



Strategic Plan 2014-2016

Madera County
Information Technology

County of Madera

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Greetings,

In times of economic distress such as been experienced over the last half decade, organizations undergo significant change. This change provides opportunity for positive introspection and positive organizational disruption. We believe we have seized this opportunity to make radical improvements on how we do business as well as the technology employed within Madera County.

Traditional service organizations focus on two broad areas. The first is maintenance of systems and services, the “keep the lights on” tasks. The second is largely defined as innovation. When available personnel and resources are reduced the tendency is to focus those resources on core services and reduce activities associated with innovation in an effort to ride out the storm. We have chosen the opposite approach, that of reducing our dependency on maintenance of systems and reallocating what resources we have to innovation. This allows the organization to do more with less, not less with less.

We continue to endeavor to perform at the highest possible levels, and it is our hope that this Strategic Plan reflects our commitment to provide our customers with the greatest opportunity to excel through the use and exploitation of technology.

Thank you,

Director of information Technology
County of Madera

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Introduction

How was the plan developed?

The method used to develop this plan was primarily through a direct interview process with all participating departments, and executive leadership. This approach allows departments and stakeholders to express their business goals as well as provides insight into the technological direction of the entire organization.

An exhaustive examination of current trends in technology, coupled with a reasoned consideration of where the County needs to be within the next few years provides the framework for this strategic planning effort.

Thus the strategic plan embodies a holistic, customer centered strategy which seeks to guide our future course as it pertains to the use of technology countywide.

Since 2005 Madera County IT has developed and published strategic planning documents designed to analyze where the County stands in terms of technology, and where it is headed. These plans are developed in a highly collaborative environment with Elected Officials; County Executive Management, and Departmental leadership.

What constitutes a strategic priority?

The purpose of any strategic objective is to clearly define its benefit and value to the organization, and to plan for its eventuality.

Through the course of developing a strategic plan there are many proposals which are evaluated to determine its significance to the organization and the public. Madera County Information Technology sets strict standards of evaluation for proposed strategic priorities. These measures are applied to all proposed strategic priorities.

The criteria used for evaluation is defined as follows:

- Citizen Value
 - Does the priority have direct positive impact to the Citizens of our community
- Organization value
 - Priorities that visibly demonstrate improvements in service delivery to Citizens through operational improvements

While there may be ancillary measures applied to a consideration of whether a priority should be included, such as mandated services, the above criteria is always used to certify that a technology objective is strategic in nature.

Mission, Vision and Guiding Principles

The Mission of Madera County IT

Madera County Information Technology is a professional customer service based organization that advances the County's delivery of cost effective and innovative public services, through coordinated application of technology.

We believe this mission statement is in support of the overall County mission:

Madera County's Mission is to serve the public interest in a fiscally responsible manner by providing efficient, cost effective customer service, promoting public health and safety while creating new possibilities with partnerships through a diversified economy.

To achieve our mission we develop and promote technology goals that have quantifiable outcomes and are directly linked to the stated mission of the County.

The Vision of Madera County IT

Technology service organizations now have abundant choices when considering how and where to apply innovation to their organizations. These include cloud based computing, mobile oriented solutions and virtual worker environments.

The pace of technological change in our society requires that an IT organization concentrate its resources on innovation. This necessitates that personnel which are traditionally dedicated to providing system support services be closely evaluated to determine if those services are better supported by external entities. System support services that can be externalized, while simultaneously reducing costs and/or increase efficiencies, will be considered a candidate for this support model. Once these services are migrated to this support standard, the personnel previously tasked with their support will be utilized to further innovate within the organization.

It is the Vision of the Madera County Information Technology Department that long term goals will be established to consistently support and implement systems and services that allow the organization to access their personalized computing environment regardless of physical location.

Guiding Principles

The following are the guiding principles of our organization that reflect the beliefs about our role and responsibility within the County administrative system:

- **Service Oriented** – We listen and respond to our customers to better meet their business needs and goals
- **Results Oriented** – We establish goals and operational standards which when applied consistently produce positive results in all our endeavors
- **Professional** – We live by and support the highest ethical standards, skills and competence in the course of our efforts
- **Innovative** – We are creative when applying technology to business drivers and seek the best solution at all times
- **Collaborative** – We work together within the entire organization to achieve effective and successful services for the citizens we support

The mark of a successful service organization lies in its ability to understand its customers' business needs and meet or exceed their expectations on a consistent basis.

Technology Trends

Trends

Mobility:

The technology sphere within the United States continues to focus on mobility of the computing environment. This trend encompasses not only hardware mobility but also software. We classify this trend as the ability to “provide the corporate computing environment to the employee regardless of locale.”

Computing devices are becoming more versatile in their relevance to the corporate environment while simultaneously becoming economically feasible. Initial introduction of handheld devices and tablets in the consumer realm has given rise to increasing pertinence to the corporate environment. This presents significant opportunities for government services in many areas.

Software as a Service (SaaS) and Cloud based software hosting offers meaningful opportunities for the County organization as it relates to long term cost savings as well as extending the operational effectiveness of personnel beyond the traditional work environment.

From a County Government perspective, enabling a mobile workforce is essential in lowering costs and substantially increasing worker productivity.

With the advent of stable and relevant Cloud based software services the organization can experience substantial reductions in support overhead through either SaaS offerings or hosted software.

This enables our organization to leverage these services to achieve a fundamental shift from technology commodity services to a stronger focus on innovation. This in turn will foster a greater focus on providing progressive and forward thinking solutions to our customers and citizens.

Goals and Strategies

Goal: Examine commodity IT services and outsource where appropriate

Objective 1: Evaluate commodity applications (software) for possible outsourcing	
Strategies	<ul style="list-style-type: none">a. Inventory standard systemsb. Classify commodity systemsc. Catalog data types to ensure compatibility with strategyd. Verify outsourcing vendor availabilitye. Narrate cost benefit and total cost of ownership

Objective 2: Migrate commodity applications externally	
Strategies	<ul style="list-style-type: none">a. Assess technical readiness for full productionb. Engage vendor partnerships for phased implementation/migrationc. Develop and implement comprehensive training programd. Migrate systems

Objective 3: Redeploy technology workforce to demand-oriented innovation services	
Strategies	<ul style="list-style-type: none">a. Validate workforce impact post application outsourcingb. Enable and promote specialized technology skill modificationc. Design and implement key performance indicators for modified workforce prioritiesd. Perform strategic placement of workforce resources

Goal: Engineer and Implement a Virtual Work Environment

Objective 1: Enable ubiquitous hardware computing environment

Strategies

- a. Provide a robust routing and switching network to ensure speeds are appropriate to a virtual environment
- b. Consolidate server hardware ensuring agile server deployment
- c. Implement desktop hardware environment suitable for mobile use
- d. Validate and implement wrap around security services appropriate to the risk of a virtual desktop solution
- e. Enable VDI (Virtual Desktop Infrastructure)

Objective 2: Enable ubiquitous software computing environment

Strategies

- a. Migrate commodity software solutions to Cloud based systems where practical
- b. Analyze and configure internet services to ensure maximum speed and reliability
- c. Develop use policies and training programs sufficient to enable both internal and external software access
- d. Further leverage mobile apps for internal computing functions where possible

Goal: Expand internet facing Citizen Services

Objective 1: Expand 311/CRM offerings to Citizens

Strategies

- a. Ensure 311 is utilizing CRM system as intended and maximize optimization
- b. Validate existing outstanding process requests
- c. Market CRM process expansion countywide through business process automation
- d. Continued collaboration with public and private stakeholders to increase breadth of services

Objective 2: Increase overall functionality of 311/CRM	
Strategies	<ul style="list-style-type: none">a. Integrate internal GIS into CRM mappingb. Explore app based access for mobile users regardless of operating system or device typec. Expand CRM reporting servicesd. Inform and train internal stakeholders on expanded capabilities

Goal: Assist primary stakeholder departments in resolving long standing Financial/HR system issues

Objective 1: Replace ERP system	
Strategies	<ul style="list-style-type: none">a. Finalize RFPb. Validate funding sources and complete contract processc. Identify and employ project management resourcesd. Assist primary stakeholders in providing necessary super users for migration and supporte. Manage gaps and milestones with stakeholders and vendor

Conclusion

Change is inevitable in organizations. Those involved in technology support are acutely aware that change is not only constant, but expected and planned for. Traditional technology service organizations apply the preponderance of their resources on maintaining systems and what is left to innovation. This paradigm must change.

It is imperative that effective IT support organizations concentrate the abundance of their resources to innovation given the pace at which technology is evolving. With finite resources and an overwhelming desire to be good stewards of the public trust, this organization has chosen to maximize technological transformation and innovation through a reduction of maintenance tasks where possible and achievable.

The general strategic direction of this organization is one of positioning ourselves for consistent transformation using technology to increase our organizational effectiveness wherever and whenever possible. Recent advances in Cloud based computing will provide our organization with significant opportunities to “right fit” our maintenance of systems. In so doing, this will accelerate a fundamental alteration of IT from predominantly a service and maintenance organization to robust innovators dedicated to aggressively meeting business challenges.