

**ATTACHMENT 1 - INFORMATION SYSTEMS DEPARTMENT  
2020 GOALS/PERFORMANCE MEASURES TRACKING**

GOAL	2020 GOALS / PERFORMANCE MEASURES	STATUS AS OF 12/01/2020
#1	<p><b>Information Technology Disaster Recovery / Security / Resilience Continuum</b></p> <p>Build on the lessons learned during emergency response and recovery actions and evolving cyber security landscape in order to improve the resilience of the technology that supports County operations:</p> <p>a) <i>Consultant engagement to assess current conditions, validate assumptions, and conduct business impact analysis to prioritize mitigation approach(s) and to determine essential program elements needed for sustained efforts. <u>Goal:</u> Contract(s) for Board approval 1<sup>st</sup> quarter 2020.</i></p> <p>b) <i>With consultant assistance, clarify project plans and priorities for mitigation of items identified in item a). <u>Goal:</u> Detailed work plans complete 3<sup>rd</sup> quarter 2020</i></p> <p>c) <i>Subject to item b) completion, begin implementation of priority mitigation items defined in the project plans. It is currently assumed that network resiliency and cloud based personal productivity tools will be the highest priority. <u>Goal:</u> Implement top priorities prior to June 2021.</i></p> <p>d) <i>Establish security management tools to enhance our ability to help mitigate email and end point vulnerabilities: <u>Goal:</u> Implement enhanced tools 2<sup>nd</sup> quarter 2020”.</i></p> <p><u>Background Information on Performance Goal 1:</u> Preparing for and responding to disasters has become a new normal and the reliance on the County’s information technology is a primary considerations for all aspects of emergency management, continuity of operations and community recovery. At the same time cyber risks are escalating in sophistication and rapidly increasing. This performance goal intends to maintain a high priority and level of focus on both incremental and strategic hazard mitigations and security practices that are determined to help us insure our systems and data are protected and remain available to support business needs.</p>	<p><b>Update - Information Technology Disaster Recovery / Security / Resilience Continuum:</b></p> <p>a) The consultant engagement was placed on hold and then moved forward slowly as resources were shifted to address the COVID-19 response and more recently the 2020 fires. The RFP evaluation team completed selection of a preferred vendor in July, scope of work and contracts were subsequently negotiated and the Board approved the consultant agreement on November 17th. <u>Goal Complete.</u></p> <p>b) This sub-goal was dependent on the contract approval defined in item a) which was postponed. The vendor is currently engaged in the Phase I - assessment and project plan recommendations for the 2nd / 3<sup>rd</sup> quarter of 2021 deliverables. <u>Revised Goal:</u> Detailed workplans complete 3<sup>rd</sup> Quarter 2021.</p> <p>c) Subject to item b) completion, begin implementation of priority mitigation items defined in the project plans. It is currently assumed that network resiliency and cloud based personal productivity tools will be the highest priority. <u>Revised Goal:</u> Implement top priorities prior to June 2021</p> <p>d) Primary firewall and end point protection systems have been replaced with current technology, new anti-account spoofing tools, network intrusion, website denial of service attack protection in place, and Internet restrictions have been applied to help protect County account credentials. Additionally, email phishing educational tools have been implemented which includes focused awareness test messaging and educational opportunities to help us identify and report malicious email. Organizational changes to improve focus on IT security and disaster recovery were approved and are moving forward. <u>Goal Complete.</u></p> <p><u>Note:</u> During FY 19-20, ISD shifted significant resources to meet emergency and COVID response needs which has incrementally improved</p>

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		IT resilience. "Attachment 2 – ISD FY 19-20 Emergency Response Highlights" provides a summary of this work.
#2	<p><b>Complete implementation of a new Enterprise Web Content Management System</b>            Improve information access, ease-of-use, scalability, resiliency, and compliance with the Americans with Disabilities Act. (ADA). <u>Goal:</u> New system implemented, content migrated, and site launch 4<sup>th</sup> Quarter of 2020.</p> <p><u>Background Information on Performance Goal 2:</u> Information Systems currently utilizes three website environments which are outdated and that lack important features including: mobile device support, strong search functions, self-service content management, and compliance tools. The largest system utilizes software that is being removed from vendor support after the company was acquired. Additionally, these systems currently reside onsite and are vulnerable to local outage conditions which has proved challenging in the event of disaster.</p> <p>In today’s market there are numerous website offerings which are marketed as “software as a service” which operates in the cloud. This can improve resilience and scalability help insure reliability and help meet fluctuating business demands levels. Using a request for proposal process many departments participated in setting requirements, viewing demos and helping select the preferred vendor. This contract is scheduled as a consent calendar item to be approved by the Board in November.</p> <p>Implementation and detailed configuration will incorporate approaches defined by recent task teams formed to assess and improve County communications. Public Information Officers and appropriate stakeholders will be involved in guiding the web site design and relationship to related social media tools to help maximize outreach and information sharing.</p>	<p><b>Update – New Enterprise Web Content System:</b></p> <p>This goal was reprioritized to address vendor and county resource constraints during the fires and COVID response. The project has continued to move forward with needed assessments, design planning, department content clean up, etc. The project team (ISD and Departmental Participants with significant Communications Team participation) has been instrumental in reviewing design concepts and approaches recommended in the Full Court Press communication assessment. The team and departmental participants are great advocates for the new CMS and will help market and promote the solution as we get closer to going live next year. Continued support and participation by departments and the Communications Team will be vital to the project success. Despite the challenges experienced by the County in 2020 we are now on track with a revised CMS timeline within the current budget.</p> <p>Project plans indicate the new content management system will go live in August 2021. Internal (intranet) web sites will go live following the public facing web sites.</p> <p><u>Revised Goal:</u> Public Facing Web Sites Live in 3<sup>rd</sup> Quarter of 2021.</p>

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<b>#3</b>	<p><b>Develop plans and priority projects to reduce costs of paper storage and increase efficiency of work flows embedded in paper-based systems:</b></p> <p>a) <i>Establish principles and project plans that can reduce new facility costs (County Government Center) by lowering the volume of paper stored across County departments: <u>Goal:</u> Finalize decision documents that propose to begin converting paper to digital images, 2<sup>nd</sup> Quarter 2020.</i></p> <p>b) <i>Increase the pace we are automating internal forms processes by converting to digital work flows and electronic signatures to improve our efficiency and reduce paper creation. <u>Goal:</u> Identify highest volume paper-based forms utilized internally, prioritize, and seek funding in 2020/21 Budget.</i></p> <p><u>Background Information on Performance Goal 3:</u> County operations and mandated document retention periods produce and rely on a significant amount of paper-based processes and required efforts to file and store the documents. Costs for facility storage and manual paper-based retrieval is significant. Current estimates indicate departments that are located on the main campus have approximately 33 thousand boxes or roughly 82 million pages of records, stored throughout their offices. The paper records are often stored in a single location which is vulnerable to loss during a disaster.</p> <p>The weight of paper records presents a challenge when looking at options for utilizing high rise office facilities as a part of the County Civic Center development effort. Currently offices are built on slab constructed foundations which permit higher weight loads compared to multi-floor buildings. Placement of records storage systems will require substantial structural costs and design attention in order to allow the facility to adequately support the weight represented by the current volume of paper records.</p> <p>Paper based systems also limit productivity gains achieved when accessing and sharing documents as a part of normal business process.</p>	<p><b>Update: Digital Forms and Work Flows:</b></p> <p>a) This goal was postponed to respond to critical needs during recent fires and to support emergency response and recovery while also being impacted by budget constraints. A program request was drafted for consideration during the FY 20-21 budget process but due to the challenging nature of this budget and other priorities we are currently exploring other options including working with the CAO's Office on other funding opportunities to support departments success in our highly mobile and telework environment.</p> <p>b) During this period the department developed numerous forms, workflows, and GIS data collection tools to support the emergency response and pandemic including forms to support:</p> <ul style="list-style-type: none"> <li>- COVID/ACCESS programs in public health and social service programs;</li> <li>- Work flows to support expanded telework and social distancing including vote by mail applications, property re-assessment requests, and employee wellness claims.</li> <li>- Accelerated scanning of critical document sets to improve resiliency and business processes in an online and telework environment.</li> </ul> <p>Note: To maintain a focus on digitization, a high-level inventory of current and proposed projects (backlogs) has been created and will be reviewed for possible program prioritization in the FY 21-22 budget process. Accelerating the digitization of work flows, forms and online documents will require additional resources to reduce paper-based processes.</p> <p><u>Revised Goal:</u> Present updated Program Request as a part of the FY 21-22 budget process.</p>

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	<p>Electronic access to documents is an essential pre-requisite to work. process improvement, for increasing mobility (field work, telework, satellite service locations, etc.), lower our carbon footprint, and increasing our resilience.</p> <p>The County Civic Center initiative presents an opportunity to restructure how we align our services and processes more efficiently for both public facing and internal operations. This performance goal intends to flush out detailed plans to aggressively reduce our reliance on paper documents in order to enable successful process change to support new service delivery models that are part of the County Civic Center vision.</p>	
#4	<p><b>Improve Consistency of IT across all departments: Establish operational awareness and best practice development program to move toward more consistent, stable and secure environment.</b></p> <p><u>Goal:</u> Training programs will be established and scheduled during the 18-month work plan period.</p> <p><u>Background Information on Performance Goal 4:</u> Currently the County utilizes a combination of central and decentralized staff resources to coordinate and support information technology. There are approximately 116 allocated employees in the Information Systems Department and approximately 65 IT employees in other departments who have varied responsibilities for IT support. Information Systems resources work primarily on enterprise infrastructure (Data Center, Network, Server Hosting, Storage, Databases, Desktop Support, Phones, etc.) and application / business services (Security, Service Desk, Applications, Email, Web, GIS, Electronic Documents, Integrated Justice, Records, Mail, etc.) that are shared by participating departments. Departmental resources coordinate enterprise IT needs from the Information Systems Department and also help support line-of-business applications specific to the various business missions. Over time, the number of decentralized resources has increased and being able to maximize resources (both central and decentral) in a</p>	<p><b>Update: Improve consistency in IT through operational awareness and best practices across all departments:</b></p> <p>This goal was reset to address competing priorities in a social distanced environment. Progress was made in the following training program areas:</p> <ul style="list-style-type: none"> <li>• Facilitated ADA compliance training; worked with Web coordinators to frame the Web Content Management System as a tool to improve consistent practices;</li> <li>• Expanded online documentation to help support telework, virtual conferencing, and mobile device configurations in a more consistent manner;</li> <li>• Supported consolidation of the new Communications Team including Web and social media sites;</li> <li>• Updated GIS data sets and systems to further facilitate collaboration and cross departmental visualization and analysis;</li> <li>• Expanded security awareness and participated in assessments;</li> <li>• Multiple training and project planning sessions have been facilitated to expand use of enterprise forms and e-signatures;</li> <li>• Expanded an on-line technical training opportunity to continue developing technical capabilities without need for in-person travel.</li> <li>• Multiple departments (CRA, DH, DA) have utilized central resources during the period to help fill gaps in departmental technology staff</li> </ul>

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	<p>consistent, sustainable, and secure manner has become increasingly complex. Skill levels, technical approach, compliance and attention by individual Department Management is varied across the organization.</p> <p>This Performance Goal intends to establish a training program to facilitate understanding and consistency across all employees supporting technology to strengthen our technology foundation and its support for the variety of line-of-business technology tools needed to serve the public. The vision for this program will be refined by seeking input and feedback from both central and decentralized IT resources. Examples of initial concepts for topical areas includes:</p> <ul style="list-style-type: none"> <li>• <u>Leveraging IT Capabilities and Resources</u>: This overview session will provide information about the enterprise services and products provided by the Information Systems Department. Session will orient existing and new IT professionals to help promote information sharing and how to most effectively access and use shared resources.</li> <li>• <u>Supporting Employees with Effective Use of Technology</u>: Providing information about how IT support resources can be easily accessed and how individual workloads can be managed. The session will share in depth Service Desk operations tools and knowledge to help all IT staff understand and share common approaches used to report problems, request work, share knowledge, and to keep current on shared assignments.</li> <li>• <u>Web Site and Social Media Support</u>: With the introduction of a new Web Content Management System and standards, this session will orientate IT staff to the environment, administrative tools, and how to best make use of new self-help resources. This session will also expand on leadership direction to move towards consistent approaches and branding to enhance the County image and more effectively communications through various channels. American with Disability Standards will also be summarized in the session.</li> </ul>	<p>which has helped improve working relationships and the utilization of consistent support practices.</p> <p>Pending resource availability, the target for establishing more formal training curriculums beginning in 1st or 2nd quarter of 2021. Planned topics include:</p> <ul style="list-style-type: none"> <li>• Leveraging IT Capabilities and Resources:</li> <li>• Supporting Employees with Effective Use of Technology:</li> <li>• Web Site and Social Media Support:</li> <li>• Cybersecurity Overview and Standards:</li> <li>• Relating and Communicating with Geographical Information Systems (GIS):</li> <li>• Automating Work Processes with Forms and eSignatures</li> </ul> <p><u>Re-established Goal</u>: Training programs will be established and scheduled during the 18 month work plan period.</p>

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	<ul style="list-style-type: none"> <li>• <u>Cybersecurity Overview and Standards</u>: The threat landscape and vulnerability to our systems and information has never been greater. This session will provide in depth overview of our standard security methods, tools, and configuration standards for network attached devices, user accounts, file storage structures, network traffic and security system protections, email virus and malware scanning, web site threat vectors, and review of incident response plans, etc.</li> <li>• <u>Relating and Communicating with Geographical Information Systems (GIS)</u>: A significant portion of our work in local government relates to where people live, work and play. This session will highlight the power GIS brings to collecting information, analyzing, visualizing and communicating our messages and strategies in context to the geography.</li> <li>• <u>Automating Work Processes with Forms and eSignatures</u>: Digitizing processes can have a significant impact on costs, timeliness, and accuracy of data collection and work flows. This session provides insight into the business analysis, aspects of work flow structures, and electronic forms and e-signature projects. Additionally, return on investment and other aspects of measuring a projects success will be highlighted to help recognize the true return and improvements to be gained by moving to electronic forms.</li> </ul>	
<p><b>#5</b></p>	<p><b>Support the County Administrator and District Directors, Transportation and Public Works, and Permit Sonoma in the development and or expansion of a Constituent Relationship Management System (CRM) to facilitate the sharing of knowledge, constituent requests, who is assigned, activity, and outcome.</b></p> <p><u>Goal</u>: Support the development of a RFP and subsequent implementation of a solution that meets the defined objectives. Time frame to be determined.</p>	<p><b>Update: Support development and implementation of tools to help with Constituent Relationship Management (CRM) to share knowledge, manage requests, and track assignments and response.</b></p> <p>ISD has assisted with the drafting of an RFP, development of scope of work and in the evaluation of RFP's. Proposals have been received and primary departments in the pilot group are reviewing proposals from qualified vendors with demonstrations/presentation being scheduled. Coordination with CAO lead continues and implementation status and timeline will be determined following vendor selection.</p>

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	<p><u>Background Information on Performance Goal 5:</u> A high volume of constituent inquiries and requests for service are received daily by departments and the Board of Supervisors. It has been noted that some of the highest volumes are related to work performed by Transportation and Public Works and Permit Sonoma. This process is challenging for Supervisors and District Directors who have a very broad scope of constituent inquiry which requires significant effort to track and manage issues to resolution. The variety of reporting methods coupled with limited capabilities in the current tool(s) make sharing information and the efficient processing of request activities difficult at best. The current methods to record and track each of the requests is varied and requires extensive interaction between departments with frequent follow up using manual tools.</p> <p>Constituents call, email, or use SoCo Report It to request information or report an issue. This goal is defined to prioritize the purchase and development of a Constituent Relationship Management tool set to improve initial reporting of issues and requests, automate routing of requests, confirm assignment, proactively provide request updates, and to provide dashboards to help determine the status of each individual request when needed. Additionally, it is assumed that integration with backend systems used to manage work efforts in Transportation and Public Works and Permit Sonoma will minimize duplicate data entry and improve the quality and accuracy of information contained in the system. It is proposed to limit the scope of this effort on the two departments mentioned and the District Directors to improve the timeliness of implementation of selected solutions.</p>	