Office of Information Technology

County of Dallas
FY2014 – FY2018 Information Technology Strategic Plan

Letter from the Office of Information Technology

This Information Technology Strategic Plan is the culmination of hard work and collaboration by County staff members from across the organization. It represents the best work of those individuals as they serve the public interest in moving the County forward technologically, while simultaneously balancing the need for fiscal responsibility.

The resulting document provides us with a long-term technology vision, mission and goals which are consistent with the County's overall strategic plan and which advance us towards the future, yet are practical, achievable and affordable. The Plan emphasizes our intent to focus on our customers, to help improve their and our business processes by leveraging technology and to make sound investments focused on improving the effectiveness and efficiency of the County through the use of appropriate technology.

We are committed to the successful implementation of the Plan and to achieving the objectives and completing the initiatives contained within it.

These initiatives lay the foundation for the County's future technology use by streamlining our processes, solidifying our infrastructure and improving the cohesiveness of our team.

As the County's business priorities change, it may be necessary to shift the technology priorities. Because of these potential changes, the Information Technology Strategic Plan will be reviewed and refreshed regularly to ensure that the technology direction remains sound.

We are always interested in your feedback, both corrective and complementary. Please forward any comments you may have to us at the Office of Information Technology at: **itsuggestions@dallascounty.org**. You have the County IT Team's collective appreciation for your interest and feedback.

Respectfully,
Stanley "Vic" Victrum
Chief Information Officer
Office of Information Technology Services
County of Dallas, Texas

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1.0 Introduction

The Office of Information Technology (OIT) at the County of Dallas exists to support the information technology needs of the County government. This Information Technology Strategic Plan describes:

- The vision and mission for the Office of Information Technology organization in the County of Dallas
- Strategies for moving toward the vision
- Specific objectives and initiatives for the next five years to achieve each strategy

The County's mission and the supporting IT mission establish the context of OIT's vision and this Plan.

In developing this Strategic Plan, OIT took an enterprise view of the County and assessed specific strategies that would enhance provisioning of information services for the County of Dallas. By leveraging this enterprise approach to utilizing the technology, the County and its constituents can maximize the value of the IT investments to ensure the most effective and efficient delivery of services through allocation of IT resources to the highest priority initiatives.

The Office of Information Technology also sees itself as taking a leadership role in setting the future direction for information technology so that the County of Dallas can achieve its strategic priorities.

OIT Vision

The Dallas County Departments empowered with a leading-edge, well-maintained, cost-effective, mobile, on-line and integrated IT infrastructure which greatly enhances their delivery of services and the Dallas County IT Team providing world-class customer and information services, both internal and external to the Department.

OIT Mission

The Dallas County IT Department, entrusted with the development, maintenance and management of the County IT Infrastructure as a part of the County public trust, is a Team of dedicated professionals who ADEPTLY LEVERAGE LEADING-EDGE TECHNOLOGY to EMPOWER OUR CUSTOMERS with INNOVATIVE AND TIMELY SOLUTIONS that enhance our customers' delivery of services and ability to share and access information.

The six core Office of Information Technology strategies and their objectives for the five-year strategic plan are:

- **Continue Transformation Into A Customer-Centric Organization**

  ✓ Build IT credibility and dependability

  ✓ Business driven service levels that are: Meaningful, value added and mutually agreeable

  ✓ Formalized measurement and key learning processes and reviews

  ✓ Communication strategy and stewardship reporting for IT products and services

- **Provide a Common Architecture Enabling Integration and Interoperability of All County Information Systems**

  ✓ Maximum life expectancy for commercialized technology solutions

  ✓ Reduce support costs with an established hardware footprint and defined, integrated information supply chain

  ✓ Easily integrate technologies and automated solutions

  ✓ Establish, document and follow standard processes across the County as an enterprise.

- **Support Continuous Business Process Improvement**

  ✓ Formalized process identification

  ✓ Validation of process opportunities

  ✓ Enterprise business and technology planning

- **Provide Access to County Information and Services Anywhere and Anytime**

  ✓ Empowered employee and citizen base through self-service

  ✓ Reduced bureaucracy and cost historically associated with delivery of County services and information

  ✓ Information and data security maintained and strengthened within the County IT infrastructure according to Federal, State and County directives (i.e., HIPAA, CJIS, PCI, etc.) and safeguarding these assets as a public trust

- **Leverage Technology to Improve and Enhance End User Productivity**

  ✓ Increased job satisfaction

  ✓ Reduction in required time and cost to serve Constituents' needs

  ✓ Increased efficiencies when implementing new technologies

- **Maximize Value of IT Investments**

  ✓ Business justification for all IT related initiatives tied to core strategies

  ✓ Reduced planning and approval cycle times based on formal project submission guidelines

  ✓ Adherence to County-wide IT strategic plan

2.0 The Plan

This Strategic Plan begins with a brief explanation of the planning process and the mechanics of how this document is organized.

2.1 Aligned With County Strategy

In 2007, the County adopted Charting a Path: A Strategic Plan for Dallas County 2007-2017. Of special importance to the OIT was *Vision 1: Dallas County Government models interagency partnership and collaboration*. Specifically addressing OIT's direction is *Strategy 1.4: Improve the customer experience by implementing standards of operation, innovation, and technology*. Specifically, the strategy calls for the County to:

- Synchronize and align data collection and storage procedures and systems across Dallas County governmental entities.
- Increase e-business capacity across all Dallas County governmental entities.
- Use innovation and modified procedures to increase accuracy and efficiency in billing and collect of Dallas County fees and fines.
- Maintain Dallas County's broad infrastructure.

Direction for the Information Technology Strategic Plan vision and goals can also be found in *Vision 3: Dallas County is safe, secure and prepared*. Vision 3 contains strategies that are a focus for the Office of Information Technology, specifically by providing a secure network infrastructure to the County supporting Public Safety applications infrastructure and have a plan for disruption of services. These strategies are factored into the County's technology vision and the goals it will pursue during the planning horizon.

As the technology leadership organization for the County, the OIT must be positioned to successfully support the above initiatives..

2.2 Based Upon The Needs Of Our Users And Stakeholders

OIT's approach to delivering value-based business technology solutions is founded upon the following four drivers to meet the needs of our users.

Business Partnership
We will serve as a business partner to each of the County Departments by understanding business needs and direction to fully leverage the right technology solutions.

Operational Excellence
We will become the provider of choice in the delivery of the day-to-day operational support of the County's enterprise infrastructure and system application framework.

Business Process Improvement
We will lead the way in designing and implementing the appropriate mix of process and technology to address current business challenges and enhance County-wide service delivery.

Technology Innovation
We will constantly seek technological innovations that are applicable to County needs and drive their incorporation into the County's overall IT architecture.

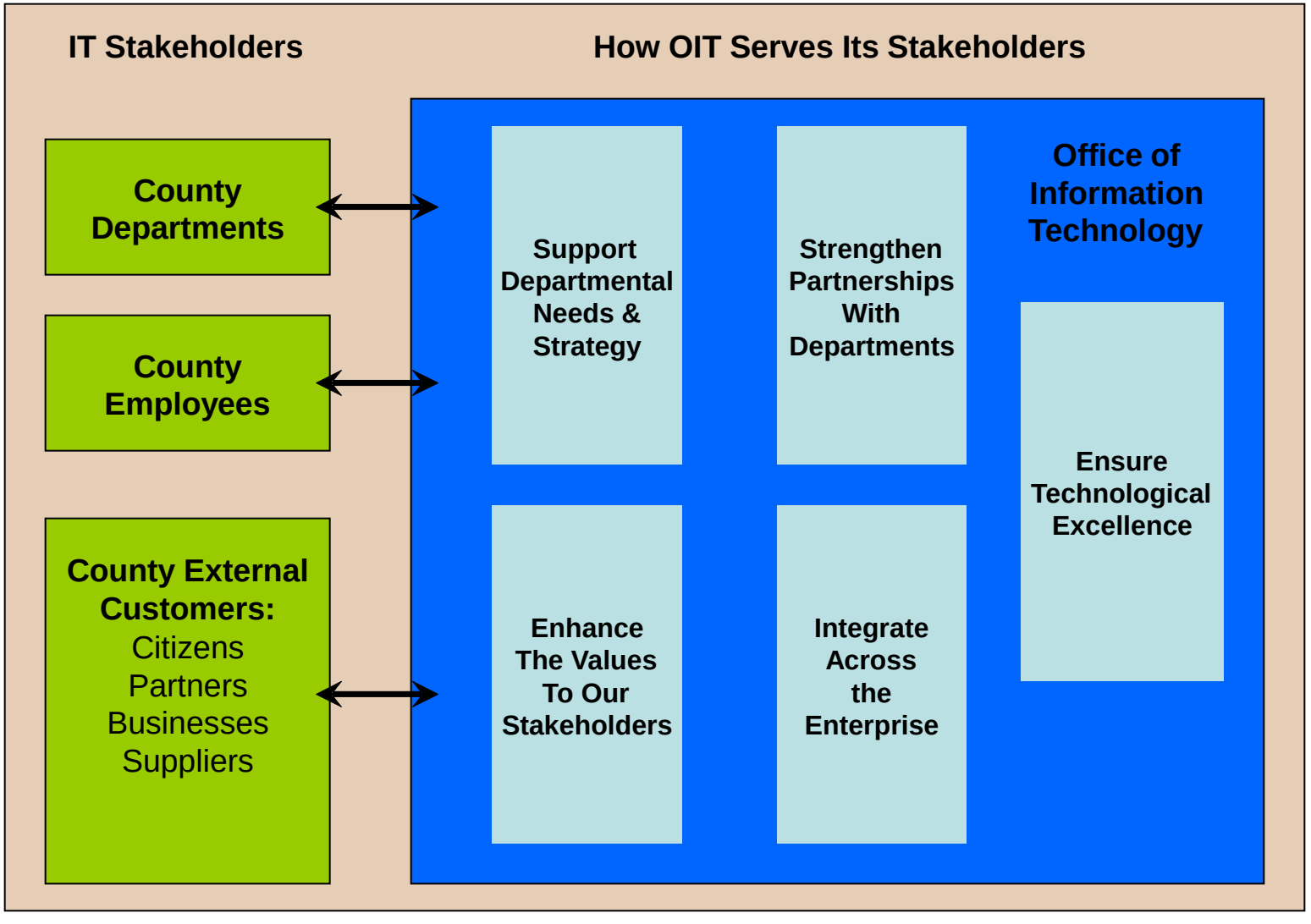
Within Technology Innovation, three priorities were identified for the Office of Information Technology by our stakeholders. These initiatives are an integral part of the County's business transformation as it enhances its effectiveness while reducing cost.

EGovernment

Enhancing and leveraging the County Government's on-line presence to the degree possible in order to give the County residents and visitors greater options to interact and do business with the County at a time when they are available not just when the County's physical Offices are open.

Document Management and Imaging
Protecting our information assets through a standard workflow, storage and retrieval system, we will significantly improve the County's efficiency in managing County information, as well as streamlining our service delivery capability.

Enterprise Collaborative Solutions
By integrating mission critical business systems into a single shared computing environment, users will have access to information necessary to make real-time business decisions that drive the County's effectiveness in meeting citizen demands.


IT Stakeholders
How OIT Serves Its Stakeholders
County Departments
County Employees
County External Customers:
Citizens
Partners
Businesses
Suppliers
Support Departmental Needs & Strategy
Strengthen Partnerships With Departments
Enhance The Values To Our Stakeholders
Integrate Across the Enterprise
Office of Information Technology
Ensure Technological Excellence

2.3 Organization Of The Plan

The plan is organized to show the relationship between the core IT strategies, objectives and specific initiatives that will accomplish each strategy.

The table on the next few pages present the core strategies and the associated objectives and initiatives.

In Sections 3.0 through 8.0, the individual strategies are described. Each section contains a brief summary, justification and detailed explanation of the desired objectives and initiatives.

Section 9.0 outlines the tactical efforts planned to implement and achieve the strategic goals.

Core Strategy	Strategy Statement	Objective	Initiative
Be A Customer-Centric Organization	* Develop vital business partnerships at all levels of the County	* Build IT credibility and dependability * Business driven service level agreements that are: Meaningful, value added and mutually agreeable. * Formalized measurement and key learning processes and reviews * Communication strategy and stewardship reporting for IT products and services	* Maintain open communication between departments and the Office of Information Technology * Establish Service Level Agreements and operational metrics * Implement reporting procedures and schedules schedules * Conduct periodic customer satisfaction surveys
Provide a Common Architecture Enabling Integration and Interoperability of All County Information Systems	* Establish a stable IT Architecture which outlines guidelines and standards (based on industry standards and proven technology) for: * Infrastructure (Network, Desktops, Servers, Processing Platforms) * Applications (ERP, AIS/ACMS, JIS/JCMS, Odyssey) * Data/Information Management	* Maximum life expectancy for commercialized technology solutions * Reduce support costs with an established hardware footprint and defined, integrated information supply chain * Easily integrate technologies and automated solutions	* Develop an architecture refresh and upgrade strategy including capacity planning * Facilitate implementation of Disaster Recovery and Business Continuity plans and scheduled testing * Develop comprehensive roadmap for infrastructure/application integration (e.g. ERP, AIS/ACMS, JIS/JCMS, servers, network, storage) * Enable enterprise–wide data architecture and master data management. * Conduct on-going research in technology trends and development
Support Continuous Business Process Improvement	* Partner with the end-user Departments to improve key business processes and achieve operational efficiencies	* Formalized process identification * Validation of process opportunities * Enterprise business and technology planning	* Identify business processes within OIT * Promote and sustain Business Process Improvement Methodology * Leverage technology to automate costly manual processes (e.g. Imaging, Document Management, Workflow automation, eGovernment) * Incorporate plans for building IT competencies in business operations by partnering with end-user Departments

Core Strategy	Strategy Statement	Objective	Initiative
Provide Access to County Information and Services Anywhere, Anytime	* Improve delivery and ease of access to all County information and services through the use of existing and emerging technologies	* Empowered employee and citizen base through self-service * Reduced bureaucracy and cost historically associated with delivery of County services and information	* Identify, prioritize, and implement online services * Design constituency-based eBusiness portals to increase ease of doing business with the County * Leverage the County intranet for shared applications
Leverage Technology to Improve and Enhance End User Productivity	* Provide technology to empower County end users	* Increased job satisfaction * Reduction in required time and cost to serve Constituents' needs * Increased efficiencies when implementing new technologies	* Identify technologies that enhance end-user communication and collaboration * Identify data access and management reporting tools * Develop implementation plans and procedures * Ensure training needs are identified/ addressed as part of technology introduced in projects.
Maximize Value of IT Investments	* Ensure that all IT investments are aligned with the core strategies of the County and provide the best value for the County.	* Business justification for all IT related initiatives tied to core strategies * Reduced planning and approval cycle times based on formal project submission guidelines * Adherence to County-wide IT strategic plan. * "Right-source" the IT organization to best meet the needs of the County Government as an enterprise.	* Invest additional effort into Strategic, Tactical and Budgetary planning on an annual basis * Provide consistent reporting of project plans, deliverables and status * Participate in the development of all business cases submitted for consideration by providing required technology estimates * Support standard project and program approval and management processes

3.0 Continue Transformation Into A Customer-Centric Organization

3.1 Strategy Summary

The Office of Information Technology is a support and services organization whose primary goal is to provide the highest level of customer satisfaction when addressing the technology needs of the County. The organization must have a customer focus in order to improve the quality of support and exceed the expectations of the operating departments within the County.

OIT must listen to the user community and County leadership to ensure that technology does not lose touch with the direction of the County and the needs of the primary users.

Measurements are needed to determine if OIT is meeting the business, operational, and support needs of the departments.

In partnership with and with the oversight by our stakeholders in the various Business Communities, OIT will establish and maintain the Service Level Agreements (SLAs), operational metrics, and periodic reporting to determine the effectiveness of OIT's operation and stimulate continuous improvement throughout the organization. Usage of the SLAs and effective communications between the various departments and OIT will ensure that service levels are met and that the value to the customer is high.

3.2 Strategy Justification

The Office of Information Technology's desire is to be the provider of choice for information technology products and services. This requires institutionalizing key service delivery processes and procedures as well as performance measures. Based on these guidelines, the County Departments are better able to execute their business functions with higher confidence that the required technology enablers are in place.

It also requires open lines of communication between OIT and the user departments. To be successful as a service provider, OIT must understand the requirements of the user and be able to clearly communicate how the organization will fulfill those requirements.

Through better communication, a trusted partnership can be established and the odds of success are improved.

Objectives	Initiatives
* Build IT credibility and dependability * Business driven service level agreements that are: Meaningful, value added and mutually agreeable. * Formalized measurement and key learning processes and reviews * Communication strategy and stewardship reporting for IT products and services	*Maintain open communication between departments and the Office of Information Technology *Establish Service Level Agreements and operational metrics * Implement reporting procedures and schedules *Conduct periodic customer satisfaction surveys

3.3 Strategic Objectives

OIT will focus on increasing satisfaction with IT support enabling:

- Build IT credibility and dependability
- Business driven service level agreements that are: Meaningful, value added and mutually agreeable.
- Formalized measurement and key learning processes and reviews
- Communication strategy and stewardship reporting for IT products and services

The goal of exceeding the support expectations of County departments will be accomplished through the following initiatives:

- Maintain Open Communication Between Departments and the Office of Information Technology
- Establish Service Level Agreements and operational metrics
- Implement reporting procedures and schedules
- Conduct periodic customer satisfaction surveys

3.4 Maintain Open Communication Between Departments and the Office of Information Technology

The OIT must listen to its users. OIT has been successful in establishing a single ServiceDesk phone number (214-653-7900) and e-mail (ServiceDesk@dallascounty.org) for resolution of day-to-day technology problems. In reality, the OIT does more than just address the day-to-day service items. Technology related projects, development of computer

applications, major system maintenance and policy updates require more extensive, two-way communication. The OIT will establish clear, concise paths to ensure the appropriate level of communication. This should result in better understanding of user requirements for technology related services as well as more open and readily available status updates for the delivery of the requested services.

3.5 Establish Service Level Agreements (SLA) and Operational Metrics

The need to establish common goals and objectives between OIT and the various departments within the County of Dallas is essential in meeting service level expectations. OIT will work closely with each of the County departments to determine a number of service level objectives related to areas such as help desk response and system and application availability. These objectives will be assimilated by OIT and then assessed as to joint requirements of the departments to derive a Service Level Agreement (SLA) with each department.

These SLAs will then be the metrics by which OIT's effort is measured in its support of the County departments' IT needs, both as a support organization and services provider.

Linked to the SLAs are a number of operational metrics that relate to the business needs of each department. These operational metrics will be the focus of support performance for OIT in terms of meeting the established SLAs. These metrics will be agreed to by each County department with OIT and will be measured and reported on a periodic basis. For instance, the operational metrics will be based on help desk responsiveness, service deployment, and application availability. In this way, the support level performance of OIT can be easily determined and any issues clearly detailed.

3.6 Implement Reporting Procedures And Schedules

OIT will design and develop reports that detail the level of support provided by OIT focused on the agreed upon SLAs. These reports provide information related to areas in the SLA such as help desk response time and application availability. The reports will be generated on a periodic basis dependent on departmental need and be made available to the County Commissioners. In addition, OIT will provide an interface for County departments to use to attain an update of support issues or services request.

3.7 Conduct Periodic Customer Satisfaction Surveys

OIT will examine various techniques in which the departments can communicate ongoing support levels and satisfaction with provided services. One vehicle that will be used is periodic customer satisfaction surveys in which the County departments can score OIT (scorecard) on support and services provided as well as describing techniques that OIT could use to improve services. These customer surveys will be performed on a regular basis with the departments with the detail from the surveys giving valuable insight into how OIT can improve its services and offerings.

4.0 Provide A Common Architecture Enabling Integration And Interoperability Of All County Information Systems

4.1 Strategy Summary

OIT's role is to plan, lead and manage the delivery of Information Technology products and services for the County as a whole. A critical requirement for this role is the centralized management of the County's infrastructure, consolidating networks and shared services into one comprehensive, robust and secure enterprise architecture. As such, OIT will work with various County departments to develop a system and application architecture that ensures interoperability among the various IT systems as well as standards for hardware and software products and tools.

4.2 Strategy Justification

The County's technology landscape has evolved over time. Due to the age of many systems and changes in technology, the Office of Information Technology supports a variety of non-integrated networks, processing platforms, applications, and hardware configurations.

This vast variety of environments introduces unnecessary complexities and inefficiencies which may result in:

- Duplicate systems, processes and resources
- Increased hardware and applications support costs
- Increased complexity and risk
- Islands of technology
- Unclear accountabilities and responsibilities
- Lack of integration and connectivity
- Inconsistent quality
- Lack of operational standards (i.e., naming conventions)
- More expensive to "keep the lights on"

As part of its enterprise planning responsibilities, the Office of Information Technology is leading the way by establishing and enforcing standards for all components of the County's technology processing environment. This is laying the groundwork for a comprehensive IT architecture that enables:

•A robust, sustainable, and flexible infrastructure

•Integrated, enterprise level infrastructure/software applications such as the Oracle Employee Resource Program (ERP) System, the Adult Information System (AIS), the Adult Case Management System (ACMS), the Juvenile Information System (JIS), the Juvenile Case Management System (JCMS), servers, network and storage

•Standard data definitions and identification of databases

Objectives	Initiatives
* Maximum life expectancy for commercialized technology solutions * Reduce support costs with an established hardware footprint and defined, integrated information supply chain * Easily integrate technologies and automated solutions	* Develop an architecture refresh and upgrade strategy including capacity planning * Facilitate implementation of Disaster Recovery and Business Continuity plans and scheduled testing * Develop comprehensive roadmap for infrastructure/application integration (e.g. ERP, AIS/ACMS, JIS/JCMS, servers, network, storage) * Enable enterprise–wide data architecture and master data management. * Conduct on-going research in technology trends and development

4.3 Strategic Objectives

OIT will establish a stable IT Architecture which outlines guidelines and standards (based on industry standards and proven technology) for:

- Infrastructure (Network, Desktops, Servers, Processing Platforms)

- Applications (ERP, AIS/ACMS, JIS/JCMS, Odyssey)
- Data/Information Management

Through an established architecture the objectives for OIT include:

- Maximum life expectancy for commercialized technology solutions
- Reduce support costs with an established hardware footprint and defined, integrated information supply chain
- Easily integrate technologies and automated solutions

To accomplish the objectives, OIT has determined the following specific initiatives:

- Develop an architecture refresh and upgrade strategy including capacity planning
- Facilitate implementation of Disaster Recovery and Business Continuity plans and scheduled testing
- Develop comprehensive roadmap for infrastructure/application integration (e.g. ERP, AIS/ACMS, JIS/JCMS, servers, network, storage)
- Enable enterprise–wide data architecture and master data management
- Conduct on-going research in technology trends and development

4.4 Develop An Architecture Refresh And Upgrade Strategy Including Capacity Planning

The current IT technology and environment contains varying types of hardware from the desktops to the servers hosting business applications. The critical objective of the architecture refresh and upgrade strategy is to promote standardization and to ensure that the County departments and their users have sufficient computing resources and equipment to do their jobs effectively while ensuring the lowest possible Total cost of Ownership (TCO). OIT will work with the departments to perform equipment inventories and then work to refresh any outdated hardware / software. Having consistent standards for hardware and software deployment will allow OIT to assist County departments in keeping

infrastructure up to date on a continuous basis and ease support through working with a consistent platform.

The enterprise architecture, once deployed and documented, will also greatly enhance OIT's ability to forecast future demand from added users or applications and the system or network infrastructure needed to meet that capacity. This initiative will provide significant return on investment by improving system availability and usability, while removing duplication of effort.

4.5 Facilitate Implementation Of Disaster Recovery And Business Continuity Plans And Scheduled Testing

The County of Dallas does not currently have a comprehensive enterprise IT disaster recovery plan or business continuity plan. Should extended periods of system outages occur, many basic services would be unavailable for County employees and the population that depends on these services. The intent of this initiative is to evaluate and coordinate the activities within OIT to anticipate that these events may occur, and take proactive steps to have infrastructure and processes in place to continue some level of operation in the event of disaster. The initiatives in formulating a disaster recovery and business continuity plan include:

- Analyzing the current capability of each of the County's departments and OIT as a whole to continue operations in the event of local departmental failure and of system wide failure (servers, network, disk storage, communications, personnel).
- Working with each department, and with appropriate partners, to determine which of the current applications the IT departments are mission critical (immediate fail over is needed) or business critical (some outages are acceptable).
- Formulating a comprehensive plan for OIT to anticipate disasters and implement disaster recovery and business continuity to continue operations for mission critical applications.

4.6 Develop Comprehensive Roadmap For Infrastructure/Application Integration (e.g. ERP, AIS/ACMS, JIS/JCMS, Servers, Network, Storage)

In the applications framework of the County, there are several duplicate solutions. An efficient application architecture requires that similar processing and data

be handled via a common application that is connected to all other components of the County's operation. Through this initiative, OIT will develop an Enterprise Application Framework enabling efficient, effective management of the County's data ensuring interoperability, accessibility and flexibility.

In maintaining the County's enterprise IT infrastrucure, OIT will continue to facilitate and lead the effort to analyze and define common denominators among standalone applications to define the transition plan to common processing and integration on a single platform.

The consolidation and integration of data will greatly improve the ability of the County to effectively respond to ever changing constituent demands for better products and services.

4.7 Enable Enterprise–Wide Data Architecture And Master Data Management

Having just addressed the need for common, integrated transactional systems the County also requires a common, well-defined data architecture with decision support capability. OIT will lead the effort in data analysis to outline the translation and redefinition efforts to allow development of a comprehensive data architecture and master data management plan. The steps to achieving the enterprise-wide data architecture will be:

- Examine the current departmental data stored as it relates to type and structure
- Analyze the data stored in the disk environment focusing on redundant data
- Derive a plan to standardize data architecture and types across County departments
- Investigate techniques that will reduce data redundancy and disk storage requirements through consolidation of data and hardware
- Prepare funding requests to implement common architecture, convert data storage, and consolidate storage

The data sharing architecture may include components related to Enterprise Application Integration (EAI) and some form of data warehousing. OIT will evaluate how a common Enterprise Architecture that utilizes a common integration platform can help centralize data repositories and overall data access.

This initiative will create an enterprise-wide capability to use data and information from multiple sources throughout the County government by employees in any department.

4.8 Conduct On-Going Research In Technology Trends And Development

As new products and technologies become available, the capability will exist to address an unsolved problem, allow a new service, or offer more efficient and effective solutions. OIT commits to establishing a process for identification, evaluation, and selection of new technologies that truly benefit the stakeholders for the County of Dallas.

We will evaluate and redesign our existing processes for identification, evaluation and selection of technology, using proven approaches and methods used in the IT industry. This new process will:

- Encourage OIT to monitor the status of a range of technologies through their technology maturity cycle
- Engage the County departments to help in understanding when a technology is best used to address specific needs and to provide an environment to exchange ideas and input on appropriate emerging technologies that specifically address their needs
- Continually evaluate emerging technology that “fits” the business needs of the County

5.0 Support Continuous Business Process Improvement

5.1 Strategy Summary

County government business processes have evolved naturally over time resulting in more complex workflows, overlaps between business processes, and reduced efficiency in the use of time and resources. With this strategic focus on Business Process Improvement, OIT will introduce, within IT, an accepted Business Process Improvement (BPI) methodology to facilitate improved efficiency and streamlined department operations. BPI creates an environment where processes can be leveraged for strategic value and optimized as an enterprise-wide process. BPI also implements process control and change policies that allow the County departments to manage risk and comply with external mandates and regulations. The real value of BPI comes from accelerated decision-making, improved operational efficiencies, enhanced customer support, and resulting expense reduction.

5.2 Strategy Justification

It is so easy sometimes to think that a new system or technology alone will solve our business problems. But without a clear understanding of underlying business processes and objectives, a technology solution may only treat a symptom rather than provide a systemic cure. “Quick fix” IT solutions may fail to provide the value intended because required business process changes were overlooked or were considered in a vacuum rather than a part of a larger integrated process.

To address this opportunity, OIT will begin BPI within the organization and partner with other County departments to assist with the use of technology in their proposed process changes.

In addition, Project Management resources will continue to use the defined methodology to ensure successful project execution . . .delivered on time, within budget, and according to specifications.

Objectives	Initiatives
* Formalized process identification * Validation of process opportunities * Enterprise business and technology planning	* Identify business processes within OIT * Promote and sustain Business Process Improvement Methodology * Leverage technology to automate costly manual processes (e.g. Imaging, Document Management, Workflow automation, eGovernment) * Incorporate plans for building IT competencies in business operations by partnering with business

5.3 Strategic Objectives

Through its emphasis on continued business process improvement, OIT will build its capabilities by:

- Formalizing the process to identify efficiencies
- Institutionalizing procedures for Validation of process opportunities
- Facilitating enterprise level business and technology planning

5.4 Identify Business Processes Within OIT

Primary to making any process improvement, OIT must first identify and document its internal processes. This will serve several functions:

- It will clarify the activities the department performs to provide value to the County
- It will allow inefficiencies to be identified and addressed
- It will provide a structure for working with other County departments to determine how OIT can assist with their business process improvement.

5.5 Promote And Sustain Business Process Improvement Methodology

OIT will institute a structured methodology that reduces work processes to activities, and provides cost and performance metrics. We will continue to offer assistance and support to business process improvements, and

develop a greater focus on integrating processes and systems that are interdepartmental in nature. We will conduct a study of interdepartmental business processes to eliminate redundancy and fragmentation throughout the County by:

- Identifying a plan to address interdepartmental business processes
- Defining the criteria for selecting viable business processes as major initiatives
- Developing implementation plans to address major initiatives
- Continuing to educate County departments on BPI concepts and benefits

5.6 Leverage Technology To Automate Costly Manual Processes (Imaging, Document Management, Workflow Automation, eGovernment)

As the complexity of the County's IT environment is expected to grow, it becomes necessary to utilize new technologies and approaches designed to increase productivity while minimizing duplication of functions, overlaps in operational processes, and reduced handling of paper. OIT must apply new and existing technology to meet the use and demands of the County on an enterprise-wide perspective. This IT strategy and the application of new technology combined with industry best practices generally will lead to significant improvements in the County's performance and cost of doing business.

5.7 Incorporate Plans For Building IT Competencies In Business Operations By Partnering With Business

As part of its end-user support role, OIT will add value to the County by not only understanding technology but also understanding how that technology supports the end-users' needs. By developing an institutionalized method for staying abreast of the County Government's operational challenges and opportunities, OIT can take a more proactive and strategic approach in providing support and ensuring the appropriate technology solutions are ready as the County's needs arise.

6.0 Provide Access To County Information And Services Anywhere and Anytime

6.1 Strategy Summary

To be more effective, County of Dallas government services should be available to everyone, both internal departments and the public, anytime and from anywhere. This strategy focuses on enhancing the accessibility of government services through a common, County-wide portal for online services, and the transition to and growth of eGovernment. The technology is available to greatly enhance the interaction with the County via both intranet (shared applications), extranet (strategic business partnerships) and internet (online access to services) portals. The core intent of this strategy is to create a "virtual County government", branded as "***Dallas County Online***", allowing employees and citizens to interact with the County when and where they need to.

OIT will investigate the most effective areas to introduce technology, determine appropriate partners, and investigate other County and State governments for best practices as they relate to eGovernment. From these experiences and lessons learned, an effective plan for moving towards more cutting-edge technology will be developed.

6.2 Strategy Justification

Access to information anytime and anywhere enables a whole host of opportunities for the County. This capability requires a current, open, enterprise technology architecture with appropriate security and information policies and procedures. The challenge for the Office of Information Technology is the building of this standard, centralized foundation in a culture of fragmented and stand-alone solutions.

Progress is being made and County Departments understand the need for a centralized robust infrastructure that enables flexibility and responsiveness in the development and delivery of new products and services for the County. Online service delivery also requires a comprehensive review of current business processes. The old way of doing things may not be the most optimal approach given the new technology enablers.

Objectives	Initiatives
* Empowered employee and citizen base through self-service * Reduced bureaucracy and cost historically associated with delivery of County services and information	* Identify, prioritize, and implement online services * Design constituency-based eBusiness portals to increase ease of doing business with the County * Leverage the County intranet for shared applications

6.3 Strategic Objectives

The core objectives for pursuing a strategy of information accessibility are:

- Empowered employee and citizen base through self-service
- Reduced bureaucracy and cost historically associated with traditional delivery of County services and information

The initiatives that will accomplish these objectives include:

- Identify, prioritize, and implement online services
- Design constituency-based eBusiness portals to increase ease of doing business with the County
- Leverage the County intranet for shared applications

6.4 Identify, Prioritize, And Implement Online Services

One of the major areas of benefit that this strategy will address is the availability of on-line services for the constituents. The opportunities are tremendous, but there must be a logical, value-driven approach to implementation. The first step in initiating this strategy is prioritizing the services to be delivered, based on their true business value and then building the road map for their implementation.

6.5 Design Constituency-Based eBusiness Portals To Increase Ease Of Doing Business With The County

EGovernment has an enormous potential to make doing business with the County much easier and more cost effective. By developing portals designed for particular constituency-bases, the County can target its service and product delivery in direct response to unique needs and requirements of the customer. The County of Dallas will enhance access to public information and the capability for the public to interact with County departments. The goal is to create eBusiness portals that are:

- Recognized as the central point for sharing information between County departments and the public
- The foundation to access departmental applications enhancing the County's self-service offerings for citizens

6.6 Leverage The County Intranet and SharePoint Portals For Shared Applications

Through the accessibility and integration of shared applications, employees will be more equipped to respond to the needs of our citizens, and to ensure the quality levels of service. The County's Intranet and Sharepoint sites, using shared applications and file spaces, will become true information portals with "standard desktop interfaces" which will support a more efficient work environment and daily work activities for the County employees. This initiative will:

- Determine those applications that are common among the departments and have high possibility for sharing
- Assess information that can be more effectively shared electronically between departments
- Design and implement plan to deploy shared applications to the County intranet and via the County SharePoint portal.

7.0 Leverage Technology To Improve And Enhance End User Productivity

7.1 Strategy Summary

The County of Dallas employees must have the appropriate technology including software applications, desktop tools, and system interfaces to make them as efficient as possible. The goal is to put appropriate applications, data, and communications in place that will enhance end user productivity. OIT will develop a plan to first inventory the current user environment, identify those applications and technology in use, evaluate business processes in place and the tools that can enhance those processes, and then develop a plan to enhance end user productivity. This productivity increase will be achieved through:

- Ensuring that the required applications, communications protocols, and operating environment are in place to ensure maximum end user productivity
- Establishing effective communications using the County's intranet and electronic services (e-mail for instance) to promote collaboration and joint business efforts among County departments
- Assessing and then installing technologies to rollout applications and services to the end user base

7.2 Strategy Justification

Tools that increase end user productivity must be a priority. OIT is to be the leader in identifying and presenting technology that creates a common suite of tools to enhance productivity.

Objectives	Initiatives
* Increased job satisfaction * Reduction in required time and cost to serve Constituents' needs * Increased efficiencies when implementing new technologies	* Identify technologies that enhance end-user communication and collaboration * Identify data access and management reporting tools * Develop implementation plans and procedures * Ensure training needs are identified/ addressed as part of technology introduced in projects.

7.3 Strategic Objectives

With this strategy, OIT is making end user productivity an enterprise priority and will lead the implementation of solutions.

The specific objectives include:

- Increased job satisfaction
- Reduction in required time and cost to serve Constituents' needs
- Increased efficiencies when implementing new technologies

The projects and tasks necessary to meet those objectives are:

- Identify technologies that enhance end-user communication and collaboration
- Identify data access and management reporting tools
- Develop implementation plans and procedures
- Ensure training needs are identified/ addressed as part of technology introduced in projects.

7.4 Identify Technologies That Enhance End-User Communication And Collaboration

Effective communications within and among County departments is essential in increasing user productivity. The current environment does not maximize opportunities to take advantage of common platforms for communications and collaboration. OIT will partner with user departments to implement changes that result in productivity gains. The common use of

applications and data will enable collaboration among County departments to enhance joint projects, common County-wide initiatives, and service delivery.

OIT will identify the recommended communications tools enabling an efficient intranet, as well as identify those applications and data that can be efficiently shared among County departments.

7.5 Identify Data Access And Management Reporting Tools

OIT will undertake an initiative to identify the data access currently in place with County departments, analyze the end user tools and common queries executed by the County departments, and then work to ensure that end users of all departments have an enhanced data management platform that promotes data sharing among departments and seeks to reduce data redundancy. The goal of this initiative is to promote the current efficiencies of data access within the departments and enhance the usage of data and data architectures to improve end user productivity and service delivery. Effective data queries and reporting tools will be evaluated and distributed to promote consistency and efficiency of data access. OIT will provide a platform to ensure that the data needed by the end user is readily available through a defined interface while ensuring security of the resulting access and data itself.

7.6 Develop Implementation Plans And Procedures

Once OIT, along with the County Departments, identifies areas requiring collaboration, the data sources to be integrated and made accessible, and the appropriate reporting tools and applications, OIT will facilitate the implementation of the End User Productivity strategy.

The process will entail prioritizing those areas with the most urgent need. After clear definition of the business case, OIT will assist in establishing the appropriate business procedures to ensure maximum return for the technology investment in increasing user productivity.

7.7 Ensure Training Needs Are Identified And Addressed Whenever New Technology Is Introduced

The best technology roll-out will fail if those assigned to use the technology do not have the skill sets to effectively and efficiently make use of the new system. Each project or significant change to existing technology should contain, among its many other components, a Training Needs Assessment and Training Plan. These will incorporate input from the impacted user areas to identify the resource and time requirements necessary to ensure the successful roll-out of technology-based changes.

8.0 Maximize Value Of IT Investments

8.1 Strategy Summary

The County of Dallas's vision of leveraging information technology to enhance the efficiency of government requires a common IT oversight capability, or governance, that ensures equal and proper involvement of all areas of County government in IT investment decision making and value determination. OIT is founded to provide technology-based services to all elements of the jurisdiction in which it operates. Because OIT is a service provider, continual feedback from our stakeholders concerning direction and performance is critical to our success.

OIT is taking the initiative to ensure the appropriate controls and oversights are in place for the planning, acquisition and deployment of information technology. This is a critical first step in ensuring maximum value is received from each IT investment.

8.2 Strategy Justification

The OIT cannot operate in a vacuum. It must be an active participant with other departments to take an enterprise-wide view of technology needs and ensure that appropriate governance is in place to maximize the value of technology purchases. Without this approach, solutions could be short-sighted and result in:

- Duplicate systems, databases and tools
- Non Standard software and hardware
- Lack of synergy in support efforts
- Significantly increased support costs
- Reliance on expensive contracts
- Reduced IT service quality

Objectives	Initiatives
* Business justification for all IT related initiatives tied to core strategies	* Invest additional effort into Strategic, Tactical and Budgetary planning on an annual basis
* Reduced planning and approval cycle times based on formal project submission guidelines	* Provide consistent reporting of project plans, deliverables and status
* Adherence to County-wide IT strategic plan	* Participate in the development of all business cases submitted for consideration by providing required technology estimates
	* Support standard project and program approval and management processes

8.3 Strategic Objectives

In support of maximizing value of IT investments, OIT's objectives include ensuring:

- Business justification for all IT related initiatives tied to core strategies
- Reduced planning and approval cycle times based on formal project submission guidelines
- Adherence to County-wide IT strategic plan

The associated initiatives are:

- Invest additional effort into Strategic, Tactical and Budgetary planning on an annual basis
- Provide consistent reporting of project plans, deliverables and status
- Participate in the development of all business cases submitted for consideration by providing required technology estimates
- Support standard project and program approval and management processes

8.4 Invest Effort Into Strategic, Tactical And Budgetary Planning On An Annual Basis

The County of Dallas continues to make significant investments in technology. Each purchase and project initiated should align with the overall strategic plan of the County and conform to established budgetary guidelines. This is not a "once-and-done" task. Technology

continues to evolve and improve. Budgets change based upon the financial environment. Managing these variables requires annual planning, regular monitoring and adjusting.

8.5 Provide Consistent Reporting Of Project Plans, Deliverables And Status

OIT will provide accurate, timely and consistent reporting of project performance, status updates, and deliverable-based schedules that meet the "value added" needs of our various stakeholders and sponsors. In addition, OIT will continue to provide a standard set of project plans and expected deliverables for the introduction of technology into the County departments. For any projects affecting IT investments, OIT will consistently provide status to the project stakeholders and to the County Commissioner's Court as required.

8.6 Participate In The Development Of All Business Cases Submitted For Consideration By Providing Required Technology Solution Consulting And Estimates

OIT will act as a technology partner to the County departments to assist in the assessment of business requirements and building of the necessary justification for IT solutions. OIT will also provide appropriate cost estimates for proposed initiatives to enable more accurate budget development and forecasting.

8.7 Support Standard Project And Program Approval And Management Processes

OIT fully supports the use of a standardized project and program management methodology and processes to insure common project management methodologies are followed to provide streamlined project initiation, planning, execution, controlling, and closing processes needed to complete projects on time, within budget and required quality specifications. OIT will implement processes and procedures for County departments to electronically request IT projects. This process will assist in the project justification process in order to better utilize IT resources.

9.0 Plan Implementation

9.1 Planning Cycle

The successful execution of this plan requires that the County and the Office of Information Technology maintain focus on its vision and the County's enterprise strategic road map. The plan will be reviewed annually to ensure that it remains relevant to the overall County strategic direction.

The annual planning cycle will include:

- Gathering input from County leadership and user groups
- Assess current technical environment / industry changes / OIT resources
- Documenting proposed projects and efforts for coming year
- Modify Strategic Plan (if needed)
- Prioritization of efforts via governance
- Verification with Budget
- Approval from Commissioners Court
- Developing tactical plans for year
- Monitor progress and report

9.2 Planning Implementation

Upon approval by the Commissioners Court, the Strategic Plan will be used by the OIT for guidance and direction for future activities. Any proposed efforts will be reviewed by the OIT and its governance structure to determine alignment with this plan.

A list of current projects can be found in the annual tactical plan.