

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
ACTION AGENDA SUMMARY

DEPT: 102: Chief Executive Office

BOARD AGENDA # B-11

Urgent  Routine

AGENDA DATE September 11, 2007

CEO Concurs with Recommendation YES  NO   
(Information Attached)

4/5 Vote Required YES  NO

SUBJECT:

Approval of the Stanislaus County Business Technology Strategy (BTS)

STAFF RECOMMENDATIONS:

Approve the Stanislaus County Business Technology Strategy

FISCAL IMPACT:

There is no fiscal impact associated with the approval of this agenda item.

BOARD ACTION AS FOLLOWS:

No. 2007-735

On motion of Supervisor Mayfield, Seconded by Supervisor Grover

and approved by the following vote,

Ayes: Supervisors: Mayfield, Grover, Monteith, DeMartini, and Chairman O'Brien

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) X Approved as recommended

2) \_\_\_\_\_ Denied

3) \_\_\_\_\_ Approved as amended

4) \_\_\_\_\_ Other:

MOTION:

Christine Ferraro

ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

## Approval of the Stanislaus County Business Technology Strategy (BTS)

### **DISCUSSION:**

In May 2006, the Chief Executive Officer tasked a team of multi-Departmental, multi-disciplined staff with updating the Information Technology Strategic Plan (ITSP) adopted by the Board of Supervisors in 2000. The team was to work on creating a vision for County information technology (IT) for the next five years. The focus of this Steering Committee was consistently on realistically achievable goals and on improving communication and collaboration in IT practices and implementations.

The BTS Steering Committee was led by Paul Gibson, the County's Chief Information Officer, and was composed of: Clarence Willmon (Assessor's Office), David White (Behavioral Health and Recovery Services), Christy Kneller (CEO -- C.A.R.E.), Jackie Davis (Community Services Agency), Merry Rorabaugh (Environmental Resources), Randy Martin (Health Services Agency), Jody Hayes (Chief Executive Office), Jill Silva (Probation), Brent Thayne (Sheriff's Office), Marcia Cunningham (Strategic Business Technology), and Terri Sanders (Strategic Business Technology).

The attached document describes a strategy for the effective use of IT in the County. It should be helpful to employees, managers, vendors, and the Board of Supervisors. The BTS will evolve with experience, changes in County business objectives, and the availability of new technology. Any strategic plan, particularly in the technology field, will necessarily be dynamic in nature and so it is important that:

- (1) the plan be kept current;
- (2) that performance is measured;
- (3) that progress and challenges are reported out on a regular basis.

This strategic plan is a statement of where the BTS Steering Committee believes the County should be going in the next five years; it is not a step-by-step blueprint for how to achieve the goals of the plan, but rather a delineation of the goals, why they should be implemented and some guidance on critical success factors. This plan recognizes that priorities change, budgets are adjusted, people come and go, and that the marketplace is highly dynamic.

Key recommendations of the BTS include:

#### *1. Expand Electronic Access to County Services*

Continued migration of service delivery to electronic, especially web-based, methods is inevitable and should be embraced and adopted as a formal goal. Electronic access to services includes access by the citizens of Stanislaus County as well as by county employees and county partners.

#### *2. Manage County IT Activities as a Partnership*

County departments have specific needs from IT. The County as a whole benefits from making the best use of IT systems and assets. Wherever practicable the County should attempt to find avenues for improved collaboration in regards to IT throughout the County, involving the

## Approval of the Stanislaus County Business Technology Strategy (BTS)

Departments in key decisions about IT and listening to the needs of customers to manage IT in a prudent, responsible way.

To this end, the creation of an IT Steering Committee is recommended to facilitate this communication and collaboration.

### *3. Establish Standards for Electronic Data Management (EDM)*

Stanislaus County, like most organizations, struggles with the number of forms and records required by our business practices. While moving the paper component of these documents to an electronic format is a natural direction, it is important that this be done in an organized, coordinated fashion in order to not simply replace an organized but floor space-hungry paper system with a disorganized but compact electronic one. The development of standards for electronic forms, policies, procedures, guidelines and standards around electronic document management should all be developed to ease this migration to electronic documents.

### *4. Share and Manage Geographic Information System (GIS) Data*

GIS data has quickly become pervasive in the County, as it has in our private lives. The ability to associate data with geographic location is a very effective method of communicating information visually. That data could represent locations of library branches, Megan's Law data or a map projecting impacts on vehicle traffic from proposed road work; in each case the user is better able to assimilate the information visually. While the County has long provided GIS services, in order to improve and expand those services, data standards and data maintenance procedures should be developed to improve the quality of the GIS offering. Additionally, partnering with other local governmental entities to share and improve GIS data could provide benefits for all parties.

### *5. Implement Business Process Management (BPM)*

Ultimately, IT is implemented to improve or extend some business process, or it is probably implemented ineffectively. Understanding the business process first is critical to the success of any business process improvement. It is recommended that a formalized approach be created and adopted for analyzing business processes and evaluating whether an IT-based solution is appropriate to improve those processes. Additionally, mid- to large-scale IT projects would benefit from formalized project management procedures and methods, including standardized reporting and communication protocols. It is recommended that those protocols be developed and used where appropriate.

### *6. Develop and Sustain IT Capital Investments*

Once IT systems are implemented, they must be maintained and there should be some plan for continued operation and ultimately, upgrade or replacement of the system. This includes computer applications such as word processing and spreadsheet programs, and how their licenses are accounted for and managed, as well as larger enterprise applications such as financial management and human resources systems. Additionally hardware, including desktop computers, portable computers, printers, scanners, file servers, and the various types of network

## Approval of the Stanislaus County Business Technology Strategy (BTS)

equipment have limited useful lives and forethought should be given to the entire lifecycle of this equipment, including eventual replacement. Planning, including the funding requirements, should be developed in collaboration with County departments for sustaining our IT systems.

### *7. Move Toward Common County-Wide Data Communication and Network Services*

It is recommended that the County look at providing some core IT services either centrally or try to develop a standard platform for common capabilities. In particular, user directories, which are distributed databases used by applications to store information about system users such as user names, passwords and privilege levels, exist in multiple implementations throughout the County. It would be prudent to explore the possibility of tying these diverse systems together. Nearly every County employee has an e-mail account in one system or other, but there have always been challenges in communication between the different systems. It is further recommended that the County explore the feasibility of standardizing on a single e-mail platform. Given the number of IT initiatives already in place, as well as those under consideration, effectively communicating what is being implemented, what stage of delivery it is in currently, and specifics about the IT initiative can be a daunting task. However, understanding and communicating what is really happening in IT in the County is critical and it is recommended that an effective method for sharing this information be developed and implemented.

### *8. Invest in Human and Organizational Capital*

It is recommended that the current state of County IT staffing be studied. In particular, classifications should be analyzed to determine if the appropriate number, level and type of IT classifications exists and to recommend improvements where appropriate. Also, given the difficulty in finding and retaining qualified staff with a high level of IT competency, it is recommended that a study be performed to recommend ways of addressing this challenge. Additionally, some thought should be given to IT staffing levels and the distribution of IT staff throughout the County.

### *9. Develop a Comprehensive Business Continuity Plan*

The more dependent we become on IT systems, the more critical it is that those systems remain available a very high percentage of the time. The current Business Continuity/Resumption plan should be reviewed and updated and formal methods of building Business Continuity and Disaster Recovery planning into the business process improvement process should be implemented.

The BTS attempts to strike a balance between the needs of individual departments and the overall goals of the County as a whole. Implementation of the BTS will not be successful without the involvement, support and input of County departments. The BTS has been shared with County department heads and the Strategy has been adjusted accordingly. We feel that the support of County departments is a critical success factor in the strategy's successful implementation.

## Approval of the Stanislaus County Business Technology Strategy (BTS)

The BTS is focused on improved communication and collaboration in IT activities. Stanislaus County is unique and its business structure reflects this fact. It is important that the county embrace a unified direction that supports and celebrates the individual needs of county departments. Information technology is a tool to be used appropriately, mindfully, and discriminately.

### **POLICY ISSUES:**

The Board of Supervisors is asked to determine whether the proposed strategic plan for information technology, its application and management meets the Board's stated priority of providing an efficient delivery of public services.

### **STAFFING IMPACT:**

There is no staffing impact associated with the approval of this agenda item.



Striving to be the best.



# Business Technology Strategy 2007

Stanislaus County

Stanislaus County

BOARD OF SUPERVISORS

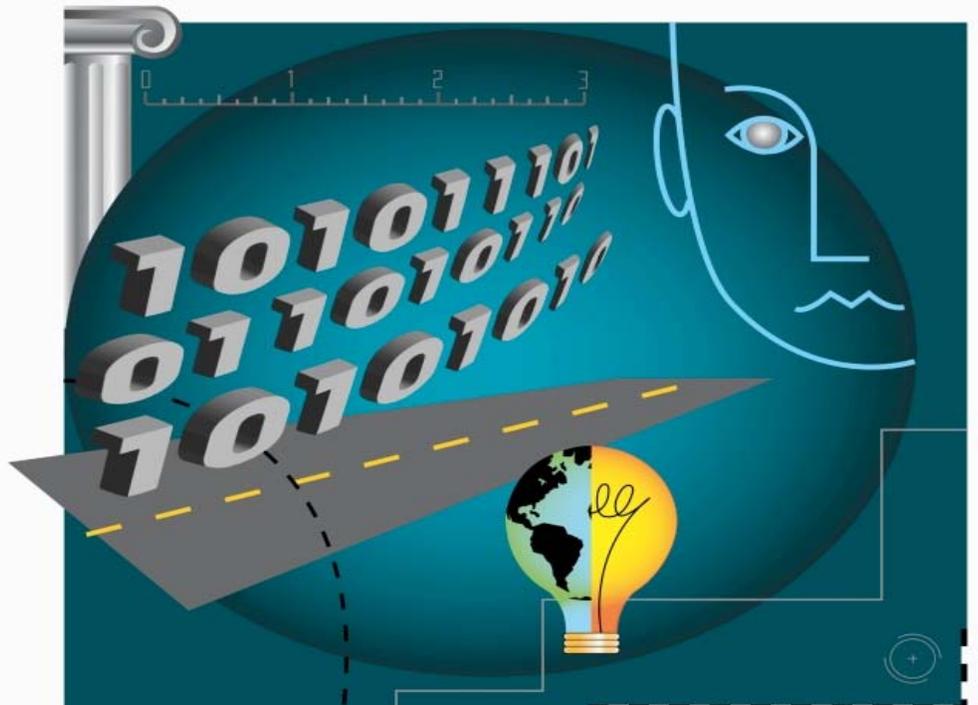
District 1 – William O'Brien

District 2 – Thomas Mayfield

District 3 – Jeff Grover

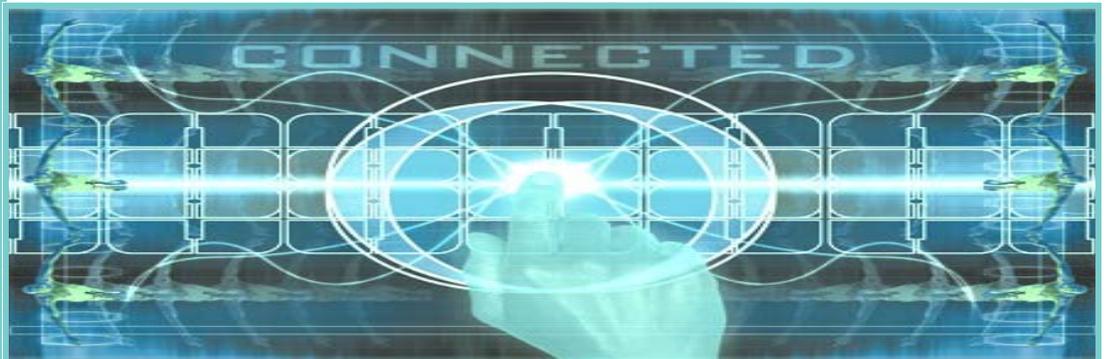
District 4 – Dick Monteith

District 5 – Jim DeMartini



## Table of Contents

Introduction.....	1
Executive Summary.....	3
Mission.....	5
Priorities.....	5
Background.....	5
Methodology.....	5
IT Vision.....	6
IT Objectives.....	7
<i>Expand Electronic Access to County Services.....</i>	7
<i>Manage County IT Activities as a Partnership.....</i>	10
<i>Establish Standards for Electronic Data Management (EDM).....</i>	12
<i>Share and Manage Geographic Information System (GIS) Data.....</i>	14
<i>Implement Business Process Management (BPM).....</i>	17
<i>Develop and Sustain IT Capital Investments.....</i>	19
<i>Move Toward Common County-Wide Data Communication &amp; Network Services .....</i>	22
<i>Invest in Human and Organizational Capital.....</i>	24
<i>Develop a Comprehensive Business Continuity Plan.....</i>	26
IT Objective Tables.....	28



## Introduction

The purpose of Stanislaus County government is to provide quality services to our customers: the County's residents, businesses, and other local governments. Information Technology (IT) offers considerable opportunity for maintaining and improving public service in the face of increasing demands and increasing costs. The appropriate application of technology can lead to breakthroughs in productivity, in accessibility and in interactivity as it relates to providing services to the citizens of Stanislaus County. This strategy focuses on providing guidelines to help the County in finding the "appropriate applications" for IT, which is often a difficult task.

Technology may be applied to make incremental improvements in services or operations, such as sharing documents across a county-wide network, or using voice activated response systems to answer immediate questions for citizens. Technology can also have broader impacts, changing the way we do our jobs, or changing the types of services we provide, and the way we deliver services. Obtaining full value from technology requires choosing carefully what technologies Stanislaus County invests in and having a consistent and strategic approach for managing those investments.

In May, 2006, Rick Robinson, the County's Chief Executive Officer tasked a team of multi-Departmental, multi-disciplined staff with updating the Information Technology Strategic Plan (ITSP). That team worked on creating a vision for County IT. While there were many challenges the Business Technology Strategy Steering Committee faced, the greatest challenge was how to develop a plan that was meaningful, yet still achievable within government parameters.

*Ever notice how your senses are heightened when you are in challenging situations? You're experiencing an adrenaline rush that gives you extra energy. If you see every day as a challenge, you'd be surprised how efficient you can become, and how much can be accomplished.*

*Donald Trump*

This document describes a strategy for using Information Technology (IT) in the County. It should be helpful to employees, managers, vendors, and the Board of Supervisors. This document will evolve with experience, changes in County business objectives, and availability of new technology. Any strategic plan, particularly in the technology field will be dynamic in nature and so it is important that we (1) keep the plan current, (2) measure our performance, and (3) report on our progress.

This message would not be complete without special recognition to the BTS committee members and staff for their considerable efforts, patience, time, and expertise in developing the plan:

Clarence Willmon	Assessor
David White	Behavioral Health and Recovery Services
Christy Kneller	CEO – C.A.R.E.
Jackie Davis	Community Services Agency
Merry Rorabaugh	Environmental Resources
Randy Martin	Health Services Agency
Jody Hayes	Chief Executive Office
Jill Silva	Probation
Brent Thayne	Sheriff's Office
Marcia Cunningham	Strategic Business Technology
Terri Sanders	Strategic Business Technology

Finally, a BTS plan of this magnitude must be financially prudent. An investment in technology must be the catalyst to improve our productivity, deliver services in useful ways that would otherwise be impossible, and to reduce our costs. The focus of IT implementation must always be the core business. Technology should never be implemented for the sake of technology. It is important to recognize that the County continues to face some extraordinary financial challenges in the months and years ahead. It is my hope and expectation that this Plan will assist the Board of Supervisors and other County decision makers in prioritizing and maximizing the effectiveness of our investment in information technology and improving service delivery processes to our constituents.

Sincerely,

Paul Gibson  
Chief Information Officer



*Certainly, technology is important – you can't remain a laggard and hope to be great. But technology by itself is never a cause of either greatness or decline."*

*Jim Collins*

## Executive Summary

Due to shifting legal requirements, new initiatives, or a myriad of other factors, the business needs of Stanislaus County are constantly changing. As the business needs of the County change, the technology appropriate to support the workflow and business practices must also be examined and improved. Technology can be a key contributor in driving the County's business processes forward and as a strategic tool IT should be carefully woven into the fabric of County innovation and planning activities.

The purpose of information technology (IT) is to assist the County in achieving its business goals and objectives. A number of business drivers were identified as the planning groups defined the business initiatives, needs, and issues for the IT Plan.

- Information access and sharing between departments, other agencies and business partners
- Community based services delivery
- Timely, accurate, and responsive communication to constituents and employees
- Public's demand to access information and services
- Business strategies implemented with a Countywide perspective
- Privacy and security
- Federal, state, and local laws and regulations
- A highly skilled and well trained County workforce
- Limited financial and human resources

While our citizens expect their county government to be effective and cost efficient, they also have rising expectations on the services we provide. These rising expectations are driven by the commercial sector that fiercely competes with one another for market share, raising the bar on customer service, service experience, and service responsiveness. The expectation for immediate service and responsiveness places a large burden on staffs that have to produce more output with the same resources and for organizational structures that were not originally designed to provide this level of service. Rarely any longer do citizens place a question or request in a paper letter, then US post mail it taking three days to arrive to staff, staff taking a few days to respond, and then finally the response taking a few days to be delivered back to the citizen.

*Change is the law of life. And those who look only to the past or present are certain to miss the future.*

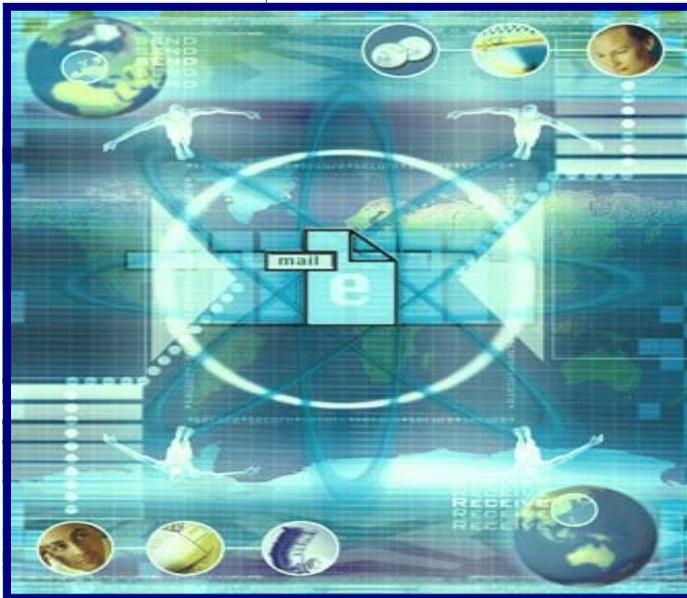
*John F.  
Kennedy*

Today, citizens send their questions via email and expect a response back in a few hours or sooner. Not only is this more work for County staff, but preemptive work that is compressed into a shorter, more rigid time frame. Departments must innovatively utilize the County's technology resources to meet this growing demand and citizen expectation.

This strategic plan is a statement of *where* we believe the County should be going in the next five-years; it is not a step-by-step blueprint for *how* to achieve the goals of the plan. This plan recognizes that priorities change, budgets are adjusted, people come and go, and that the marketplace is highly dynamic. As with any plan, there are a handful of critical success factors in implementing this vision. Critical success factors for this plan include:

**Executive Support** – The endorsement and ongoing support of the plan by the Board of Supervisors and the senior executives from all of the agencies and departments.

**Steering Committee** – The establishment of an Information Technology Steering Committee (ITSC) to help establish County systems priorities and to continue to monitor and update the plan.



**Cooperation** – The cooperation of the agencies and departments with ITSC and with each other.

**Strong Leadership** – Information Technology solutions have become an integral part of our organization. Strong leadership in the ITSC, as well as a clear vision for the future, are essential components in making this plan come to fruition.

## Mission

Stanislaus County serves the public interest by promoting public health, safety, welfare and the local economy in an efficient, cost-effective manner.

## Priorities

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies. In collaboration with public and private partnerships we strive for:

- A safe community
- A healthy community
- A strong local economy
- Effective partnerships
- A strong agricultural economy/heritage
- A well-planned infrastructure system
- Efficient delivery of public services

*We see our customers as invited guests to a party, and we are the hosts. It's our job every day to make every important aspect of the customer experience a little bit better. [Jeff Bezos](#)*

## Background

In general, Stanislaus County would be described as decentralized with respect to its information systems management. Many departments have their own information technology (IT) staff, systems, and budgets. This has resulted in a myriad of IT systems and practices, including different email platforms, directory services, geographic information systems (GIS), and so on. County departments have invested in technology and rely heavily on it to meet their business objectives. In order to ensure existing and future IT investments are protected and sustained, the County needs to establish a more formal approach and process to the selection and purchase of new technology.

## Methodology

The County Chief Executive Officer commissioned the Business Technology Strategy Committee (BTSC) to take a broad perspective regarding information technology and look several years into the future. The members were chosen to be representative of all County departments. Included were representatives from the Assessor's Office, Behavioral Health and Recovery Services, Community Services Agency, Environmental Resources, Health Services Agency, Personnel, Probation, Sheriff's Office, and Strategic Business Technology.

The BTSC began the strategic planning process focusing on the context of the Board of Supervisor's adopted "mission, goals, and values" for the County of Stanislaus. The BTSC conducted their work in a participatory and transparent manner with decisions made at the meetings and as a group.



## IT Vision

To achieve a level of automation and technical ability that enables effective “seamless governmental services,” services that add value to the citizens of Stanislaus County, enhancing the quality of their lives while delivering the services in the most efficient, cost effective, and convenient manner possible. In order to turn a vision into reality, several strategic goals must be achieved:

- Provide automation systems and services where feasible that will provide efficient delivery of public services.
- Establish and maintain standards and guidelines for the acquisition and use of IT hardware, software, and network facilities to lower on-going costs and to promote the seamless exchange of data.
- Ensure the integrity and security of all information and data residing on IT equipment in accordance with Federal, State, and Local regulations.
- Provide a sophisticated and comprehensive online services platform that supports departmental objectives and enhances public access to County information.
- Provide a trusted environment and forum in which all departments and agencies, through collaboration, can share ideas, resources, build partnerships, and re-engineer their mutual business workflows and customer service offerings with innovative automation solutions.
- Reach beyond the County’s organizational boundaries and build partnerships with other jurisdictions and community stakeholders on technology issues and services.



## IT Objectives

In the County's efforts to achieve the aforementioned strategic goals, the following IT objectives or focus areas have been defined:

1. Expand Electronic Access to County Services
2. Manage County IT Activities as a Partnership
3. Establish Standards for Electronic Data Management (EDM)
4. Share and Manage Geographic Information System (GIS) Data
5. Implement Business Process Management (BPM)
6. Develop and Sustain IT Capital Investments
7. Move Toward Common County-Wide Data Communication and Network Services
8. Invest in Human and Organizational Capital
9. Develop a Comprehensive Business Continuity Plan

### **1.0 Expand Electronic Access to County Services**

E-government is inevitable and requires the kind of public-private sector collaboration that creates the dynamic atmosphere for information technology to transform government and provide services directly to the customer 24 hours a day, 7 days a week. The customer can be a citizen, a business, or even another government entity.

E-government delivers levels of services to an extent not seen before and in a manner that is most convenient for the customer, while often allowing government to provide those services at a significantly lower cost. E-government will help foster a closer relationship between government and its customers. A more responsive and efficient government is highly valued by its citizens, and in time, citizens take greater public ownership.

E-government is about service delivery, not technology, and government managers at all levels need to be involved. E-government is not just about Web pages, but is more importantly about the cultural changes within government itself to deliver this level of services to our citizens. Customers often know what they want; they just do not know how or where to go to find it. E-government can provide this information, this direction, and seamlessly bridge the gaps between where one department ends its role and another department begins in the entire governmental service process.



A citizen could be electronically guided through a process; they would only have to enter critical information once, and would do the entire process from the comfort of their home or office. The process should be automated so that a form or application can be submitted correctly since the online system would be monitoring the entire process. Citizens would not even need to know which department to go to next, since the system would take them electronically and automatically from one source of information to the next. The entire process would be cohesive and seamless.

E-government is also about re-engineering business processes. This can best be achieved by strategically implementing enterprise automation systems that can easily share information between departments. Only in an enterprise viewed as a collaborative, cooperative environment can E-government ever reach its full “revolutionary” potential.

**Guiding Principles:**

- Efficient delivery of public services utilizing automated systems and services where possible.
- Reliable and secure web-based environment that is easy to use.

*A customer is the most important visitor on our premises, he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so.*

*Mahatma Gandhi*

The proper use of technology provides the opportunity to create an "information anywhere" environment, removing numerous and significant barriers to information for all who need access. This can result in potential access to a broad range of information by the public as well as by County employees. The goals anticipated include: a “one-stop shop approach” to County services; quicker response to requests for services; unsurpassed accessibility to service and information, any time, any place; and connectivity to other related information sources.

**1.1 Improve online delivery of public services -**

Set forth e-government enterprise automation initiatives and objectives that will provide seamless governmental services at the counter, fax, phone, email and over the Internet, supporting viable government transactions via the internet; improving access to county government via technology; improving County responsiveness; providing "one-stop-shopping;" using media to communicate directly with citizens; making County processes transparent and understandable to stakeholders; using the internet to gather feedback; and by bringing government into the community – "anywhere information."

**1.2 Enhance system functionality to meet the needs of internal users**

Provide greater web-based functions for employee self-service for procurement, financial, and human resource activities.

**1.3 Enable and promote data sharing and communication -**

Integration of data and services, County staff, citizens and businesses will be able to access information by subject across many forms of media, including e-mail, voice-mail, electronic documents and spreadsheets, images of records, database contents, audio and video recordings, etc.

**1.4 Enhance the Intranet to improve employee access to information to serve customers -**

Citizens and businesses will be able to find a single point of contact for their information request or business contact, and proceed with their task on an outcome driven integration of County services. This concept, "one-stop-shopping," will require both technological support and a cultural change within the County. Employee access to important data/forms will be directly related to the level of public services provided.



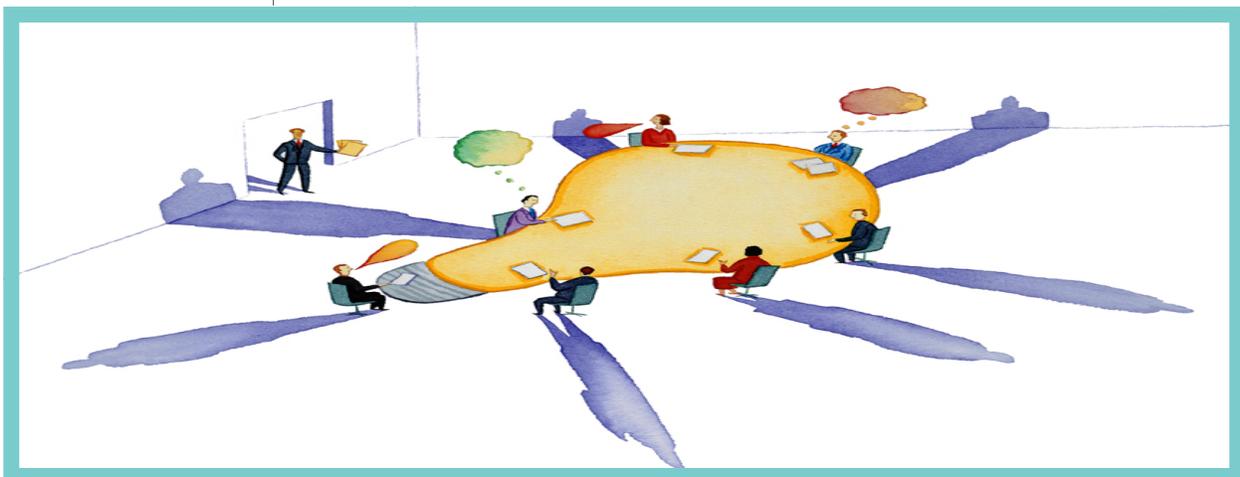
## 2.0 Manage County IT Activities as a Partnership

The establishment of an Information Technology Steering Committee (ITSC) will provide a guiding structure through which departments communicate openly, share critical business information, and provide recommendations for future technology implementation. The fundamental aim of an ITSC is to further County and departmental goals through the effective use of coordinated information technologies. Committee members will be instrumental in providing insights on IT priorities and strategies. Through mutually beneficial collaboration and sharing of information, the Committee can influence plans for advancing technology that will have a tremendous positive impact throughout the County.

### Guiding Principles:

- Enhance collaboration and information sharing between departments and greater integration among County information resources.
- Provide economies of scale and standardization in technology where possible.
- Acknowledge County departments' unique business requirements.

The distinguishing characteristic of an Information Technology Steering Committee (ITSC) is its responsibility for aligning IT activities with the County's vision, mission, and objectives. The ITSC would have representatives from a cross-section of County departments and would meet at regular intervals (i.e. weekly, monthly, etc.).



*It is not the intent of the ITSC to remove business decisions from individual county departments, but to provide a conduit that supports greater countywide efficiencies in information technology investment and application. The ITSC would empower individual departments to make IT decisions to most effectively manage their business, but ensure that departments do not operate in a vacuum. The ITSC shall recognize that a “cookie cutter” approach to technology may not be universally applicable given the complexity of individual departmental needs. Communication and collaboration in a structured environment, such as the ITSC, must occur and focus on developing IT solutions for individual department and countywide needs.*

The ITSC would serve as a major coordination and communication vehicle among IT providers and users and be a central IT advisory channel to upper administration. The ITSC would have the responsibility to:

- Align central IT services and resources with County business needs.
- Differentiate between centralized and decentralized IT Services and make IT recommendations when economies of scale and business efficiencies are possible.
- Develop an annual IT Investment Plan that identifies the priorities, IT resource requirements, and estimated funding levels for new IT projects.
- Evaluate and recommend enterprise IT architecture.
- Evaluate and recommend County IT standards as a method to manage the total cost of ownership component of IT investments.
- Provide a forum for stakeholders with a common set of business automation issues or opportunities.
- Evaluate and maintain a repository of Countywide IT policies, procedures, and standards.
- Implement the Countywide IT Strategic Plan.
- Establish subcommittees to coordinate specific IT initiatives in the County (i.e. purchasing practices, enterprise applications, policies and procedures, etc.).



### 3.0 Establish Standards for Electronic Data Management

Electronic records are required to support Intranet and Internet applications, to implement workflow across departments and to enable “telework,” allowing staff to perform their daily activities at locations other than their desk. Electronic records management could reduce paper and unnecessary duplication. For effective electronic records management, a County infrastructure must provide scanning options, document management, search and retrieval functionality, secure and redundant storage methods and a robust network.



An Electronic Data Management (EDM) solution would provide significant document management capability, allowing more efficient management, flow, and storage of vast amounts of required paper records. Since many government processes still require paper records, requiring departments to store large volumes of paper over prolonged periods of time, frequent retrieval of the documents is necessary, time consuming, cumbersome and inefficient. EDM technology with an incorporated workflow solution would improve business process efficiency and productivity, and meet the needs to view hard copy records with automated applications to complete services. In addition to fast and reliable business processes, this will minimize the demand for additional paper records storage space, protect against mounting storage costs, and reduce human labor costs and risks associated with handling of the voluminous units of paper.

#### Guiding Principles:

- Acknowledge County departments’ unique business requirements.
- Reliable and secure web-based environment that is easy to use.
- Enhance collaboration and information sharing between departments and greater integration among County information resources.
- Minimize the demand for additional paper records storage space, protecting against mounting storage costs.
- Reduce human and physical plant asset risks associated with handling of the voluminous units of paper.
- Comply with federal, state, and local statutory and regulatory requirements.

The critical delivery and security of electronic information mandates that County departments be efficient and effective when delivering these services. The County is strategically approaching content and document management from an integrated, enterprise approach. Content Management becomes the foundation for organizing and using information from structured data (through business applications), and unstructured data in electronic or imaged documents (word processing documents, spreadsheets, e-mail, and reports).

### 3.1 Develop a Countywide Standard for Electronic Forms -

Focus on an electronic forms solution that easily moves paper-based processes to the Web and accelerate approval cycles. A solution that would expedite forms submission and cut the costs associated with managing paper at the same time, be used by anyone including people with vision impairments, and can be used across a broad range of hardware and software. Enhance and simplify forms processing with automatic calculations and data validation, electronic signatures, e-payments and database integration.

### 3.2 Establish Guidelines for Electronic Records Management (including medical records) -

A consolidated County-wide perspective of multi-department data is needed. Individual departments need the ability to access other departments' data that is available for general distribution as allowable by law. County access will be based on data held and managed by departments for their operational purposes. The first step in providing stored records or data is the establishment of guidelines for how the data will be recorded, indexed, and accessed.

The role of medical (or health) records staff is to collate, organize, retrieve and archive the record of a patient or client, for the purpose of recording and informing their care, the communication of their care between health professionals and to meet legal, audit and governance requirements. Accessibility to patient records can mean life or death. Therefore, it is critical that medical records be easily accessible and quickly retrievable, but they also have to be safe and confidential. The County will establish clear guidelines for obtaining and retaining medical records, which will improve both business processes and timely access to critical data.

*The key is the Internet. The United States is by far the most advanced country in this new digital culture, so we have to be there. The Internet is the heart of this new civilization, and telecommunications are the nervous system, or circulatory system.*

*Carlos Slim Helu*

### **3.3 Implement web services standards -**

Enable cooperative access and seamless integration of information for presentation of information and services regardless of the origin or the source. Citizens and business can directly interact with Stanislaus government services and have access to: all public information (documents, data, images, etc.); access to all public democratic processes (hearings, agendas, etc.) and access to many, if not most, government functions (payments, permits, license, etc.).

### **3.4 Establish a Countywide Approach for Imaging, Workflow and Document Management -**

Identify software and hardware infrastructure that enables every county department to initiate and implement imaging applications from a common platform and have the ability to integrate into other County applications. This project would facilitate the sharing of imaged records within and across departments, reduce the requirement to store paper and enforce records management standards. Provide a solution that allows the ability to organize electronic documents, manage content, enable secure access to documents, route documents and automate tasks, facilitate document distribution and imaging.

## **4.0 Share and Manage Graphical Information Systems (GIS)**



GIS is an information management technology that combines computer mapping and database technologies to improve the management and analysis of location based information. The ability of GIS to answer “Where is ...” sets GIS apart from other information technology systems. GIS is embedded within many information systems including permitting, emergency response, navigation systems, crime analysis, and transportation logistics, in addition to traditional map oriented systems. Digital geographic Information is the defining characteristic of a GIS, and is accessed by GIS applications to serve user specific needs.

*The intuitive power of maps reveals trends, patterns, and answers that are not as easily detected in other data presentation formats.*

An example of the power of an integrated enterprise GIS is its ability to impart a comprehensive understanding of a particular location. Each County department typically maintains information tied to parcel number or street address. The GIS provides the key link to consolidating departmental datasets into a single view, presenting disparate pieces of information in an easy to digest form. Data is possibly the most important component of a GIS. Geographic data and related tabular data has been collected, entered or updated in-house, shared with other agencies, or purchased from commercial data providers, and developed with contractors. A clear understanding of how County Departments uniquely employ this data has been a consistent challenge of GIS implementations in the past.

An enterprise GIS extends the concept of “enterprise”, reflecting the fact that counties must interact with a tremendous number of outside organizations during the course of delivering services. Many of these organizations actively use GIS and would be willing GIS data partners; others would realize workflow benefits in having easy access to the central enterprise GIS and place fewer demands on limited County resources.

#### **Guiding Principles:**

- Leverage common interests in geographic information with cities and other agencies to develop a coordinated program for managing the GIS basemap.
- Ensure data can be shared between departments, outside agencies, and clients.
- Reliable and secure web-based environment that is easy to use.
- Focus on providing quality geographic information supporting business process.
- Recognize that workflows and responsibilities must be adjusted to achieve the benefits of a collaborative GIS program.





Enterprise GIS implementation is really a collaboration of project, departmental, enterprise, and public access GIS implementations. Key spatial data layers such as parcels, roads, streams, public and survey, photos and so forth are created and maintained by GIS staff across County departments. These key spatial layers are then stored in a central repository for efficient distribution across the enterprise and to data partners and the public. The primary shortcomings inhibiting an enterprise and regional GIS are the lack of a high quality GIS basemap and necessary organizational and technology infrastructure to coordinate and manage the GIS program serving multiple interests.

- 4.1 Establish Partnerships with other County and City Agencies –**  
Stanislaus County needs to be working together with other governmental agencies in a sustained effort to provide enhanced access to high quality geographic information that increases the effectiveness of business operations through information and process integration crossing organizational units of government in pursuit of better public service. GIS partnerships will be created and mutual agreements between parties will be executed.
- 4.2 Define geographic data standards and guidelines –**  
The County must define standards for all GIS information, document the standards and other “metadata” characteristics, and provide on-line access to assist users in finding information that meets their business needs. This will enhance the existing GIS basemap so that it meets a defined quality standard that fulfills the county and external agency content and accuracy requirements.
- 4.3 Develop an Integrated Basemap Maintenance Process –**  
Ongoing maintenance following approved standards is critical to any database process. Proper regular maintenance will improve efficiency and effectiveness. Once the standards are established, each agency and/or department responsible for GIS must regularly maintain the information.

*On any given day, more than two million people around the world use GIS to improve the way their organizations see customers, evaluate situations, and conduct business.*

## 5.0 Implement Business Process Management (BPM)

Business Process Management (BPM) is a field of knowledge at the intersection between management and information technology, encompassing methods, techniques and tools to design, enact, control, and analyze operational business processes involving humans, organizations, applications, documents and other sources of information. The term 'operational business processes' refers to repetitive business processes performed by organizations in the context of day-to-day operations, as opposed to strategic decision-making processes which are performed by the top-level management of an organization.



Improving and automating County business processes is a high priority objective that will have a profound effect on the County as an organization. These effects will be seen in increased productivity, efficiencies, and effectiveness. Process automation will facilitate higher levels of customer service for our citizens as well as reshape how the County interacts with our citizens, providing them an increased level of accessibility and accountability.

Automating business processes is only half of the equation. The first phase and most significant element is process improvement. This is the actual re-evaluation and re-design of the business process. County managers at all levels need to be trained to properly evaluate, improve, design, and review the business processes that they manage. Not every business process should be automated, and those that are should be fully examined and re-evaluated before technology is introduced.

### Guiding Principles:

- Provide efficient delivery of public services.
- The processes used to evaluate IT systems should be flexible enough to quickly take advantage of current and future technologies.
- IT projects should be designed to meet the needs and expectations of customers.
- System evaluation process should include input from stakeholder departments, which would be the driving force to IT improvements.

Stanislaus County has long-standing goals and priorities to improve service delivery in all County departments. The use of technology in the automation of key business processes has been identified as a key strategy for the efficient delivery of direct and indirect services to the community. Business automation processes should be identified and supported with the intent to improve service delivery while maximizing the efficiencies of County resources.

*Sometimes the situation is only a problem because it is looked at in a certain way. Looked at in another way, the right course of action may be so obvious that the problem no longer exists.*

*Edward de Bono*

### **5.1 Identify and evaluate key processes.**

Business automation processes should be identified and evaluated with the intent to improve service delivery while maximizing the efficiencies of County resources. There are core business processes that affect every County department (i.e. purchasing, budget, human resources, software licensing, etc.), which in coordination with the Board priority group and stakeholders should be identified, evaluated and prioritized.

### **5.2 Develop new project evaluation system.**

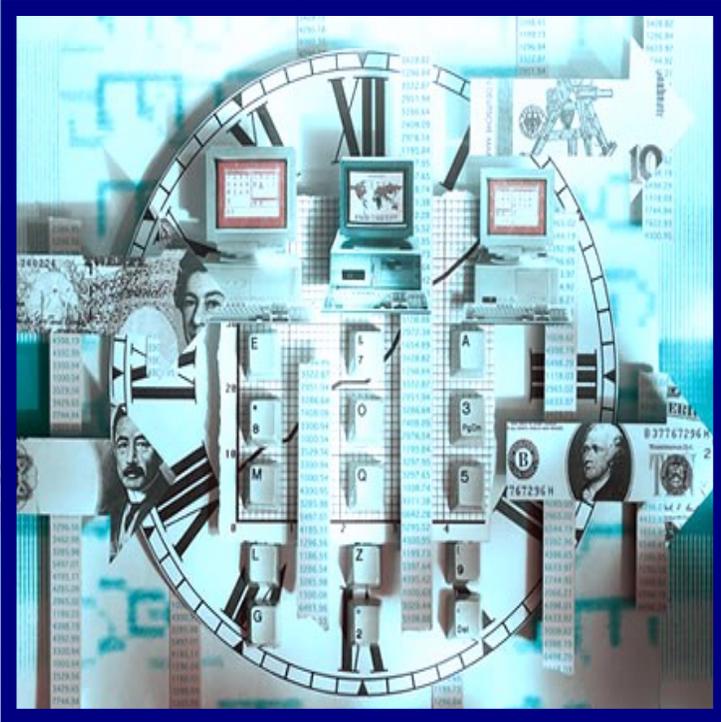
Through the implementation of the Business Technology Strategy, Stanislaus County should develop a system and methodology to identify and evaluate future business automation projects. Evaluation criteria would be in alignment with the Board of Supervisors' stated priority to maintain the efficient delivery of public services and increase e-government (electronic) services and transactions.

### **5.3 Develop baseline standard for project management and support.**

Project Management is the discipline of organizing and managing resources (i.e. money, people, materials, energy, space, provisions, communication, quality, risk, etc.) in such a way that a project is completed within defined scope, quality, time and cost constraints. A baseline standard for project management and support must be developed in order to ensure quality project management that is effective.



## 6.0 Develop and Sustain IT Capital Investment



Stanislaus County and the Central Valley are feeling the pains of our growing population. Resources are not infinite and, thus, the County must attempt to maximize the utility of existing resources, give careful consideration to the way it does business, and provide the necessary resources to meet the demands of existing and emerging external platforms and applications.

The County government cannot operate without computer-based information systems. Basic County services such as justice, public protection, health, library, social services, public works, and general administrative services depend on these systems. Information systems are also a fundamental part of the County's administrative infrastructure. They must be planned, managed, and deployed with the same care and attention as are roads, buildings, and staff.

The foundation for effective application of resources in the County is the development and implementation of hardware and software standards. In past years, County departments have been implementing unique business solutions with minimal strategic guidance. The result is dissimilar interfaces, protocols, and products, resulting in high support costs and an inability to share information.

*If we are going to carry on growing, and we will, because no country is going to forfeit its right to economic growth, we have to find a way of doing it sustainably.*

*Tony Blair*

Regardless of whether or not the County chooses to embrace and implement new technologies, there exists a core infrastructure upon which it depends, upon a daily basis. This includes operations from issuing paychecks, to the issuance of payments under general assistance, to phone systems, and financial and payroll systems. These critical systems require a commitment of resources for ongoing maintenance, as well as for mandatory, periodic enhancements.



*Not all problems have a technological answer, but when they do, that is the more lasting solution.*

*Andrew Grove*

Stanislaus County has long-standing goals and priorities to improve service delivery in all County departments. The use of technology in the automation of key business processes has been identified as an important strategy for the efficient delivery of direct and indirect services to the community. Business automation processes should be identified and supported with the intent to improve service delivery while maximizing the efficiencies of County resources.

#### **Guiding Principles:**

- Acknowledge individual department IT capital requirements.
- IT is an integral part of doing business with the County and should be considered a high priority.
- Strive for consistency across all departments.
- Standards should maximize productivity by providing adequate tools.
- Promote sharing of resources.
- Consider future needs in planning IT improvements, not just meeting current requirements.

Stanislaus County has major disparity in the quality and quantity of department level business productivity software and hardware. This objective focuses on developing the criteria for a capital improvement plan. Currently the County has no system in place to assist departments in determining IT hardware and software needs and how to fund them. The County should create an IT capital improvement plan that would address basic hardware and software replacement cycles and possible funding mechanisms for obtaining, maintaining, and upgrading IT resources.

Technology investments should focus on enterprise initiatives, providing technology solutions that allow employees to work together more effectively, exchange data, and store, retrieve, and share documents, as well as to assist departments to service, communicate, and interact with their customers better. These investments included network infrastructures, email systems, central data depositories, document management systems, geographic information systems, and enhanced on-line websites (portals) to list a few. Well planned investments in technology will not only increase productivity, but also help transform how the organization does business and even the very products and services provided.

### 6.1 Software Licensing and Renewal -

To realize the benefits of technology, departments require the appropriate software tools to succeed and to accomplish established Board priorities. A current County-wide software inventory should be developed and then maintained. A plan should be developed for sustaining County-wide and departmental licenses, including a funding model, to increase efficiency and promote cost savings. All County departments should have equal access to current software, enabling information to be shared between departments, outside agencies, and clients.

### 6.2 Hardware Replacement -

Information technology should deliver the highest quality service at the lowest possible cost. The cornerstone of the IT effort to meet this objective is the adoption and implementation of computing standards in the County. The standards should include a suggested replacement cycle, identified potential funding resources, mechanism for reallocation of used hardware, and an environmentally friendly disposal policy. Unless the County adopts IT standards and then adhere to them, the flow of data to those who need it will be more difficult than it would otherwise be, and the cost of having duplicate systems scattered throughout the County will mean expensive redundancy.

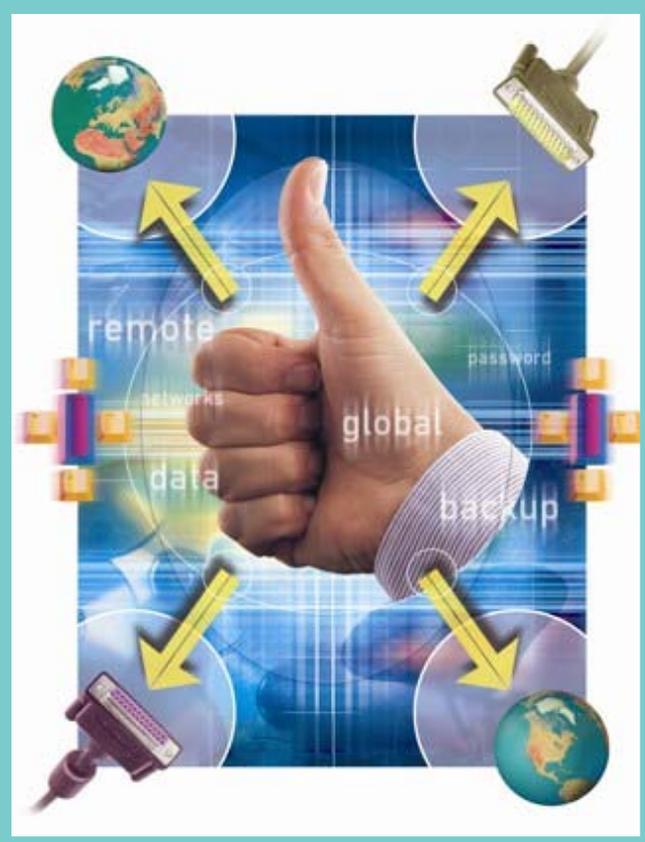
### 6.3 Infrastructure (Network Equipment) -

A robust network infrastructure is a requisite building block for all data services. Due to the high cost of equipment and rapidly changing technology, many organizations, Stanislaus County included, struggle to keep their network infrastructure current. Outdated infrastructure equipment impacts all staff and can limit the benefits of IT. The County should develop a plan for maintaining and replacing network infrastructure, including facility data cabling and network equipment. It is critical that a reliable funding source be identified to support the infrastructure maintenance and replacement plan.

*When I started out in business, I spent a great deal of time researching every detail that might be pertinent to the deal I was interested in making. I still do the same today. People often comment on how quickly I operate, but the reason I can move quickly is that I've done the background work first, which no one usually sees. I prepare myself thoroughly, and then when it is time to move ahead, I am ready to sprint.*

*Donald Trump*

## 7.0 Move Toward Common County-Wide Data Communication and Network Services



A backbone is defined as the main information transmission path for the County's information. This should be a basic network service available to all County departments. The backbone is the foundation of a County information infrastructure that includes data, voice, and video traffic. Shared services, available and easily used by every County employee, are essential for staff collaboration and integrated client service to citizens.

Without technology standards and systematic upgrades, the ability of the County to share and integrate data in innovative ways to meet emerging issues is severely hindered. The County should examine opportunities to maximize information exchange capability throughout the organization by integrating communications software and hardware technologies where possible. Support for text, voice, graphic, image, multi-media, and distributed data are all dependent upon integrated data exchange technology.

### Guiding Principles:

- Maintain common compatible platforms across variety of hardware.
- Enhance County IT infrastructure software & hardware using emerging technologies.
- Support efforts to integrate systems where practical to enhance processes and applications within County departments.
- Leverage County's current and planned IT infrastructure systems both hardware and software for multi-department use.
- Advance business objectives and reduce costs.
- Change boundaries with wireless access.

A shared, County-wide, communications infrastructure (Wide Area Network) would provide for department-managed information communication and common County-wide work group interconnections. The County should provide basic, common network services, which provide for the secure interchange of information. These include electronic distribution of correspondence and information, protection of confidential and protected client information, and the ability for any authorized County employee to use any appropriate application within the County.

### 7.1 Enterprise User Directory –

Implement a County-wide directory that would integrate with, but not replace, existing directories. An enterprise user directory would integrate with core County applications (PeopleSoft and Oracle FMS), as well as County email platforms and other major applications that span multiple departments. Departments would also maintain their current directory.

### 7.2 Enterprise-wide Shared Services –

Computer industry trends have diversified processing onto four levels: centralized, departmental, desktop, and wireless handheld. The key to efficient, cost-effective processing is to create an integrated networked environment that can have a central enterprise server, departmental servers, desktop workstations, wireless devices and Local Area Networks/Wide Area Networks. These would work together synergistically and to identify the proper tier or place to do the processing. The County should determine what processes and functions (i.e. high-volume transaction processing, storage of large amounts of data, etc.) are best positioned to reside on an enterprise server.

### 7.3 IT Communications Portal –

It is important to identify computing and network technologies that can advance communication and collaboration within the County organizational structure. Having an enterprise IT portal can ease the gathering, storage, and analysis of data to assist County staff and managers to make informed decisions. In addition to the integration of data and services, County staff would be able to access information by subject across many forms of media, including e-mail, voice-mail, electronic documents and spreadsheets, images of records, database contents, audio and video recordings, etc. The County should research and provide a recommendation to improve and expand the Intranet.

### 7.4 Common Email Platform –

The County would research and provide a cost benefit analysis for investing in an industry standard, common protocol, and County-wide mail service. Mail is more than an electronic replication of simple typewritten messages. It may include a variety of electronic correspondence such as images, voice messages, formatted documents, electronic conferencing, meeting schedule requests, and exchange of data files.

*A corporation is a living organism; it has to continue to shed its skin. Methods have to change. Focus has to change. Values have to change. The sum total of those changes is transformation.*

*Andrew Grove*

## 8.0 Invest in Human and Organizational Capital

The effective recruitment, development and retention of qualified IT personnel is critical to the ongoing success of County-wide IT initiatives. By operating in a decentralized IT environment, County departments have addressed IT staffing needs on an incremental basis through the implementation, growth and complexity of IT systems and available budget resources. The County also utilizes external staffing resources through the use of contracts for personal and professional services. Existing IT staffing and contracting decisions are made within the scope of the specific needs and resources of individual projects and departments. While maintaining the efficiencies of individual projects and departmental growth, the County IT structure lacks guidelines to address potential efficiencies for the collective use of internal and external human resources across the organization.

The County personnel classification system provides the foundation for supporting human resources programs and maintaining appropriate qualifications, duties and compensation for the County workforce. The prior business technology strategy resulted in significant changes to the County classification system for IT related positions. A review of these changes is necessary to evaluate their effectiveness in meeting organizational goals and priorities.

The labor market for highly skilled IT personnel continues to be competitive. Qualified IT personnel are unique in their ability to apply their knowledge and abilities in a variety of private and public sector environments, contributing to a competitive environment for recruiting and retaining a highly skilled workforce. The increasing integration of IT systems in critical County business processes continues to demand a responsive recruitment system to fulfill IT staffing needs.



*Today, many companies are reporting that their number one constraint on growth is the inability to hire workers with the necessary skills.*

*Bill Clinton*

Developing current employees and maintaining necessary skills in a rapidly changing environment directly impacts the effectiveness and productivity of IT personnel and application end users. County departments provide a variety of internal and external training opportunities to maintain necessary skills for IT personnel and application training for end users throughout the County. The County currently does not have a process of tracking required IT competencies and existing skills and abilities, although the current PeopleSoft Human Resources Management System includes resources and tools for managing this need.

**Guiding Principles:**

- Develop consistency between departments in regards to the allocation, classification, development and certification standards of IT personnel.
- HR practices remain updated in an efficient manner to address current and future changes in the business environment.

The following recommendations are focused on the development and implementation of human resources strategies to support the current and future needs of IT programs in Stanislaus County.

**8.1 IT Classifications -**

A review will be conducted of the current IT classification structure and changes that were implemented as a result of the prior business technology strategy. The review will evaluate the effectiveness of the current IT classification structure in meeting the needs of our current business environment. Resulting recommendations will be addressed through the appropriate budget and labor relations process.

**8.2 IT Recruitment -**

A study will be conducted to identify best practices in IT recruitment and to recommend strategies for attracting qualified candidates to County employment. Existing selection and testing standards will be evaluated to ensure the validity and quality of selection processes.

*Each of us has much more hidden inside us than we have had a chance to explore. Unless we create an environment that enables us to discover the limits of our potential, we will never know what we have inside of us.*

*Muhammad Yunus*

*What we think determines what happens to us, so if we want to change our lives, we need to stretch our minds.*

*Wayne Dyer*

### 8.3 IT Staff Development and Retention -

An analysis will be developed to determine the feasibility and potential benefits of tracking and reporting IT skill development throughout the workforce. This will include an evaluation of standards for certifications and training to provide consistency between County departments. Exit interviews for IT personnel will be grouped and evaluated annually to identify trends in employee retention.

**8.4 Allocation and Distribution of IT Staff** - A report will be developed to document the existing structure of IT resources throughout the County and the use of external contractual resources. The existing resource structure will be evaluated with recommendations developed as necessary. Recommendations should address benchmark staffing ratios and guidelines, the role of SBT and department IT personnel, standards for supervision and management of IT functions, guidelines for contracting for services, and the overall efficiency of the distribution of IT resources.

## 9.0 Develop a Comprehensive Business Continuity Plan

County business processes have become ever more dependent upon information technology systems. These IT systems are likewise dependent upon things such as electrical power, moderate room temperatures, and an underlying data cabling infrastructure for their proper functioning. Failures of any of the above dependencies can result in outages with costly impact to departments due to downtime. Significant events such as building fires or natural disasters can utterly destroy an IT system and all data, which can have equally devastating impacts on the County's ability to provide critical services.



Every IT system should have some process for recovery from a critical failure. Frequently this takes the form of data backup to some storage medium, traditionally this is executed via a tape-based system. Some IT systems, however, which provide a significant or crucial business function, require further failover systems and plans.

Each department has some unique IT component, even if it is a single database, the lack of which would have a major impact to service delivery. Planning for recovering from the failure of significant IT systems is something that Stanislaus County should embrace and emphasize.

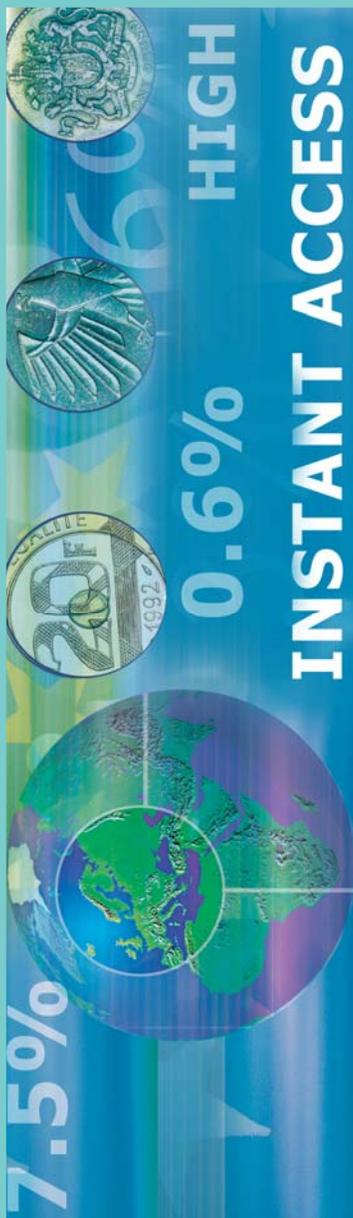
In 2003 the County created a Disaster Recovery plan attempting to address concerns of business continuity and resumption. Much has changed in the meantime in regards to IT systems and capabilities. No comprehensive test of the IT components of that plan has ever been conducted.

County departments have invested in technology and rely heavily on it to meet their business objectives. Many County services could not be performed if these systems and applications were unavailable. The development of a comprehensive Business Continuity Plan will provide a documented and organized approach for emergency response, back-up operations, and post-disaster recovery that will ensure the availability of critical system resources and facilitate the continuity of operations in an emergency.

The County shall develop an updated IT Business Continuity plan. That plan should consider the following guiding principles:

- Key dependencies and assumptions of plan components must be identified and communicated.
- Redundancy is expensive; where redundancy is indicated, it should be made available to multiple parties.
- Collaboration between departments can help each accomplish what either alone might not.
- Test the plan to ensure it will work.
- Focus on critical business processes, resources, and applications.
- Protect County information technology assets.

A business continuity and data recovery strategy that encompasses the County's entire information technology framework is required. The IT Steering Committee should champion the development of a comprehensive disaster recovery plan. The plan, to be useful, must be updated regularly, particularly as new data systems come online. The plan must also be tested and refined based upon the results of testing.



# BTS Objectives

<b>1.0 Expand Electronic Access to County Services</b>	<b>1.1</b>	Improve online delivery of public services.
	<b>1.2</b>	Enhance system functionality to meet the needs of internal users.
	<b>1.3</b>	Enable and promote data sharing and communication.
	<b>1.4</b>	Enhance the Intranet to improve employee access to information to serve customers.
<b>2.0 Manage County IT Activities as a Partnership</b>	<b>2.1</b>	Establish an Information Technology Steering Committee (ITSC) to provide a guiding structure through which departments communicate openly, share critical business information, and provide recommendations for future technology implementation.
<b>3.0 Establish Standards for Electronic Data Management</b>	<b>3.1</b>	Develop a Countywide Standard for Electronic Forms.
	<b>3.2</b>	Establish Guidelines for Electronic Medical Records Management.
	<b>3.3</b>	Implement web services standards.
	<b>3.4</b>	Establish a Countywide Approach for Imaging, Workflow & Document Management.
<b>4.0 Share and Manage Graphical Information Systems (GIS) Data</b>	<b>4.1</b>	Establish Partnerships with other County and City Agencies.
	<b>4.2</b>	Define geographic data standards and guidelines.
	<b>4.3</b>	Develop an Integrated Basemap Maintenance Process.
<b>5.0 Business Process Management (BPM)</b>	<b>5.1</b>	Identify and evaluate key processes.
	<b>5.2</b>	Develop new project evaluation system.
	<b>5.3</b>	Develop baseline standard for project management and support.
<b>6.0 Develop and Sustain IT Capital Investment</b>	<b>6.1</b>	Develop and maintain software licensing and renewal inventory.
	<b>6.2</b>	Develop IT standards that include a suggested replacement cycle, identified potential funding resources, mechanism for reallocation of used hardware, and an environmentally friendly disposal policy.
	<b>6.3</b>	Develop a plan for maintaining and replacing network infrastructure.

## BTS Objectives continued

<b>7.0 Move Toward Common County-Wide Data Communication and Network Services</b>	<b>7.1</b>	Implement a County-wide directory that would integrate with, not replace, the existing directories.
	<b>7.2</b>	Determine what processes and functions (i.e. high-volume transaction processing, storage of large amounts of data, etc.) are better positioned to reside on an enterprise server.
	<b>7.3</b>	Research and provide a recommendation to improve and expand the Intranet.
	<b>7.4</b>	Research and provide a cost benefit analysis for investing in an industry standard, common protocol, County-wide mail service.
<b>8.0 Invest in Human and Organizational Capital</b>	<b>8.1</b>	Evaluate the effectiveness of the current IT classification structure in meeting the needs of our current business environment.
	<b>8.2</b>	Identify best practices in IT recruitment and to recommend strategies for attracting qualified candidates to County employment.
	<b>8.3</b>	Evaluation of standards for certifications and training to provide consistency between County departments.
	<b>8.4</b>	Document the existing structure of IT resources throughout the County and the use of external contractual resources.
<b>9.0 Develop a Comprehensive IT Business Continuity Plan</b>	<b>9.1</b>	Identify and communicate key dependencies and assumptions of plan components.
	<b>9.2</b>	Identify redundancy and improve redundancy Countywide.
	<b>9.3</b>	Communicate and collaborate between departments.
	<b>9.4</b>	Test the plan to ensure efficacy.
	<b>9.5</b>	Focus on critical business processes, resources, and applications.
	<b>9.6</b>	Protect County information technology assets.