BOARD OF SUPERVISORS
AGENDA LETTER

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name:	CEO
Department No.:	990
For Agenda Of:	January 22, 2008
Placement:	Set Hearing
Estimated Tme:	90 minutes – February 5
Continued Item:	No
If Yes, date from:	
Vote Required:	Majority

TO: Board of Supervisors

FROM:
Department
Director(s)
Contact Info:

Michael F. Brown, CEO
Susan Paul, Assistant CEO/Human Resources Director
Sally W. Nagy, Chief Information Officer, 884-6806

SUBJECT: **Set Hearing on the Information Technology Strategic Plan**

County Counsel Concurrence	**Auditor-Controller Concurrence**
As to form: N/A	As to form: N/A

Other Concurrence: N/A
As to form: Select_Concurrence

Recommended Actions:

That the Board of Supervisors set a hearing on February 5, 2008 to:

1. Consider and adopt the Information Technology Strategic Plan FY2008-2011; and
2. Direct the CEO and Department Heads to begin implementation of the Plan; and
3. Review a demonstration of the Data for Decision-Making initiative proof-of-concept

Summary Text:

On June 9, 2006, the Board of Supervisors received a report from the Blue Ribbon Task Force outlining key recommendations for improving overall accountability, customer focus, and efficiencies throughout County government. An integral component of the recommendations involved information technology structure and services. Specifically, 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. In response, the CEO directed staff to develop an Information Technology Strategic Plan (the Plan) and to begin three immediate initiatives to address those Blue Ribbon Task Force recommendations aimed at strengthening the coordination and utilization of information technology throughout the organization.

Background: Santa Barbara County spends approximately $30 million annually on information technology largely in the form of specific departmental applications such as paying bills, generating fleet maintenance records, issuing building permits, tracking zoning violations, tracking probationers, verifying response times, crime rates, assessing property, and hundreds more. In most instances, systems are not linked nor is there an easy mechanism by which to share the data among the individual department data stores. The result is that the County's annual investment in technology is not maximized and the ability to obtain data required for effective planning and decision making is hampered.

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- Improve the countywide IT structure and service
- Identify the County's overall technology investment
- The County needs 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

The 2006-2007 Operating 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 – Web Site Enhancements
- Development of a Countywide Information Technology Strategic Plan

The Planning Process

The strategic planning task began with data gathering in October 2006. Goals of the planning process included:

- Encouraging broad participation and support of key stakeholders
- Developing a clear understanding of the current environment
- Creating a common vision for information technology's role in the County's future
- Identifying and prioritizing issues that must be addressed to achieve the vision
- Closing the loop on previous planning efforts
- Developing specific objectives and an action plan for moving forward to achieve the vision and goals

The project team:

- Reviewed relevant background material
- Met with Board of Supervisors members and their key staff
- Conducted executive interviews
- Conducted IT staff interviews and group discussions

Beginning in January 2007, a series of workshops were held to bring together the County's business and IT experts to define how the County's information technology can be improved to support current and future County needs. During these workshops, department heads and key IT staff:

- Reviewed and discussed the results of the data gathering
- Reviewed and discussed IT Vision, Mission, Goals and Objectives keeping in mind the Blue Ribbon Task Force recommendations, the Board principles of Accountability, Competency and Efficiency (ACE) and the County's strategic direction
- Developed the IT strategic direction
- Identified strategic initiatives
- Prioritized key initiatives
- This information was then documented in the Implementation Roadmap and the Information Technology Strategic Plan Working Document

The Plan

The Information Technology Strategic Plan represents the results of the planning process. It provides a Vision for IT within County government, defines the Mission of the IT organizations and identifies key Goals, Strategies and Initiatives to be addressed over the next three years. A brief summary follows.

Vision for Information Technology

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.

County IT Organizations' Mission

Enable the County to provide the highest level of services to its customers through innovative information technology solutions.

Information Technology Goals

- Goal 1**:** Citizens, clients and customers can access information and request services at their convenience (anytime; anyplace)
- Goal 2**:** Information technology systems and applications are comprehensive, integrated, and customer friendly
- Goal 3: Both internal and external stakeholders have access to a comprehensive repository of information for decision making
- Goal 4: County information technology investments result in a reduction of cost, waste and duplication
- Goal 5**:** 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

Strategic Plan Initiatives

The focus at the front-end of the Plan is on three immediate initiatives:

- Data for Decision-Making**:** Making County data more easily available for analysis and reporting
- GIS Stabilization and Expansion**:** The foundation upon which we will lay the data
- e-Government
  - o Website Enhancement**:** The delivery mechanism for both information and services
  - o Online Applications Deployment**:** How the data is transformed into services and information. This includes online services such Citizen Relationship Management (311).

Another key initiative is the development of an IT Governance structure to define how best to organize IT resources, fund IT initiatives and ensure the County realizes maximum value for its IT investments.

Other initiatives include:

- <u>IT Employee Excellence</u>**:** Developing plans and programs to recruit, train, develop and retain qualified IT staff
- <u>Electronic Content Management</u>**:** Developing a content management strategy and implementation plan for electronic content management
- <u>21st Century Infrastructure Development</u>**:** Ensuring the County's IT components are aligned with the County's core goals and strategic direction
- <u>IT Security Program</u>**:** Developing a comprehensive information technology security program to ensure the safety of sensitive and confidential information from the desktop to the host
- <u>Business Continuity and Disaster Recovery Program</u>**:** Developing IT business continuity and disaster recovery plans based upon County and departmental business needs
- <u>IT Best Practices</u>**:** Ensuring all components of County information technology systems and processes work together in the most effective manner
- <u>Citizen Technology Outreach</u>**:** Identifying and reaching out to County customers, clients and providers who do not normally use technology and encouraging their use of County online services

Performance Measure:

CEO/IT will conduct surveys annually to measure performance relative to implementation of the Plan. Success will be determined by the extent to which internal and external customers respond that:

- 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

Fiscal and Facilities Impacts:

Budgeted: Select_Budgeted

Fiscal Analysis:

Narrative:
Some of the departmental projects included in the Plan are already underway having been funded through the annual budget process. Projects for future years will be submitted through the normal budget process.

A key component of the IT Governance Initiative defined in the Plan is the development of fiscal strategies to pay for the investment the Plan calls for. The County must pursue new, innovative funding strategies. To this end, the CEO/IT will work with the departments to:

- Benchmark current IT spending to ensure we are following best practices to maximize the value of current expenditures
- Explore additional funding sources, including public/private partnerships
- Seek additional General Fund support as appropriate

Staffing Impacts:

Legal Positions: FTEs:

Special Instructions:

Attachments:

The following documents will be provided prior to the February 5th meeting:

- A. Information Technology Strategic Plan FY2008-2011
- B. Information Technology Strategic Plan Working Document
- C. Information Technology Strategic Plan PowerPoint Presentation

Authored by:

Sally W. Nagy, 884-6806

cc: