EL DORADO COUNTY

FIVE YEAR STRATEGIC PLAN

APRIL 17, 2007

VISION   MISSION

CORE VALUES   GOALS

OBJECTIVES   STRATEGIES

ACTION ITEMS

the El Dorado County Enterprise IT Organization

EXECUTIVE SUMMARY

Taking the time to periodically view an organization objectively and to develop a plan for the future is critical to the success of any organization. This is the purpose of the El Dorado County Information Technologies Strategic Plan.

The Plan provides management with a five-year road map to guide decision-making and to evaluate the validity of the strategic initiatives by providing clear and consistent direction, goals, objectives and strategies.

VISION

"ACHIEVE A LEVEL OF AUTOMATION AND TECHNICAL ABILITY THAT ENABLES EFFECTIVE SEAMLESS GOVERNMENTAL SERVICES THAT ADD VALUE TO THE CITIZENS OF EL DORADO COUNTY, ENHANCING THE SERVICES IN THE MOST EFFICIENT, COST EFFECTIVE AND ACCESSIBLE MANNER POSSIBLE"

MISSION

"THE COMMITMENT OF THE INFORMATION TECHNOLOGIES STAFF IS TO DELIVER CREATIVE, ECONOMICAL AND PRACTICAL SOLUTIONS AND SERVICES IN SUPPORT OF THE CURRENT AND FUTURE TECHNOLOGICAL NEEDS OF EL DORADO COUNTY"

GOALS AND OBJECTIVES

Information Technologies (IT) has established five goals for accomplishing the mission of the Department.

- *Improve the quality of products and services for our customers.*

- *Enhance value to the customer.*

- *Improve efficiencies and effectiveness.*

- *Leverage technology to drive low-cost and high-performance innovative solutions.*

- *Invest in human and organizational capital.*

These goals and accompanying strategic objectives provide the priorities for IT investments of effort and resources over the next five years. The following summarizes the strategic objectives to attain these goals.

Goal 1 is to "improve the quality of products and services for our customers".

- Establish personalized and proactive services for IT Customers.

- Focus on Product and Services quality. Ensure accurate and prompt product and service availability and reliability. Seek continuous improvement.

- Optimize operating costs, maximize asset utilization, and manage business risks.

Goal 2 is to "enhance value to the customer".

- Analyze existing products and services with the customer, to improve their functionality.

- Attract customers with value services, simplify doing business with IT.

Goal 3 is to "improve process efficiencies and effectiveness".

- Examine each business process to determine the relationship of results achieved compared to resources utilized.

Goal 4 is to "leverage technology to drive low-cost and high-performance innovative solutions".

- Replace/enhance legacy systems with systems that provide flexibility, enable new legislation and business processes, meet customer service expectations, and ensure long-term operational viability.

- Identify new opportunities for products and services. Select and implement low cost and high-performance solutions.

Goal 5 is to "invest in human and organizational capital".

- Optimize the organizational staffing structure to ensure the most efficient use of personnel resources.

- Establish an active recruitment process to locate and hire the most talented professionals available.

- Develop a coordinated, planned, and organized training program to ensure that IT has the right skills at the right time.

- Implement steps to minimize the turnover of personnel who are proficient in IT business functions.

IT has set challenging strategic directives through the goals, objectives, strategies, and action steps presented in this Plan. These directives will enable the Department to accomplish its ambitious goals and objectives during the next five years.

STRATEGIC PLAN OVERVIEW

PURPOSE

The purpose of the Strategic Plan is twofold:

■ Articulate the Department's strategic direction and five-year road map to guide decision-making.

■ Provide the El Dorado County Board of Supervisors (BOS) and the Information Technology Steering Committee (ITSC) with the means to evaluate IT initiatives by providing them with clear direction, goals, objectives, strategies, and measures.

The goal of this Plan is to address both of these purposes by providing coherent direction and substantive departmental goals, objectives, and strategies within a defined time period.

IMPACT OF THE PLAN

The Plan is influenced by, and in turn, impacts a number of projects, initiatives, and entities within County government and all of El Dorado County.

IT – The Plan is driven by, and strives to meet the needs for IT Services for Enterprise program and infrastructure areas.

External Stakeholders – The ultimate goal of the Plan is to fulfill the needs of the customers, which include:

■ General Public

■ Business Partners

■ County Departments, Agencies and Special Districts

■ Federal and State Governments

■ Local and other Public Entities

DEVELOPMENT OF THE PLAN

At the fundamental level, the strategic planning process rests in the comparison of IT responsibilities to the current capabilities of the Department. Current capabilities are determined through an analysis of influences, strengths, weaknesses, opportunities, and threats. These are evaluated against the responsibilities or mission, which are mandated as the information technology service provider for the County.

The Plan was developed primarily by IT and approved by the ITSC whose members include the CAO, IT Director, Surveyor, and two department head representatives from each of the following functional groups: General Government, Law and Justice, Land Use and Development Services, and Health and Human Services.

A series of facilitated sessions, which were held between September and December, 2006 focused on the following activities:

- Creating the Vision and the Mission.

- Defining the Values of the Department.

- Identifying and analyzing the external and internal influences of IT.

- Establishing the initial set of goals, objectives, and strategies.

Once these foundational documents were created, the initial draft of the Plan was developed. The IT Department modified this version iteratively until the final draft was completed and accepted.

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CORE VALUES

In the Department's ongoing management of its business, and in our strategic planning process, we are guided by a set of core values that define IT. These are:

Integrity – To be trustworthy and honest in all our actions. To be held to a high standard of ethics in our professional relationships.

Accountability – To be accountable to the Department's stakeholders.

Innovation – To embrace creative solutions, different perspectives, and new opportunities.

Customer Service – To be committed to efficient and effective service through teamwork proactively identifying and solving problems. To strive to exceed our customers' expectations in our ongoing pursuit of service excellence.

Initiative – To identify opportunities and promote appropriate uses of information technology. To proactively take steps to increase our customers awareness of information technology as a means to achieve their objectives.

Professionalism – To be knowledgeable in the state-of-the-art information technology and apply our knowledge in accordance with the best professional practices. To empower each other and use good judgment in performing our duties and activities. To value the benefits of diversity and treat all individuals with respect.

Leadership – To provide leadership in the effective and efficient use of information technology services in support of our customers' needs.

GOALS

1. **Improve the quality of products and services for our customers.**

2. **Enhance value to the customer.**

3. **Improve process efficiencies and effectiveness.**

4. **Leverage technology to drive low-cost and high-performance innovative solutions.**

5. **Invest in human and organizational capital.**

ACCOMPLISHING OUR GOALS

In this section, we describe our strategies for accomplishing IT strategic goals and objectives to be completed within the five-year timeframe of the plan. The following defines each strategic directive level:

Goals are the desired end result of business operations, policies, and practices over the next one to five years. They represent what is expected to be achieved over this timeframe.

> **Objectives** are specific, measurable, and time-based targets for accomplishment of the goals. They mark the interim steps toward achieving the long-term vision and goals.

> > **Strategies** are methods for achieving the goals and objectives that align with the mission and vision of IT. Each strategy has accompanying action items that detail what needs to be accomplished.

> > > **Action Items** are major events or actions that must take place to ensure the goals and objectives are achieved. All IT divisions must play supporting roles and contribute as cross-functional team members.

While there is a need to develop a strategic plan to focus on specific goals and objectives, the reality is that objectives and strategies are inter-related and interdependent. For this reason strategies have been linked to the objective that most accurately encompasses the strategy.

The goals, objectives, and strategies will be used as the basis for IT budget requests and constructing performance plans for managers throughout the IT Department.

Goal 1: Improve the quality of products and services for our customers.

"Embrace Product and Service Excellence"

Establish relationship management, embrace product and service excellence, and lower costs.

OBJECTIVE 1.1 – RELATIONSHIP MANAGEMENT
Establish personalized and proactive services for IT Customers.

Strategy
- Establish, implement, and manage a customer relationship management process based on best practices.

Action Items

- Determine best practices for customer relationship management.

- Develop a customer relationship management plan.

- Establish a process to manage the customer relationship management plan.

- Create a customer profile database which will contain detailed information on each customer department (i.e. contacts, subscribed services, future plans and services, critical programs).

- Conduct a survey of customers to populate the customer profile database and establish a baseline of customer satisfaction.

- Identify areas to improve.

- Implement the changes required to update the customer relationship management plan.

- Utilize customer surveys as a feedback mechanism to monitor progress.

OBJECTIVE 1.2 – PRODUCT AND SERVICE EXCELLENCE

Focus on product and service quality. Ensure accurate and prompt product and service availability and reliability. Seek continuous improvement.

Strategies

- Implement best practices for quality management.

- Define acceptable availability, reliability and security levels of service for each customer.

Action Items

- Develop and establish an IT Quality Policy, including production and quality control measures

- Establish performance goals.

- Develop Service Level Agreements (SLA) with Departments.

- Develop a continuous improvement program.

OBJECTIVE 1.3 – RESOURCE UTILIZATION OPTIMIZATION

Optimize operating costs, maximize asset utilization, and manage business risks.

Strategies

- Optimize costs and pass savings to customers.

- Identify and manage IT business risks.

Action Items

- Analyze costs of ongoing products and services.

- Eliminate unprofitable assets and streamline business and service offerings

- Implement cost-savings options

- Make risk analysis a part of every project plan

- Leverage technology to produce cost-effective projects and services.

Goal 2: Enhance value to the customer.

"Expand the Customer Base"

Increase existing product and service functionality and expand the customer base.

IT must focus on current products and services it provides to customers. To accomplish this, the Department should identify improvement opportunities with its current line of products and services. Every effort should be made to involve the customer in this process. The Department should seek to increase its customer base by effectively communicating with the departments.

OBJECTIVE 2.1- IMPROVE EXISTING PRODUCTS AND SERVICES

Analyze existing products and services with the customer, to improve their functionality.

Strategy
- Identify all current products and services to focus on improvement opportunities.

Action items
- Create Application Inventory Portfolio.

- Analyze current products, services and applications for improvement opportunities.

- Develop a plan to implement the improvement recommendations.

OBJECTIVE 2.2 – EXPAND THE CUSTOMER BASE

Attract customers with value services, simplify doing business with IT.

Strategy
- Identify current customer needs and project future technologies that can be used by IT Customers.

Action items

- Establish relationships with departments that don't utilize Enterprise IT services to understand their technology needs

- Create a process to educate the customer on the new technology, ~~and cost~~ financial impact and efficiency benefits

- Create a roadmap to migrate servers to Enterprise IT, to support security and disaster recovery initiatives.

Goal 3: Improve process efficiencies and effectiveness.

"Enhance Core Processes"

Improve efficiencies in current business operations and analyze all operating processes for effectiveness.

Efficiencies are a measure of asset utilization compared to results achieved by the Department. Operational effectiveness is a measure that compares actual versus planned results. IT should identify measurable objectives throughout the organization and determine the extent to which results were achieved versus planned (effectiveness). The Department should identify measurement data which will yield information to assess asset utilization (efficiency) for products and services provided to its customers.

OBJECTIVE 3.1 – ANALYZE AND IMPROVE OPERATIONAL EFFICIENCIES

Examine each business process to determine the relationship of results achieved compared to resources utilized.

Strategies

- Analyze each process for efficiencies.

- Implement process efficiency measures where appropriate.

Action items

- Review, revise and update key performance measures for all divisions.

- Capture and report on planned versus actual results on a monthly basis.

- Take corrective measures as necessary to change the plan or improve the results.

Goal 4: Leverage technology to drive low-cost and high-performance innovative solutions.

"Target High-Return and Innovative Investments"

Invest soundly and add low-cost and high-performance products and services.

This Goal focuses on potential new products and services, while Goal 2 of this Plan focuses on current products and services. These two goals must be merged to ensure success.

OBJECTIVE 4.1 – LONG-TERM INVESTMENTS

Replace/enhance legacy systems with systems that provide flexibility, enable new legislation and business processes, meet customer service expectations, and ensure long-term operational viability.

Strategy
- Commit the organization to update technologies, as needed, to ensure long term survivability.

Action items
- Identify state-of-the-art technologies that will allow IT to maintain its leading edge of innovation within government.

- Establish an enterprise architecture process that incorporates changing business needs into investment decisions.

- Ensure that all IT initiatives fall within the scope of and are supportive of the County strategic plans, goals and key initiatives.

- Strengthen the IT governance model by recruiting and retaining proactive members of the IT Steering Committee.

- Enforce compliance with BOS Policies for all IT procurements.

OBJECTIVE 4.2 – HIGH PERFORMANCE PRODUCTS

Identify new opportunities for products and services. Select and implement low cost and high-performance solutions.

Strategies
- Solicit customer input to determine new opportunities for products and services.

- Implement new technology solutions for the customer.

Action items
- Create relationships with the Department Heads to better understand their business needs.

- Create IT Business Analysts Position(s) to fill the need for business processing engineering skills.

Goal 5 – Invest in human and organizational capital.

"Sustain our Employees"

Maximize the effectiveness of IT through changes in the organizational structure and in recruitment, training, and retention practices.

A critical challenge for IT is the ability to attract and retain quality personnel who possess the skills needed by the Department. An additional issue is the effective organizational placement of staff to most efficiently meet changing business requirements. To address these concerns, a goal for the next one to five years is to establish IT practices that ensure organizational effectiveness. This will be accomplished by the continuous evaluation of the Department's organization structure and improvement of its human resources management approach.

OBJECTIVE 5.1 – ORGANIZATIONAL STRUCTURE
Optimize the organizational staffing structure to ensure the most efficient use of personnel resources.

Strategies
- Perform periodic evaluations of the IT organizational staffing structure, duties, and responsibilities.

- Implement an organizational structure using a customer services-based approach.

- Implement any other organizational changes that will result in the most effective use of personnel resources.

Action items
- Review organization structure and adjust, if necessary.

- Request and conduct a reclassification of all positions in Information Technologies.

- Adopt appropriate salary ranges considering internal equity, external equity, and internal linkages.

OBJECTIVE 5.2 – RECRUITMENT AND HIRING
Establish an active recruitment process to locate and hire the most talented professionals available.

Strategies
- Establish annual recruitment goals and plans.

- Develop systems and processes to attract potential employees.

- Actively market IT career opportunities.

Action items
- Select the best qualified candidates for open positions using departmental, county-wide, and open recruitments.

OBJECTIVE 5.3 – TRAINING
Develop a coordinated, planned, and organized training program to ensure that IT has the right skills at the right time.

Strategies
- Centrally manage training and training funds.

- Identify training needs to support the IT strategies and objectives.

- Establish technology training programs for personnel and update this information annually.

- Develop processes that encourage training in an enterprise approved curriculum.

Action items
- Budget adequately for training necessary to support both major initiatives and on-going support.

  Create a training plan for all staff, including cross training to backup critical functions.

- Create career paths for all employees.

- Determine and establish a process to measure or monitor the effectiveness of training.

OBJECTIVE 5.4 – RETENTION
Implement steps to minimize the turnover of personnel who are proficient in IT business functions.

Strategies
- Create a retention strategy to identify and outline retention-increasing measures.

- Establish a mentoring program within IT.

- Develop a comprehensive training program (addressed in Objective 5.3-Training).

Action items
- Identify top performers based on evaluations and work performance and create reward system (See Objective 5.1).

- Identify negative performers and work within the personnel and civil service system to improve performance or create action plans leading to reassignment or termination.

CONCLUSION

In the next 5 years, IT will experience more changes than ever before. Also, during this time, technology will play a major role due to its ability to effectively disseminate information, execute business processes and communicate with customers. To accomplish the ambitious IT strategic initiatives during this period, the Department has set challenging directives as stated in the goals, objectives, strategies, and action items identified in this IT Strategic Plan.

It should be emphasized that these directives were developed specifically for IT through a strategic planning process. To ensure that the process provided the most appropriate direction for the Department, the strategic directives fully incorporate the IT Mission and the current status and environment of the Department.

Commitment by IT leadership is the single most important factor in the success of this strategic planning initiative, and the Director will have final approval authority and responsibility for the content of the Plan.