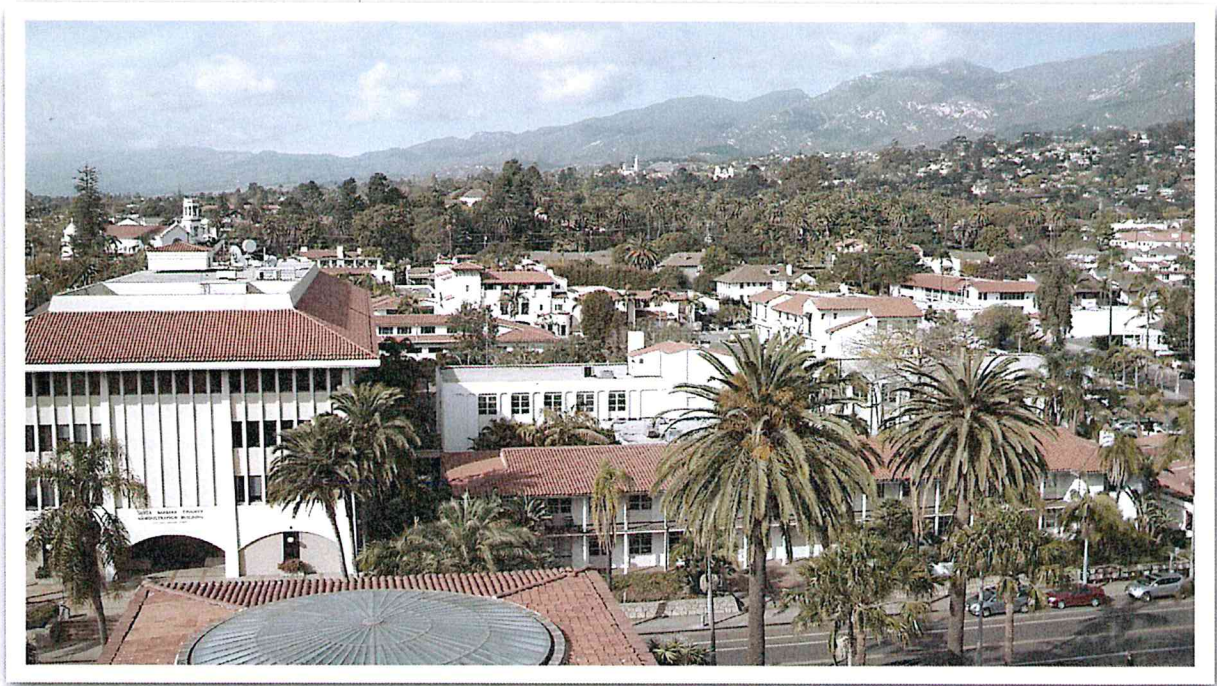


County of Santa Barbara



Countywide Information Technology Strategic Plan

Fiscal Years 2015-16 through 2017-18

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Executive Summary

A strategic technology plan aligns technology services and supporting infrastructure with anticipated future business needs. The importance of this plan rises as technology becomes increasingly more embedded in the services that Santa Barbara County provides. This Countywide Information Technology Strategic Plan (the Plan) for Fiscal Years 2015-16 through 2017-2018 is the vision for countywide information technology (IT) of the members on the planning committee. It represents our goals and objectives over the next three years. Embedded in the plan are enterprise and cross-departmental projects, major service area strategies, and new approaches to improve services. Our collaborative effort in creating this document represents our commitment to continuous improvement and innovation and the important role that technology plays in the County today.

The earlier plan set our technology vision by establishing five key goals, supporting strategies, and objectives. The key objectives for 2013-2015 were identified by reviewing input from business and technology leaders throughout the County of Santa Barbara. Progress on these goals, along with their associated objectives, is documented in Appendix A. Next, we projected where we want to go in the next three years. The 2015-2017 Plan retains the same goals for the delivery and support of IT. However, we added new strategies and objectives along with a description of their expected benefits, which if achieved will result in reaching our goals.

An important addition to the updated Plan is the addition of our organization's IT principles. Together, IT leaders in the County agreed upon a short list of fundamental principles. We will use these principles to guide our decision making during the Plan's timeframe. Other additions to the Plan include recommended methods to maintain the security of information and a strategy to address the County Geographic Information System (GIS) needs.

A strategic technology plan needs a governing body to move initiatives forward. For that purpose, the plan proposes the establishment of a Governing Board for Information Technology Systems (GBITS). GBITS will need to determine governance and membership rules. However, it should be clear that GBITS will need County executive leadership from Finance, HR, Risk Management, Department Directors and core IT staff. The goal is for GBITS to provide cooperative and consensus-driven advice on information technology matters to the County as a whole.

Progress on the objectives of the Plan over the last three years has contributed to major service delivery improvements to date, and positions County information technology well to embark on the Countywide Information Technology Strategic Plan for 2015-2017.

Jennifer Slayman

Assistant Director – General Services, Information and Communications Technology

Strategic Planning Committee

This message would not be complete without special recognition to the Information Technology Planning Committee members for their considerable efforts, patience, time, and expertise in developing the plan:

- Amy Herron – Auditor-Controller
- Darrin Eisenbarth – Public Health
- Gin Butterfield – General Services/ICT
- Linda Liu – Planning and Development
- Anne Fearon – General Services
- Gilbert Malcolm – Public Works
- John Kuo - Probation
- Dana Fahey – Alcohol Drug Mental Health Services
- Gus Maio – Agricultural Commissioner & CSD
- Dan Chandler – Treasurer-Tax Collector
- Jose Alvarez – District Attorney
- Steve Boelhouwer – General Services/ICT
- Carl Thornton – General Services/ICT
- Nemie Holman – Sheriff
- Jere Short – Sheriff
- Ramona Ramirez – Public Defender
- Melinda Greene – Clerk Recorder Assessor
- Ken Layman – Chief Executive Office
- Lael Wageneck – Chief Executive Office

Information Technology Vision and Mission

Vision Statement: *Seamless delivery of technology supporting County business needs.*

Mission Statement: *To deliver and support technology to improve the quality and effectiveness of government services which benefit the County and its constituents.*

THE 8 GUIDING PRINCIPLES

Guiding goals, strategies and objectives



Santa Barbara County Guiding IT Principles

1. Our ultimate goal is to provide citizens, the business community, and County employees with timely, convenient access to appropriate information and services through the use of technology.
2. Business needs drive information technology solutions.
3. Evaluate business processes for redesign opportunities before automating them. Use new technologies to make new business methods a reality. Exploit functional commonality across organizational boundaries.
4. Dedicate resources to information technology in order to support the lifecycle of the systems that run the business.
 - Address project and infrastructure requirements through a multi-year planning and funding strategy. Annually allocate resources to support systems during their lifecycle (implementation, maintenance and upgrades/replacement).
 - Invest in education and training to ensure the technical staffs understand and can apply current and future technologies.
5. Implement contemporary, but proven, technologies.
6. Hardware and software will adhere to open (vendor-independent) standards and minimize proprietary solutions. This approach will promote flexibility, inter-operability, cost effectiveness, and mitigate the risk of dependence on individual vendors.
7. Manage the enterprise network as a fundamental building block of the County's IT architecture.
8. Approach IT undertakings as a partnership of County departments providing for a combination of centralized and distributed implementation.

Overview of the Plan



Goal 1: Efficient and reliable infrastructure and services

Provide technology solutions and services for efficient delivery of public services.

The County is managing system lifecycles for enterprise and functional area projects, while at the same time introducing new systems and technologies to further automate County business processes. Safe, secure, and accessible networks are fundamental goals as we continue the modernization of legacy systems and enable citizens to conduct business online rather than in line. The County is also working to establish and maintain standards and guidelines for the acquisition and use of IT hardware, software, and network facilities. These efforts will lower on-going costs and promote the seamless exchange of data. The County's infrastructure and systems lifecycle management policies must:

- Provide for increased network connectivity and capacity for a growing variety of devices, both wired and wireless at County facilities
- Offer server and storage solutions that are flexible and affordable
- Promote standardization to have economies of scale and cross-organizational consistency
- Ensure timely upgrades to enterprise and functional area software projects

The County is evaluating, is currently implementing, or is already utilizing the following technologies to promote a reliable and efficient infrastructure:

- Network Redundancy
- Expanded Wireless Capacity
- Selective Use of Cloud Infrastructure Services
- Geographic Information Systems (GIS) needs
- Enterprise Video Surveillance



Goal 2: Collaborative Decision Making

Provide a trusted environment in which all departments can share ideas, information, and best practices, build partnerships, and participate in decision making. Acknowledge departments' unique business requirements.

Efforts continue to refine our approach to countywide IT Governance and IT project management. The development of an IT Governance structure is required to define how best to organize our IT resources, fund IT initiatives, and ensure we realize maximum value for our IT investments. The proposed framework to build a sustainable governance structure includes:

- Establishing an executive leadership committee to prioritize countywide IT projects
- Defining a process for adoption of countywide IT policies and a process for reporting to County leadership on IT Governance and projects

The County is evaluating, currently implementing, or is already utilizing the following methods to foster collaborative decision making and enhance the management of projects:

- Project Management Resource Library of best practices
- Monthly forums for countywide IT project information sharing



Goal 3: IT Professional Excellence

Promote technical training and continuing education of IT professionals to develop processes, tools and skills, utilizing a variety of delivery options.

Training and skill development of the IT workforce is essential to ensuring the success of automation in the County. IT management will work to develop consistency among departments in regards to classification, skill development, and certification standards of IT personnel. At the same time, the County will continue to leverage external resources to meet specialized needs.

For IT staff to be successful, they need to understand the technology and related business processes and how to apply IT solutions to those problems as appropriate. To do this, they need to:

- Have a thorough understanding of the County's IT environment
- Have an awareness of future IT trends
- Know how to adapt new technologies to improve business processes

To provide appropriate resources and develop staff with these skills the County is evaluating, currently implementing or is already utilizing the following methods to promote IT Professional Excellence:

- IT Training Committee to address IT staff technology competencies
- Shared cross-departmental training classes
- Update the IT Job Classifications
- Develop countywide IT onboarding processes
- Countywide contracts
- IT professional networking opportunities



Goal 4: Accessible Government

Citizens, customers and staff can access information and request services at their convenience (anytime, anywhere).

The County aims for increased efficiency in departmental business operations. By increasing the number of online services, the County can automate more services while at the same time make them more convenient for the customer.

Government professionals are adopting mobile devices to enhance telework, improve communications, boost productivity, and service their clients with greater ease. The County will improve accessibility to services and information by:

- Developing countywide mobility solutions
- Leveraging social media to enhance communications with constituents
- Promoting government transparency by providing constituent access to public information

The County is evaluating, is currently implementing, or is already utilizing the following technologies to provide access to services:

- Responsive design of websites
- Video conferencing
- Online chat
- Electronic forms
- Electronic Signatures
- Mobile-Friendly Applications



Goal 5: Information is an Asset

Secure and safeguard all sensitive and confidential data through strong privacy and data security practices. Ensure that departments are prepared to operate during and recover from times of disruption.

Data classification is an important first step to building a secure organization. Classifying data is the process of categorizing data according to its sensitivity. The County will continue to comply with federal, state, and local regulatory requirements to maintain the security of information. Increasing regulatory requirements require the County to invest in new technologies in order to address compliance issues. Finally, a robust disaster recovery plan is designed to ensure the continuation of vital business processes in the event that a disaster occurs.

The County will accomplish this by:

- Establishing a Countywide Security Program to identify and manage information technology risks.
- Updating the application inventory and conducting a data inventory to identify where, what, and how data is stored thorough out the County.
- Developing risk assessment tools and processes and implementing mitigations.

The County is evaluating, is currently implementing, or is already utilizing the following methods to secure and safeguard sensitive and confidential data:

- Cybersecurity Awareness Training for all staff
- Engage security consultants to identify existing vulnerabilities and recommend mitigations
- Technologies that encrypt mobile device data, perform perimeter scanning, and wipe or shred hard drives
- Countywide Continuity of Operations Plan (COOP)
- Identity and Access Management

The Plan

This plan is organized into five main goals. Each goal has supporting strategies. The strategies are the approaches we are taking to achieve the goals. Furthermore, each strategy has one or more objectives within it. The objectives are the measurable steps that will be taken to achieve the specific strategy.

Goals = these are broad outcomes

Strategies = are the approaches we will take

Objectives = the measurable steps taken to achieve the strategies



Goal 1: Efficient and reliable infrastructure and services

Provide technology solutions and services for efficient delivery of public services.

Strategy A: The County is managing system lifecycles for enterprise and functional area projects as listed below:

Objectives:

1. Property Tax System Replacement – The 35-year-old billing and collection legacy mainframe system was replaced by a modern vendor product customized for California.
2. Timecard System Refresh – The Auditor-Controller department is developing a new payroll timekeeping system to provide a web-enabled interface to enhance employee accessibility and mobility.
3. Fingerprinting System/Field ID System – The Sheriff is upgrading the Live Scan finger printing system to provide in the field identity verification, prior to the booking process.
4. Jail/Booking Management System – The Jail Management System houses all of the data for the Sheriff’s office related to inmates including booking history, special care and housing requirements. The system needs to be upgraded to support multiple facilities.
5. New Case Management System – The Public Defender is replacing the 15-year-old Calendar Management System to increase security for sensitive case data and provide the ability to integrate with other justice agencies such as the Courts, Probation and District Attorney.
6. Windows 7/Office 2010 Upgrade – Departments have upgraded or are currently upgrading ensuring that the thousands of other business software products used at the County integrate with the new operating system and the Office productivity suite.
7. Shared Patient Care Record - Fire, Sheriff, and Public Health implemented a shared Patient Care Record for emergency medical services provided at scene and in route.
8. Telephone System Upgrade – General Services is upgrading the countywide telephone system with a Voice over IP (VoIP) solution that utilizes a converged network for voice and data, improves communications and collaboration through simplified audio and video conferencing, web-enabled voicemail, and geographically distributed call centers.
9. Public Safety Microwave Radio System Upgrade – General Services/ICT is developing a plan to replace the 17-year-old public safety microwave

radio system which is used by public safety personnel to communicate 24/7/365.

10. Remote Site Connectivity - General Services/ICT will continue to seek higher bandwidth/lower cost connectivity solutions for remote sites utilizing a variety of technologies.
11. Internet Connectivity - General Services/ICT will continue to monitor and increase Internet bandwidth in advance of business needs.

Strategy B: Introduce new systems and technologies to further automate County business processes.

Objectives:

1. Enterprise Video Surveillance System – General Services/ICT is developing an IP-based centralized video management system with a highly scalable number of cameras as an alternative to disparate departmental systems.
2. Smart Justice - This project helps integrate Probation and law enforcement activities statewide to see online information on Probation clients that would otherwise be obtained through manual methods, such as field contacts, arrests, and bookings. This makes all involved agencies more effective and efficient, and helps them achieve greater safety in the field.
3. E-filing Court Documents - The District Attorney currently does and the Probation department will soon file Court documents for upcoming hearings electronically, resulting in significant time savings.

Strategy C: The County is working to establish and maintain standards and guidelines for the acquisition and use of IT hardware, software, and network facilities to lower on-going costs and to promote the seamless exchange of data.

Objectives:

1. IT Enterprise Architecture – General Services/ICT will publish an Information Technology Enterprise Architecture, which is a list of recommended software/hardware products and practices to serve as a reference for County departments when planning future IT projects.
2. Countywide IT Contracts – County departments will leverage existing and develop new countywide contracts for standardization and economies of scale. The County has a number of IT contracts that all departments are using and we continue to look for opportunities to expand upon this so we get the best pricing, manage our standards, and avoid reinventing the wheel.

Strategy D: The County will utilize cloud services where appropriate.

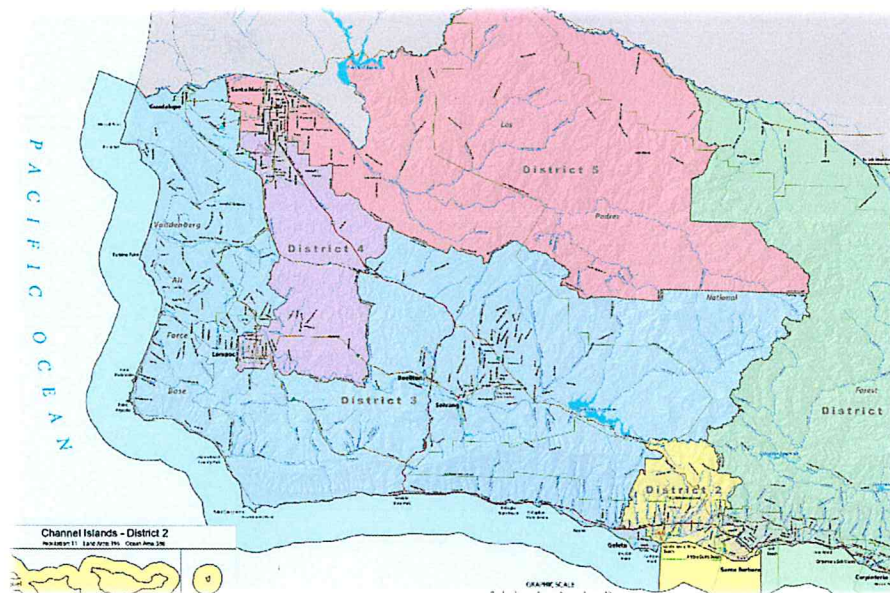
Objective:

1. Cloud Services Assessment Toolkit – To guide County decision making on the appropriateness of cloud services, the Governance Board of Information Technology Systems (GBITS – see Goal 2, Strategy A) will develop an assessment toolkit to evaluate related security risks, costs, and operational concerns.

Strategy E: Assess and evaluate how well the current state of GIS/mapping meets the needs of the County.

Objectives:

1. Educate County Staff - The County GIS Committee will educate County staff in departments on the many uses for GIS/mapping.
2. Survey for Future Needs - The County GIS Committee will survey County departments on their future GIS/mapping needs.
3. Report on County's Needs - The County GIS Committee will prepare a report on the County's current state and future needs of GIS/mapping for County Executive staff, including a comparison to other California Counties.





Goal 2: Collaborative Decision Making

Provide a trusted environment in which all departments can share ideas, information, and best practices, build partnerships, and participate in decision making. Acknowledge departments' unique business requirements.

Strategy A: Develop countywide IT processes and guidelines.

Objectives:

1. Executive Leadership Committee - The County will establish an executive leadership committee to prioritize Countywide IT projects called the Governance Board of Information Technology Systems (GBITS). Membership will include executives from finance, administration, programs and technology. GBITS will coordinate and delegate the efforts required to implement this Strategic Plan.
2. Reporting Process - GBITS will define a process for reporting on its efforts to executive leadership.
3. Policy Adoption Process - GBITS will develop and obtain executive approval for a process for adoption of Countywide IT policies

Strategy B: Enhance the management of projects.

Objectives:

1. Project Management Library - General Services/ICT will maintain a project management resource library to share best practices which can be utilized for County IT projects by County IT staff.
2. Forum for Countywide IT Projects - General Services/ICT will continue to provide a forum to share information about IT projects across the County with County IT staff.



Goal 3: IT Professional Excellence

Promote technical training and continuing education of IT professionals to develop processes, tools and skills, utilizing a variety of delivery options.

Strategy A: Foster and prioritize the development of skills for the IT workforce to ensure the success of automation in the County.

Objectives:

1. Training Committee - GBITS will establish a training committee to define training needs and implement solutions to further the professional skills and growth of the Countywide IT workforce.

Strategy B: Enhance customer service.

Objectives:

1. Service Level Agreements - General Services/ICT will initiate processes to enhance existing Service Level Agreements (SLAs) that define service expectations between ICT and customer departments.

Strategy C: Develop consistency between departments for the classification, recruitment, skill development, and certification standards of IT personnel.

Objectives:

1. Update the Countywide IT Job Classifications - GBITS will establish a committee in cooperation with County HR. The committee will review the existing job structure and recommend minimum competency levels for job classes.
2. Recruiting Processes - To streamline IT recruitment the HR Committee will evaluate and make recommendations to HR on recruiting processes specific to IT professionals.
3. Onboarding Processes - GBITS will work with departmental IT to develop and standardize onboarding processes for County IT professionals to improve security and enhance awareness of enterprise resources.
4. Utilize Local Educational Institutions - The HR committee will develop relationships with local educational institutions to promote internship and employment opportunities to make use of local talent.

Strategy D: Leverage external resources to meet specialized needs.

Objectives:

1. Countywide Contracts - GBITS will work with General Services Purchasing to establish countywide contracts (Master Service Agreements) with trusted vendors and consultants in order to minimize risk and to reduce efforts associated with establishing new contracts, thereby fast tracking projects.
2. Consultants Utilize County Standards - GBITS will develop methods to verify consultants utilize County standards, tools and procedures as identified by General Services/ICT, and those identified in departmental plans.

Strategy E: Encourage IT professional networking.

Objectives:

1. User Groups - GBITS will promote user groups to encourage professional development, share lessons learned, and develop relationships between countywide IT staff.
2. Outreach Meetings - General Services/ICT will continue hosting outreach meetings to promote effective communication, educate IT staff on processes, share new technologies, and develop an awareness of current events countywide.



Goal 4: Accessible Government

Citizens, customers and staff can access information and request services at their convenience (anytime, anywhere).

Strategy A: Increase the number of online interactive services.

Objectives:

1. Increase Services on County Website – Based on the inventory of public-facing online services, County departments will identify and provide any new service areas that can be added.
2. Inventory Intranet Services - GS/ICT will document an inventory of County internal-facing online services to serve as a baseline and to identify any service areas that could be enhanced.
3. Utilize Automated Workflow Tools - Using the online inventory documentation created above, County departments will implement additional online services leveraging workflow when appropriate to provide greater efficiency and self-service opportunities.
4. Conversion to Digital Documents - The County will continue the conversion of documents from paper to digital format for online constituent consumption. This includes digital archiving and the implementation of indexing so that documents are more easily searchable.
5. Customizable Employee Portal - GS/ICT will develop a user customizable employee portal, so that employees will have faster access to frequently used links and information.

Strategy B: Develop countywide mobility solutions.

Objectives:

1. Remote Access – GS/ICT will review remote access methods for consolidation and improvement opportunities.
2. Mobile Applications - Departments will continue to implement mobile friendly applications to provide services in the field to promote efficient/enter once processes and real-time feedback.

Strategy C: Leverage Social Media to enhance communications with constituents.

Objectives:

1. Social Media Policy - The County will develop a countywide social media use policy to ensure appropriate use of social media by County staff in communicating with the public.
2. Social Media Plan - The County will develop a social media plan to effectively implement social media tools at the County.
3. Efficient and Consistent Posting Processes - The County will develop methods to post once to eliminate duplication and automatically feed multiple platforms.

Strategy D: Enhance office communications.

Objective:

1. Unified Communication and Collaboration - General Services/ICT will continue to implement communication and collaboration tools, such as instant messaging, presence information, audio, web & video conferencing, desktop sharing, and speech recognition.

Strategy E: Promote government transparency by providing constituent access to public information.

Objective:

1. Reporting Services - County departments will continue to publish online information to increase financial and operational transparency by implementing additional reporting services.



Goal 5: Information is an Asset

Secure and safeguard all sensitive and confidential data through strong privacy and data security practices. Ensure that departments are prepared to operate during and recover from times of disruption.

Strategy A: Classify information.

Objectives:

1. Information Security Committee - GBITS will develop an Information Security Committee to foster the creation of a countywide security program to identify and manage risk associated with information technology.
2. Application Inventory - The Information Security Committee will coordinate with County departments to update the system/application inventory, to determine where and what applications are being used.
3. Data Inventory - To enhance awareness of where confidential data is being held, the Information Security Committee will coordinate with departments to conduct and publish a data inventory of the systems that store confidential data: type of data, criticality, share-ability, HIPAA, PII, CJIS, etc.

Strategy B: Maintain the security of information.

Objectives:

1. Security Awareness Training - GS/ICT will implement an annual security awareness training for all County staff to raise awareness of cyber security risks.
2. Security Architecture and Vulnerabilities - GS/ICT will engage a third party security firm to research and report on ICT security infrastructure and staffing levels. The report will determine existing vulnerabilities and make recommendations regarding existing and future needs.
3. Risk Assessment Template - The Information Security Committee will develop a template for departmental risk assessments to assist departments in the identification of threats, likelihood and impact of vulnerabilities to identify our risk.
4. Perform Risk Assessments - The Information Security Committee will assist departmental efforts to perform risk assessments and develop mitigation strategies.
5. Risk Assessment Mitigations - The Information Security Committee will make recommendations for enterprise implementation of mitigations in support of

departmental risk assessments to ensure compliance with federal, state, and local regulations (HIPAA, PII, etc.).

Strategy C: Develop robust disaster recovery processes.

Objectives:

1. Annual Review - Departments will assess and annually report on their disaster recovery processes to the Information Security Committee in order to identify opportunities for improvement and efficiencies.
2. Business Continuity Plan - Departments will update the countywide Continuity of Operations Plan (COOP) and share interdepartmental dependencies to help County Executives prioritize centralized IT resources during an emergency.
3. Cross-Departmental IT Support - County IT staff will build cross-departmental IT support relationships to ensure business continuity in the event of staffing shortages during emergency response.

Appendix A: 2013-2015 Plan Progress

Progress on projects from the 2013-2015 Plan

Goal	Strategy	Objective	Status update notes	Status Update
Infrastructure and Services	Manage system lifecycles	Property Tax System Replacement	Legacy mainframe system was replaced by a modern vendor product customized for California. Tax Collector functionality in place. Auditor functionality still in progress.	In progress
Infrastructure and Services	Manage system lifecycles	Network access layer refresh	Over 350 switches replaced	Complete
Infrastructure and Services	Manage system lifecycles	Windows 7/Office 2010 upgrade	Most departments have upgraded.	In progress
Infrastructure and Services	New automation projects	Electronic Health Records - Phase I	Public Health completed the build-out and deployment of the EHR to all 5 Health Care Centers and 3 Satellites	Complete
Infrastructure and Services	New automation projects	VoIP/Unified Communications and Collaboration (UCC)	All PBXs and remote sites have been upgraded. E911 and billing system upgrades remaining. Lync for instant messaging (IM), Video Conferencing and desktop sharing is provisioned.	In progress
Infrastructure and Services	Standards and guidelines	IT Enterprise Architecture	Sections of the plan still need attention	Started
Infrastructure and Services	Standards and guidelines	Countywide contracts	Contracts such as the Computer Hardware Contract and security consultants are in place	Ongoing
IT Professional	Development of	Establish training		Not started

Excellence	skills	committee		
IT Professional Excellence	Enhance customer service	Clarify ICT Service Level Agreements	Service Level Template created and exceptions to standard agreement will be identified.	Started
IT Professional Excellence	Allocation, classification, skill development and certification standards	IT Classifications	Initial discussions with HR held, to be addressed in FY 15/16.	Started
IT Professional Excellence	Allocation, classification, skill development and certification standards	Recruitment best practices		Not started
IT Professional Excellence	Allocation, classification, skill development and certification standards	Conduct IT skills inventory		Not started
IT Professional Excellence	Leverage external resources	Countywide Contracts	Several trusted vendors are used by many departments.	Ongoing
IT Professional Excellence	Leverage external resources	Verify consultants utilize our standards		Not started
IT Professional	IT Professional	User groups	User groups have been established for	Ongoing

Excellence	Networking		Webmasters, VMware, GIS)	
IT Professional Excellence	IT Professional Networking	ITD Outreach Meetings	Monthly IT Update meetings are held for all IT professionals to share project information	Ongoing
IT Professional Excellence		Increase use of collaborative tools	Use of Lync and SharePoint has grown for communications, virtual meetings and project information. An approved file sharing utility for external collaboration was selected.	Complete
Collaborative decision making	Countywide IT Processes and Guidelines	Establish governance council - Define responsibility, membership		Not started
Collaborative decision making	Countywide IT Processes and Guidelines	Establish process for adoption of Countywide IT policies	Security Policies were updated and a process to adopt was defined.	Complete
Collaborative decision making	Management of projects	Develop resource library based on best practices for project management	Found on ICT Sharepoint Portal	Complete
Collaborative decision making	Management of projects	Project reporting process	Currently IT projects are presented at the CEO project reporting. The goal is an IT Project specific reporting process.	Not Started
Accessible Government	Increase number of online services	Inventory of County online services	GS/ICT documented an inventory of County public facing online services to serve as a baseline and to identify any service areas that could be enhanced. Surveyed other county websites and compared to our services.	Complete
Accessible	Increase number	Implementation of	This is a continually updated project.	Ongoing

Government	of online services	additional online services		
Accessible Government	Mobility solutions	Remote access methods	Added Airwatch for iPad and Android mobile devices	Ongoing
Accessible Government	Mobility solutions	Mobile friendly applications	Multiple applications are used by departments for field operations	Ongoing
Accessible Government	Social Media to enhance communications	Social media use policy		Not started
Accessible Government	Social Media to enhance communications	Post once and automatically feed multiple platforms	Tools identified and in use. Nixle and Facebook.	Complete
Accessible Government	Enhance office communications	Implement Unified Communications and Collaborations	GS/ICT has delivered the following features or platforms: email notification of voicemails, Polycom Video Conferencing, Lync, SharePoint. Departments have varying degrees of adoption.	Complete
Accessible Government	Enhance office communications	Enhance Intranet	Numerous enhancements including a new weather widget was implemented.	On going
Information is an Asset	Classify information	Publish a system/application inventory		Not started
Information is an Asset	Classify information	Publish a data inventory		Not started
Information is an Asset	Maintain the security of	Annual security awareness training for all	Several departments are implementing the training for staff.	In progress

Information is an Asset	information Maintain the security of information	County staff Template for a departmental risk assessment	ADMHS developed process and is mitigating issues. PHD completed. DMV assessment completed for several departments ICT is adopting NIST controls framework.	In progress
Information is an Asset	Maintain the security of information	Develop processes to safeguard information and ensure compliance with regulations	Implemented mobile device encryption for PHD, ICT and DA. Scanning perimeter. Annual reviews and audit in PHD and ADMHS. Hard Drives are shredded or wiped.	In progress
Information is an Asset	Robust disaster recovery processes	Continuity of Operations Plan	Departments completed the COOP document.	Complete