



Santa Barbara County

# Information Technology Strategic Plan FY2008-2011

Working Document

February 12, 2008



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# Executive Summary



- ❑ The Information Technology strategic planning process began in January 2007, bringing 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. This document presents the results of the planning process, a definition of the County's Vision for IT, the Mission of the IT organizations and identification of key Goals, Strategies and Initiatives to be addressed over the next three years.

### Vision

- ❑ 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

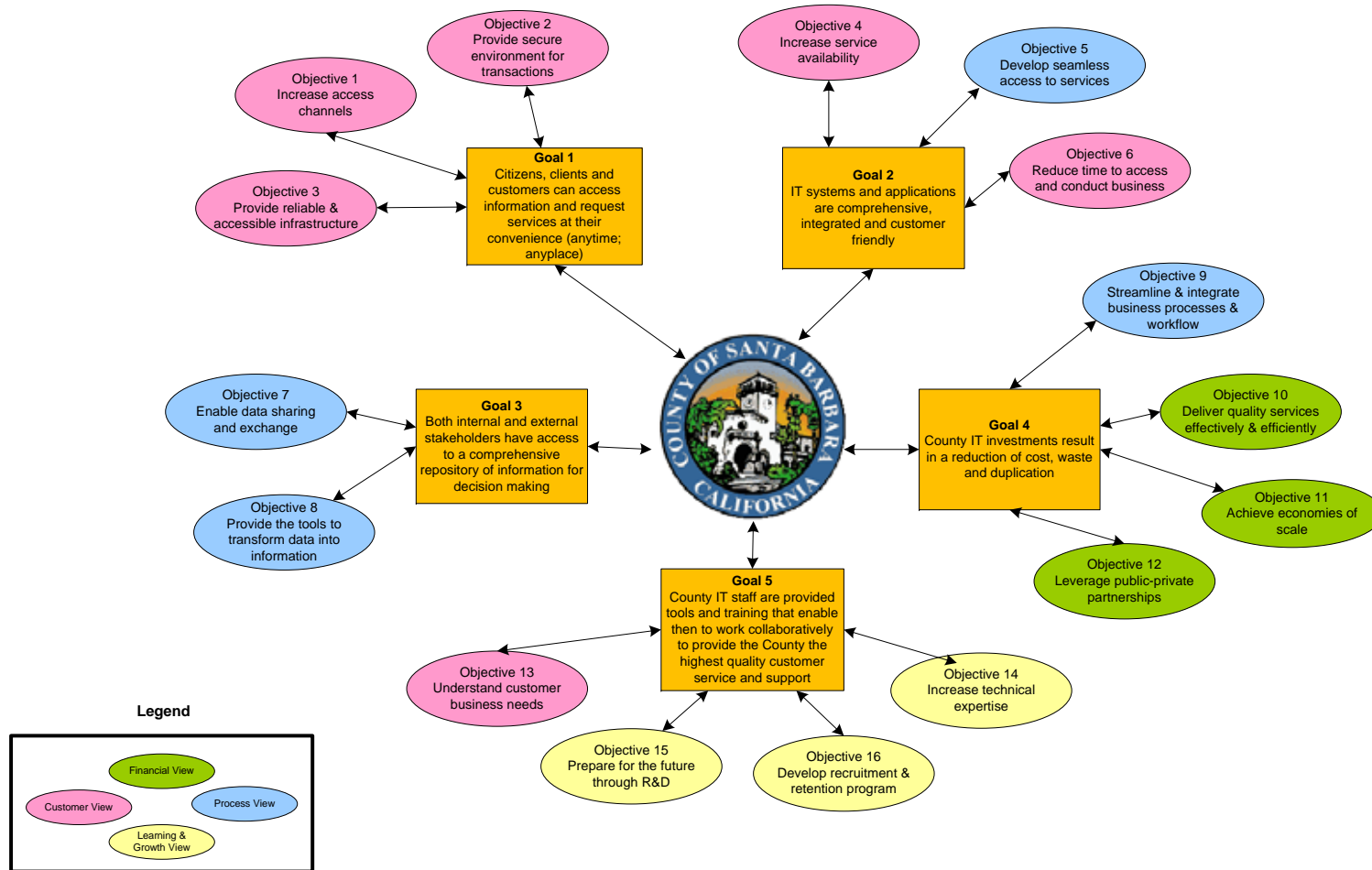
- ❑ Enable the County to provide the highest level of services to its customers through innovative information technology solutions.

- We will have reached our vision for information technology when we have achieved the following results:
  - 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



# Executive Summary

## Goals and Objectives





## Executive Summary

- ❑ We will achieve these goals by focusing on the 16 strategic objectives depicted on the previous page.
- ❑ We have also identified 11 key IT initiatives comprised of multiple projects to move us forward in achieving our goals and objectives. The focus at the front-end of the Plan is on three immediate initiatives:
  - Data for Decision-Making
  - GIS Stabilization and Expansion
  - e-Government – Website Enhancement
- ❑ Another key initiative is the development of an IT Governance structure to define how best to organize our IT resources, fund IT initiatives and ensure we realize maximum value for our IT investments.

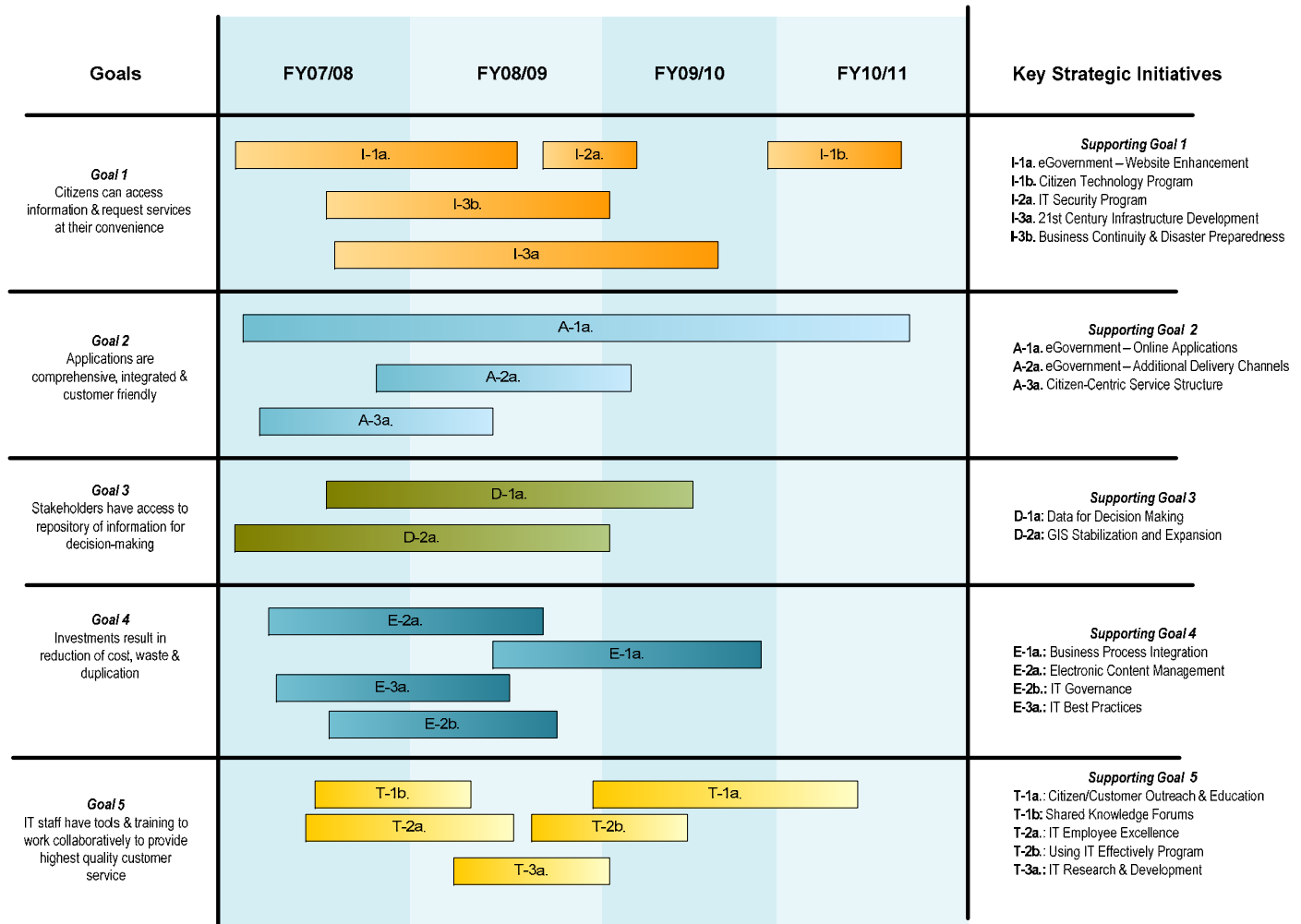




# Executive Summary

## Implementation Roadmap

- This graphic represents the tentative timeline for implementing key initiatives
- It will be adjusted over time taking into consideration available funding, staff, dependencies between initiatives and County priorities

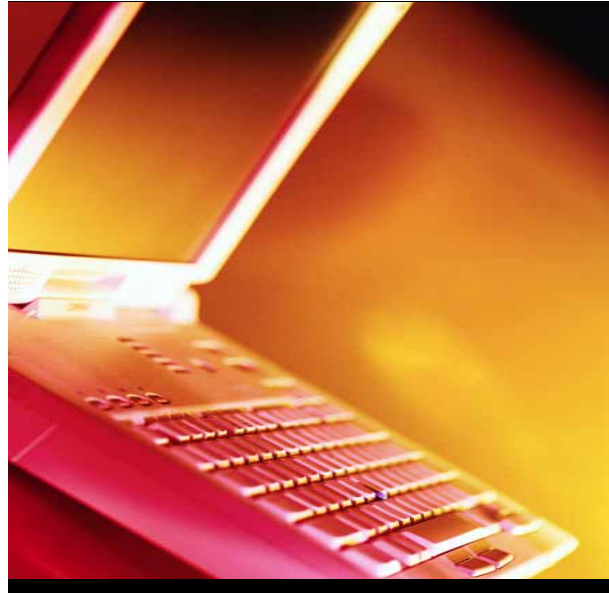




# Executive Summary

## Measuring Success

- ❑ Even the best-laid plans change. We will conduct formal and informal surveys annually to measure our performance and alter our course as necessary over the next three years. We will know we have successfully implemented this plan when our internal (employees and Board of Supervisors members) and external (citizens, businesses, visitors) customers tell us:
  - 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



# Introduction





# Background

## Blue Ribbon Task Force Recommendations

- ❑ On May 3, 2005 the Board of Supervisors created the Blue Ribbon Budget Task Force whose broad goals were to identify budgeting best practices in both the public and private sectors that could be applied to internal and external County budget processes, make the County budget process more transparent, and promote greater participation from the public.
- ❑ On June 9, 2006, the Board of Supervisors received a report from the 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.
- ❑ Those recommendations related to IT are summarized on the following page.



# Background

## Blue Ribbon Task Force Recommendations

- ❑ Strengthen the countywide IT structure and service
  - Identify the County's overall technology investment
  - Develop 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



# Background

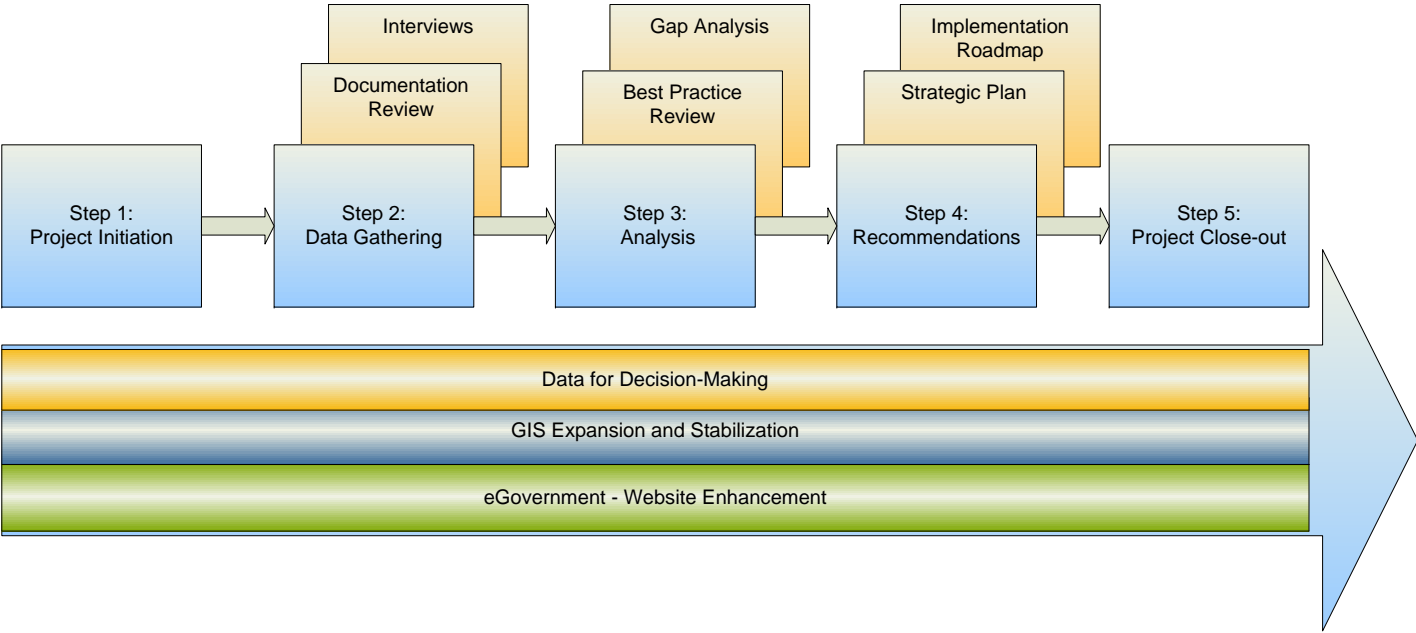
## IT and GIS Business Planning Process Update

- During the Fall 2005 and Spring 2006, the Local Government Solutions Group interviewed approximately 100 County staff and facilitated several workshops to identify IT and GIS needs and opportunities. Their findings are shown below.
  - Countywide IT strategy and leadership is needed
  - Decentralization has swung too far
  - Define ITS core services for customers
  - Commitment to collaboration
  - Undefined department responsibilities for IT
  - Leverage department responsibilities for IT
  - Leverage department investment for enterprise benefits
  - Adopt multi-year financial plan for technology investments
  - Aggressively pursue GIS and government opportunities to facilitate data exchange



- ❑ The FY2007 Budget funded a small IT project unit charged with two simultaneous tasks:
  - Implementation of three strategic initiatives
    - ❑ Data for Decision-Making
    - ❑ GIS Stabilization and Expansion
    - ❑ e-Government – Website Enhancement
  - Development of a Countywide IT Strategic Plan
    - ❑ Encourage broad participation and support of key stakeholders
    - ❑ Develop a clear understanding of the current environment
    - ❑ Create a common vision for information technology's role in the County's future
    - ❑ Identify and prioritize issues that must be addressed to achieve the vision
    - ❑ Close the loop on previous planning efforts
    - ❑ Develop specific objectives and an action plan for moving forward to achieve the vision and goals

# Planning Approach







# Planning Approach

- ❑ Gathered the data
  - Reviewed relevant background material
  - Met with Board of Supervisors members and key staff
  - Conducted executive interviews
  - Conducted IT staff interviews and group discussions
- ❑ Defined strategic direction
  - Analyzed data and key findings
  - Drafted IT Vision and Mission Statements
  - Drafted Goals and Objectives
  - Conducted Workshop 1 sessions with functional groups (CEO, Community Services, Law and Justice/Public Safety, Elected Officials, Health and Human Services)
    - ❑ Reviewed and discussed results of data gathering
    - ❑ Reviewed and discussed Vision, Mission, Goals and Objectives
    - ❑ Reviewed technology strategic direction



# Planning Approach

- ❑ Identified Strategic Initiatives
  - Gathered information on current, planned and desired County information technology projects
  - Identified common themes and opportunities for collaboration
  - Conducted Workshop 2 sessions with functional groups (CEO/ Community Services, Law and Justice, Elected Officials, Health and Human Services)
- ❑ Prioritized Key Initiatives
  - Consolidated projects/initiatives into logical groupings
  - Conducted Workshop 3 with combined group
    - ❑ Prioritized Initiatives
- ❑ Developed Implementation Roadmap
- ❑ Created the Information Technology Strategic Plan Working Document



# Vision and Mission





## 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.



## Mission of County IT Organizations

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



# Goals and Objectives

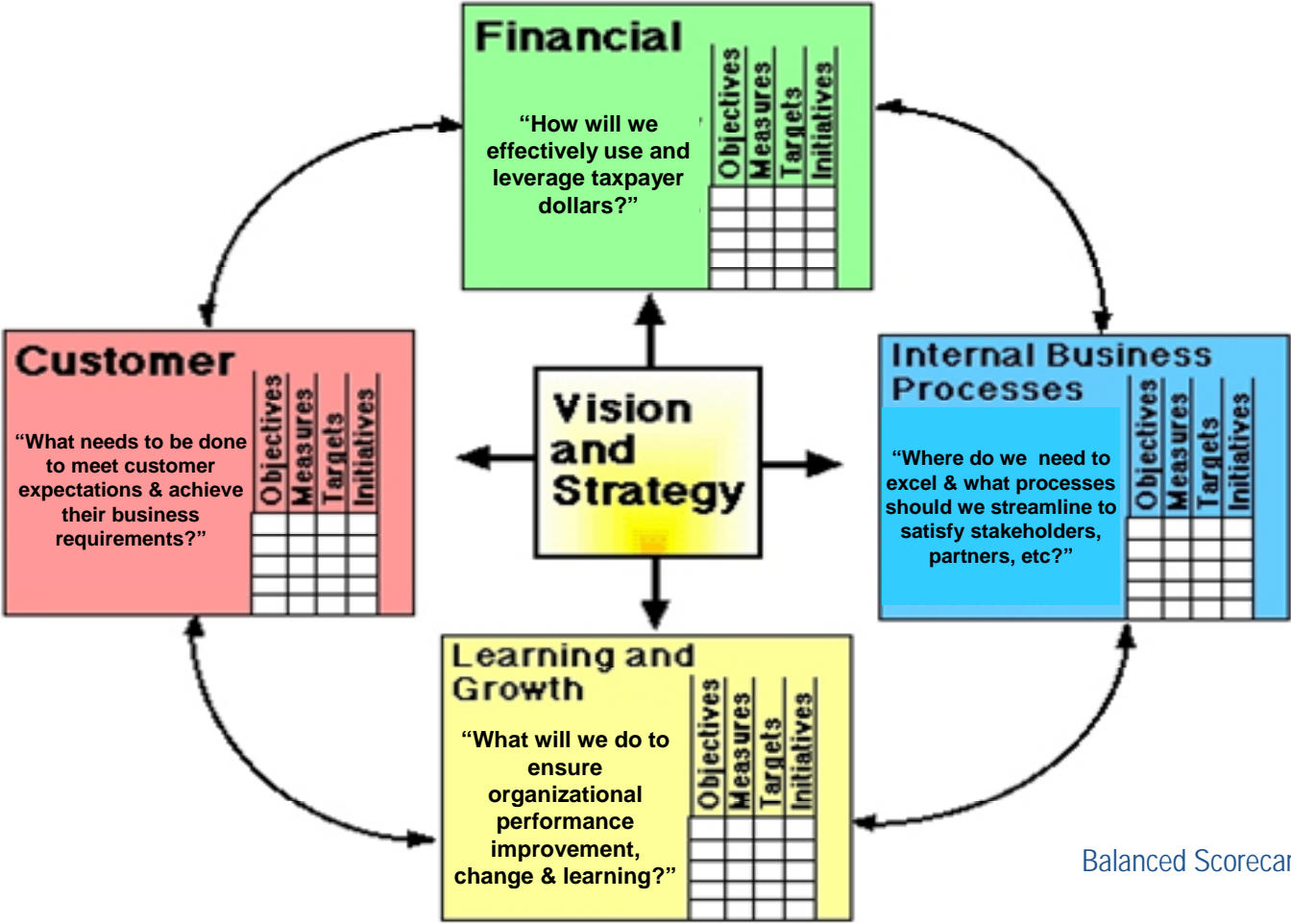


- We began by discussing the Vision and Mission for IT. We discussed the three immediate strategic IT initiatives
  - Data for Decision-Making
  - GIS Stabilization and Expansion
  - e-Government – Website Enhancements, and
- Reviewed key points from the Blue Ribbon Report, the Local Government Solutions Group Report and the interviews.

- ❑ We developed the Strategic Plan goals and objectives using Balanced Scorecard Methodology.
  - The Balanced Scorecard is a management system that enables organizations to clarify their vision and strategy and translate them into action.
  - The Balanced Scorecard views the organization from four perspectives
    - ❑ Customer, Financial, Internal Process and Learning and Growth
  - It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results.
- ❑ Five goals were agreed upon.



# Balanced Scorecard Methodology



Balanced Scorecard Institute



## Goals for Information Technology

- We will have reached our vision for information technology when we have achieved the following results:
  - 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
  - Goals 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

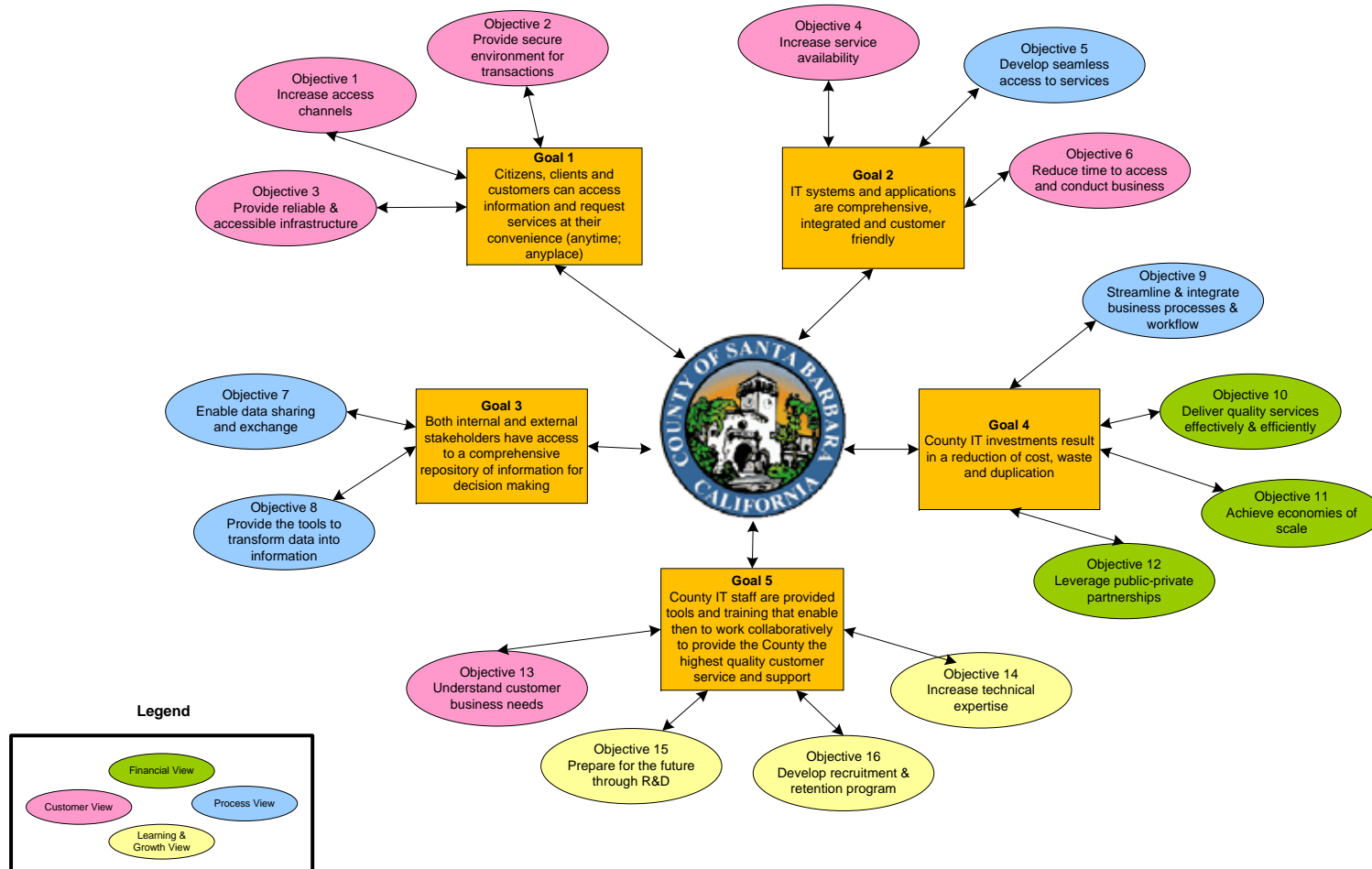


## Strategic Objectives

- ❑ Sixteen strategic objectives designed to turn the goals into reality and achieve the vision were identified. Collectively, these objectives describe how the County's IT organizations will achieve the County's information technology goals.
- ❑ Each objective on the following pages is identified as supporting one of the four Balanced Scorecard perspectives: Customer, Financial, Internal Process or Learning and Growth and aligned with one of the five goals.



# Goals and Objectives





Key Strategic  
Initiatives



## Key Strategic Initiatives

- We identified departmental and shared interest information technology initiatives and projects that will help us close the gap of where we are today and where we want to be in the future in terms of the utilization of IT. Successful execution of these will enable us to achieve the vision.

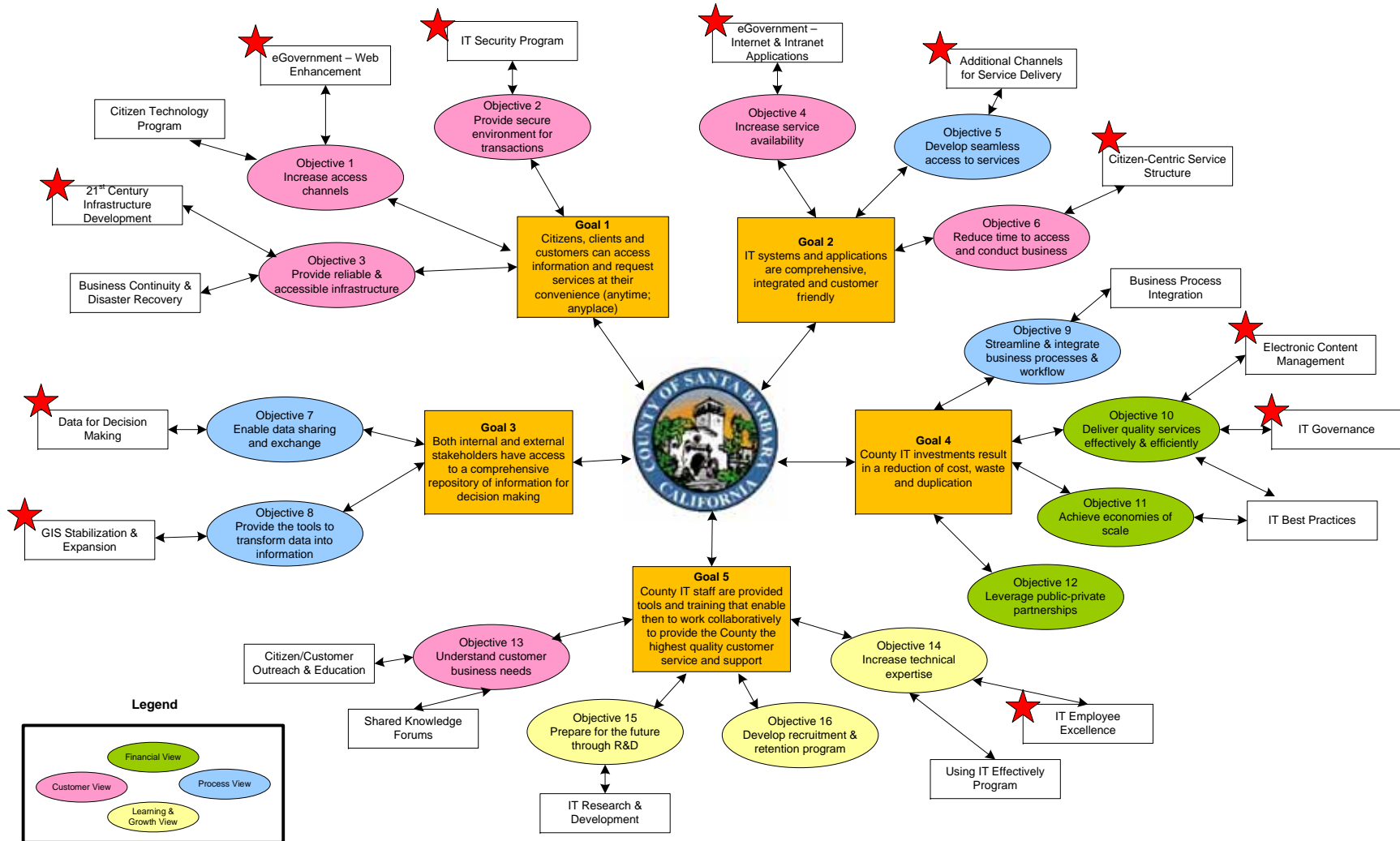


# Key Strategic Initiatives

- ❑ We prioritized the initiatives as follows:
  - Data for Decision-Making
  - GIS Stabilization and Expansion
  - e-Government
    - ❑ Website Enhancement
    - ❑ Citizen-Centric Service Structure
    - ❑ Internet and Intranet Application Development
    - ❑ Additional Channels for Service Delivery
    - ❑ Business Process Integration
  - IT Governance
  - IT Employee Excellence
  - Electronic Content Management
  - 21<sup>st</sup> Century Infrastructure
  - IT Security
  - Business Continuity and Disaster Recovery Program
  - IT Best Practices
  - Citizen Technology Outreach
- ❑ This section begins with a summary diagram of goals, objectives and initiatives. It is followed by narrative for each key initiative.



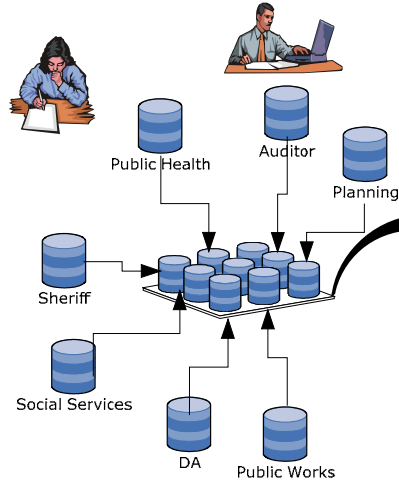
# Goals, Objectives and Initiatives



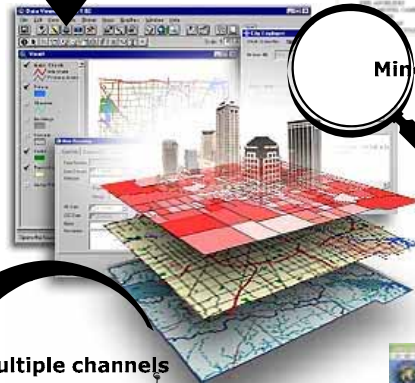


# Key Strategic Initiatives

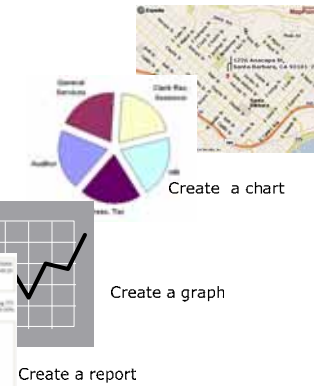
**Pull data from disparate departmental systems into a shared data repository**



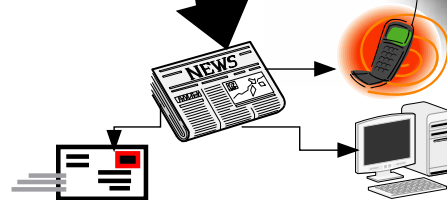
**Lay the data upon the geographic base**



**Mine the data repository for answers to complex questions**



**Receive the County news you want via multiple channels**

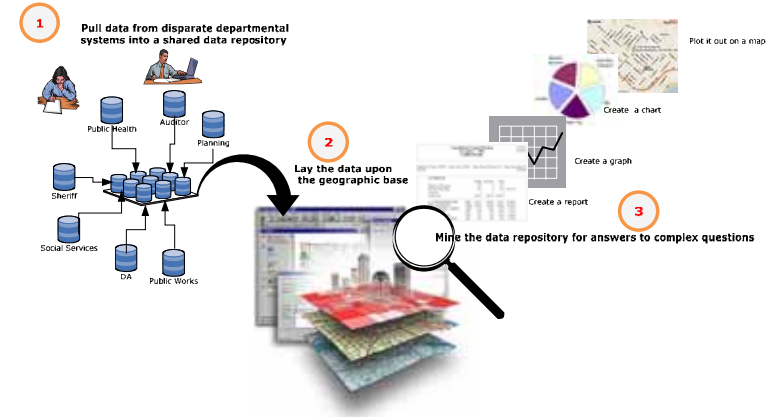


**Conduct business via the Web**



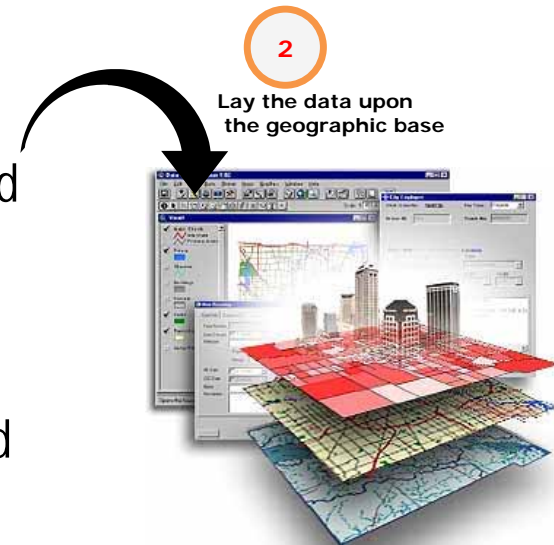
# Data for Decision-Making

- ❑ This project is the foundational project of the IT Strategic Plan.
- ❑ The goal is to develop a reporting and analysis infrastructure capable of consolidating data from disparate departmental systems into a shared repository thereby streamlining the current cumbersome, time-consuming process of finding, aggregating and reporting on data.
- ❑ The scope is to define the strategy and implement tools to facilitate the collection, aggregation, analysis and reporting of data for both internal and external decision-making and to provide training to facilitate effective use of the new tools.
- ❑ Key objectives include:
  - Maximize the value of existing departmental systems and databases
  - Enable non-technical users to find and access the data they need to answer questions and make informed decisions

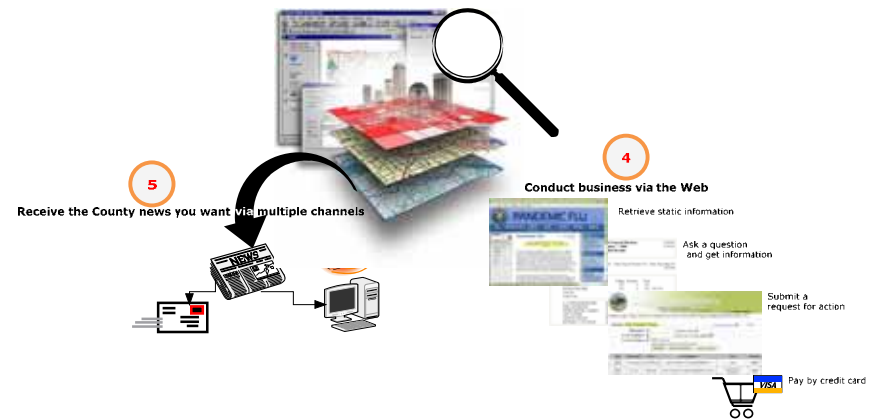


# GIS Stabilization and Expansion

- ❑ The focus of this initiative is to maximize the County's existing geographic information system (GIS) resources and to expand its GIS capabilities to support internal and external customers' needs.
- ❑ The scope of the initiative is to design and develop an enterprise geographic information database that is portable and scalable to meet our needs as they expand and change over time.
- ❑ This will include the development of interactive mapping applications to present data geographically.
- ❑ This framework will become the foundation upon which we will lay the data from the Data for Decision-Making initiative.
- ❑ Key objectives include:
  - Translate geographic data into user-friendly information
  - Make geographic information available internally and externally for decision-making



- There are five main components of the e-Government initiative:
  - Website Enhancement
  - Development of a Citizen-Centric Service Structure
  - Internet and Intranet Application Development
  - Additional Channels for Service Delivery
  - Business Process Integration



- **Website Enhancement:** culminates with the implementation of a design and supporting structure for the County's web presence providing both internal and external services. This includes:
  - The technical infrastructure required to meet the County's online applications needs,
  - Utility-like services necessary to facilitate electronic transactions,
  - Supporting governance processes and procedures,
  - An implementation plan and
  - Skills transference to County staff that will enable the departments to fully utilize this infrastructure moving forward.
  
- **Citizen-Centric Service Structure** is offering e-Government services to customers in such a manner that they do not need to be familiar with the County's organizational structure in order to accomplish their business.

- ❑ **Internet and Intranet Applications Development** is the implementation of applications to provide information and services to both internal and external customers via the enhanced website. This includes applications such as the Accela Permit system and a Customer Relationship Management (CRM) system.
- ❑ The **Additional Channels for Service Delivery** component will explore the implementation of technology to support multiple access points for County customers by making services available via call centers, service centers and kiosks.
- ❑ Finally, we need to identify which business processes will be affected by e-Government services and identify opportunities for **Business Process Integration** and information sharing to support e-Government service.

- Key objectives include:
  - Provide the highest level of services to customers through innovative IT solutions
  - Make it easier for customers to locate the services and/or information they are looking for
  - Provide 24 hour availability to customers wherever possible
  - Provide additional channels for customer service delivery
  - Reduce the number of departmental contacts necessary to conduct a transaction
  - Reduce the time it takes to complete transactions
  - Identify and prioritize e-Government services desired by customers
  - Streamline service delivery and improve information sharing

- ❑ IT Governance is the framework for how IT decisions and policies are made, administered and enforced. This framework includes an appreciation for the critical importance of personnel, organizations and business processes affected by changing technologies within a large, complex and rapidly evolving information centric environment.
- ❑ IT Governance is concerned about two things:
  - Ensuring IT investments deliver maximum value to the enterprise and
  - Mitigation of IT risks



- ❑ The objectives of this initiative are to:
  - Design, implement and institutionalize an IT Governance structure that will provide guidance on the management of information technology and a framework for making timely IT decisions
  - Clearly define the process, rules, agreements and standards appropriate for the County's IT needs
  - Ensure IT resources are deployed to deliver maximum value
  - Ensure appropriate management of IT-related risks
  - Ensure that IT investments meet the following objectives:
    - ❑ Alignment of IT with the enterprise
    - ❑ Realization of the promised benefits
    - ❑ Support and coordinate with the County's performance management systems, strategic planning activities and the budget process



## IT Employee Excellence

- ❑ The County struggles to attract and retain qualified IT staff.
- ❑ The scope of this initiative is to develop plans and programs to recruit, train, develop and retain qualified information technology experts.
- ❑ Key objectives include:
  - Recruit, train and develop employees to support the County's information technology
  - Provide the highest quality service with a well-trained staff
  - Become the local IT employer of choice
  - Increase the flexibility of the IT classification and compensation structure
  - Recognize the value of shared training and cross-department teams to ensure business continuity
  - Recognize staff for their achievements

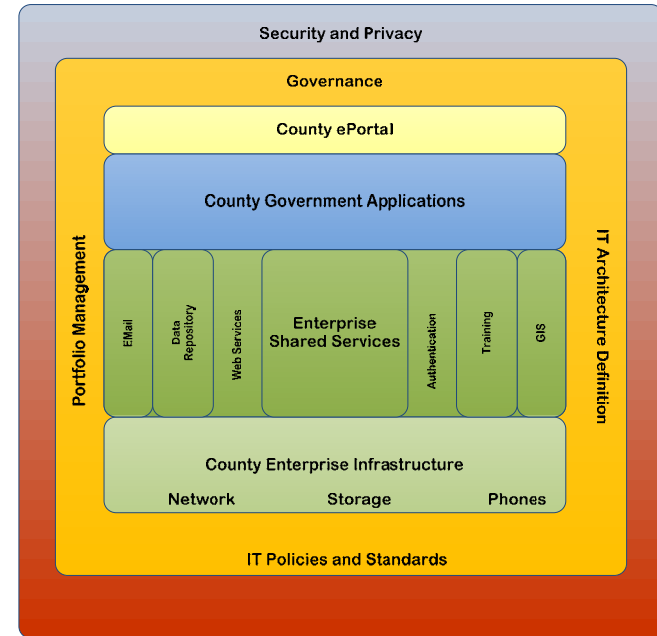


# Electronic Content Management

- ❑ Enterprise Content Management (ECM) is comprised of the processes and technologies used to capture, manage, store, preserve, and deliver content and documents. It covers the complete lifecycle of content from its creation to its destruction.
- ❑ This initiative is to develop a countywide content management strategy and implementation plan for a realistic approach to electronic content management.
- ❑ This will include strategies for records management and document imaging, storage and retrieval.
- ❑ Objectives include:
  - Reduce the amount of paper circulated and stored by County departments
  - Reduce duplicative electronic records management and storage activities
  - Increase timely access to information
  - Ensure proper storage and retention of electronic official records
  - Increase awareness of intra/inter departmental needs for record retention

# 21<sup>st</sup> Century Infrastructure Development

- ❑ Enterprise Technical Architecture is the term used to describe the various components comprising an organization's IT implementation.
- ❑ The goal of this initiative is ensure the County's IT components are aligned with the County's core goals and strategic direction.
- ❑ Objectives include:
  - Develop a scalable and flexible technology infrastructure
  - Leverage County hardware and software resources
  - Develop a funding strategy to ensure the sustainability of the infrastructure





# IT Security Program

- ❑ Citizens and businesses trust the County to safeguard their personal information. Taxpayers expect us to protect our IT investments. The County currently has security policies and procedures in place to do both.
- ❑ We will expand these to develop a comprehensive information technology security program to ensure the safety of sensitive and confidential information from the desktop to the host.
- ❑ Key objectives of this initiative include:
  - Develop security policies and procedures to protect the County's information assets regardless of technology platform
  - Implement procedures to mitigate the impact of IT security incidents
  - Develop a security awareness program
  - Balance security measures with the need to get work done



# Business Continuity and Disaster Recovery Program

- ❑ The County depends upon the use of information technology for service delivery, especially during times of emergency when speed and efficiency could affect lives.
- ❑ Working in conjunction with the County Office of Emergency Services, we will develop IT business continuity and disaster recovery plans based upon County and departmental business needs.
- ❑ An important goal is to balance risk versus cost when making recommendations. We will also develop risk measures.
- ❑ Objectives include:
  - Prevent and mitigate the risks of IT disasters
    - ❑ Reduce risk of partial failures
    - ❑ Minimize potential of complete system failures
  - Prevent and mitigate the risks of non-IT disasters on IT resources
  - Leverage current and future technology investments
  - Prepare for disasters (think tanks, scenario and disaster drills)



## IT Best Practices

- ❑ There are many components to a successful IT program. The goal is to ensure that all the components of our information technology systems and processes work together in the most effective manner.
- ❑ The Best Practices initiative will identify and implement those information technology best practices that result in significant cost savings and more effective technology acquisition and implementation.
- ❑ Examples include:
  - Resource optimization
  - Shared knowledge forums
  - IT research and development
  - Using information technology effectively program for County staff



## IT Best Practices

- ❑ **The Resource Optimization** component will establish a process that provides for on-going evaluation, tracking and reporting of IT resource utilization (hardware, software, staff) to ensure they are being used to their fullest capacity.
- ❑ **Shared Knowledge Forums** will establish venues for information sharing and education both within and outside the County to:
  - Enhance decision-making ability and cross agency/department collaboration,
  - Reduce duplicative efforts through communication and partnering and
  - Identify opportunities for leveraging resources.





## IT Best Practices

- The **IT Research and Development** component encompasses developing a program that ensures the County can cost effectively identify and test technological tools that may help departments achieve their future business needs. This will include:
  - Coordinating the pursuit of new technologies by County information technology staff
  - Establishing a technical environment that facilitates the identification and testing of technological tools for County departments
  - Ensuring County information technology staff understand the implications of implementing new technologies
  - Creating a customer friendly test lab to facilitate testing and problem-solving



## IT Best Practices

- The **Using IT Effectively** component consists of developing and implementing an IT training program for all County employees. In order to maximize the value of our investments in IT, we must ensure County employees can increase their efficiency and effectiveness by taking full advantage of the capability of automated tools.



## Citizen Technology Outreach

- The focus of this initiative is the development of a program to:
  - Identify and reach out to County customers, clients and providers who do not normally use technology
  - Partner with other agencies to make surplus equipment available for their use
  - Provide training and assistance to encourage use of the County's online services.
- Key objectives include:
  - Introduce customers and providers to the technology services the County offers
  - Encourage and enable as many as possible users of County online services
  - Prepare future customers for effective use of County online services



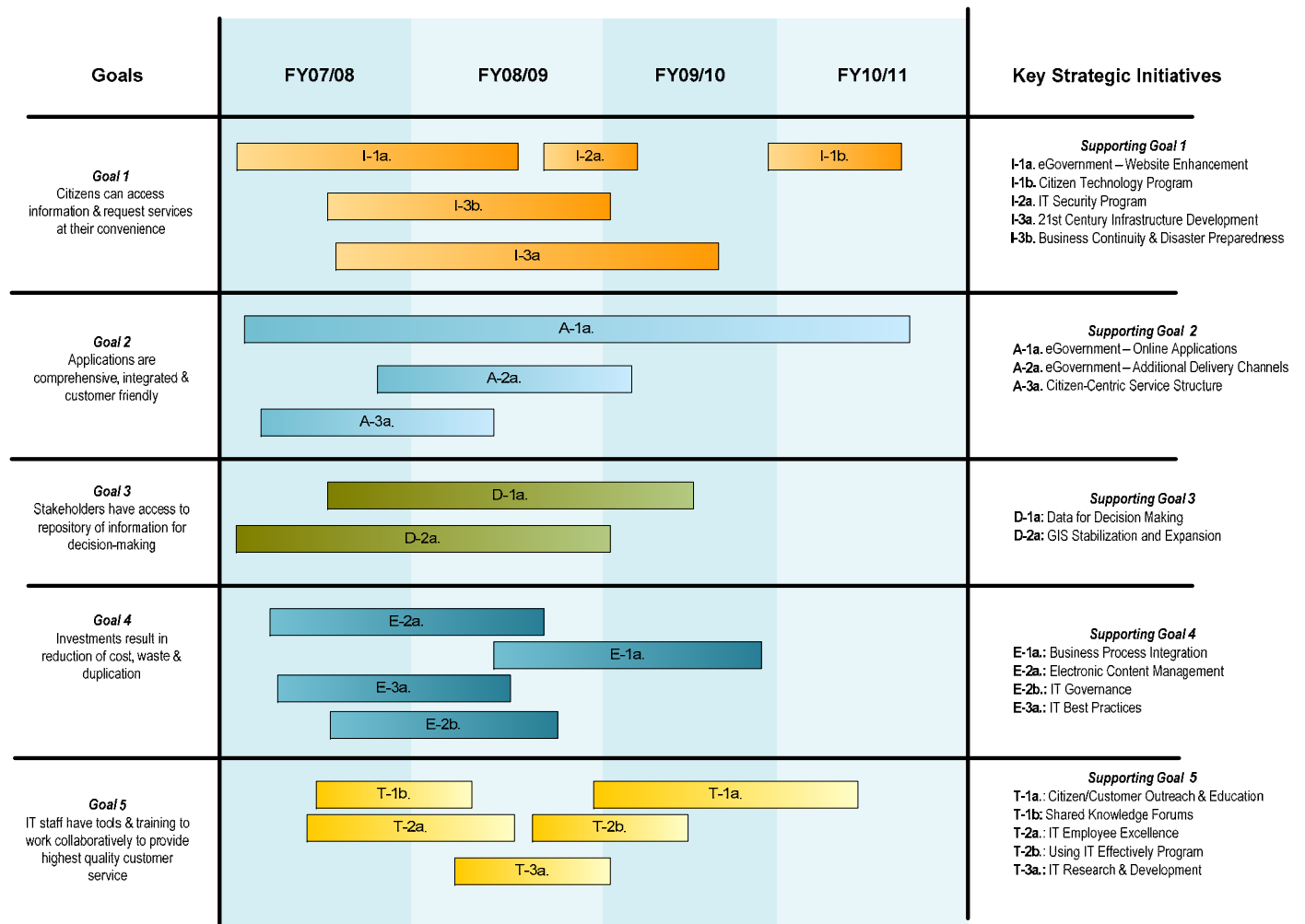
# Implementation Plan





# Implementation Roadmap

- This graphic represents the tentative timeline for implementing key initiatives
- It will be adjusted over time taking into consideration available funding, staff, dependencies between initiatives and County priorities





# Blue Ribbon Task Force vs IT Plan

Blue Ribbon Task Force Recommendations	IT Strategic Plan
Identify the County's overall technology investment	Included in IT Governance initiative
Develop an overall information technology management strategy and structure that reports to the County Executive Officer	Included in IT Governance initiative
Enhance the County Executive Officer's close oversight of all enterprise-wide information technology projects and systems	Included in IT Governance and Data for Decision-Making initiatives
Clarify and strengthen the County's information technology governance structure to allow projects and processes to be implemented in a coordinated fashion	IT Governance initiative
Expand the use of technology to provide improved services both within the organization and externally to customers and clients	This is accomplished by the sum of all the initiatives
Develop strategic information technology plans for every County department	Part of IT Governance initiative



## Measuring Success

- ❑ Even the best-laid plans change. We will conduct formal and informal surveys annually to measure our performance and alter course as necessary over the next three years.
- ❑ We will know we have successfully implemented this plan when our internal and external customers tell us:
  - 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



# Appendices





Appendix A -  
Participants



## Project Team

- ❑ Terri Maus-Nisich, Assistant CEO
- ❑ Daniel Milei, ITS Director
- ❑ Jennifer Slayman, Project Manager
- ❑ Sally Nagy, Facilitator



## Workshop Participants

- ❑ Auditor/Controller
  - Bob Geis, Ralph Remick, Mike Struven
- ❑ Clerk/Recorder/Assessor
  - Joe Holland, Jim McClure, Brian Richard
- ❑ County Counsel
  - Shane Stark, Romana Ramierez
- ❑ Treasurer
  - Bernice James
- ❑ District Attorney
  - Christy Stanley, Marnie Pinsker, Jose Alvarez
- ❑ Public Defender
  - Greg Paraskou, Joy Gilles
- ❑ Agriculture Commissioner
  - Bill Gillette, Gus Maio
- ❑ Alcohol, Drug and Mental Health Programs
  - Marianne Garrity, Dana Fahey
- ❑ Public Works
  - Phil Demery, Scott McGolpin, Mike Emmons, Gilbert Malcomb
- ❑ Social Services
  - Kathy Gallagher, Michael Dean, Karin Traber
- ❑ Parks
  - Jason Stilwell, Daniel Hernandez, Carmen Quintanilla-Robles
- ❑ Planning and Development
  - John Baker, Steve Mason



## Workshop Participants

- ❑ Human Resources
  - Don Nyugen
- ❑ General Services
  - Bob Nisbett, Daniel Milei
- ❑ Child Support Services
  - Carrie Topliffe
- ❑ Public Health
  - Elliot Schulman, Anne Fearon
- ❑ Sherriff
  - Ken Shemwell, Randall Kemp
- ❑ Fire
  - Chief Scherrei, Jim Scott
- ❑ County Executive Office
  - Terri Maus-Nisich, Pat Wheatley, Ken Masuda, William Boyer, Jennifer Slayman, Leslie Robinson-Stone, Sharon Friedrichsen, Jim Laponis, Ron Cortez
- ❑ Probation
  - Scott Deupree, Jean Silva, John Kuo



Appendix B –  
Definitions



## Mission

- A mission statement is a brief statement of the purpose of an organization that answers the following questions:
  - What do we do?
  - For whom do we do it?
  - Why do we do it?

## Vision

- A vision statement is a compelling, conceptual image of the desired future that answers the question “What do we want to be?” and is:
  - Inspiring and challenges everyone to achieve that future
  - Brief, memorable, idealistic

- ❑ Goals answer the question of “what”:
  - What are we trying to achieve in relation to our mission?
  - What are our desired end results?
- ❑ Goals Must Be:
  - Definable
  - Discrete and separable
  - Focused to provide impetus for action
  - A critical few (usually 3-5)
  - Mutually achievable
  - Supportive of the organization’s vision



## Strategic Objectives Defined

- ❑ Action statements that clarify how the organization will implement the goals
- ❑ Collectively “tell the story” of the goal
- ❑ Should be actionable and measurable





## Strategic Initiative Defined

- ❑ Significant program that will close the gap of where we are today and where we want to be tomorrow; the strategy of how we will accomplish the goals and objectives
- ❑ Key Strategic Initiative Components
  - Program Sponsor
  - Scope
  - Stakeholders
  - Objectives
  - Milestones
  - Start and End Dates



## Balanced Scorecard Methodology\*

- ❑ The Balanced Scorecard was developed by Drs. Robert Kaplan and David Norton.
- ❑ It is a management system that enables organizations to clarify their vision and strategy and translate them into action.
- ❑ It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results.
- ❑ When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.

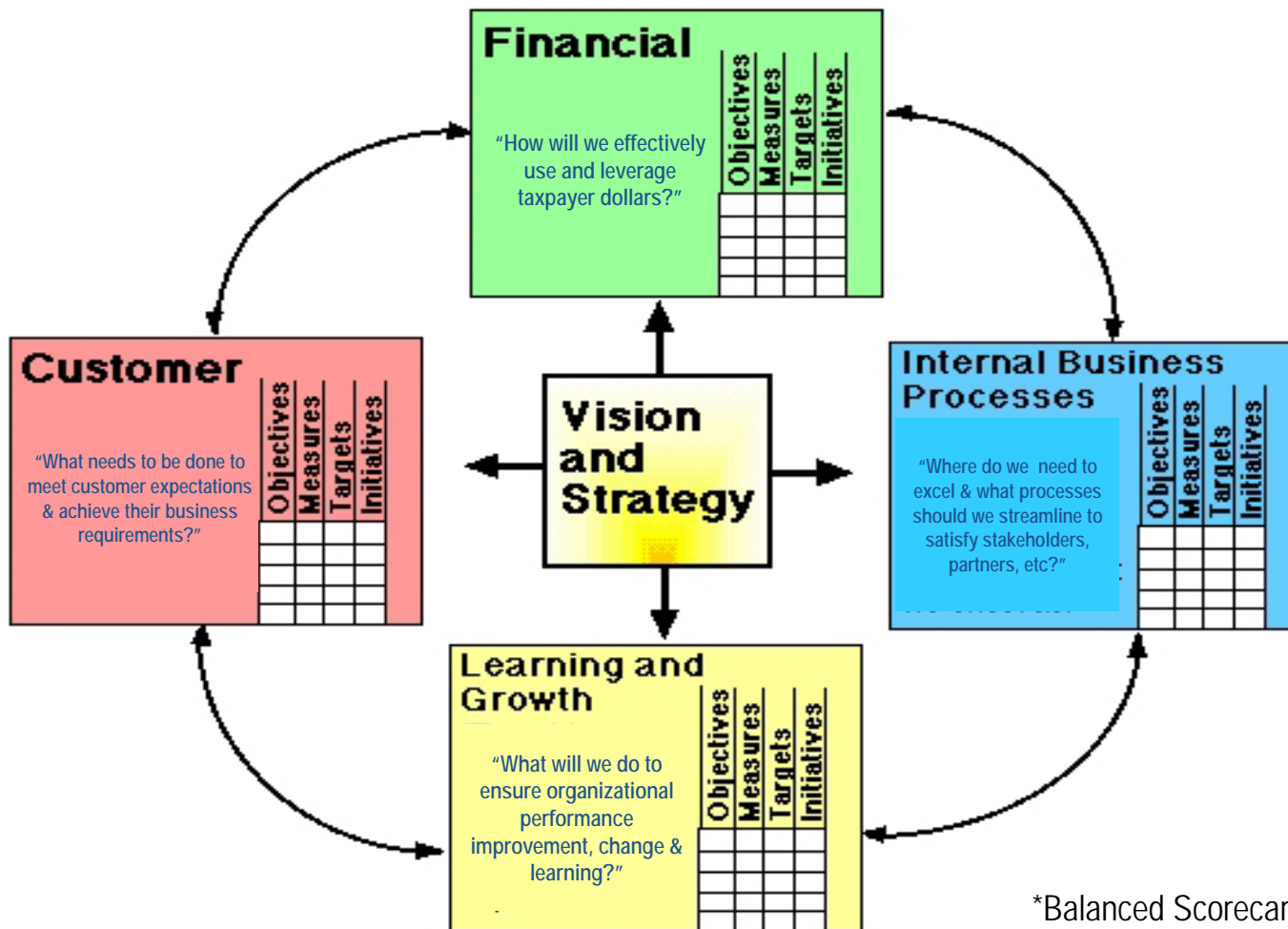
\*Balanced Scorecard Institute



## Balanced Scorecard Perspectives (Views)

- ❑ The balanced scorecard suggests that we view the organization from four perspectives; and to develop metrics, collect data and analyze it relative to each of these perspectives:
  - Customer
    - ❑ “What needs to be done to meet customer expectations and achieve their business requirements?”
      - Internal customers include: department heads/division managers and end users
      - External customers include: citizens, businesses, visitors, government agencies
  - Financial
    - ❑ “How will we effectively use and leverage taxpayer dollars?”
  - Internal Business Processes
    - ❑ “Where do we need to excel and what processes should we streamline to satisfy stakeholders, partners and County elected officials?”
  - Learning and Growth
    - ❑ “What will we do to ensure organizational performance improvement, change and learning?”

# Balanced Scorecard Perspectives\*



\*Balanced Scorecard Institute



Interview  
Methodology



# Interview Methodology

- ❑ Interview questions focused on seven areas
  - Strategic Alignment
  - Current and planned business and information technology initiatives
  - Decision-Making
  - Resource Management
  - Risk Management
  - Value Delivery
  - Operating Principles
- ❑ Interviews were conducted for 1 - 2 hours with individuals and groups
- ❑ Participants included County leadership, department IT managers and department IT staff members

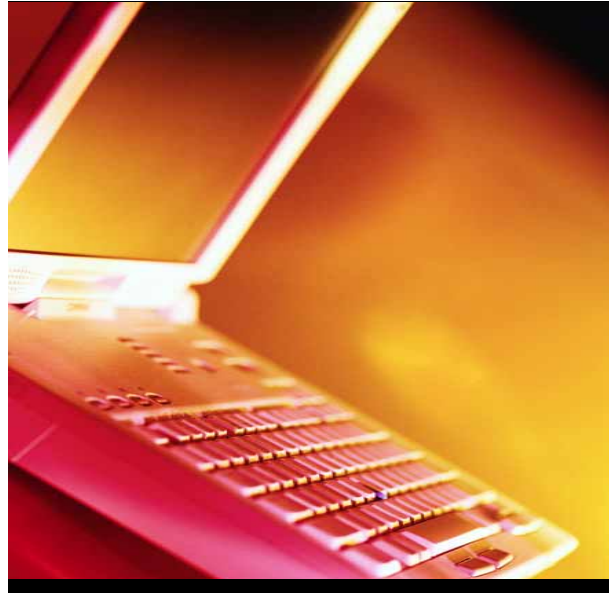
- ❑ Board of Supervisors' Briefings - October
- ❑ Executive Interviews – December/January
  - ❑ Auditor/Controller
  - ❑ Clerk/Recorder/Assessor
  - ❑ County Counsel
  - ❑ Treasurer
  - ❑ District Attorney
  - ❑ Public Defender
  - ❑ Human Resources
  - ❑ General Services
  - ❑ Child Support Services
  - ❑ Public Health
  - ❑ IT Managers
  - ❑ Agriculture Commissioner
  - ❑ Alcohol, Drug and Mental Health Programs
  - ❑ Public Works
  - ❑ Social Services
  - ❑ Public Works
  - ❑ Parks
  - ❑ Planning and Development
  - ❑ Fire
  - ❑ County Executive Office
  - ❑ Probation



## Analysis of Interview Results

- ❑ Results were analyzed for similarities and differences of opinion
- ❑ Results were analyzed for key themes
- ❑ Information was assimilated to develop draft:
  - IT Vision
  - IT Mission for departmental IT organizations
  - Goals and Objectives
  - Key Strategic Initiatives





# Projects





## Initiatives and Projects

Workshop 1 included the following assignment

- ❑ Identify and define information technology key strategic initiatives that will help us close the gap of where the County is today and where we want to be tomorrow in terms of information technology. Successful execution of these initiatives will enable us to achieve our information technology objectives.
- ❑ Wherever possible, work in functional groups (i.e.: Public Safety, Health and Human Services, etc)
- ❑ Provide the following information:
  - Priority:
  - Program Sponsor:
  - Stakeholders:
  - Scope:
  - Initiative Objectives: (show the complete strategy including activities/projects that contribute to the achievement of goals and objectives)
  - Key Milestones:
  - Start and End Dates:



## Initiatives and Projects Assignment Results

- ❑ 83 forms were submitted, some for recommended Countywide initiatives and many for departmental initiatives and projects. These included firm project descriptions as well as ideas for future project and initiatives.
- ❑ The next several pages represent a summary of these by functional grouping
  - Health and Human Services
  - Law and Justice/Public Safety
  - Community Services
  - Elected Officials
- ❑ These are followed by the detailed submission forms
- ❑ After analysis and discussion, these items were then grouped into logical initiatives – some departmental and some County-wide
- ❑ Those at the County-wide level were then prioritized into the 11 key initiatives



## Health and Human Services Functional Area Common Initiatives

- **Paperless Initiative**
  - Imaging Technology
- **Electronic Medical and Client Case Records**
  - Imaging Technology
  - Biometrics / Authentication
  - Secure Wireless Networks
- **IT HR Management**
  - Governance / Structure
  - Classification
  - Recruitment/Retention
  - Training
- **WEB Development**
  - Client Service Systems
  - Content Management – eGov
- **Business Continuity**
  - Network Technology
  - Robust, Reliable Infrastructure
  - Disaster Preparedness, Recovery
- **Integrated Enterprise System for programs where we share clients?**
  - Ability to share data, case notes so workers can access information and coordinate action
- **Enterprise Appointment Scheduling System?**
  - Web based; available via the portal; used by all departments?
- **Making PCs available for our low income clients?**
  - Slowly start introducing our clients and independent providers to using technology; how to make it available?
  - Surplus PCs made available to low income residents via outside agencies, community centers, etc. in a way that doesn't add a burden to County departments/staff
  - Training
  - Assistance



## Law and Justice/Public Safety Functional Areas Common Initiatives

- **Paperless Initiative**
  - Imaging Technology
  - Electronic Records and Document Management
  - Electronic Discovery
- **Secure Wireless Networks**
- **Criminal Justice Integrated System**
- **Data for Decision Making**
- **Best Practice**
  - Governance / Structure / Funding / Portfolio Management
  - Classification / Recruitment / Retention
  - Tools and Training (for both IT and non-IT staff)
  - Communities of Interest Groups for IT Staff and non-IT Staff
  - Research and Development
- **WEB Development**
  - Content Management – e-Gov
- **Business Continuity**
  - Network Technology
  - Robust, Reliable Infrastructure
  - Disaster Preparedness, Recovery
  - Risk Assessment



# Community Services

## Functional Area Common Initiatives

### □ Goal 1

- Inventory of potential and existing online services
- Standardization of payment processing
- Standardization of web presence, and user interaction
- Services listed by department or function
- Maximize the provision of geospatial data
- Provide multiple access points

### □ Goal 2

- Enhanced online services
  - Payment Processing
- Electronic vendor interactions
- Governance structure or evaluation process to determine if new applications are:
  - Comprehensive, integrated and customer-friendly.
  - MOUs for multi-departmental systems that define support structure, funding, responsibilities and system requirements/upgrades, cross compatibility

### □ Goal 3

- Data inventory: what, where, why
- Prioritize data needs
- Provide data within context (data about the data; meta data)
- Determine method to access and present data

### □ Goal 4

- Establish method to share information on IT projects to reduce duplicate efforts – Portfolio management system
- Common infrastructure (800 pound gorilla)
- Develop distributed asset management system
- Develop process to optimize IT functions

### □ Goal 5

- Change this goal to encompass both IT and non-IT
- Promote shared knowledge forums
- Establish shared knowledge base
- Volume purchasing
  - Training
  - Software/Hardware
- Define
  - Career path
  - Shared technical skills
  - Professional development opportunities



## Elected Officials

### Functional Area Common Initiatives

- **Paperless Initiative**
  - Imaging Technology
  - Electronic Records and Document Management
  - Copying Strategy
- **Secure Wireless Networks**
- **Human Resource Information System**
  - Links with Payroll
- **Time Entry System – i.e. using a PDA**
- **Data for Decision Making**
  - Eliminate Duplication
  - Communicate What's Available
  - Signed Contracts Database
- **Best Practice**
  - Governance / Structure / Funding / Portfolio Management
  - Communication re: Upgrades, Plans, Problems, R&D and Impact of These
  - Research and Development
- **WEB Development**
  - Content Management – e-Gov
  - Real Estate Services
- **Business Continuity**



## Ag Preserve Application

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Assessor
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Rewrite and engineer the Ag Preserve application and processes
- ❑ **Initiative Objectives:**
  - Phase I
    - ❑ Review, evaluate and design
  - Phase II
    - ❑ Write, implement, and train Prop 13 portion of the application
  - Phase III
    - ❑ Write, implement, and train Tree, Vine, Economic portion of the application
  - Phase III
    - ❑ Write Subvention reporting to the State
- ❑ **Start and End Dates:**
  - Phase I –
  - Phase II – June 30, 2007
  - Phase III – June 30, 2008
  - Phase IV – October 2008





## Property Tax System - Phase II

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Assessor
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Complete Phase II of the Unsecured Assessment Module of the Property Tax system
  - Integration with other systems and agencies; more features and functionality
- ❑ **Initiative Objectives:**
  - Phase I - re-write and engineer very old legacy application in .Net - web based and train staff
  - Phase II – add functions and features discovered/requested in Phase I; interface with internal and external agencies and applications (Auditor, TTC, C+DMV, USPS, etc) with various aspects on the web for the customer/taxpayer.
- ❑ **Start and End Dates:**
  - End date for Phase II – June 30, 2008



# Computer Assisted Mass Appraisal System (CAMA)

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Assessor
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Develop or purchase a Computer Assisted Mass Appraisal System
- ❑ **Initiative Objectives:**
  - Phase I
    - ❑ Identify specific needs and understand data requirements
    - ❑ Clean and complete data for proof of concept
    - ❑ Review and assess vendor based products
- ❑ **Start and End Dates:**
  - Phase I – conclude and make assessment on the direction by 7/30/2008



## Absentee Ballot Tabulation System

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Assessor
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Acquire and implement a high speed absentee ballot tabulation system
- ❑ **Initiative Objectives:**
  - Research/review, acquire, implement test and train on equipment
- ❑ **Start and End Dates:**
  - Have in place for the February 2008 election and subsequent elections a high speed absentee ballot tabulation system – first production run.



## Digitization of Records

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Assessor
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Complete the full digitization of all official records in the Assessor's Office back to 1850
- ❑ **Initiative Objectives:**
  
- ❑ **Start and End Dates:**
  - All records except records between 1975 and 1988 are completed
  - 1975 – 1988 records to be completed by June 30, 2008



## Web Enhancement

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Clerk/Assessor/Recorder
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Continue to upgrade and expand the services currently provided on the department website
- ❑ **Initiative Objectives:**
  - Complete re-write of the Assessor, Clerk-Recorder, Elections departmental website; utilizing latest tools and functions; establishing foundation to distribute and receive data from the public in a secure environment.
- ❑ **Start and End Dates:**
  - Phase I – rewrite and new design with limited tools May 31, 2008



## Complete Migration from Mainframe

- ❑ **Priority:** Medium
- ❑ **Program Sponsor:** Clerk-Recorder, Assessor; Auditor; Treasurer-Tax Collector
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Assist the Auditor and Tax-Collector migrate off the mainframe environment.
- ❑ **Initiative Objectives:**
  - Provide staff and resources to the project that is managed by Auditor-Controller and Treasurer-Tax Collector
  - Note – Assessor is off mainframe
- ❑ **Start and End Dates:**
  - June 30, 2009



## Digitize/Scan Property Records

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Assessor
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Digitize/scan all 150,000 property files (building records, pictures, appraisal records, etc other pertinent data records)
- ❑ **Initiative Objectives:**
  - Phase I
    - ❑ Select and purchase a document management system
    - ❑ Develop procedures and training for scanning and start scanning process
- ❑ **Start and End Dates:**
  - Phase I - June 30, 2008



## Replace and Upgrade Aging Computer Hardware

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Clerk-Recorder, Assessor
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Replace, upgrade, configure aging computer hardware in order to facilitate and handle the current and upcoming projects, more robust redundancy and business continuity
- ❑ **Initiative Objectives:**
  - Phase I
    - ❑ Review, evaluate and design environment
    - ❑ Purchase hardware
  - Phase II
    - ❑ Implement hardware and design
    - ❑ Cross-train and constantly re-review
- ❑ **Start and End Dates:**
  - Phase I - June 30, 2008
  - Phase II – September 30, 2008





## Check 21 Project

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Treasurer
- ❑ **Stakeholders:** TTC Operations, Santa Barbara; TTC Operations, Santa Maria; Potential for other county departments in latter phases.
- ❑ **Scope:** Checking Deposit Management Operation
- ❑ **Initiative Objectives:** Transition of checking deposit operation to fully automated online method, eliminating the requirement of forwarding hard-copy checks to banking partners.
- ❑ **Start and End Dates:** January 2008 – TBD



## Web Enhancement Online Payment Method for AG Office

- ❑ **Priority:** Med
- ❑ **Program Sponsor:** G. Maio
- ❑ **Stakeholders:** AG Office Customers
- ❑ **Scope:**
  - Provide online payment method.
- ❑ **Initiative Objectives:**
  - Ease processing payments while providing convenience to clients and remaining compliant with CC companies' regulations
- ❑ **Start and End Dates:**
  - Started 3/1/07 – End: 6/30/07



## Web Enhancement

### Sheriff's Internet and Intranet site enhancements

- ❑ **Priority:**
- ❑ **Program Sponsor:** Sheriff
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - The department has an Internet and many Intranet sites that require development and periodic updating and maintenance. While the department does not have a position dedicated for web development, it seeks the resources from several S&T members to contribute to Intranet development and maintenance. The Internet site is maintained by an outside web developer with a recent request for a total make over. Keeping up with these demands is often difficult.
- ❑ **Initiative Objectives:**
- ❑ **Start and End Dates:**



## More Clearly Link First 5 Website with County Website

- ❑ **Priority:** First Priority
- ❑ **Program Sponsor:** First 5
- ❑ **Stakeholders:** First 5, First 5 Office of Early Care and Education, CEO, General Services
- ❑ **Scope:**
  - Expand the County's and First 5's visibility to families and to agencies that serve them including other County departments
- ❑ **Initiative Objectives:**
  - Increase community visibility of First 5 website including access to key information through the County website
- ❑ **Key Milestones:**
  - Make contact with County personnel responsible for the County website
  - Explore opportunities while County website is being redesigned
  - Develop a "family friendly" website that encourages information and links to services
  - Explore opportunity for the website to be in Spanish and English
  - Make a clear link to 2-1-1
- ❑ **Start and End Dates:**
  - Start – May 2007



## Redesign Website

- ❑ **Department:** Public Defender
- ❑ **Priority:** Medium
- ❑ **Program Sponsor:** Department Business Manager
- ❑ **Stakeholders:** Department staff, clients, community
- ❑ **Scope:**
  - Create a user friendly website to increase customer service and enhance the professional image of the office.
- ❑ **Initiative Objectives:**
  - Create a visually pleasing design
  - Provide a more personal introduction to the department
  - Provide client-focused as well as community educational information
- ❑ **Key Milestones:**
  - Plan content
  - Find Designer
  - Implement
- ❑ **Start and End Dates:**
  - July 1, 2007 – December 31, 2007



## Website Enhancement

- ❑ **Priority:**
- ❑ **Program Sponsor:** Fire
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - We are planning to make additional permits and forms available on our web site so that citizens may continue to download them and fill them out at their convenience prior to visiting their local fire station.
- ❑ **Initiative Objectives:**
- ❑ **Key Milestones:**
  - Start and End Dates:**
    - We expect completion of this objective by 12/31/07.



## Enhance the Overall Design and Update Information on DSS Internet Website

- ❑ **Priority:** 2
- ❑ **Program Sponsor:** Molly Marino, DSS Division Chief
- ❑ **Stakeholders:** Community, other county agencies
- ❑ **Scope:**
  - Employ a contractor to assist in developing a public facing web page with current information on all programs and services provided by the department of Social Services
- ❑ **Initiative Objectives:**
  - Easy to access, current and informative WEB page
- ❑ **Key Milestones:**
  - Establish a model for WEB Site design
  - Build site
  - Publish pertinent current information
  - Advertise to Public and Stakeholders
- ❑ **Start and End Dates:**
  - April 1, 2007 ongoing



# Probation Website Renovation

- **Department:** Probation
- **Priority:** HIGH
- **Program Sponsor:** Chief Probation Officer
- **Stakeholders:** Probation Department staff, community, law enforcement agencies
- **Scope:**
  - Create a service focused web site that increase interactivity, raise public awareness and improve attitudes about Santa Barbara County Probation Department
- **Initiative Objectives:**
  - Transform web site into a service oriented application
  - Enhance site-wide navigation
  - Create a visually pleasing design which accurately represents the Santa Barbara Probation Department
- Build a web site structure that is inline with Santa Barbara County website standards
- **Key Milestones:**
  - Conduct website user survey
  - Technology evaluation and testing
  - Business process analysis
  - Best practices development and implementation
  - Coordination of enterprise-wide web-specific or web-related issues
- **Start and End Dates:**
  - July 1, 2007 – July1, 2008





## PHD Website Re-Design

- **Priority:** Medium
- **Program Sponsor:** PHD Administration Division/Information Technology
- **Stakeholders:** PHD Executives, Managers, Program staff, IT staff, community and County
- **Scope:**
  - Re-design PHD website that was developed in 1997 to improve usability for the public and make it more easily updateable by PHD staff.
- **Initiative Objectives:**
  - Improve original departmental website by identifying new features, improving navigation, adding search functions, and changing the layout.
  - Ensure press releases, health advisories and Public Health topics are easy to access and are well-organized.
  - Provide content management tools to make it easier for program staff to update information. Develop procedures, forms, and templates to help standardize content.
- **Key Milestones:**
  - Identified project team members and held kick-off meeting (June 2006).
  - Develop requirements (in-process). Develop initial design, procedures, and forms.
  - Solicit feedback from internal and external stakeholders. Train updaters.
  - Publish new site.
- **Start and End Dates:**
  - June 2006: project kick-off
  - Project on-hold pending direction of CEO's Website Enhancement Project



## Enhance the DCSS Web Presence

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Carrie Topliffe, Director DCSS
- ❑ **Stakeholders:** Community, other agencies, DCSS staff and clients
- ❑ **Scope:**
  - Develop a public site with current information and links for all programs and services provided by the DCSS and partner agencies.
  - Develop an Intranet for DCSS staff and partner agencies to access DCSS resources.
- ❑ **Initiative Objectives:**
  - Easy to access, up-to-date, comprehensive links and information.
  - Conformance to county-wide web look and feel.
- ❑ **Key Milestones:**
  - Help identify the new county-wide e-Government Web Site look and feel.
  - Build intranet model to prototype the e-Gov Web Site for DCSS.
  - Contract complete revision of public web site.
  - Advertise to Public and Stakeholders
- ❑ **Start and End Dates:**
  - June 1, 2007 onward



## Web Page (ADMH)

- ❑ **Priority:** Low
- ❑ **Program Sponsor:** Individual Departments/County
- ❑ **Stakeholders:** Each county Department with a Web Presence
- ❑ **Scope:**
  - To create a county template that establishes a look, feel, and functionality of web sites around the county, created with CMS and Modern Architecture and Common Net Development tools.
- ❑ **Initiative Objectives:**
  - To give all the County Web Sites a common Look and feel.
  - Increase the accessibility of County Services and Information to the public.
- ❑ **Key Milestones:**
  - Stakeholder Involvement
  - Stakeholder Adoption
  - Communication of Requirements
- ❑ **Start and End Dates:** TBD

- **Priority:** High
- **Program Sponsor:** Auditor-Controller
- **Stakeholders:** Executives, managers, and departmental staff
- **Scope:** Use virtual machine technologies and tools to provide flexibility in creating and adding new servers to the network without adding additional staff.
- **Initiative Objectives:**
  - Eliminate single-points of failure by installing computing redundancy
  - Use 3 host virtual machines that will replace our physical servers
  - Develop resources in Santa Maria as a 'warm site' for the business continuity
  - Eliminate the need for more purchases of new or replacement servers
  - Install SAN high-speed data storage using fiber-optic technology
  - Improve software management tools for administrators
- **Key Milestones:**
  - Determine the final system configuration with cost bids
  - Obtain Board of Supervisor's approval for purchase and cut purchase orders
  - Receive hardware and install with system engineers and ITS
  - Install system operating software and tools
  - Build new and transfer existing production servers into the new environment
  - Train administrators in the new tools and technologies
  - Develop a similar but lesser IT environment in Santa Maria as a warm site
- **Start and End Dates:**
  - Started January 2007
  - Estimated completion is 09/30/2007



# Electronic Discovery Management Solution (EDMS)

- **Priority:** First Priority
- **Program Sponsor:** County Counsel
- **Stakeholders:** CC Staff, Risk, Planning and Development, Other Departments
- **Scope:** Implement an Electronic Document Management System (EDMS) that will allow our customers/clients access to case files, legal opinions and information as well as review the status of their legal requests to County Counsel from their desktop at anytime without comprising the security of the data.
- **Initiative Objectives:**
  - Purchase an E-Discovery Software Application, which will enable users to:
    - Control access to documents
    - Maintain documents with native editors
    - Link documents to various sources outside the Web/HTML environment
    - Update documents
    - Position documents as part of a business process requiring bi-directional communication
    - Customize format, content and accessibility to each customer/client
    - Streamline work processes
- **Key Milestones:**
  - Implementation of E-Discovery software application
  - Implementation of scanning and OCR technology to work in conjunction with E-Discovery software application
  - Drafting of policies and procedures regarding E-Discovery application guidelines and industry standards regarding database structure, accessibility, indexing and/or coding, etc.
- **Start and End Dates:**
  - April 2007 to November 2007: Implementation of E-Discovery software application
  - December 2006 to September 2007: Implementation of OCR technology
  - April 2007 to September 2007: Policies and procedure regarding E-Discovery application guidelines and industry standards regarding database structure, accessibility, indexing and/or coding, etc.



# Enterprise Content Management Solution (ECM)

- **Priority:** High Priority
- **Program Sponsor:** County Counsel
- **Stakeholders:** CC Staff, Risk, Planning and Development, Other Departments
- **Scope:** Implement an Enterprise Content Management System (ECMS) that will allow our users the capability of searching, retrieving and storing documents created by their daily workflow in an expeditious manner. These documents may also be accessed from home, courtrooms and at any WAP, should the user be set up for mobile commuting. The security of the data will not be compromised with the use of the County's current security software application Net Motion.
- **Initiative Objectives:**
  - Purchase an Enterprise Content Management software application, which will enable users to:
    - Search, retrieve and store documents expeditiously
    - Maintain documents with native editors
    - Link documents to various EDM systems
    - Create different versions of documents
    - Customize format, content and accessibility to each user
    - Streamline work processes
    - Manage case profiles
- **Key Milestones:**
  - None to report at this time
- **Start and End Dates:**
  - August 2007 to December 2007: Research and Development
  - December 2007 to February 2008: RFPs to ECM vendors
  - March 2008 to May 2008: Review and Comparison of RFPs
  - June 2008: Purchase of ECM application
  - June 2008 to December 2008: Implementation of ECM application



# Electronic Record and Document Management System

- ❑ **Department:** Public Defender
- ❑ **Priority:** High
- ❑ **Program Sponsor:** Public Defender
- ❑ **Stakeholders:** Public Defender Department staff
- ❑ **Scope:**
- ❑ **Initiative Objectives:**
  - Improve staff access to department case management system
  - Improve staff efficiency by accessing files electronically
  - Decrease staff filing and retrieval time of data
  - Allow remote access to files
- ❑ **Key Milestones:**
  - Cost and financial feasibility study conducted
  - Collaborate with County IT department for the installation of remote access points throughout court facilities
  - Purchase laptops
  - Research and establish a plan for the document management system
  - Staff training on the new system
- ❑ **Start and End Dates:**
  - On going



## Parks Reservation Call Center

- **Priority:** First
- **Program Sponsor:** Parks
- **Stakeholders:** Customers and Parks Staff
- **Scope:**
  - Call center to receive calls from customers regarding reservations for all Parks (North, South and both camping grounds)
- **Initiative Objectives:**
  - Make ourselves available to the customers at all times
  - Provide another channel for making reservations (in addition to the automated reservation system)
  - Cross train staff so that anyone can take the call and resolve/forward the issue instead of current practice of north staff handling north calls and south staff the south calls
- **Key Milestones:**
  - Define requirements
  - Explore use of other Call Center systems on the County - complete
  - Purchase software
  - Establish one phone number for Parks reservations (North, South & both camping grounds)
  - Implement the Automated Reservation System and link to Call Center system
  - Implement
  - Market the service
- **Start and End Dates:**





## Medi-Cal Call Service Center (DSS)

- ❑ **Priority:** 1
- ❑ **Program Sponsor:** Michael Dean, DSS Deputy Director
- ❑ **Stakeholders:** Community, other county agencies, Medi-Cal Clients
- ❑ **Scope:**
  - Develop a telephone call center to process Medi-Cal caseload issues, questions and renewals without necessitating a client office visit.
- ❑ **Initiative Objectives:**
  - Enhanced customer service, better caseload management, caseload equity and efficiencies
- ❑ **Key Milestones**
  - Research other County Call Centers
  - Kick-Off Meeting
  - Secure Site
  - Develop Technology Infrastructure
  - Develop Business Processes
  - Pilot Implementation
  - Go Live
- ❑ **Start and End Dates:**
  - July 1, 2007 -



# Accela Upgrade

- ❑ **Priority:** First Priority
- ❑ **Program Sponsor:** Director, Planning and Development
- ❑ **Stakeholders:** All departments involved in land development permit process
- ❑ **Scope:**
  - Upgrade the existing permit information system application to a web/portal based system
  - Provide Public with on-line access to permit information and permit application submittal
- ❑ **Initiative Objectives:**
  - Improve access to permit information to both staff and Public
  - Provide direct access to the system and workflows for all departments involved in the land-use permit process
- ❑ **Key Milestones:**
  - Complete software and service contract w/ Accela, Inc.
  - Hire Implementation Project Manager
  - Establish Project Team (multi-departmental)
  - Configuration/Business Process Analysis
  - Server Infrastructure Purchase and Setup
  - Data/Workflow Migrations
  - Reports Conversion
  - Define and Implement Accela Citizens Access
  - Integrate Credit Card
- ❑ **Start and End Dates:**
  - Start – Apr/May 2007
  - End – Apr/May 2008 (Phase 1)



## Online Reservation System

- ❑ **Priority:** First
- ❑ **Program Sponsor:** Parks
- ❑ **Stakeholders:** All County Parks users & Parks staff
- ❑ **Scope:**
  - Reservations for campsites, picnic areas, boat cruises, Cachuma recreation hall, and sunken gardens
- ❑ **Initiative Objectives:**
  - Allow customers to make their reservations via the Internet at any time in advance; includes payment
- ❑ **Key Milestones:**
  - Define requirements – in progress
  - Purchase software
  - Develop related policies for Board approval
    - ❑ i.e. How much is available for advance reservations?
  - Implementation
  - Communication/marketing plan
- ❑ **Start and End Dates:**



## PHD Online Services

- **Priority:** Medium
- **Program Sponsor:** PHD Community Health Division
- **Stakeholders:** Clients of PHD Environmental Health Services and Animal Services
- **Scope:**
  - Implement online services for the public to access EHS food establishment inspection reports, EHS permit renewals, and animal licenses via the Internet.
- **Initiative Objectives:**
  - Improve the community's access to information by providing food establishment inspection reports online
  - Enhance the business process of renewing EHS permits by providing the service online
  - Explore the feasibility of online animal licensing
- **Key Milestones:**
  - EHS project team established (August 2006)
  - Presented EHS Web-based Posting of Food Establishments at Project Reporting Meeting (January 2007)
  - Meeting with vendor to discuss online animal licensing (April 2007)
- **Start and End Dates:**
  - August 2006: EHS project kick-off; expected completion for food establishment inspection project: November 2007
  - April 2007: meeting with vendor to discuss animal licensing project



## Automated Parks Maintenance System

- ❑ **Priority:** Third
- ❑ **Program Sponsor:** Parks
- ❑ **Stakeholders:** Parks Staff
- ❑ **Scope:**
  - Work Orders
- ❑ **Initiative Objectives:**
  - Enable Parks maintenance crew to receive and complete work orders while in the field
- ❑ **Key Milestones:**
  - Explore feasibility of using the CAFM system for Parks facilities maintenance
- ❑ **Start and End Dates:**



## GIS Expansion and Enhancement Interactive Map of Crop Layer

- ❑ **Priority:** Med
- ❑ **Program Sponsor:** G. Maio
- ❑ **Stakeholders:** Community Members / Other Agencies
- ❑ **Scope:**
  - Provide GIS Interactive map of crop layer
- ❑ **Initiative Objectives:**
  - Make AG GIS data available in interactive format over the web.
- ❑ **Start and End Dates:**
  - Dates contingent on new GIS Intermapper Implementation by new GIO's office.



## Provide IT video systems to Sheriff Staff enhancing productivity utilizing technology

- ❑ **Priority:** Medium
- ❑ **Program Sponsor:**
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - This initiative is underway. Providing streaming video to selected Sheriff users at their desktop computers for BOS Hearings, various department video/audio training, and monthly Sheriff's Roundup is desired. While there are some costs associated with this initiative, users could be much more informed and productive accessing this information from their desktop.
- ❑ **Initiative Objectives:**
- ❑ **Start and End Dates:**



## Secure Wireless Access Points (ADMH)

- **Priority:** High
- **Program Sponsor:** ITS
- **Stakeholders:** Any participating departments
- **Scope:**
  - Provide secure wireless access points in all needed facilities
- **Initiative Objectives:**
  - Make wireless suitable alternative to expensive wiring in new county buildings.
- **Key Milestones:**
  - Already in Progress
  - Assess Needs of Departments
  - Determine Remaining Scope of Project
- **Start and End Dates:**
  - In Progress





## Fiber Optic Cable (redundant throughout the County) (ADMH)

- ❑ **Priority:** High
- ❑ **Program Sponsor:** ITS
- ❑ **Stakeholders:** Each County Department
- ❑ **Scope:**
  - To create a redundant fiber optic infrastructure throughout the County.
- ❑ **Initiative Objectives:**
  - Provide seamless redundant fiber bandwidth among county offices in the population centers of the county, especially important for disaster recovery
- ❑ **Key Milestones:**
  - ITS Project
  - Availability of Fiber Pipe between North, South, and Mid County offices.
- ❑ **Start and End Dates:** TBD



## Enhance Mobile Communications

- ❑ **Priority:** Second
- ❑ **Program Sponsor:** Parks
- ❑ **Stakeholders:** Parks Staff
- ❑ **Scope:**
  - Reservations
- ❑ **Initiative Objectives:**
  - Enable rangers to download information on reserved day use and camping areas via PDAs
- ❑ **Key Milestones:**
  - Define requirements
  - Implement on-Line reservation system and enable mobile link
- ❑ **Start and End dates:**



## Wireless & Remote Access to Case Management System

- ❑ **Priority:** High
- ❑ **Program Sponsor:** District Attorney
- ❑ **Stakeholders:** DA Staff
- ❑ **Scope:**
  - Implement access to Case Management System wirelessly from courtrooms and beyond
- ❑ **Initiative Objectives:**
  - Increase productivity, by reducing downtime in courtrooms
  - Provide full data access from court, home and abroad
- ❑ **Key Milestones:**
  - County acquisition of security software for wireless and remote access
  - Purchase of Laptops for attorneys in courtrooms
  - Implementation of Wireless Access Points in Courtrooms
- ❑ **Start and End Dates:**
  - December 2006: Project Start in SB
  - May 2008: Project Completion Countywide



## Enhance DCSS Mobile Computing Capabilities

- **Priority:** High
- **Program Sponsor:** Carrie Topliffe, Director DCSS.
- **Stakeholders:** Community, other agencies, DCSS staff and clients.
- **Scope:**
  - Implement mobile computing solutions for work-at-home, process-service field staff, courtrooms, and satellite offices.
- **Initiative Objectives:**
  - Reduce lost time.
  - Increase staff efficiency.
  - Provide capacity for offsite services for enhanced outreach and emergency use.
- **Key Milestones:**
  - Mobile computing technology acquired and proven in pilot project (Feb. 2007).
  - Expand number of mobile devices to support 10% of staff. (May – July 2007).
  - Prove technology viability with mobile process service field staff. (June 2007)
- **Start and End Dates:**
  - February thru December 2007.



## Ensure Business Continuity

- **Priority:** High
- **Program Sponsor:** Carrie Topliffe, Director DCSS.
- **Stakeholders:** Community, other agencies, DCSS staff and clients.
- **Scope:**
  - Ensure robust, reliable, resilient and secure system infrastructure.
- **Initiative Objectives:**
  - Ensure business continuity through emergencies with end-to-end system view of DCSS operations.
- **Key Milestones:**
  - Identify “must-have” services (network, telephone, power, staff and client transportation, office space etc).
  - Identify partners and funding.
- **Start and End Dates:**
  - January 2007 onward.



# IT Business Continuity & Disaster Recovery

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Sheriff
- ❑ **Stakeholders:** Sheriff, Sheriff's Executive Management, contract and other external law agencies, system users, public
- ❑ **Scope:** The Sheriff's Department does not have a comprehensive business continuity solution for critical 24x7 systems today. With new major hardware and software systems; Computer Aided Dispatch (CAD), Jail Management System (JMS), Records Management System (RMS), and other supporting data systems currently being implemented, we have the initial architectural infrastructure in place (Phase I). Redundant computer hardware and software systems at a remote site, possibly North County, are needed to provide business continuity and disaster recovery in case of major failure at the Headquarters station (Dispatch). Without such a system for business continuity and recovery, significant major exposure to the public and officer safety risks exist, if the Santa Barbara Sheriff's computing center is not available.
- ❑ **Initiative Objectives:**
  - Review existing disaster recovery plans and documentation
    - ❑ Plan and develop IT business continuity and disaster recovery plans leveraging current and new technologies
    - ❑ Minimize potential of complete system failures
  - Prepare for disasters (think tanks, scenario and disaster drills)
- ❑ **Key Milestones:**
  - Research, training, conference attendance
  - Sheriff internal IT risk assessment evaluation (Strategic Initiative)
  - Define requirements and specifications
  - Establish funding for project
  - Implement systems meeting objectives (phased approach)
- ❑ **Start and End Dates:**
  - July 2007 - undetermined



## Server Consolidation to IBM Bladecenter & SAN Infrastructure

- **Priority:** High
- **Program Sponsor:** Sheriff
- **Stakeholders:** Sheriff, Sheriff's Executive Management, contract and other external law agencies, system users, public
- **Scope:**
- Phase III of *Major Systems & Infrastructure upgrades & enhancements* initiative. Utilizing new blade and SAN infrastructure designed for new CAD, JMS, and RMS projects allow leveraging our investment to consolidate servers to the latest technologies. This project is in progress replacing old Compaq servers planned for replacement. New dedicated IBM blade servers or virtual servers (utilizing VMware) will be leveraged into the new IBM Bladecenter infrastructure and SAN. Older Compaq servers have been, or will be replaced by sophisticated blade servers. Exchange mail server, and *LaserFiche* (Criminal Records document imaging system) are complete. Data server (soDATA) is currently in progress. In the planning stages; *Siron* (Court Services), ISA Server (web proxy), VMware server for multiple server systems; (BES) BlackBerry Exchange Server, utility servers, and domain controllers. **Initiative Objectives:**
  - Develop strategy and prioritization for replacements over multi FY year window
- **Key Milestones:**
  - Infrastructure availability (Bladecenter & SAN)
  - Replace servers
- **Start and End Dates:**
  - June 2006 – December 2007
  -



## Biometric Authentication (ADMH)

- ❑ **Priority:** Low
- ❑ **Program Sponsor:** Individual Departments/County  
**Stakeholders:** Each County Department with secure data requirements, County Consumers.
- ❑ **Scope:**
  - To create a consumer friendly authentication system that could allow consumers to access their secure accounts without needing to retain complex passwords.
- ❑ **Initiative Objectives:**
  - Increased consumer access to secure personal information, improve efficiencies and security in the workplace.
- ❑ **Key Milestones:**
  - Pilot Agency
  - Create RFP
  - Conduct research and testing
  - Select Candidates
  - Create project plan, etc.
- ❑ **Start and End Dates:** TBD





## Sheriff Major Systems & Infrastructure upgrades, replacements, enhancements (part 1)

- **Priority:** High
- **Program Sponsor:** Sheriff  
**Stakeholders:** Sheriff, Sheriff's Executive Management, contract and other law external agencies, system users, public
- **Scope:**
  - Upgrade, replace, and acquire major systems and supporting infrastructure; Computer Aided Dispatch (CAD), Jail Management System (JMS), Records Management System (RMS), supporting infrastructure systems; IBM Bladecenter – blade and virtual servers, Storage Area Network (SAN), automated tape library backup system (TSM).
- **Initiative Objectives:**
  - Replace Tiburon CAD with TriTech CAD
  - Replace mainframe zFrame SAM booking system with DSSI JMS
  - Upgrade Tiburon RMS system



## Sheriff Major Systems & Infrastructure upgrades, replacements, enhancements (part 2)

### □ Initiative Objectives: continued

- Plan and implement systems infrastructure supporting major systems utilizing latest technologies;
  - (Phase I) blade servers - IBM Bladecenter and virtual servers (VMware), storage area network (SAN), advanced automated tape library system;
  - (Phase II) plan and evaluate disaster recovery (DR) systems;
  - (Phase III) plan server consolidation for Active Directory, file and print, Email, web and utility servers.

### □ Key Milestones:

- Implement major systems replacements and upgrades; CAD, JMS, RMS
- Implement infrastructure support systems (Phases I, II, III)

### □ Start and End Dates:

- TriTech CAD (June 2006 – June 2007)
- DSSI JMS (June 2005 – June 2007)
- Tiburon RMS (April 2007 – January 2008)
- Infrastructure & supporting systems (June 2006 – December 2008)



## Convert to Child Support Automation System – V2

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Carrie Topliffe, Director DCSS.
- ❑ **Stakeholders:** Community, other agencies, DCSS staff and clients.
- ❑ **Scope:** Convert to the new, single, state-wide Child Support Enforcement system – The California Child Support Automation System, CCSAS V2.
- ❑ **Initiative Objectives:**
  - Convert mainframe green-screen system to modern web-based interfaces.
  - Improve enforcement, data sharing and reporting among all 58 counties.
  - Increase process consistency among all 58 counties.
  - Eliminate Federal penalties.
- ❑ **Key Milestones:**
  - State Distribution Unit (February 2006).
  - Install new hardware (February 2007).
  - Data purification and conversion (September 2006 – August 2007).
  - Local Interface Validation - DSS (April 2007).
  - Site Readiness Testing and Staff training (July 2007).
- ❑ **Start and End Dates:**
  - February 2006 (State Distribution Unit) through September 2007.

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Auditor-Controller
- ❑ **Stakeholders:** Executives, managers, and departmental accounting staff
- ❑ **Scope:** Add a Web-friendly interface to the County's financial information system that is integrated with document scanning and retrieval.
- ❑ **Initiative Objectives:**
  - Provide internet access to the FIN system for internal and external users
  - Provide on-line transaction processing, reporting, and other financial related tools
  - Improve workflow of transaction processing
  - Enable scanning and retrieval of invoices and other supporting documentation
- ❑ **Key Milestones:**
  - Upgrade original FIN posting engine
  - Develop core reports
  - Develop core on line forms for transaction processing
  - Develop workflow
  - Add in scanning component
  - Department training and roll out
- ❑ **Start and End Dates:**
  - In development
  - Estimated completion is 9/30/2007



# PHD Electronic Medical Record

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Elliot Schulman, Director
- ❑ **Stakeholders:** Patients, PHD Executives, Family Health and Primary Care staff, Fiscal and IT staff
- ❑ **Scope:**
  - Implement electronic medical record (EMR) to improve quality of patient care and maximize clinical efficiencies.
- ❑ **Initiative Objectives:**
  - Enhance the quality of patient care
  - Decrease medical errors
  - Improve clinic workflow by having patient information available instantly
  - Reduce expenses for labor, transcription services, and supplies
  - Improve coding and eliminate turn-around time for billing data entry
  - Facilitate decision support
- ❑ **Key Milestones:**
  - Planning and Analysis
    - ❑ Identified Steering Committee members and held kick-off meeting (March 2007)
  - Evaluation and Selection
  - Preparation
  - Implementation
  - Maintenance
- ❑ **Start and End Dates:**
  - March 2007: project kick-off



# Juvenile and Institutions Case Management Systems

- ❑ **Department:** Probation
- ❑ **Priority:** HIGH
- ❑ **Program Sponsor:** Chief Probation Officer
- ❑ **Stakeholders:** Probation Department Staff
- ❑ **Scope:**
  - Complete implementation and integration of the Juvenile and Institutions case Management systems into the regular business practices of all Probation staff.
- ❑ **Initiative Objectives:**
  - Increase effectiveness through the use of technology for customer service, performance accountability, and supervision of probationers.
  - Replace Probation Department's current mainframe based information systems to a more open and flexible Microsoft SQL Server Database Management System with browser interface.
- ❑ **Key Milestones:**
  - Functional study and need assessment completed
  - Business process analyzed and improved as needed
  - Technology review and feasibility analysis implemented
  - Cost and financial analysis finished
  - Joint application development is in progress
- ❑ **Start and End Dates:**
  - July 1, 2001 – July1, 2007



## Collection Application Development

- ❑ **Department:** Probation
- ❑ **Priority:** Medium
- ❑ **Program Sponsor:** Chief Financial Officer
- ❑ **Stakeholders:** Probation Department staff, community, law enforcement agencies
- ❑ **Scope:**
  - Develop an integrated collection solution with current Probation client management system.
- ❑ **Initiative Objectives:**
  - Increase offender accountability through the payment of fines, fees and restitution
  - Increase Probation services to citizens through improved restitutions collection and distribution efforts
  - Conform to state mandates
  - Provide adult and juvenile supervision officers with timely offender restitution payments reports
- ❑ **Key Milestones:**
  - Data analysis and cleaning
  - Technology evaluation and testing
  - Business process analysis and improvement
  - Joint development with other California Probation agencies
- ❑ **Start and End Dates:**
  - July 1, 2008 – July1, 2009



## Implement an EDMS and ECM Solution that Integrates with other ASPs and is User Friendly

- ❑ **Priority:** High
- ❑ **Program Sponsor:** County Counsel
- ❑ **Stakeholders:** CC Staff, Risk, Planning and Development, Other Departments
- ❑ **Scope:** Implement an Electronic Document Management System (EDMS) and Enterprise Content Management System (ECMS) which will integrate County wide and/or with other Departmental ECM software applications. The EDMS and ECMS interfaces will be user friendly in order to allow for retraining of staff and minimize the interruption of daily workflow and business continuity. Software standardization will encourage movement within the entire organization.
- ❑ **Initiative Objectives:**
  - Implement an E-Discovery Software Application, which will enable:
    - ❑ Integration with other EDMS and/or ECM County Department applications
    - ❑ Data to be linked between departments
    - ❑ Interface of the ECM software user friendly
    - ❑ Provide training resource materials to users, via demos., Webinars
    - ❑ Provide Technical support and training
    - ❑ IT to provide training resource materials via the Intranet
    - ❑ IT to Provide continuous updated training
- ❑ **Key Milestones:**
  - Purchase of E-Discovery Software which integrates with three current County Counsel Litigation software applications
  - Drafting of user training instructions which include “Quick Tips” that will enable users to refer to daily,
  - Drafting of White Papers on understanding what an EDMS and ECMS and the differences between both systems
  - Training users on the use of EDMS application
- ❑ **Start and End Dates:**
  - January 2007 to April 2007: Purchase of E-Discovery software
  - April 2007 to June 2007: Drafting of training instructions and White Papers
  - July 2007 to November 2007: Training users on the use of EDMS application





## An EDMS/ECM Allows for Collaboration With Internal and External Stakeholders

- ❑ **Priority:** High
- ❑ **Program Sponsor:** County Counsel
- ❑ **Stakeholders:** CC Staff, Risk, Planning and Development, Other Departments
- ❑ **Scope:**
  - The implementation of an Electronic Document Management System (EDMS) will allow Stakeholders to collaborate on matters and make informative decisions without having to duplicate the paper file, thus allowing for files to be reviewed between departments at their desktops expeditiously, possibly limiting the length of litigation and exposure.
- ❑ **Initiative Objectives:**
  - Implement an E-Discovery Software Application, which will enable:
    - ❑ External Departments (i.e., Risk, P&D) to access the information
    - ❑ Internal staff to access information at their fingertips, which will allow for collaboration on matters
    - ❑ Minimize down time in filing and retrieval of paper case files
    - ❑ Minimize review time
    - ❑ Increase efficiency in reviewing matters so as to make informative decisions on the outcome of the matter
    - ❑ The sharing of case file data without the compromising the security of the data
- ❑ **Key Milestones:**
  - Implementation of E-Discovery software application
  - Drafting of policies and procedures regarding the sharing of the data with Internal Stakeholders and subsequently External Stakeholders
- ❑ **Start and End Dates:**
  - April 2007 to November 2007: Implementation of E-Discovery software application
  - April 2007 to June 2007: Draft of Policies and procedure regarding sharing of data with Internal Staff and subsequently the sharing of data with External Stakeholders



## Data For Decision Making on Intranet

- ❑ **Priority:**
- ❑ **Program Sponsor:** Fire
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - We have an open position in our IT section, and the successful candidate will have the capability to extract data from the County's Computer Aided Dispatch system and Public Health's Electronic Patient Care Report system, and make that data available on our intranet for decision-making purposes.
- ❑ **Initiative Objectives:**
- ❑ **Key Milestones:**
- ❑ **Start and End Dates:**
  - Our expected date of completion is 12/31/08.



Evaluate existing data sharing systems and explore new potentials for law enforcement and public safety systems.

- ❑ **Priority:**
- ❑ **Program Sponsor:** Sheriff
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - The department may want to investigate and identify additional potential data sharing systems, given the need to know and other security restrictions. A good example of such system is with our current WANDA (warrant) system developed in-house. The Courts provide warrant information by automated data transfer methods.
- ❑ **Initiative Objectives:**
- ❑ **Key Milestones:**
- ❑ **Start and End Dates:**



## Public Works Data Inventory

- ❑ **Priority:** Med
- ❑ **Program Sponsor:** Public Works
- ❑ **Stakeholders:** Public Works Department, Other Depts, Customers
- ❑ **Scope:** Migration of Public Works data to SQL.
- ❑ **Initiative Objectives:**
  - Provide data inventory by tracking, and documenting migration
  - Normalize data to increase accuracy, and decrease duplication
- ❑ **Start and End Dates:**
  - Started 3/1/07 – End: 6/30/09



## Create a Data Sharing Initiative Between our County Agency Partners (DSS)

- **Priority:** 3
- **Program Sponsor:** Michele Fitzpatrick, DSS Deputy Director
- **Stakeholders:** Community, other county agencies, BOS, CEO
- **Scope:**
  - Develop a strategy to identify and share data which will mutually benefit decision-making at the IAPC.
- **Initiative Objectives:**
  - Enhance decision-making ability and cross agency collaboration
- **Key Milestones**
  - Develop Key IT Manager Group
  - Identify data available
  - Publish data sources
  - Develop methodology and protocols for sharing
  - Implement data sharing strategy
- **Start and End Dates:**
  - August 1, 2007



## Establish Paperless Business Processes

- **Priority:** High
- **Program Sponsor:** Carrie Topliffe, Director DCSS.
- **Stakeholders:** Community, other agencies, DCSS staff and clients.
- **Scope:**
  - Use electronic records and imaging for data sharing and storage.
- **Initiative Objectives:**
  - Use electronic records where possible.
  - Establish imaging systems for all documents which must remain on paper.
  - Develop electronic data sharing with key business partners (DSS, Courts)
- **Key Milestones:**
  - Establish imaging processes for CASES client documents (May 1, 2007).
  - Enhance electronic data exchange with DSS (September 2007).
  - Establish electronic lien filing with Clerk Recorder Assessor (Sept. 2007)
  - Identify electronic data exchange options with Courts (TBD).
- **Start and End Dates:**
  - May 1, 2007 onward



## Paperless Office

- ❑ **Priority:** High
- ❑ **Program Sponsor:** District Attorney
- ❑ **Stakeholders:** DA Staff, Defense Attorneys and Law Enforcement
- ❑ **Scope:**
  - Reduce to eliminate paper by digitizing case documents centrally to case management system
- ❑ **Initiative Objectives:**
  - Reduce down time in filing and retrieving paper cases
  - Minimize to eliminate paper file storage
  - Minimize duplicative data entry efforts and errors
  - Increase efficiency by making case docs available from anywhere
- ❑ **Key Milestones:**
  - Implementation of Electronic Discovery Module
  - Implementation of Document Routing/Management software
  - Implementation of LINX - Data Sharing Module
  - Participate in Data Sharing with SBPD RMS and other Law Enforcement Agencies
- ❑ **Start and End Dates:**
  - June 2007: Project Start in SB
  - June 2008: Project Completion



# Information Technology Best Practices

- **Priority:** High
- **Program Sponsor:** CEO
- **Stakeholders:** Executive management, department directors, IT management
- **Scope:**
  - Implement information technology best practices that result in significant cost savings
- **Initiative Objectives:**
  - Evaluate and improve technology purchasing practices
  - Evaluate and establish best practices for the management of technology lifecycles
  - Implement effective management of computing surplus including redirecting equipment for telecommuting and emergency purposes
  - Continue working towards implementing secure telecommuting and wireless solutions to improve response time to customer's requests, improve responsiveness to disasters, and to enable the delivery of services on the field
- **Key Milestones:**
  - Implement technology purchasing best practices
  - Implement technology lifecycle management best practices
  - Implement technology surplus management best practices
  - Implement project management best practices
  - Implement remote and wireless computing best practices
- **Start and End Dates:**
  - Complete and publish "as-is" and "to be" recommendations by November 2007
  - Implement remote and wireless computing best practices by Summer 2007
  - Implement project management best practices by Spring 2008
  - Implement purchasing, lifecycle and surplus management best practices by Fall 2008





## IT Risk Assessment Evaluations and Internal Security Reviews/Audits

- **Priority:**
- **Program Sponsor:** Sheriff
- **Stakeholders: Scope:**
  - Risk assessments identify internal and external threats to an organization that could cause operational and other interruptions. Risk assessments study various aspects of threats including physical, environmental, administrative, and technical measures. It may be possible to implement measures to reduce the likelihood or mitigate the impact of these threats with assessments. Periodic internal security reviews and audits can help identify weaknesses. County ITS provides certain levels of assessments, but the Sheriff's department could initiate additional security reviews and audit procedures. The department should consider an on-going methodology to address this initiative
- **Initiative Objectives:**
- **Key Milestones:**
- **Start and End Dates:**



## Evaluate ITS and vendor support; needs/requirements, improvements, mutual SLAs

- **Priority:**
- **Program Sponsor:** Sheriff
- **Stakeholders: Scope:**
  - Review needs and requirements from County ITS and other vendors is needed. With a collective understanding of needs from time-to-time, or health checks, along with mutually developed SLA's (Service Level Agreements), we can identify areas for improvement and success in the IT partnership the benefits the department goals and County.
- **Initiative Objectives:**
- **Key Milestones:**
- **Start and End Dates:**



## Establish Sheriff IT Technology reserve fund (revenues from creative sources, methods, and grant funding)

- ❑ **Priority:**
- ❑ **Program Sponsor:**
- ❑ **Stakeholders: Scope:**
  - Providing real IT solutions to law enforcement issues can be daunting. Funding IT initiatives can be even more difficult given the state of budget priorities and the annual practice of budget restrictions. Investigating sources of funding through grant money, creative revenue generating tools, and other unexplored methods should become an initiative. However, once revenue is generated, it must be protected and dedicated exclusively for department IT needs. Furthermore, it must be able to be carried over from year-to-year. Each year wish lists are established by various Sheriff Department bureaus. Given a limited pool of money becomes contentious. While providing new vests for deputies is critically important, so is IT solutions for solving crimes.
- ❑ **Initiative Objectives:**
- ❑ **Key Milestones:**
- ❑ **Start and End Dates:**



## Review Sheriff's IT project development process

- ❑ **Priority:**
- ❑ **Program Sponsor:** Sheriff
- ❑ **Stakeholders: Scope:**
  - A review of current methodology for Sheriff Department project initiatives and strategies are needed. Occasional unplanned IT projects, requiring IT resources in the department and the County are getting out of control, and have been for many years. Limited resources of staff and funding compete with new 'approved' systems, production systems that require on-going maintenance and development, and systems that do not get approved, yet get started somehow. One just needs to simply consider the systems (large and small) that were in place just five or ten years ago compared to the IT needs of today, but without sufficient increase in staffing, funding, and other resources. The decision-making structure needs improvement, possibly by initiating the IT Steering Committee that once existed in the department years ago. This would be a committee of executive level staff, and IT to recommend and make informed decisions. US DOJ guides and a review of the RSE process may contribute to success of this initiative.
- ❑ **Initiative Objectives:**
- ❑ **Key Milestones:**
- ❑ **Start and End Dates:**



## Return on IT Investment (part 1)

- ❑ **Priority:** High
- ❑ **Program Sponsor:** CEO
- ❑ **Stakeholders:** Executive management, department directors, IT management
- ❑ **Scope:**
  - Leverage information technology expertise and investment across the enterprise to maximize return on investment
- ❑ **Initiative Objectives:**
  - Unify email system (substantial hardware, software, and labor savings)
  - Broker the implementation of a countywide document management system
  - Implement asset management system for computing equipment
  - Implement and encourage the use of digital signatures to approve Board letters, Public Health prescriptions, technical services firewalls, expenditures
  - Standardize, track and leverage technology competencies to develop and maintain a skilled and productive workforce (i.e.: LAN administration)
  - Establish mechanism for the exchange and sharing of information, ideas, resources, and procedures, internally and externally



## Return on IT Investment (part 2)

- **Key Milestones:**
  - Email systems integrated
  - Document Management System implementation plan published
  - Asset management system adopted and implemented
  - Use of digital signatures adopted countywide
  - Technology competencies agreed upon
  - Knowledge exchange forum defined
- **Start and End Dates:**
  - Email systems integrated by Summer 2009
  - Document management system plan published Fall 2007
  - Asset management system implemented Winter 2009
  - Digital signatures adopted countywide Fall 2007
  - Technology competencies adopted Summer 2008
  - Knowledge exchange forum defined Summer 2008



## IT Service Delivery Savings Opportunities

- ❑ **Priority:** High
- ❑ **Program Sponsor:** CEO
- ❑ **Stakeholders:** Executive management, department directors, IT management
- ❑ **Scope:**
  - Leverage the use of information technology for the cost-effective and/or automated delivery of customer services
- ❑ **Initiative Objectives:**
  - Implement voice over IP (data jack installation, third-party consulting savings)
  - Extend the utilization of existing case management tools to include functions such as data jacks, new phones, supplies, citizen's concerns and requests, vehicles, notifications
- ❑ **Key Milestones:**
  - Voice over IP cost benefit analysis completed
  - Technical Support Center capabilities extended beyond technology
- ❑ **Start and End Dates:**
  - Voice over IP cost benefit analysis completed – March 2008
  - Voice over IP implemented – Summer 2010
  - Telephone Services help line integrated into Technical Support Center – Summer 2008
  - General Services requests managed by centralized Support Center – Summer 2009



## Develop Interdepartmental Partnerships and Collaboratives

- ❑ **Priority:** Med
- ❑ **Program Sponsor:** Public Works
- ❑ **Stakeholders:** Public Works, Executives, Managers, Tax Payers
- ❑ **Scope:**
  - Determine where Public Works IT needs parallel with other Departments and work to form partnerships that leverage these common needs.
- ❑ **Key Initiatives:**
  - Use/implement Accela for land use permitting
  - Work with and aid the County's unified web effort
  - Work with and aid the County's unified GIS effort
  - Study needs to determine other possibilities
- ❑ **Start and End Dates:**
  - Started 3/1/07 – End: Ongoing





# Integrated Justice Systems

- ❑ **Priority:** High
- ❑ **Program Sponsor:** District Attorney
- ❑ **Stakeholders:** DA Staff and Law Enforcement Agencies Countywide
- ❑ **Scope:**
  - Bidirectional Data Sharing with LEA
- ❑ **Initiative Objectives:**
  - Minimize to eliminate duplicative data entry
  - Provide and preview case disposition
  - Increase productivity and accuracy with automated data transfers
- ❑ **Key Milestones:**
  - Attended several LEA Integrated Justice Systems vendor demos
  - Case Management System Vendor poised with Data Transfer XML specifications
  - Implementation of Wireless Access Points in Courtrooms
- ❑ **Start and End Dates:**
  - February 2006: Started attending Vendor Demonstrations
  - Current: Project on Hold until LEA agree & implement Data Sharing Infrastructure



# Integrated Criminal Justice Information System

- ❑ **Department:** Probation
- ❑ **Priority:** High
- ❑ **Program Sponsor:** Chief Probation Officer
- ❑ **Stakeholders:** Probation Department staff, law enforcement agencies
- ❑ **Scope:**
  - Develop an integrated computer information system that links law enforcement, prosecution, courts, adult corrections and juvenile corrections - to create one virtual criminal justice information system.
- ❑ **Initiative Objectives:**
  - Improve public safety
  - Improve peace officer safety
  - Enhanced protection and information for victims and crimes
  - Reduce data entry redundancy
  - Improve information accuracy
- ❑ **Key Milestones:**
  - Establish interest group
  - Allocate funding
  - Document business process and workflows
  - Technology evaluation and testing
  - Joint application development
- ❑ **Start and End Dates:** TBD



## IT Investment in EDMS and ECM Solutions (part 1)

- ❑ **Priority:** High
- ❑ **Program Sponsor:** County Counsel
- ❑ **Stakeholders:** CC Staff, Risk, Planning and Development, Other Departments
- ❑ **Scope:** Investment in EDMS and ECM solutions will result in reduction of storage costs, allow for searching and retrieval of documents expeditiously, allow for archival of email and all other electronic data, minimize loss of data and duplication of documents and research. Implementation of these applications will enable our Department to be in compliance with the new Federal Rules of Civil Procedure, which affect all organizations and how they maintain and store electronic data.
- ❑ **Initiative Objectives:**
  - Implementation of an EDMS/ECM solution will provide the department with the tools necessary to:
    - ❑ Comply with newly mandated Federal Rules of Civil Procedures relating to electronic data
    - ❑ Reduce paper storage costs
    - ❑ Minimize the loss of data
    - ❑ Search and retrieve data expeditiously
    - ❑ Reduce duplication of case file data
    - ❑ Minimize the duplication of research that has already been done by prior counsel
    - ❑ A records management and IT framework for archival and storage of electronic data



## IT Investment in EDMS and ECM Solutions (part 2)

### □ Key Milestones:

- Hired an Technology Support Specialist to assess the department's current IT software infrastructure
- Information Technology Budget for EDMS established
- Implementation of E-Discovery software application
- Assessment of records management policies and procedures relating to electronic records
- Set up of the County Counsel Opinion's Database

### □ Start and End Dates:

- June 2006: Hired an Technology Support Specialist to assess the department's current software infrastructure
- April 2007 to November 2007: Implementation of E-Discovery software application
- June 2006 to March 2007: Assess and Report on the state of the current ECM infrastructure
- April 2007 to June 2007: Set up of County Counsel's Legal Opinions Database



## Network Maintenance and Support

- ❑ **Priority:**
- ❑ **Program Sponsor:** Fire
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Fire's IT section has taken over the maintenance of the network equipment that connects our department with the rest of the county resulting in savings of \$7,000 - \$10,000 annually, and continue to implement the Linux operating system where ever it is feasible in an attempt to avoid the expense of licensing Microsoft products.
- ❑ **Initiative Objectives:**
- ❑ **Key Milestones:**
- ❑ **Start and End Dates:**



# Comprehensive Contracting Accounts Payable System ADMH

- ❑ **Priority:** Medium
- ❑ **Program Sponsor:** County Purchasing
- ❑ **Stakeholders:** All County departments who contract or submit bills
- ❑ **Scope:** Create a seamless system that begins with the request for a contract and goes through the last payment for goods or services of that contract. This system would include: Generating a County templated contract, tracking from creation through the subsequent tracking and paying of bills and claims submitted based on that contract as well as the tracking of payments.
- ❑ **Initiative Objectives:** Transparent contracting and accounts receivable system.
- ❑ **Key Milestones:**
  - Work flow Analysis
  - Stakeholder Involvement
  - Redesign (Concept then Technical)
  - Stakeholder Adoption
  - Construction
  - Testing
  - Implement
  - Reassess
  - Adjust
  - Re-Deploy
- ❑ **Start and End Dates:** TBD



## Electronic Document Imaging (DSS)

- ❑ **Priority:** 1
- ❑ **Program Sponsor:** Edna Terrell, DSS Deputy Director
- ❑ **Stakeholders:** DSS Staff, Clients, Partner Agencies, State.
- ❑ **Scope:**
  - Develop electronic case file imaging infrastructure and business processes to support CalWIN and the move toward a paperless case file environment.
- ❑ **Initiative Objectives:**
  - Reduce paper storage, handoffs and duplication of information.
- ❑ **Key Milestones**
  - Select Vendor and product
  - Build technology infrastructure
  - Build business processes
  - Pilot Process and test software
  - Implement in each DSS Office
- ❑ **Start and End Dates:**
  - November 2006 - Present



## Document Imaging Consolidation

- **Priority:** Low
- **Program Sponsor:** Sheriff
- **Stakeholders:** Sheriff, Sheriff's Executive Management, contract and other external law agencies, system users, public
- **Scope:**
  - The Sheriff's department currently uses two separate document imaging systems; Criminal Records (LaserFiche) and Inmate Records (Matrix). A third imaging system has been requested with integration to new JMS requirements. Having multiple imaging systems in one department may not be a judicious use of technology funds and counter productive. The County has also begun the initial steps in investigating a county-wide document imaging system. Consider feasibility integrating County-wide Mita print devices and scanning systems.
- **Initiative Objectives:**
  - Review existing systems
  - Systems and cost analysis for a consolidated department-wide system (possibly use of County-wide system)
- **Key Milestones:**
  - Consolidation determination
  - Funding
  - Implementation
- **Start and End Dates:**
  - Start FY 2007-2008





## Staff Tools and Training (part 1)

- ❑ **Priority:** First Priority
- ❑ **Program Sponsor:** County Counsel
- ❑ **Stakeholders:** CC Staff, Risk, Planning and Development, Other Departments
- ❑ **Scope:** Provide staff the tools and training needed to support their customers/client's legal requests and provide the user with support and training on the use of EDMS and ECM technologies.
- ❑ **Initiative Objectives:**
  - Hire an IT Support Specialist with a Comprehensive EDMS and ECM support and training background to:
    - ❑ Assess current software infrastructure
    - ❑ Assess staff's current training needs
    - ❑ Assess staff's retraining on e-discovery applications
  - Purchase an E-Discovery Software Application, which will enable users to:
    - ❑ Control access to documents
    - ❑ Maintain documents with native editors
    - ❑ Link documents to various sources outside the Web/HTML environment
    - ❑ Update documents
    - ❑ Position documents as part of a business process requiring bi-directional communication
    - ❑ Customize format, content and accessibility to each individual user
  - Provide staff the support and training needed to support EDMS and ECM applications



## Staff Tools and Training (part 2)

- **Key Milestones:**
  - Hired an IT Support Specialist
  - Training provided to staff relating to departments current software infrastructure
  - Implementation of additional Litigation Support Software to provide staff with tools needed to support their customers/clients
  - Implementation of E-Discovery software application
- **Start and End Dates:** (If desired, insert a timeline)
  - June 2006: Hired an IT Support Specialist
  - July 2006 to April 2007: Training provided to staff relating to departments current software infrastructure
  - July 2006 to Present: Implementation of additional Litigation Support Software to provide staff with tools needed to support their customers/clients
  - April 2007 to November 2007: Implementation of E-Discovery software application



## Provide Training Opportunities to Probation IT Staff

- ❑ **Department:** Probation
  - ❑ **Priority:** HIGH
  - ❑ **Program Sponsor:** Senior Information Technology Manager
  - ❑ **Stakeholders:** Probation Department IT staff
  - ❑ **Scope:**
    - Establish a training framework for IT staff that incorporates IT literacy, research skills, competency with specific relevant tools and research training partnerships
  - ❑ **Initiative Objectives:**
    - Assist IT staff members grow as professionals
    - Help IT staff members improve their skills and learn how to manage information systems effectively.
  - ❑ **Key Milestones:**
    - Assess staff skills and needs
    - Prioritize training topics
    - Identify training resource
    - Develop training budget
    - Create annual training plan
- Start and End Dates:** On going



## Provide Training Opportunities to all DSS IT Staff

- **Priority:** 1
- **Program Sponsor:** Karin Traber, IT Manager Sr.
- **Stakeholders:** DSS Staff, IT Staff, Partner agencies
- **Scope:**
  - Continue to provide specific training in each area of our IT disciplines in DSS
- **Initiative Objectives:**
  - Provide job satisfaction, better customer service and high quality support to our stakeholders.
- **Key Milestones**
  - Identify training to line up with strategic priorities
  - Research available training
  - Assess staff levels of expertise and interest
  - Budget for training
  - Approve training as needed
- **Start and End Dates:**
  - June 2002 - Present



## Computer Training for Public Defender Staff

- ❑ **Department:** Public Defender
- ❑ **Priority:** High
- ❑ **Program Sponsor:** IT staff
- ❑ **Stakeholders:** Public Defender Staff
- ❑ **Scope:**
  - To will achieve this goal we will
- ❑ **Initiative Objectives:**
  - Assist staff members to grow professionally
  - Improve the ability of staff to more effectively deliver competent legal representation
- ❑ **Key Milestones:**
  - Assess staff competencies
  - Formulate and implement a comprehensive training program
  - Create annual review of staff development
- ❑ **Start and End Dates:**
  - August 1, 2007 – July 31, 2008



## IT Staff Training - Fire

- ❑ **Priority:**
- ❑ **Program Sponsor:** Fire
- ❑ **Stakeholders:**
- ❑ **Scope:**
  - Our IT staff are provided with a training budget and are encouraged to attend local continuing education courses via their EPR's. A travel budget is also established for IT staff to attend any seminars or trade shows that are relevant to the furtherance of information technology. We will continue to provide monies for these items in the future.
- ❑ **Initiative Objectives:**
- ❑ **Key Milestones:**
- ❑ **Start and End Dates:**



## Provide Training Opportunities to all County IT Staff (ADMH)

- **Priority:** High
- **Program Sponsor:** All participating Departments
- **Stakeholders:** Any County IT Staff
- **Scope:**
  - Provide professional development training to IT staff.
- **Initiative Objectives:**
  - Provide local cost effective county sponsored training for county Departmental IT staff to aid in staff retention
- **Key Milestones:**
  - Assess needs of Departments.
  - Determine Key Competencies
  - Gain Departmental Commitments
  - Establish Costs
- **Start and End Dates:** TBD



## Employee Training & Development (Sheriff's Systems & Technology Bureau)

- **Priority:**
- **Program Sponsor:**
- **Stakeholders:**
- **Scope:**
  - While funding training has been improved over recent years for the Sheriff's Systems & Technology Bureau, on-going commitments are needed from the department and the County. Given the budget cycle each year, authorizing training expenditures are often halted for several months until the beginning of the next fiscal year. On occasion, some training classes are not offered frequent enough to fit within the unofficial window of training opportunity (June through mid February). In addition, unused training budgets are often targets of budget reductions. Keeping a well trained work force should continue to be a priority with the County as this affects employee development and often times, their productivity.
- **Initiative Objectives:**
- **Key Milestones:**
- **Start and End Dates:**





## Trial Preparation, Document Management, and Multimedia Presentation System

- ❑ **Department:** Public Defender
- ❑ **Priority:** High
- ❑ **Program Sponsor:** Public Defender
- ❑ **Stakeholders:** Public Defender staff and clients
- ❑ **Scope:** Implement a training and support program for utilizing the case organization and presentation program
- ❑ **Initiative Objectives:**
  - Train attorneys
  - Improve court room presentations
  - Performance accountability
- ❑ **Milestones:**
  - Assess needs
  - Identify costs
  - Obtain software
  - Establish a resource center
  - Conduct training
  - Ongoing support and reinforcement
- ❑ **Start and End Dates:** March 1, 2007 – December 31, 2007



## Establish multi-agency Public Safety IT Consortium; Tri-County or expanded (law related agencies)

- ❑ Department:
- ❑ Priority:
- ❑ Program Sponsor:
- ❑ Stakeholders:
- ❑ Scope:
  - IT is an integral part of law enforcement. A recent addition of an in-car video system is just one example of technology in use for law enforcement. New and updated technologies unfold constantly creating a demand for information sharing among the law enforcement community. Sharing information, education, attending seminars and conferences are critical in keeping up-to-date on law enforcement IT solutions. Coordinating a regional group or consortium of IT professionals in the law enforcement community with common interests can be a worthwhile asset.
- ❑ Initiative Objectives:
- ❑ Milestones:
- ❑ Start and End Dates:



## Staff Development

- ❑ **Priority:** Med
- ❑ **Program Sponsor:** Public Works
- ❑ **Stakeholders:** Public Works customers, Executives, and Managers
- ❑ **Scope:**
  - Provide professional skills development and training for Departmental IT staff.
- ❑ **Initiative Objectives:**
  - To provide properly trained staff to assist the Public Works Department with IT management and vision.
- ❑ **Key Milestones:**
  - Determine existing staff skills 3/15/07 – 4/30/07
  - Develop needs list 5/01/07 – 8/01/07
  - Deploy staff to training and development opportunities - ongoing



## Customer Relationship Management

- ❑ **Priority:** High
- ❑ **Program Sponsor:** CEO
- ❑ **Stakeholders:** Citizens, Businesses, Visitors
- ❑ **Scope:**
  - Implement an County-wide system to monitor citizen complaints and comments
- ❑ **Initiative Objectives:**
  - To provide data for determining constituent needs, the quality of service the County provides and valuable information for the planning process.
- ❑ **Key Milestones:**
  - Define requirements
  - Define approach



# Human Resource Information System

- ❑ **Priority:** High
- ❑ **Program Sponsor:** Human Resources
- ❑ **Stakeholders:** County departments, employees
- ❑ **Scope:**
  - This project will provide the County with an automated Human Resources Information System (HRIS). This system will integrate with the existing payroll system to provide increased access to critical workforce data, improve workforce analysis and reporting, facilitate strategic decision-making, and automate and streamline current manual personnel transactions.
- ❑ **Initiative Objectives:**
  - Automate or eliminate current manual processes
  - Provide a central source for workforce data
  - Enhance decision-making capability through superior reporting and analytics
  - Improve the County's ability to measure the effectiveness of workforce initiatives
  - Improve access to accurate workforce data for all departments
  - Reduce the redundancy of multiple fragmented systems throughout the County
- ❑ **Key Milestones:**
  - Purchase system – Fall 2007
  - Implement Phase 1- Summer 2008
  - Implement Phase 2 - 2009