

DRAFT

EXHIBIT B

County of San Mateo



**Countywide
Information Technology
Strategic Plan
2008-2011**



Table of Contents

Table of Contents	1
Executive Summary	2
1.0 Introduction.....	4
2.0 Information Technology Planning Process	6
3.0 Recommended Information Technology Initiatives	10
4.0 Governance	18
5.0 Next Steps.....	21
Appendices	
I. Information Technology Strategic Plan Contributors	23
II. Initial Strategic Information Technology Strategic Goals.....	24
III. Definition of Business Drivers	25
IV. Information Management Planning Council Charter.....	26



Executive Summary

Information Technology provides the tools and opportunity to enhance and further San Mateo County's mission to deliver services and enrich the lives of the County's residents. For years, individual departments within the County have leveraged information technology in furtherance of their individual missions. In many cases these departmental projects have been a combination of departmental resources, resources from other County departments as well as resources drawn from the County Information Services Department.

This Information Technology Strategic Plan takes the next step in San Mateo County's evolution in the use of information technology by identifying and recommending five specific Countywide Information Technology Strategic Initiatives, and three Strategic Information Technology Infrastructure Initiatives that have benefit across all of County government. Fundamental to these strategic initiatives is the goal of unifying and leveraging information across all County departments to improve services to the residents of San Mateo County.

This Information Technology Strategic Plan summarizes the results of a collaborative effort, which involved participation and contributions from all County departments. The major sections of this IT Plan are as follows:

Section 1.0 Introduction: provides an introduction and an overview of the planning process and places this Information Technology Strategic Plan in the context of the overall mission of San Mateo County.

Section 2.0 Information Technology Planning Process: describes the countywide information technology planning process and introduces the Information Management Planning Council whose role is to oversee and coordinate information technology projects across the County.

Section 3.0 Recommended Information Technology Initiatives: enumerates the recommended strategic information technology initiatives and a timeline for these initiatives over the next four fiscal years. The specific initiatives are:

- *Countywide IT Strategic Initiatives (Section 3.1):*
 - Internet / Intranet Expansion
 - Document Imaging System
 - GIS
 - Work Flow-Based Applications
 - Advanced Client Reporting
- *Infrastructure Initiatives (Section 3.2):*
 - Identity Management
 - Voice/Data Network Convergence



Executive Summary (continued)

- “Green” Computing

Section 4.0 Governance: sets forth the governance approach that the Information Management Planning Council will utilize in fulfilling its role. In its role to facilitate the achievement of optimal information management, the Information Management Planning Council will follow a transparent approach to prioritization and will provide reports to the Executive Council on a regular basis.

Section 5.0 Next Steps: recognizes that information technology planning and oversight is an ongoing process. This section identifies some concrete next steps that the Information Management Planning Council will pursue in its continued role of coordination, facilitation, and advisement.



1.0 Introduction

San Mateo County is recognized as a leader in innovation and technology. San Mateo County residents expect their local government to keep pace with the benefits and advantages of information technology and in operating County government as efficiently as possible.

San Mateo County Mission Statement

San Mateo County government protects and enhances the health, safety, welfare and natural resources of the community, and provides quality services that benefit and enrich the lives of our residents. We are committed to the highest standards of public service, a common vision of responsiveness, the highest standards of ethical conduct, accessible service for those in need, and treating people with respect and dignity.

In 2006, the County undertook an organizational review. One of the recommendations from this review was the establishment of Information Management Planning Council to facilitate the creation of an Information Technology Strategic Plan and provide recommendations regarding countywide information technology priorities and initiatives to improve alignment of Countywide and departmental information technology efforts with County mission and goals.

The Information Management Planning Council was established in 2007 and undertook a participative process to identify information technology needs that spanned County Departments. Recognizing that much of the information utilized by individual departments and the information management tools required to support departmental IT functions had many points of commonality, the Information Management Planning Council developed a matrix based on twelve key business drivers to use in prioritizing potential information technology initiatives.

The result of the information technology planning process was the identification of five (5) Countywide strategic information technology initiatives and three (3) strategic information technology infrastructure initiatives that the Information Management Planning Council is recommending to County leadership.

This document, the first Countywide Information Technology Strategic Plan, is the product of a collaborative effort of many individuals from across County government.



1.0 Introduction (continued)

As such it represents common and shared priorities and identifies specific information technology strategic goals that are intended to advance the programs and services available to the residents of San Mateo County. This document draws not only its inspiration but much of its content from the work done to date on Shared Vision 2025. As we develop future iterations of this IT Plan we will use Shared Vision 2025 as the basis for many of our recommended IT initiatives.

Arriving at this point required the collective efforts of representatives from all County Departments. While no listing of participants and contributors could ever enumerate all of the people involved, the major participants include those who serve on the Information Management Planning Council, those who serve on Countywide IT Committees, County Department Heads, the County Manager's Office and the Board of Supervisors. The planning effort was shepherded by The Information Management Planning Council, chaired by Deputy County Manager Reyna Farrales. It is important for all departments to understand that implementing many of the IT initiatives recommended in this plan will require resources from departments. As an example, when we implement Advanced Client Reporting department-based database administrators will be needed to facilitate data integration.

This Information Technology Strategic Plan may best be viewed as a living list of IT initiatives. The activity of information technology strategic planning is ongoing and requires us to be flexible and adaptive as our IT needs change from year to year. This Information Technology Strategic Plan will need to be updated and supported by the collaborative ethos that has brought us to this point. Future updates will document the continual advances that this planning process will bring to the County, enabling us to improve and enhance the services we provide the residents of San Mateo County.

My hope is that this Information Technology Strategic Plan is the basis for understanding the shared needs and similar goals that drive countywide information technology planning. This Information Technology Strategic Plan should also provide an invitation for dialog regarding our shared IT plans, and begin the iterative process needed for Countywide Information Technology planning. While supporting current IT plans and as we participate in the development of future IT plans we will maintain a sharp focus on improving our ability to serve the residents of San Mateo County through the effective use of Information Technology.

Sincerely,

Chris Flatmoe, Chief Information Officer, San Mateo County

At the end of the day all County Departments serve the same community simply in different ways.

Supervisor Rose Jacobs-Gibson



2.0 Information Technology Planning Process

To better comprehend the outcomes of the information technology planning process, it is important to understand the motivation for engaging in the information technology planning process itself: Why plan? An Information Technology Strategic Plan is essential to the identification and prioritization of IT needs and the formulation of a means for delivering solutions to meet the identified needs.

The future cannot be predicted, but futures can be invented. It is our ability to invent the future that gives us hope and makes us what we are.

Dennis Gabor, Physics Professor and Noble Prize winner for Physics, 1971

Planning for Change. One aspect of planning is anticipating and planning for the changing needs of the County, its stakeholders and residents. As the 14th most populous county in California, with a diversity of cities, towns, and unincorporated areas, the needs of the residents continue to grow and change; only by planning can San Mateo County leadership position the County and its services to meet these changing needs. We anticipate that many of the ideas and initiatives that Shared Vision 2025 sets forth will require the County to not only maintain our IT infrastructure but to also implement new, enabling technologies.

Synergistic. In many aspects of information management, the sum of the parts is greater than the whole. By identifying, prioritizing and executing those countywide information technology projects which bring the maximum shared benefit, we can better serve the residents of San Mateo County and leverage the efficiency and effectiveness of the resources devoted to information technology projects.

Multi-year. Many information technology projects require multiple years to complete. Given the high cost of many information technology projects, prudence dictates that the County should invest in common systems rather than have individual departments acquire duplicative and potentially incompatible systems.

Additionally, information technology projects should be undertaken in a manner that supports the ongoing improvement and progress in the development and use of information technology tools. This building block approach, whereby today's investment serves as the foundation for tomorrow's improvements, is only possible with a multi-year plan that encompasses the shared needs of the County Departments.



2.0 Information Technology Planning Process (continued)

Needs Driven. The technology projects undertaken by the County must be driven by the programmatic and business needs of San Mateo County. All County Departments have as their goal serving the needs of the residents of the County. By coming together and adopting a unified IT vision County management can provide leadership assuring Countywide information technology projects deliver benefits to all County Departments and to assure that the resources are wisely deployed to the areas of greatest benefit to the County and its residents.

Stewardship. The information collected and utilized by the County has enormous value. As good stewards of this information, the County must work toward greater data interoperability and information sharing among the Departments. A component of this information stewardship is the appropriate use of data and maintenance of confidentiality which can be enhanced by clear Countywide policies on information ownership and stewardship.

The worst outcome of any plan is that it remains a plan and is not implemented.

*Michael Dell, Founder \ CEO Dell
Computer*

Results-Oriented. Another component of stewardship is to assure that the County's information technology infrastructure is correctly sized to meet the information technology needs of the Departments. A multi-year plan supports the assessment of life-cycle costs and allows County leadership to develop and apply consistent return on investment and benefits realization goals for information technology projects. The Information Management and Planning Council recognizes the need to develop a mechanism by which we have funding available for maintaining countywide IT (baseline countywide IT funding) as well as funding for implementing new technology initiatives. We support the County Manager's proposed use of one-time money to support both countywide IT maintenance and the implementation of new IT initiatives. Appropriate performance measures should be developed for each countywide IT initiative to effectively measure its value to the organization and, most importantly, the clients we serve.

Communication. The Information Technology Strategic Plan communicates the decisions, priorities, expectations, benefits, and risks associated with the provision of countywide information technology services. The Information Technology Strategic Plan engenders multi-way communication from a shared basis of understanding. As a document which will be updated on a periodic basis, the Information Technology Strategic Plan will also serve to record the results of the communication between leadership and the clients we serve.

The recommendations documented in this Information Technology Strategic Plan (see, Section 3.0) truly reflect the input from across the County. In many ways, the recommendations have importance *because* of the participative approach by which they have been defined.



2.0 Information Technology Planning Process (continued)

Process. Planning is a process; the decisions made, the participation, and the coming together to achieve the mission and shared vision of service to the residents of San Mateo County. The Information Technology Strategic Plan, this document, is the outcome of the planning process. This Information Technology Strategic Plan documents the process and provides a vehicle for communicating the results of the planning process to a broader audience.

Collaborative. Setting the strategic direction for information technology services for the County requires collaboration and solicitation of input from many constituencies within and external to the County. Critical to this was the formation of the Information Management and Planning Council (IMPC)¹. The IMPC brought together, for the first time in the history of San Mateo County, leaders from the major County Departments to define the shaping philosophies for the deployment of countywide information technology and to establish a governance model for the ongoing oversight of the County information technology function.

Common Goals. The key charge to the members of the Information Management and Planning Council was to collaboratively identify the top countywide information technology projects that would deliver the maximum benefits to all County Departments in achievement of the mission and shared goals of San Mateo County. As stated in the Information Management and Planning Charter, the Council will focus on the information management function that permeates the entire County, and will not seek to steer a single Department or information technology work unit within the County.²

Approach. The IMPC defined twenty strategic information technology goals.³ These twenty strategic information technology goals were ranked in terms of importance to the individual departments and their subsidiary units. The input and ranking process was designed to identify those countywide information technology areas that would provide the maximum benefit to the entire County. Integral to this ranking process was the assessment of each of the twenty strategic information technology goals against twelve business drivers.⁴

The Business Drivers represent the distillation of the various ways in which information technology can be utilized to enhance and advance the efficient and effective operation of the County government in the provision of services to the residents of San Mateo.

Good organizations create a vision, articulate the vision, passionately own the vision, and then empower each other to relentlessly drive it to completion

Jack Welch, G.E. Chairman 1981 \ 2001

¹ Information Management Planning Council membership is listed in [Appendix I](#).

² The Information Management Planning Council Charter is provided in [Appendix IV](#).

³ Strategic Information Technology Goals are provided in [Appendix II](#).

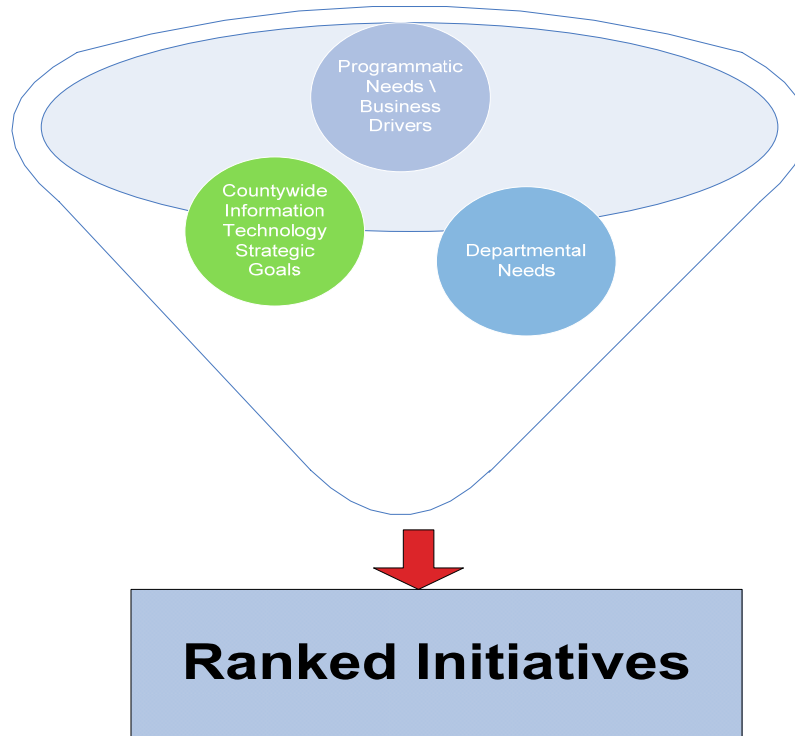
⁴ The Business Drivers are included in Appendix III.



2.0 Information Technology Planning Process (continued)

The information needs of the County's residents as well as the business needs of the County should be the drivers of IT projects.

Tom Huening, County Controller



The Information Management Planning Council utilized the rankings provided by each Department in its analysis and discussion of the various initiatives.

Recognizing that the County did not possess an unlimited ability to undertake information technology projects, the Information Management Planning Council determined that five specific countywide initiatives should be recommended to County leadership. The recommended information technology initiatives are discussed in Section 3.0.



3.0 Recommended Information Technology Initiatives

One primary outcome of the information Technology planning process, outlined in Section 2.0, was the identification of three specific technology initiatives that would deliver the greatest benefit Countywide to be pursued over the next three years. In addition, the Information Management Planning Council recommends that three infrastructure initiatives be undertaken to maintain and continue to build the foundation for all information technology initiatives.

3.1 Strategic Initiatives

The five countywide information technology initiatives being recommended by the Information Management Planning Council are as follows:

- **Internet/Intranet Expansion.** Driven by advances in general web technology and capability, the expectations of the users of the County's web presence, both County employees (intranet) and County residents (Internet), have grown. By strengthening the County's intranet and internet infrastructure and presence, San Mateo County will be able to improve efficiency and sharing of information within County government and with the residents of San Mateo County.

The capabilities and benefits of an effective Internet and Intranet environment include:

- Creating a means for users of the County intranet/internet systems to move from being primarily a recipient of data (one-way County to web user) to a greater ability to interact with the County (two-way information interchange) to include the ability to provide many County services over the web.
- Developing a more robust foundation that is available to be leveraged by all County Departments to support their individual internet/intranet needs.
- By lowering the barriers to interaction, an enhanced County web presence can improve the involvement of County residents in County initiatives and boost communication and collaboration among the residents and employees of the County.
- Provide a means for those without web-savvy to interact with County government, regardless of their ethnicity, through careful consideration of client needs.

Ideas live within communities as much as they do in the heads of individuals. And when those ideas are shared, great things can happen.

Charles Leadbeater, leading authority on innovation and creativity



3.0 Recommended Information Technology Initiatives (continued)

- **Electronic Document Management (EDMS).** While the County has numerous Countywide and Departmental efforts to leverage information technology at the point of data creation, sometimes resulting in fully electronic records the environment in which County government operates will continue to rely upon physical documents for the foreseeable future. Physical documents, e.g., paper, are expensive to handle, store, secure, and retrieve. By moving to a comprehensive electronic document management system that encompasses the countywide adoption of document imaging technology, coupled with a countywide platform for electronic document management to bring together the documents that originate on paper and the documents that originate electronically, we can increase efficiency.

The capabilities and benefits of a Countywide Electronic Document Management platform include:

- The capture, storage, security, revision control, retrieval, distribution, preservation and destruction of content.
- Countywide, captured during the course of normal business operations eliminating the need for paper scanning.
- Support for planned growth and reduction in the need for physical storage of paper documents, saving money and natural resources (and enabling the secure shredding and recycling of paper once it has been imaged).
- Facilitation of document sharing where appropriate; potentially reducing the need to make paper copies of records to enable sharing, while allowing tighter security controls on personnel who have access to certain records.
- Enhancing disaster recovery and business continuity of County operations as well as County response in the event of emergency situations arising from natural disasters.



3.0 Recommended Information Technology Initiatives (continued)

- **Geographic Information Systems (GIS).** Until fairly recently San Mateo County had geographic information dispersed in various Departments, This resulted in duplicative geographic information maintenance costs and has also prevented other departments from accessing geographical information compiled and stored by other County departments. Under the direction of the Countywide GIS Steering Committee, we have consolidated most departmentally based geographical systems into County GIS. A centralized repository and centrally maintained GIS can provide support for a variety of services to the residents of San Mateo County without the need for duplicative efforts and investments.

The capabilities and benefits of a GIS include:

- Emergency Services (911) dispatch
 - Documentation to aid in the dispatching of personnel to include the locations of critical infrastructure such as fire hydrants, gates, hazardous materials and watershed areas.
- Mass casualty, bioterrorism, or pandemic planning and response
 - Emergency operations planning locations such as air fields, bridges, railroads
 - Evacuation planning
 - POD (points of dispensing) to deliver support services for pandemic flu situations
- Routine operations
 - Crime analysis
 - Location of patrol vehicles and other emergency vehicles
 - Environmental and habitat planning
 - Zoning and census information
 - Social and health department services needs identification and service delivery coordination



3.0 Recommended Information Technology Initiatives (continued)

- **Work Flow-Based Applications.** The County is a complex entity providing a range of services to its residents. The process of doing the administrative work that supports our more “resident facing” activities is often the real work of a county government. The capabilities of information technology have evolved from those wherein information technology assists discrete tasks, to enabling entire processes to deliver enhanced productivity, improved efficiency, greater consistency, and a reduction in the time to results delivery.

Underlying the adoption of workflow based applications is the commitment to collaboratively examine existing processes and to recognize that existing processes may have arisen on an ad hoc basis over time. The existing process may need to be altered to enable the productive delivery of services to the residents of San Mateo County. Information technology can often be a part of the new process.

As many existing County processes cross not only intra-departmental decision-making authority lines, but also cross departmental lines, there is clear benefit to adopting a Countywide approach towards workflow-based applications. Furthermore, the proficiency and skills required to implement workflow-based applications are core skills that would be of optimal benefit when applied in a countywide manner. Successful implementation of workflow-based applications is a collaborative effort.

The capabilities and benefits of Work Flow Based Applications include:

- A reduction in the time spent performing the administrative work associated with providing services to County residents.
- An opportunity to provide an equal or higher level of service to our clients by improving our processes and, where possible, substituting technology for manual processes.
- An opportunity to identify and eliminate redundant or unneeded processes.



3.0 Recommended Information Technology Initiatives (continued)

- **Advanced Client Reporting.** An individual resident when assessing the performance of his or her County government will usually focus on interactions that specifically affect them. The summation of all of these individual experiences comprises the citizens' perception of their county government. San Mateo County's mission is to strive for the highest standards of quality and responsiveness. Without adequate tools, it is difficult for a unit manager, a Department Head, or the Board of Supervisors to ascertain where these goals are being met, where improvement is required, or how to explain to residents that their County is meeting or exceeding the expectations of the citizenry.

The capabilities and benefits of Advanced Client Reporting include:

- The ability to perform retrospective reporting that represents and includes client information from *all* County departments in a single set of reports.
- Definition of metrics for assessing County government performance to include specific outcomes for repeated and/or frequent users of County services.
- Ongoing real-time reporting of performance measures, with the potential for drill down to subsidiary measures.



3.0 Recommended Information Technology Initiatives (continued)

The proposed timeline for the recommended information technology Strategic Initiatives is set forth below:

COUNTYWIDE Initiative	Fiscal Year															
	2007/2008				2008/2009				2009/2010				2010/2011			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Internet/ Intranet/ Expansion			■	■	■	■	■	■								
2. EDMS					■	■	■	■								
3. GIS					■	■	■	■	■	■	■	■				
4. Work Flow Based Applications					■	■	■	■					■	■	■	■
5. Advanced Client Reporting			■	■	■	■	■	■								



3.0 Recommended Information Technology Initiatives (continued)

3.2 Infrastructure Initiatives

The Information Management Planning Council recognizes that the County must establish, maintain, and continually upgrade the underlying information technology infrastructure which serves as a foundation for all of the information technology solutions in use and planned for the future. Thus, in addition to the five Strategic Initiatives, the Information Management Planning Council also recommends that the following three infrastructure initiatives be undertaken:

- **Implementation of an Identity Management (IDM) solution:** Identity Management is more than just a user ID and password; Identity Management includes vital information that enables a user to create a profile allowing secure access to multiple applications without having to log into applications separately. In addition, an effective Identity Management solution will incorporate the use of bio-metric technologies thereby eliminating the need for frequent password changes while still ensuring the use of “hardened” passwords. Under the direction of the County’s Information Security Officer (ISO) we will define the requirements for, acquire and, in a phased fashion, implement an Identity Management solution Countywide that will include applications supported by the County and applications County staff access owned by other jurisdictions including state supported applications.
- **Voice/Data Network Convergence:** Network convergence is the efficient coexistence of telephone, video and data communication within a single network. The use of multiple communication modes in a single network offers cost savings and flexibility not possible with separate network infrastructures. To date, much work has been done to ready the County for network convergence. This work includes the installation of a traffic management protocol ensuring voice traffic is prioritized over data as they will share the same network. The work to be done over the next 3 years will be to consolidate our voice and data traffic onto a single network between campuses and managing this converged network to ensure we retain the same level of availability and performance we have experienced for the last 5 years. Out-year network convergence work will include a phased migration to next generation phones, called I.P. Handsets, that will allow County staff to operate more efficiently in the office.



3.0 Recommended Information Technology Initiatives (continued)

- Green Computing:** Green computing is the environmentally responsible use of computers and related resources. Such practices include the implementation of energy-efficient central processing units (CPUs), servers and peripherals as well as reduced resource consumption and proper disposal of electronic waste (e-waste). Green computing initiatives should not lie solely with the data center. Saving energy, power, and cooling also involves desktops, peripherals, and wiring closets. In order to succeed with green computing initiatives all areas must be addressed. Starting with the establishment of Green computing standards, working closely with the County’s IT Standards Committee, the Information Management Planning Council will promote and prioritize green computing initiatives.

The proposed timeline for these Infrastructure Initiatives is set forth below:

INFRASTRUCTURE Initiative	Fiscal Year											
	2007/2008				2008/2009				2009/2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
6. IDM Implementation												
7. Voice/Data Network Convergence												
8. Green Computing												

Taken together, the recommended Countywide IT Strategic Initiatives and Infrastructure Initiatives provide a roadmap for concrete and meaningful action by San Mateo County to provide the tools and foundation to support the County’s mission.

These initiatives set the basis for initial countywide information technology progress. To address the dynamic nature of information technology planning and oversight, however, the Information Management Planning Council will provide oversight for these specific initiatives. To support this, the governance approach details in the next section, Section 4, will be essential.



4.0 Governance

The Information Management Planning Council was created to shepherd the creation of the Information Technology Strategic Plan and to provide ongoing coordination of cross departmental and Countywide IT initiatives. Achievement of the ongoing purpose of the Information Management Planning Council necessitates a governance model commensurate with its role and relationship to the other information technology functions within County departments.

Ongoing. Information technology planning is not an activity that is done once and then executed. Rather the planning process is ongoing, requiring regular oversight and possible adaptation of the plan to the changing needs of the County. Additionally, having set the plan, there is a need for ongoing oversight to support and assess the achievement of the strategic goals.

To meet the requirement for ongoing oversight, the Information Management Planning Council will meet regularly to assess progress on the recommended initiatives, identify if any changes in the plan and its initiatives are warranted and to look ahead to future information technology challenges that will require a countywide response.

Relationship. The role of the Information Management Planning Council (IMPC) is to provide coordination, identify opportunities for the application of information technology, provide advice and guidance to County leadership on matters of information technology, and to promote the utilization of information technology, where appropriate, in the pursuit of Countywide operational and service goals.

The following table delineates the role of the Information Management Planning Council relative to other County IT Committees and departments.

The Council will focus on the information management needs that permeate the entire County, and will not steer or direct individual information technology work units within the County
– IMPC Charter



4.0 Governance (continued)

ROLE	RESPONSIBILITIES
Information Management Planning Council	Provide strategic leadership and direction, endorse Countywide IT policy and funding guidelines, prioritize Countywide information technology initiatives, propose Countywide Information Technology Strategic Plan and long-term investment levels, and provide ongoing oversight, coordination, and facilitation of information technology across the County government.
Information Services Department Director / CIO	Establish County IT strategies and standards. Ensure optimal coordination of IT activities across County Departments, enable economies of scale, and provide guidance and leadership to individual Department's information technology planning and decision making.
Countywide IT Committees	Countywide IT Committees include the LAN Administrators Group (LAG), The Web Administrators group (WAG and Countywide IT Standards. The role of these and the other Countywide ITT Committees is to provide input and recommendation that help set the IT direction for many facets of County IT. Participate in the IT planning process for future iterations of the Countywide Information Technology Strategic Plan.
Departmental Management Role	Direct Departmental IT strategic planning, drive Departmental reengineering efforts, Departmental project request evaluation, project monitoring. Support a Countywide view of IT by collaborating with other County Departments whenever possible. Provide recommendation for future iterations of the countywide ITSP by communicating recommendations to the IMPC Chair.

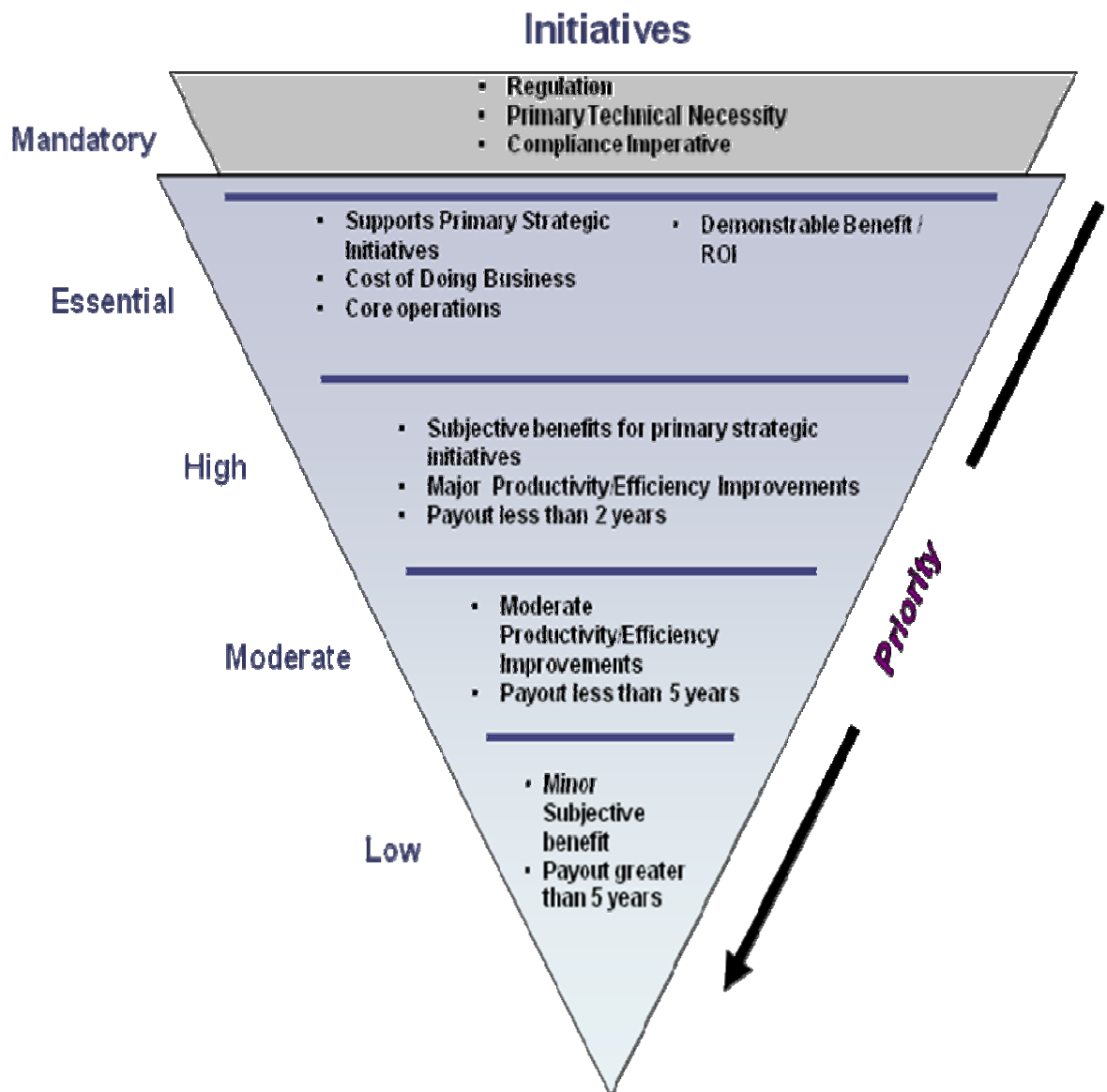
Prioritization. A critical function for the Information Management Planning Council is to support County leadership in identifying and prioritizing countywide information technology projects and to provide guidance to County leadership on large County department information technology projects. To be effective, the Information Management Planning Council needs to operate with transparency; including the manner by which it will weigh alternatives in developing its recommendations. To support logical and consistent decision making, the Information Management Planning Council will apply a structured prioritization process to all proposed information technology initiatives to ensure alignment with Departmental and Countywide needs and prudent deployment of County resources. [Figure 1](#) presents a hierarchical approach for prioritization.



4.0 Governance (continued)

The principles underlying this heuristic will also factor into the approach the Information Management Planning Council takes in facilitating and evaluating the information technology projects across the County.

Figure 1. Information Technology Prioritization Heuristic





5.0 Next Steps

This Information Technology Strategic Plan defines IT priorities. Planning is a process that is ongoing. The Information Management Planning Council will continue to oversee the information technology strategic planning process. Key action steps to continue to advance the planning process and to facilitate the accomplishment of the strategic initiatives are described below.

- **Resource Requirements.** Based upon the planning work performed, the identified initiatives are those that provide the greatest value to all County departments. To validate the benefits, the Information Management planning Council must oversee the one-time and ongoing costs of each initiative. This will be critical to assure that sufficient capital and operating funds exist to implement each initiative and the maintenance of the resulting information technology system.
- **Benefits Realization.** Not unique to county governments, but rather across all industries public and private, greater attention is being given to assuring that information technology projects deliver meaningful benefits to the organization commensurate with the resources invested. Key to the role of the Information Management Planning Council is to a) provide oversight on a regular basis of major information technology projects; b) monitor and assess information technology initiatives; and c) promote a learning organization approach to the use of information technology. To be able to act along these dimensions, the Information Management Planning Council must oversee the creation of benefits realization metrics (quantitative or qualitative) by which IT initiative may be assessed.
- **Synergy and Interdependency identification.** The proposed initiatives are generally independent of one another. However, the proposed initiatives should be reviewed to identify any interdependencies or synergies that may exist between them. This synergy/interdependence analysis may identify detail that will be useful in assessing the order of the initiative implementation. Additionally, if a proposed initiative provides critical support for another proposed initiative, the analysis of feasibility will need to take this into account as initiatives are reviewed for implementation.



5.0 Next Steps (continued)

- **Departmental Project Links.** Strategic Initiatives are intended to provide benefit to all parts of the County government. Each County department has their own, department-specific, information technology projects underway. To promote the common benefit and the greater synergy and efficiency of all information technology efforts across the County, a matrix interrelating the recommended Initiatives with specific departmental benefits would be helpful. The objective is not to tie countywide initiatives to Departmental projects, but rather to broaden the understanding of potential benefits of a Departmental IT project to other Departments. The Information Services Department will take the lead on the creation of this matrix and present it to IMPC.
- **Recommendation.** The outcomes of the above highlighted action steps will provide the Information Management Planning Council with additional information regarding the proposed initiatives. This additional information will be helpful to the Information Management Planning Council in validating the designation and timing of the proposed initiatives as those which it will recommend. This evaluation process may result in some shifts in timing among the recommended initiatives or may result in the deferral of an initiative, with the substitution of another initiative from the list of twenty (see Appendix II).
- **Implementation.** Once the recommended initiatives are approved and funded by the County, the Information Management Planning Council will provide oversight and coordination.
- **Plan Revision.** At least annually, the Information Management Planning Council will revisit the IT Strategic Plan. This review would include an assessment of lessons learned to date, changes in the external environment and internal countywide needs that indicate a need to adapt or modify the Information Technology Strategic Plan. This review would also include the identification of additional initiatives for consideration in future years.



Appendix I: Information Technology Strategic Plan Contributors

Information Management Planning Council (IMPC)

- Reyna Farrales, Deputy County Manager, Chair
- Chris Flatmoe, CIO, IMPC consulting member
- Greg Munks, County Sheriff
- Donna Vailancourt, Human Resources Director
- Beverly Johnson, Director Human Services Agency
- Warren Slocum, County Assessor, Clerk \ Recorder and Chief Elections Officer
- Lee Buffington, County Tax Collector, Treasurer
- Charlene Silva, Director, Health Department
- Dr. Sang-ick Chang, CEO, SMMC
- Mary McMilan, Deputy County Manager \ Community Services
- Walter Martone, Deputy Director, Public Works

IMPC members informally consulted with key customer constituencies within their departments, internal discussions were held within the Information Systems Division, and other stakeholders were consulted as part of preliminary information gathering.

The heads of the major County Departments provided written input during the Information Technology Strategic Goals prioritization. Key sub-departments provided their input through Departments.

- Clerk, Assessor, Recorder, and Elections
- Human Services Agency
- Parks Department
- Health Department
- Human Resources
- Community Services
 - Planning and Building
 - Public Safety
 - Communications
- Criminal Justice
 - District Attorney
 - Courts
 - Sheriff
 - Probation
- San Mateo Medical Center

In addition, informal input was sought from the San Mateo County Board of Supervisors.



Appendix II: Initial Strategic Information Technology Goals

The Information Management Planning Council identified twenty Strategic Information Technology Goals to be prioritized by the planning process. The common thread for these twenty Strategic Information Technology Goals is their potential to provide:

- Desktop Management
- Server Management
- Voice and Data Network Convergence Program (VoIP)
- Infrastructure Management
- Internet / Intranet: Expansion of amount of content and County services available on the Internet
- Security: Increase and tighten security commensurate with eGov and IP Telephony growth
- Communication and Collaboration Tools: (email tools)
- Central Payment Intake
- Bills and Claims Processing
- Enterprise Resource Planning
- Health Dept. / Human Services / SMMC IT Projects
- Advanced Client Reporting, including cross departmental reporting, to enable more effective Board of Supervisors oversight
- Human Resources / Payroll
- Human Resource Information System (HRIS) for managing employee information
- Land Records and Management
- Electronic Document Management Systems, including Document Imaging System
- Geographic Information Systems
- Integrated Justice Information System
- Implement Work Flow Based Applications
- Improve Connections to Remote Locations
- Two-Way communication system in support of culturally diverse client population (perhaps modeled after HCIN)



Appendix III: Definition of Business Drivers

As part of the information technology planning process, the Information Management Planning Council identified twelve business drivers to be utilized in the assessment and prioritization of the Information Technology Strategic Goals. The Business Drivers represent the distillation of the various ways in which information technology can be utilized to enhance and advance the efficient and effective operation of the County government in the provision of services to the residents of San Mateo.

- 1 **Cost Effectiveness:** The County could realize some savings and/or control costs.
- 2 **Information Sharing:** The County would be more able to share client information between departments.
- 3 **Integration:** The County would be more able to “connect” departmental systems and/or data stores.
- 4 **Access to Services:** The County would be providing additional ways for residents \ clients to access County services.
- 5 **Compliance with Mandates:** The County would be complying with current or future mandates either from the state, Feds or any number of sources.
- 6 **Land Use and Protection:** The County would be able to use information technology to help manage land use ranging from parcel information to park reservations to County trail information.
- 7 **Workforce Constraints:** Implementing information technology, and perhaps changing existing processes, to help the County provide more services without an in-kind increase in staff.
- 8 **Public Safety Awareness:** Providing County residents with the latest news, requirements, events, services, etc. on all forms of public safety information.
- 9 **Single Point to County Services:** Making access to County services easier for resident’s \ clients. The planned services directory in the new eGov model as an example.
- 10 **Data Privacy, Security, and Portability:** Ensuring resident and client data is kept secure while also supporting the need to make this data available for use on mobile devices and through wireless networks.
- 11 **Meet Public Expectations:** Leveraging information technology to help the County meet the expectations of the public. Including, leveraging information technology to help the County achieve the goals set forth in vision 2010.
- 12 **Minimize Technology as an Economic Discriminator:** Developing and implementing information technology that helps all departments achieve their business goals regardless of the size of their information technology budget.



Appendix IV: Information Management Planning Council Charter

Viewpoint. To avoid focusing on ‘steering’ a single department or IT work unit in the County, we will organize the IMPC around the information management function that permeates the entire County.

Role. The Information Management Planning Council would not exercise any approval or authority over any department’s specific budget or expenses. Rather, it is a coordinating body that helps set IT priorities Countywide looks for opportunities to create synergy among IT initiatives and monitors progress of major information management initiatives. The information management Planning Council will:

- Set strategic direction and priorities for information management
- Review and approve recommendations for information management standards, policies and procedures, and reviews issues of non-compliance
- Ensure senior management, medical staff, and other stakeholders have input into the planning process
- Review and endorse recommendations for allocation and commitment of resources, annual Information Systems capital budgets and large projects to appropriate decision making authorities
- Provide oversight and review of large projects and initiatives at pre-defined milestones
- Review proposals for new IT investments (applications, technologies, products or services) in excess of a threshold level of capital investment

Charter. The Information Management Planning Council will

- Align information management strategies with overall County missions
- Facilitate the achievement of optimal information management
- Enhance understanding and satisfaction with the value of IT investments
- Fuse IT with business strategies, goals and resources, to provide effective services for County clients
- Promote ongoing, two-way communications among departments about IT
- Encourage departmental ownership of IT initiatives and endorsement of IT policies
- Encourage a collaborative work environment that fosters trust, mutual credibility and responsiveness
- Build a learning organization that leverages its information technology experience

Ongoing. The Information Management Planning Council will meet quarterly.