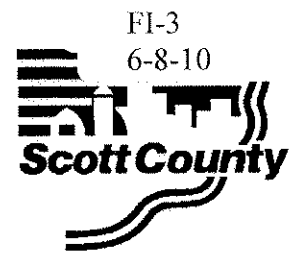


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June 1, 2010

TO: Dee F. Bruemmer, County Administrator
FROM: Sarah Kautz, Budget Manager, and Matt Hirst, IT Director
RE: Approval of the Scott County Strategic Technology Plan

In the fall of 2009, Scott County issued an RFP to acquire consulting services to perform a Technology Assessment and a Five-Year Strategic Technology Plan. The County was looking for a Strategic Technology Plan that would guide the direction of our technology with specific recommendations for projects and the associated costs, timelines, and action plans to help the County achieve its mission and business goals. This new plan continues the practice the County established in 2000 and 2005 when a Technology Strategic Plan was initially developed and updated and brings the County Strategic Technology Plan up to date. The County hired Berry, Dunn, McNeil & Parker (BDMP) to assist with this project.

This strategic technology planning project began in December of 2009 and concluded in April 2010. The Strategic Technology Plan was developed collaboratively with all County departments and offices, BDMP, & the County Project Team.

On Tuesday May 18, 2010, Chad Snow and Tim Masse from BDMP presented the final draft of the Scott County Strategic Technology Plan to the Board of Supervisors, Elected Officials, Department Heads and other county personnel. This Strategic Plan will serve as a road map for Scott County over the next five years.

The full report is attached to this memo. We recommend the Board adopts the five-year Strategic Technology Plan.

Enc.

Scott County Strategic Technology Plan



Final Draft
May 2010

Prepared for:
Scott County
Information Technology Department
400 West Fourth Street
Davenport, Iowa 52801

In collaboration with:
Berry, Dunn, McNeil & Parker

Scott County
Strategic Technology Plan
 Final Draft
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Version	Delivered Date	Update Reason
1	April 16, 2010	Version 1 Draft Submitted to Scott County for Review
2	April 28, 2010	Version 2: Draft version updated with Scott County Project Team feedback
3	May 6, 2010	Final draft version updated with Scott County Project team feedback

Table 1: Version History of the Plan

Acknowledgements

Berry, Dunn, McNeil & Parker would like to thank the employees of Scott County for collaboratively working with us to develop this Strategic Technology Plan for the County. Special thanks go to the Project Team members listed below, whose time and commitment were essential to the development of this plan.

- ❖ Dee Bruemmer, County Administrator
- ❖ Matt Hirst, Information Technology Director
- ❖ Sarah Kautz, Budget Manager

We would also like to thank the Department Heads and staff who participated in the development of the plan. Not only did department representatives participate in the planning process, but each department valued the opportunity to participate and demonstrated an understanding that a successful information technology strategic plan is as much about participating in the process as it is about the final plan. We truly appreciate the level of cooperation, support, and feedback we received from the employees of the County.

Finally, we would like to thank the participants in the benchmarking research study. Respondents provided valuable information that was utilized in both the Technology Assessment and this Strategic Technology Plan. The respondents were:

- ❖ Wayne Rovey, IT Director, Sangamon County, Illinois
- ❖ Russell Hauptert, IT Director, Peoria County, Illinois
- ❖ Jean Schultz, IT Director, Johnson County, Iowa

The key ingredient for future success of technology initiatives is the commitment level of necessary financial and managerial resources. We also believe that local area citizens and businesses should be proud of the manner in which the dedicated employees of Scott County provide services to the community.

Executive Summary

This section of the report contains an executive level summary of the overall Strategic Technology Plan.

In 2009, Scott County issued a request for proposal to acquire consulting services to perform a Technology Assessment and develop a Five-Year Strategic Technology Plan. More specifically, the County was looking for a Strategic Plan that would guide the direction of the County's technology with specific recommendations for projects and associated costs, timelines, and action plans to help the County achieve its mission and business goals. The County selected Berry, Dunn, McNeil & Parker (BDMP) to assist the County with conducting a Technology Assessment and to work collaboratively with the County to develop this Strategic Technology Plan.

Scott County has long been committed to technology planning. In 2000, the County worked with an outside firm to complete the 2000 Technology Strategic Plan. In 2005, the County utilized internal resources to develop the 2005 Updated Technology Strategic Plan. This document was largely based on the 2000 Strategic Plan, and identified areas where the recommendations of the original plan were met and areas for continued improvement. The initiation of the current Strategic Technology Planning Project resulting in this plan represents the County's continued commitment to technology planning.

The strategic technology planning project began in December of 2009 and concluded in April 2010. Since County-wide support for technology initiatives that would be developed as a result of the planning process is important, the County felt that meeting with representatives from every department would be imperative in the process of developing the Strategic Plan. As a result, the Strategic Technology Plan was developed collaboratively among BDMP, the County Project Team, and County Department Heads.

During fact-finding meetings with department heads, issues and needs related to technology used throughout the County were identified. The interviews allowed department heads to identify County-wide strategic issues that are impacting their departments. A strategic issue is a challenge, problem, or need that should be addressed by a project or initiative identified in the strategic technology plan.

Each strategic issue has been assigned to one of three areas: business environment, technology infrastructure, or management and governance. The strategic issue areas are further defined as follows:

- ❖ **Business Issues (B):** Business Issues are related to problems with the way that technology is used by internal and external customers of the County's departments.
- ❖ **Technology Issues (T):** Technology Issues are related to problems with the way that technology is used to assist with internal day-to-day business processes of the County's departments.
- ❖ **Management and Operations Issues (M):** Management and Operations Issues are related to how the County approaches technology planning, acquires new technology (hardware and software), and how it manages the technology it has in place today.

The resulting list of prioritized strategic issues, documented in the table below, guided the development of the initiatives identified in Section 3.0.

Scott County Strategic Issues			
Issue Number	Issues Description	Score	Priority
B8	A significant number of important County business functions rely on manual processes.	48	Critical
B14	A budgeting process that supports forecasting, salary and benefit analysis as well as management reporting does not exist.	46	Critical
B3	Limited integration capabilities of County-developed legacy financial system.	44	Critical
B4	The County's current financial and HR systems do not support accepted governmental accounting and human resource best practices.	44	Critical
M13	The SECC will impact the County's current IT function.	44	Critical
M3	Lack of security focused resource in IT department.	43	Critical
B1	Scanning, storage, indexing, and retrieval of paper based and electronic documents in the current environment is inefficient for many County departments.	42	Critical
T1	Some production applications/systems are unsupported.	42	Critical
T6	The County's telephone system is outdated.	42	Critical
M2	No disaster recovery/business continuity plan currently exists.	41	Critical
M7	A process for managing and prioritizing IT projects does not exist.	41	Critical
M10	Executive level performance management and financial reporting and monitoring capabilities do not exist.	41	Critical
T2	No centralized monitoring of network and server systems.	40	Critical
M1	There is only one dedicated help desk resource in the IT Department.	39	High
T3	Some network infrastructure is outdated.	38	High
B2	Lack of online payment capabilities throughout the County .	35	High
B13	The current fixed asset system is not integrated with the financial system and requires an extensive amount of manual maintenance to keep current.	34	High
M6	Many IT functions and processes are not documented.	34	High
M15	Capital funding for a laptop/portable computer replacement program does not exist in the County .	34	High
M4	The Main Distribution Frame (MDF) location is not ideal.	33	High
T7	County-supplied mobile telephones are not reliable.	32	High
M9	The County has a significant number of in-house developed software applications and relies on custom software development.	32	High
B5	Portions of the County's payroll process are still paper based.	31	High
B10	The County's purchasing system needs to be updated.	31	High
M5	The Main Distribution Frame (MDF) networking closets lack sufficient access controls.	31	High

Scott County Strategic Issues			
Issue Number	Issues Description	Score	Priority
B7	Developing and managing meeting agendas and recording meeting minutes and resolutions for posting to the County's website is difficult.	30	High
T4	The County does not utilize a patch management system for deploying Microsoft or other critical patches.	30	Medium
B9	The current facilities management system is outdated.	29	Medium
T5	No automated software deployment mechanism.	29	Medium
B12	The Planning Department does not have access to critical applications while in the field.	27	Medium
T8	Many County staff reported that the County Internet connection is slow and the Web filtering software occasionally prohibits access to critical websites.	27	Medium
M12	IT related training for County end users is limited.	27	Medium
T10	Wireless network connectivity does not exist in all County buildings.	26	Medium
B15	A standard County-wide credit card acceptance policy does not exist.	25	Medium
B11	The County Health Department does not have a system to track animal bite information.	24	Medium
M8	Many departments reported they experience difficulty in having their COTS products supported by outside vendors due to Citrix and firewall access issues.	24	Medium
M11	Some County departments have purchased software or hardware without the involvement of IT, which has lead to support and maintenance issues.	24	Medium
M14	A public wireless internet policy does not exist.	23	Medium
B6	The County does not have a process or system for scheduling meeting spaces.	19	Medium
T9	Some County department-specific servers are located in the department they serve.	19	Medium

Table 02: Prioritized Strategic Issues

Department heads were asked to review the prioritized list of strategic issues and complete initiative planning templates to document technology projects that would address the strategic issues. BDMP also developed an initiative list that was combined with those submitted by County Department Heads. A "Projects and Initiative Work Session" was facilitated by BDMP and allowed Department Heads to discuss, confirm, and score each initiative or project. Collaboration and involvement of all departments was a key ingredient to this successful effort which became the basis for the Strategic Technology Plan.

The table below summarizes the final list of projects that was developed as a result of the facilitated work sessions and overall recommendations by BDMP. The detail of each initiative is contained in section 3.4 of the report.

Prioritized Planned Strategic Initiatives			
ID	Initiative Summary	Score	Page
G	Enterprise Resource Planning System	93	21
A	Document Management System	93	25
Q	IT Department Organization	92	27
T	IT Department Policies and Procedures	90	30
F	eGovernment Capabilities	87	34
R	Disaster Recovery/Business Continuity Plan	77	37
H	Facility Management System	75	39
E	Computer Replacement Program	73	41
B	Document IT Resource Utilization Plan for Scott Emergency Communications Center	73	43
Y	IT Training	65	45
I	Laptop Computers for Employee Use	65	47
U	Transition County-Developed Applications to Supported Development Environments	60	49
C	Electronic Approval of Timesheets	60	51
X	Asset Management Vehicle Location	58	53
S	Establish Controls of the Main Distribution Frame	55	55
J	Credit Card Policy	52	57
P	Wireless Expansion and Policies	52	60
V	Health Department System	47	62
D	County Meeting Place Scheduling System	47	64
O	Network and Internet Speed Assessment	43	66

Table 03: Prioritized Planned Projects and Initiatives

Scott County has historically planned for significant investments in the development on-going support of their technology environment. Annual IT planned expenditures are regularly approaching 2.5 million dollars. However, in recent years actual spending has typically been lower than planned, resulting in spending levels of a little over 2.5 percent of the total County budget. The table below summarizes the overall future IT spending based on the budget amounts identified for the projects in the plan.

Future IT Spending Levels						
	Year 1 FY2012	Year 2 FY2013	Year 3 FY2014	Year 4 FY2015	Year 5 FY2016	5 Year Total
In-Progress Capital Projects Budget	400,000	-	-	-	-	400,000
Strategic Initiatives Capital Budget	508,000	1,100,000	725,000	605,000	400,000	3,338,000
Total Capital Budget	908,000	1,100,000	725,000	605,000	400,000	3,738,000
Operational Initiatives	215,000	225,000	140,000	140,000	115,000	835,000
Estimated Operational Budget	1,636,964	1,636,964	1,636,964	1,636,964	1,636,964	-
Additional Operational Funding to Support Prior Year Capital Projects	146,250	115,000	205,000	294,000	324,400	-
Total Operational Budget	2,053,214	1,931,964	2,046,964	2,070,964	2,076,364	-
Total IT Spending	2,961,214	3,031,964	2,771,964	2,675,964	2,476,364	-

Table 04: Future IT Spending Levels

Based on the budget amounts for the plan initiatives, the table below summarizes the percentage of IT spending compared to the overall County budget over the life of the plan.

Future IT Spending Ratios					
	Year 1 FY2012	Year 2 FY2013	Year 3 FY2014	Year 4 FY2015	Year 5 FY2016
Total IT Spending	2,961,214	3,031,964	2,771,964	2,675,964	2,476,364
County Budget	72,628,952	72,628,952	72,628,952	72,628,952	72,628,952
IT Spending as a Percent of Total County Budget	4.07%	4.17%	3.82%	3.68%	3.41%

Table 05: Future IT Spending Ratios

The ratio of IT spending to the total budget is a measure often used to compare the IT commitment of various organizations. Typically, this percentage can range from 2 to 5 percent. The investments required as part of this Strategic Plan drive the ratios up in the future years of this plan. Future potential cost savings will in turn drive down this ratio, which will occur throughout the five-year planning horizon.

The Strategic Plan will greatly impact the operations of the County. Planning, selecting, deploying, and managing improved systems and service delivery mechanisms will require strong leadership and clear strategic and tactical plans. It will also require comprehensive, and where reasonable, community needs assessments to help identify the most important technology related County challenges.

Once new technologies are implemented, the County will need to actively communicate those services and their benefits to both internal and external stakeholders. New technology services create significant opportunities to change how the County manages daily operations. The County must plan for significant business process changes that streamline operations and focus on using technology to improve customer service.

The County has taken the first step to plan, fund, and implement an IT Strategic Plan designed to address the needs of the County. The next goal of this project will be more difficult for the County to attain: it must now adopt the plan and carry-out regular plan maintenance with every department adopting and participating in County-wide IT governance. A successful technology improvement plan is as much about successfully implementing a continuous planning process as it is about developing a written plan.

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES
THAT THIS RESOLUTION HAS BEEN FORMALLY
APPROVED BY THE BOARD OF SUPERVISORS ON

DATE

SCOTT COUNTY AUDITOR

RESOLUTION

SCOTT COUNTY BOARD OF SUPERVISORS

JUNE 10, 2010

APPROVING STRATEGIC TECHNOLOGY PLAN

BE IT RESOLVED BY the Scott County Board of Supervisors as follows:

Section 1. The five-year Strategic Technology Plan for Scott County as prepared by BDMP in collaboration with all County Offices and Departments is hereby approved.

Section 2. This resolution shall take effect immediately.

