

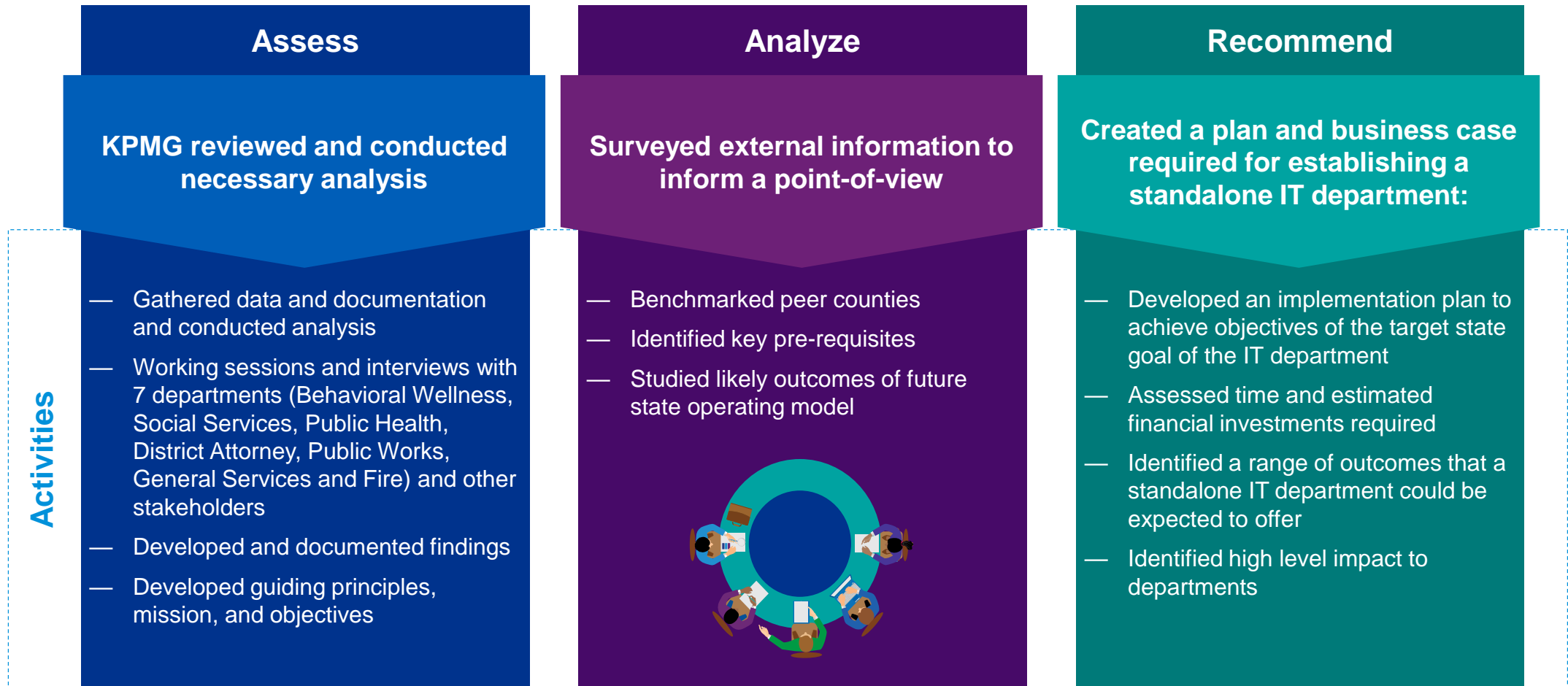


Business Case for a Standalone Information Technology (IT) Department




AUTHORIZED FOR DISTRIBUTION

April 2021

KPMG assessed the County's IT current state, analyzed key inputs, and developed an implementation plan and high-level business case to establish IT as a standalone department

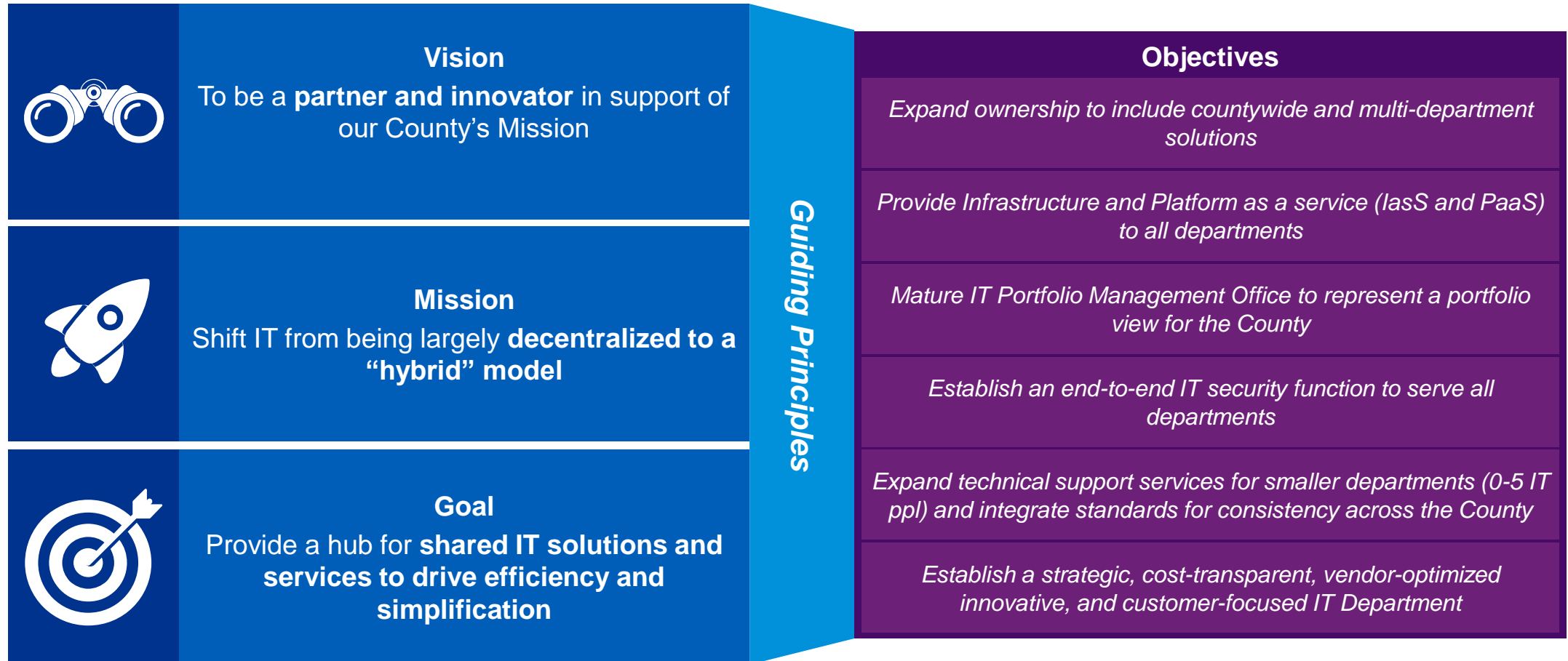


Department interviews identified strengths as well as important opportunities and challenges for IT as a standalone department

 Strengths	 Opportunities	 Challenges
<ul style="list-style-type: none">— ICT staff are largely viewed as easy to work with and good problem solvers— There is considerable appreciation for critical ICT services such as:<ul style="list-style-type: none">- Countywide Network- Problem resolution- Infrastructure hosting- Various countywide solutions (e.g., SmartSheet, DocuSign, Skype)	<ul style="list-style-type: none">— Expand “core services” like infrastructure and cybersecurity— Formalize consulting services like innovation and enterprise architecture— Provide countywide and multi-department systems and solutions— Determine which IT positions can be ICT-led vs Department-led	<ul style="list-style-type: none">— There are inconsistent views on the value provided by ICT— ICT is viewed as being on the critical path for urgent service delivery and that this can frustrate other departments— There are concerns about the availability of IT skills in the local market— It is difficult to achieve efficiency and effectiveness goals simultaneously— The county has significant technology sprawl (e.g., lack of standards)

A “charter” was written to describe the intent of a standalone IT Department

Overview of the IT Department (ITD) Charter



The IT Department (ITD) can be a hub for shared IT services countywide, with objective-driven functions and services as conceptual foundation

Objectives and conceptual scope of services:

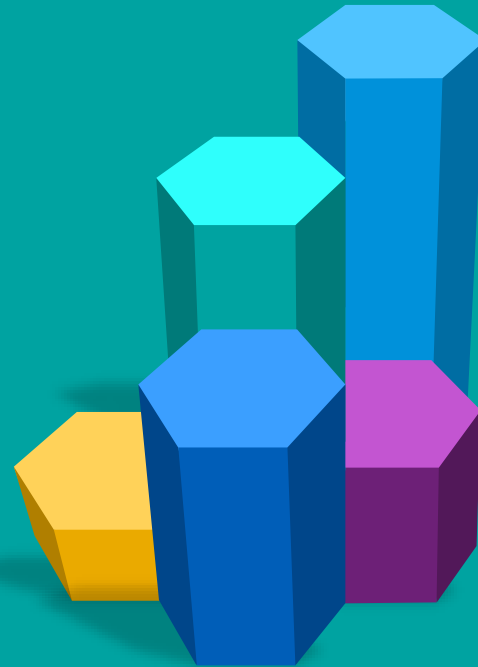
Functions & Objectives	Solutions	Infrastructure & Operations (I&O)	Portfolio Management	Cybersecurity	Technical Support	Information Executive
	Objective: Expand ownership to include countywide and multi-department solutions	Objective: Provide Infrastructure and Platform as a service (IaaS and PaaS) to all departments	Objective: Mature IT Portfolio Management Office to represent a portfolio view countywide	Objective: Establish an end-to-end IT security function to serve all departments	Objective: Expand technical support services for smaller departments and integrate standards countywide	Objective: Establish a strategic, cost-transparent, vendor-optimized innovative, and customer-focused IT Department
Services / Solutions / Families	Back office Apps	Datacenter	Countywide Calendar	Security Strategy	For departments with 0-5 IT Headcount:	IT Strategy
	Billing systems	Cloud Vendor Mgmt	Monitoring & Tracking	Security Standards		Desktop Support
	ServiceNow	Network	Governance	Security Architecture	Help Desk (Tier 1)	IT Vendor Mgmt
	Office 365 (Email)	Telephony	PMO Standards	Security Operations	End User Computing	Enterprise Architecture
	Integrations	Public Safety Radio Network		Security Assurance	For departments with 6-30+ IT Headcount:	Innovation
	Energy Management	CSBT		Access Mgmt		Customer Relations
	Productivity & Collab.			Security Awareness	Desktop Support Standards	
	Existing Dept Solutions			Risk & Compliance	End User Computing & Mobile Device Mgmt. Standards	
	Geographic Info. Systems					

Note: Communications will be part of the IT Department



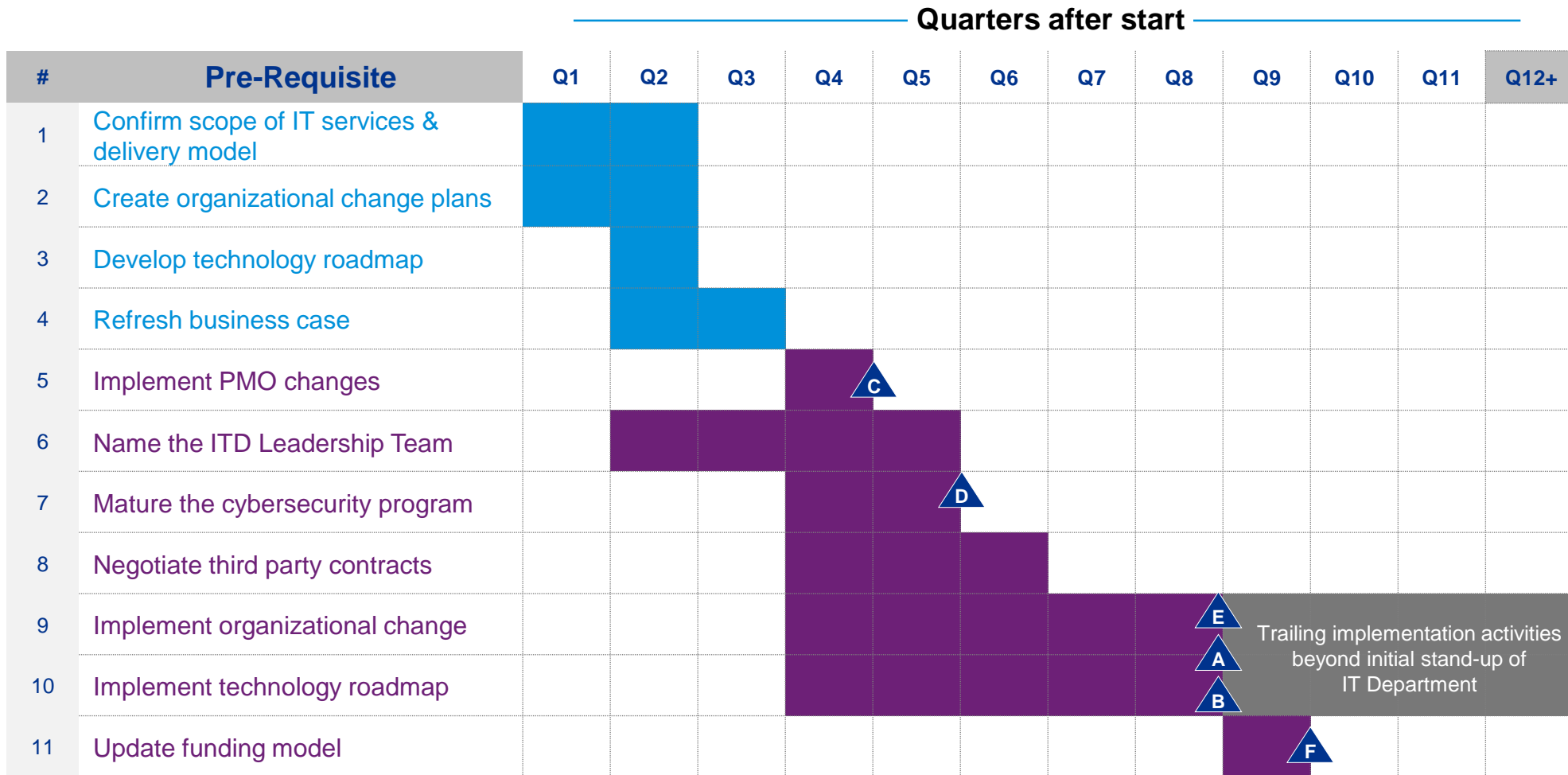
Investing in IT as a Department is expected to achieve outcomes that may also reduce costs Countywide

- ✓ Consolidates a sprawl of disparate enterprise solutions
- ✓ Establishes a structure that enables important efficiencies over time:
 - ✓ Cut countywide software license spend by up to 30%
 - ✓ Reduce total vendor spend by up to 20%
 - ✓ Improve efficiency of infrastructure operations by up to 10%
 - ✓ Improve chances of meeting project goals by up to 38%

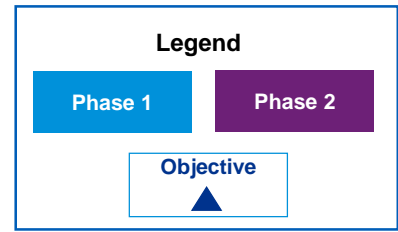


- ✓ Mitigates the majority of all top cyber attacks
- ✓ Improves IT security policy compliance across the County
- ✓ Strengthens IT cost control & ISF rate defensibility
- ✓ Enhances ability to self-rationalize IT projects
- ✓ Improves technical support resource fungibility & coverage

A plan to implement the ITD has been developed



- Objectives:**
- A: Expand ownership to include countywide and multi-department solutions
 - B: Provide Infrastructure and Platform as a service to all
 - C: Mature IT Portfolio Management Office to represent a portfolio view for the County
 - D: Establish an end-to-end IT security function to serve all departments
 - E: Expand technical support services for smaller departments (0-5 IT ppl) and integrate standards for consistency countywide
 - F: Establish a strategic, cost-transparent, vendor-optimized innovative, and customer-focused IT Department



Summary of Phase 1 Approach

Pre-Requisite	Key Activities	Outcomes
1. Confirm scope of IT services & delivery model	Collaborate with departments to refine the technology scope of the IT department	A clear and detailed list of shared technologies and an understanding of the implications for the IT department scale
2. Create organizational change plans	Collaborate with the departments to identify staffing needs for IT. Also, develop transition and communication plans	An IT department organization model and a plan for the right staffing in the right places at the right time to manage the scope determined in pre-requisite #1
3. Develop technology roadmap	Identify any technology changes and the timing of those changes necessary for the IT department to manage the technologies	A plan that details the effort to upgrade, rationalize and transition technologies
4. Refresh business case	Refine the investment and savings plans based on the outcomes of pre-requisites 1-3	Readiness to launch phase 2

Recommended next steps

It is recommended that the Board of Supervisors:

- a) Receive and file a report on KPMG Business Case for a Standalone Information Technology (IT) Department;
- b) Endorse the concept of a standalone Information Technology Department;
- c) Direct the County Executive Office and General Services to proceed with prerequisite tasks in Phase 1 of the implementation plan, and direct departments to work with the County Executive Office and General Services toward implementing activities of the plan, as required;
- d) Direct staff to return to the Board of Supervisors with a return-on-investment analysis and actions to formally create an independent standalone Information Technology Department; and
- e) Determine that the proposed actions do not constitute a “Project” within the meaning of the California Environmental Quality Act (CEQA) Guidelines.

Thank you!

Questions?

