manager, System Development, Aerojet Headquarters (12/93 to 7/94)

Built software development team from two operating units after consolidation whose goal was to migrate from multiple proprietary operating system and application environments to a single set of business applications (MRP II, financial, etc.) resulting in savings of more than $1M per year. Negotiated MRP II software contract for additional savings of $800K over three years.

Manager, Information Resource Management, Aerojet Propulsion Division (12/92 to 12/93)

Planned and directed all MIS activities for $400M operating division, encompassing business, manufacturing and engineering computing resources; local and wide area networks; software development; and telecommunications. Improved service while reducing budget by $1M per year.

Manager, System Development, Aerojet Propulsion Division (6/90 to 12/92)

Built software development team from three operating units after consolidation. Selected new technological direction and implemented staff training program while maintaining schedule for implementation of MRP II, payroll and accounts payable systems. Achieved annual savings of $1.5M by downsizing business and manufacturing applications from IBM (MVS), Prime, Digital, and MIPS CPUs to the IBM RS/6000 platform in less than eight months.

Manager, System Development, Aerojet TechSystems (6/87 to 6/90)

Responsible for planning, budgeting, development, implementation and support of all application software for $250M operating division. Consolidated to form Aerojet Propulsion Division in June 1990.

Manager, Information Resource Management, Aerojet Support Operations **(**12/85 to 6/87)

Established MIS organization providing financial, human resource, and other support applications for three operating divisions. Responsible for data center operations, planning, budgeting, hardware/software procurement and staffing. Merged with Aerojet TechSystems in June 1987.

Team Leader, Human Resources/Payroll Systems, Aerojet ElectroSystems (8/83 to 12/85)

Kaiser Steel Corporation, Fontana, CA
1978 to 1983
Project Leader

EDUCATION

Claremont Graduate University, Claremont, CA

Master of Business Administration

West Virginia University, Morgantown, WV

Bachelor of Science

4. About Eclipse Solutions, Inc.

Since 1996, Eclipse has been recognized as a provider of quality information technology consulting services. Applying a customer-centric approach, we serve state and local government with dedication and a commitment to success. With offices in the states of California and Washington, Eclipse specializes in management and technical consulting, and project management and oversight services.

Eclipse matches skills and personnel to client requirements, ensuring our projects are positioned for success from the start. This approach allows us to offer high quality and responsive services to our clients.

4.1 The Eclipse Difference

We have implemented our commitment to "Built on Experience" by employing senior level consultants who have years of experience in high profile government positions and blending them with the industry's best public sector consultants. The Project Team we are proposing has been in the industry for an average of over 20 years. Eclipse will provide technical resources trained in the applicable technologies to ensure our solutions are robust and deployed with proven methodologies.

Eclipse is "Built on Experience"; that is the Eclipse difference.

4.2 Eclipse Commitment

Besides being active members of the various organizations that develop and maintain information technology standards and best practices, we endorse their use whenever practical. The standards we currently apply include the IEEE Software Engineering standards, the PMI's Project Management Body of Knowledge (PMBOK), SEI's Capability Maturity Model (CMM), Information Technology Infrastructure Library (ITIL) and the International Organization for Standardization (ISO) standards. Our consultants' understanding and experience in applying best practices and choosing appropriate standards based on the customer's business need are essential elements in the delivery of a quality product and project success.

Eclipse strives to:

- Provide the highest quality, best value IT consulting services and solutions.

- Build strong and lasting relationships with our customers through our commitment to a customer-centric business model focused on customer and project success.

- Provide the best possible IT consultants with the right experience.

4.3 Eclipse Lines of Service

Figure 2 presents the array of our service offerings.

Project Management & Oversight	Technology Consulting	Management Consulting
• Application Testing • IV&V • Project Management • Project Management Office (PMO) • Project Oversight • Project Planning • Quality Management • Quality Testing	• Application Maintenance & Operations • Business Continuity Planning • Capacity Planning • Enterprise Architecture • Disaster Recovery Planning • Implementation Support • Legacy Application Modernization • Performance Analysis • Security Planning & Assessments • Technical Architecture Assessments • Technical Planning & Assessments	• Acquisition Support Services • Business Process Analysis • Corporate Governance • Feasibility Studies • Organizational Assessments • Requirements Definition • Software Selection • Strategic Planning

Figure 2: Eclipse Lines of Service

5. Cost

5.1 Proposal Cost

The cost for the deliverables-based proposal as outlined in this statement of work is $150,530 plus travel expenses. The cost detail is shown in *Figure 3: Cost Detail.*

5.2 CIO Advisory Services (Optional)

The cost for optional CIO Advisory Services is $180.00 per hour plus travel expenses.

5.3 Project Management Services (Optional)

The cost for optional Project Management Services would range from $135 to $150 per hour (depending upon candidate) plus travel expenses.

IT Plan and Implementation Roadmap Tasks	Deliverables	Phase Cost
Project Initiation		$14,280
	Project Plan	
	Project Kick-off Presentation	
Data-Gathering		$21,000
Analysis		$9,040
Readiness Assessment		$7,100
	Assessment Report (PowerPoint)	
Strategic Plan Development		$60,800
	IT Strategic Plan (PowerPoint)	
	IT Strategic Plan Implementation Roadmap	
IT Governance Structure		$36,480
	IT Governance Structure	
	IT Governance Charter	
	IT Governance Operating Principles	
	IT Governance Decision Making Procedure	
	IT Governance Communication Plan	
Close-Out		$1,300
Total Statement of Work Cost		$150,000

Optional Services	Assumptions	Estimated Cost
CIO Advisory Services	16 hours per week for 32 weeks	$92,000
Project Management Services	10 hours per week for 29 weeks	$43,000
Total Optional Services Cost		$135,000

Figure 3: Cost Detail