SACRAMENTO
C O U N T Y

Information Technology
2008 Profile Report

A look inside Sacramento County's IT operations

David Villanueva
Chief Information Officer
County of Sacramento

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Note: Some 2008 data estimated at time of publishing

Keeping Sacramento County Running and Growing

Welcome to our first edition of the Sacramento County IT Profile Report.

In 2008 we developed an IT Profile by surveying every department. I've been encouraged by the successful operations and level of sophistication within many of our departmental IT units. Yet as we struggle with budgets, it is imperative that we leverage enterprise-wide opportunities to meet our technology needs.

A first step is to inventory where we are investing in technology. Gathering this information will let us take advantage of the economies of scale.

To get to the bottom line of what we are collectively investing in technology, I partnered with Nav Gill, Chief Operations Officer to develop a survey. It gathered data in these areas:
- Technical infrastructure and support
- IT budgets and projects
- Use of mobile devices and video conferencing
- Top IT concerns

This input is extremely important in capturing an enterprise view of Sacramento County's IT investment and to contribute to the guidance of our technology policies and strategies.

I am pleased with everyone's support and I look forward to working closely with Sacramento County's leadership to coordinate the direction of information technology within Sacramento County.

David Villanueva, CIO

Nav Gill, COO

From the Countywide IT Plan:

Countywide IT goals and objectives are based on this statement:
The purpose of information technology is to enable the County to achieve its business goals and objectives

Sacramento County IT Strategic Areas

Access to Services
Expand Electronic Access to County Services

Infrastructure
Enhance the County IT Infrastructure to provide a robust, stable, scalable and secure foundation

IT Service Delivery
Manage internal IT service delivery from a County Wide Perspective

2008

Sacramento County

- Incorporated in 1850 as one of the original 27 counties of the State of California.

- 7th most populous county in California.

- As of January 2008, the State Department of Finance estimates the population for Sacramento County: 1,424,415.

- At the 2000 U.S. Census, only 16.7% of U.S. counties had more than 100,000 people.

- Encompasses approximately 994 square miles in the middle of the 400-mile long Central Valley, which is California's prime agricultural region.

- At the 2000 U.S. Census, the median land area of the 3,077 U.S. counties was 622 sq mi.

A Look Inside Sacramento County IT

County Budget: ~ $5 billion **County employees:** ~14,500 **IT Budget:** ~$153 Million **IT Workforce:** 703 **Servers:** 1,311 **Server Rooms:** 70 in 18 IT organizations **Server Room Space:** 29,382 square feet	**Who do we support?** ▪ 453 work sites for 49 departments and commissions. ▪ One of the largest Wide Area Networks in Northern California. ▪ One of the top five largest telephone systems in the state. ▪ IT services for the County's Criminal Justice Information System (CJIS), including 95 state, local, and federal agencies.

Survey methodology

In an effort to baseline key countywide information technology (IT) information and assets, the Chief Information Officer and the Chief Operations Officer of the County of Sacramento conducted a countywide survey in November 2008.
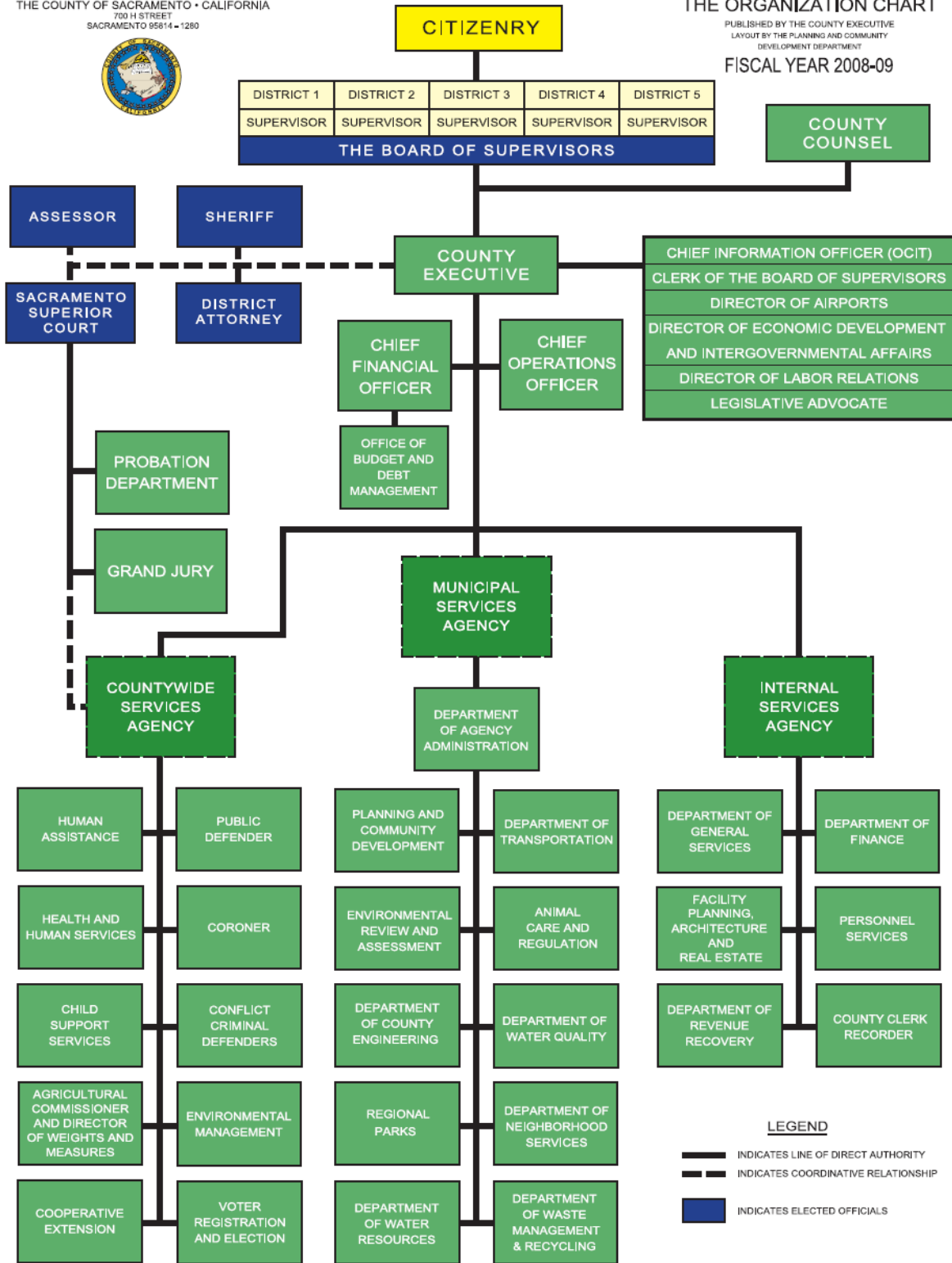
1. 49 entities were given the survey, 48 responded.
2. The CIO estimates the study represents about a 97% sampling of countywide data based on the size of the non-respondents.
3. The responses were reviewed for anomalies, respondents were contacted for validation/correction.
4. Staffing, server, total IT spend, and project counts were validated against other data sources.

THE COUNTY OF SACRAMENTO • CALIFORNIA
700 H STREET
SACRAMENTO 95814 – 1280

THE ORGANIZATION CHART
PUBLISHED BY THE COUNTY EXECUTIVE
LAYOUT BY THE PLANNING AND COMMUNITY
DEVELOPMENT DEPARTMENT

FISCAL YEAR 2008-09

CITIZENRY

DISTRICT 1	DISTRICT 2	DISTRICT 3	DISTRICT 4	DISTRICT 5
SUPERVISOR	SUPERVISOR	SUPERVISOR	SUPERVISOR	SUPERVISOR

THE BOARD OF SUPERVISORS

COUNTY COUNSEL

ASSESSOR

SHERIFF

COUNTY EXECUTIVE

CHIEF INFORMATION OFFICER (OCIT)
CLERK OF THE BOARD OF SUPERVISORS
DIRECTOR OF AIRPORTS
DIRECTOR OF ECONOMIC DEVELOPMENT AND INTERGOVERNMENTAL AFFAIRS
DIRECTOR OF LABOR RELATIONS
LEGISLATIVE ADVOCATE

SACRAMENTO SUPERIOR COURT

DISTRICT ATTORNEY

CHIEF FINANCIAL OFFICER

CHIEF OPERATIONS OFFICER

PROBATION DEPARTMENT

OFFICE OF BUDGET AND DEBT MANAGEMENT

GRAND JURY

MUNICIPAL SERVICES AGENCY

COUNTYWIDE SERVICES AGENCY

DEPARTMENT OF AGENCY ADMINISTRATION

INTERNAL SERVICES AGENCY

HUMAN ASSISTANCE	PUBLIC DEFENDER	PLANNING AND COMMUNITY DEVELOPMENT	DEPARTMENT OF TRANSPORTATION	DEPARTMENT OF GENERAL SERVICES	DEPARTMENT OF FINANCE
HEALTH AND HUMAN SERVICES	CORONER	ENVIRONMENTAL REVIEW AND ASSESSMENT	ANIMAL CARE AND REGULATION	FACILITY PLANNING, ARCHITECTURE AND REAL ESTATE	PERSONNEL SERVICES
CHILD SUPPORT SERVICES	CONFLICT CRIMINAL DEFENDERS	DEPARTMENT OF COUNTY ENGINEERING	DEPARTMENT OF WATER QUALITY	DEPARTMENT OF REVENUE RECOVERY	COUNTY CLERK RECORDER
AGRICULTURAL COMMISSIONER AND DIRECTOR OF WEIGHTS AND MEASURES	ENVIRONMENTAL MANAGEMENT	REGIONAL PARKS	DEPARTMENT OF NEIGHBORHOOD SERVICES		
COOPERATIVE EXTENSION	VOTER REGISTRATION AND ELECTION	DEPARTMENT OF WATER RESOURCES	DEPARTMENT OF WASTE MANAGEMENT & RECYCLING		

LEGEND

—————— INDICATES LINE OF DIRECT AUTHORITY

- - - - - INDICATES COORDINATIVE RELATIONSHIP

■ INDICATES ELECTED OFFICIALS

Budget

$153M

Approximate Total IT budget
in the 2008-2009 County budget

$28.9M

recovered from
federal and state claims
(DHHS, DHA, DCSS, OCIT)

$71.1M

Salaries for IT County Employees
out of the 146 million IT spending

$18.3M

2007-2008 spending on IT
contractors and consultants out of
$146 million IT spending

Costs at the enterprise level

17,956,645	IT Contractor staffing
12,757,775	PC laptops, desktops, printers, monitors
9,925,677	Misc computer: hw, sw, maint, training
5,755,411	Computer maintenance support svcs
4,570,894	Enterprise server storage equipment
3,630,471	Personal computer software
2,462,760	Enterprise server software
413,737	Wireless data services
285,845	ISP Hosting
232,586	IT supplies and peripherals
40,417	Remanufactured printer ribbons
13,196	Data entry services
58,045,414	Total

**Central contracts and purchase orders
July 1, 2007 to June 30, 2008.**

IT Budget > $1 Million
These account for 96% of IT spending

Department	Total IT budget
OCIT	$43,000,000
Health and Human Services	20,000,000
Municipal Services Agency	18,600,000
Human Assistance	11,500,000
Sheriff's Department	9,700,000
Sac Reg Cnty Sanitation Dist.	5,100,000
Probation	4,800,000
Airports	4,400,000
Sac Area Sewer District	4,100,000
County Clerk-Recorder	3,400,000
Revenue Recovery	3,200,000
Finance	2,900,000
Assessor	2,300,000
Enterprise GIS	1,700,000
Child Support Services	1,500,000
Personnel Services Department	1,500,000
Environmental Management	1,400,000
General Services & FPARE	1,300,000
County Counsel	1,100,000

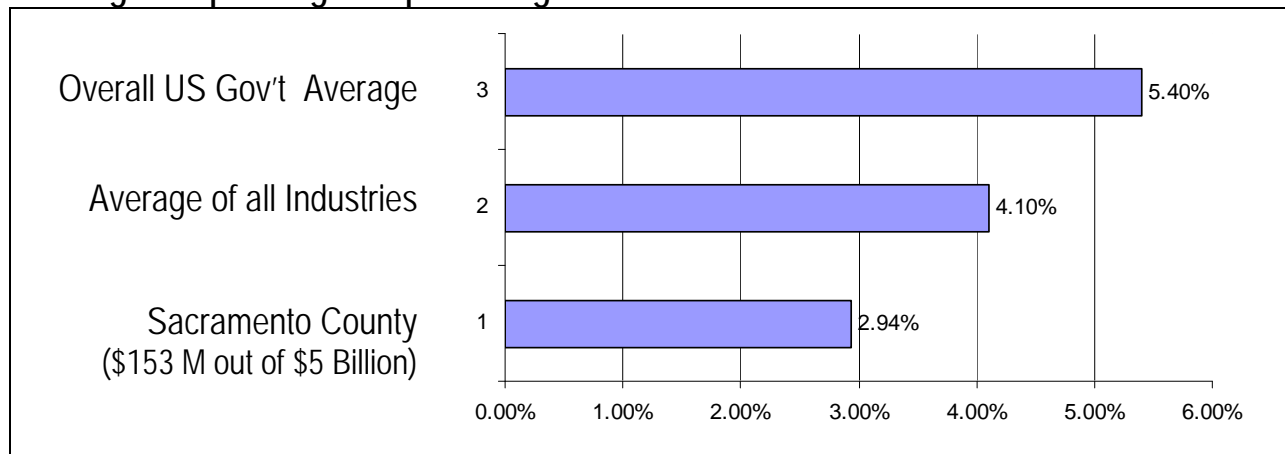# Distribution of IT spending by the top 18 departments
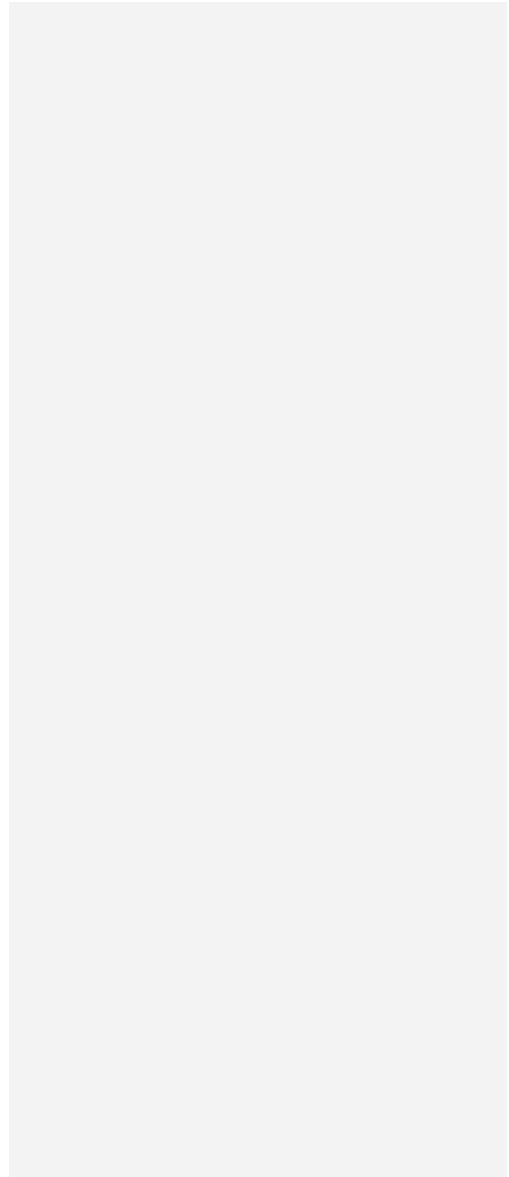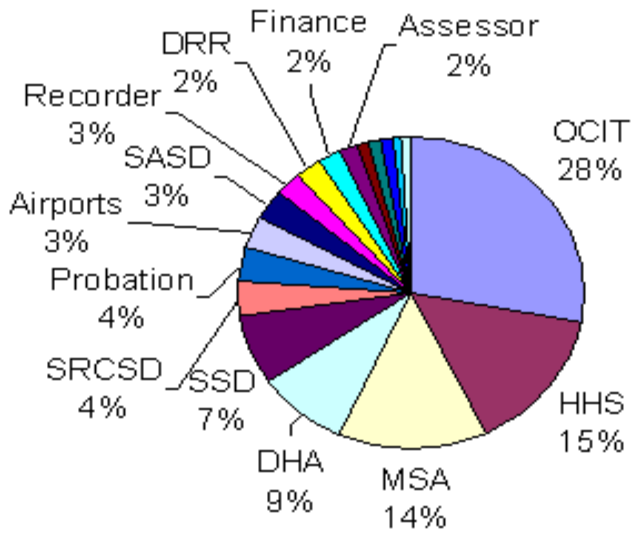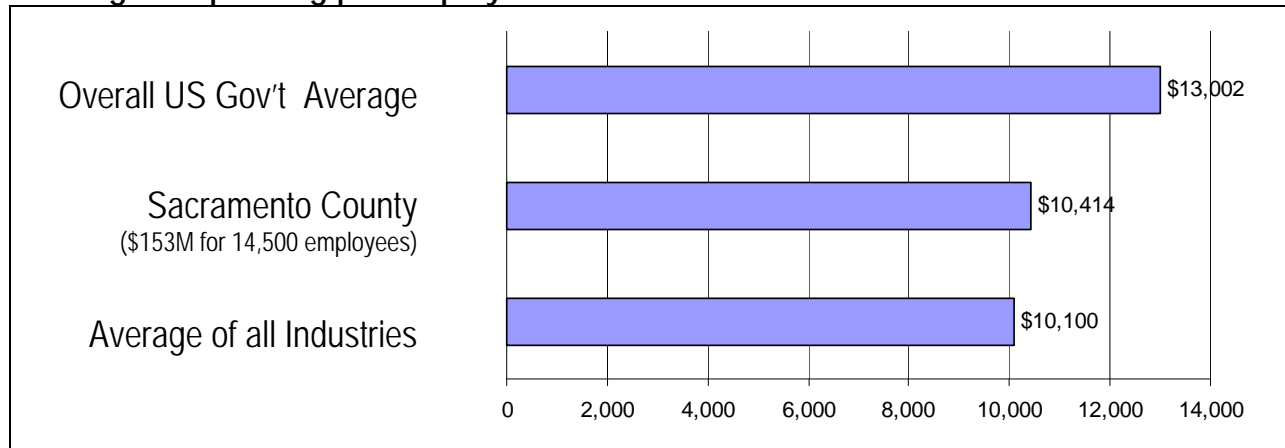
County revenue against IT spending
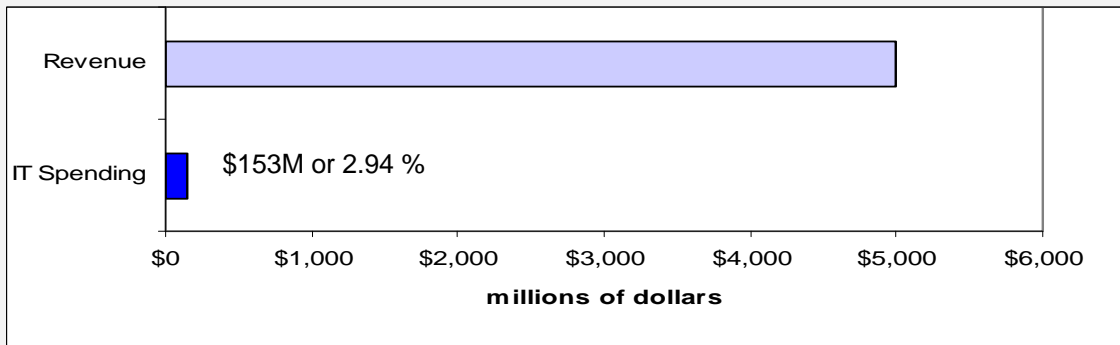
How much does the County pay for IT Service and Support?

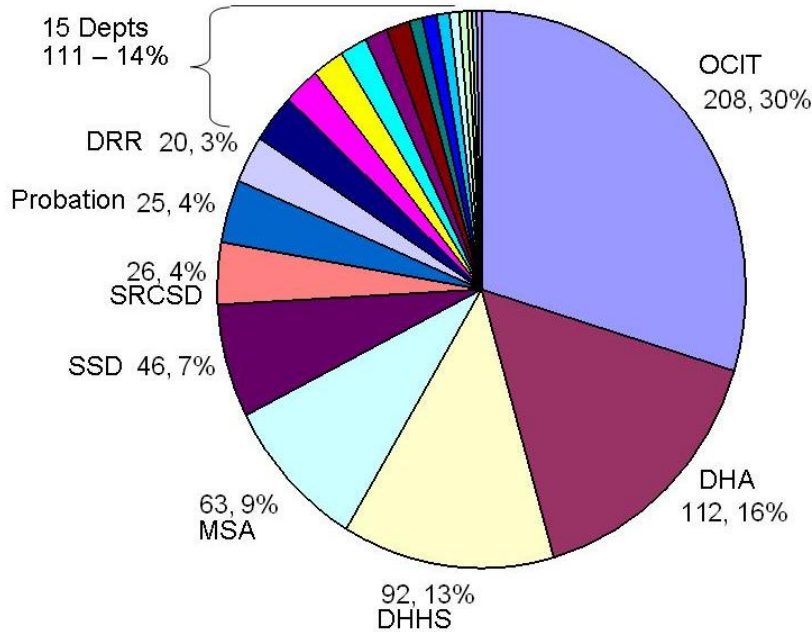## Average IT Spending as a percentage of Revenue 2008 – Gartner G00154809

Average IT Spending per Employee – Gartner G00154809

IT Staffing – Employees and Contractors
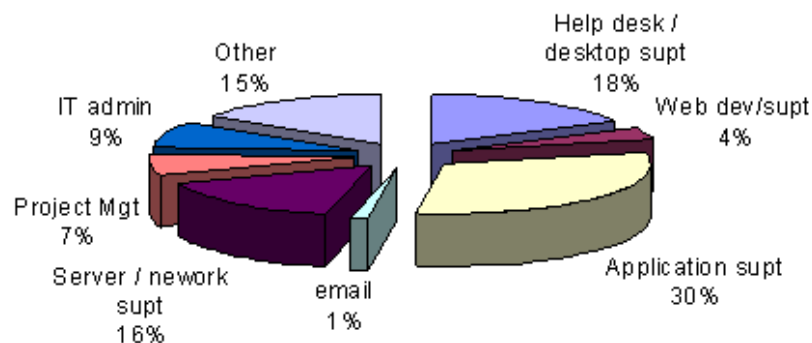
Total staff providing IT support

15 Depts
111 – 14%

DRR 20, 3%

Probation 25, 4%

26, 4%
SRCSD

SSD 46, 7%

63, 9%
MSA

92, 13%
DHHS

OCIT
208, 30%

DHA
112, 16%

Staff Assignments

Other
15%

IT admin
9%

Project Mgt
7%

Server / nework
supt
16%

email
1%

Help desk /
desktop supt
18%

Web dev/supt
4%

Application supt
30%

23

Departments report having their
own internal IT Staff
(47% of all respondents)
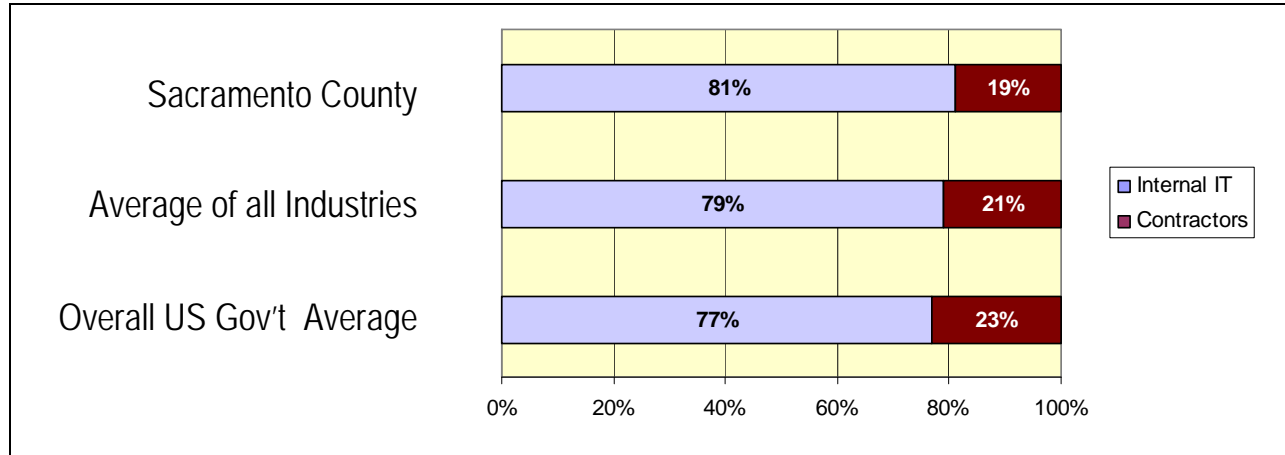
703

Total FTEs supporting IT
(4.8% of the workforce)

572

Total County employees
in the IT work force
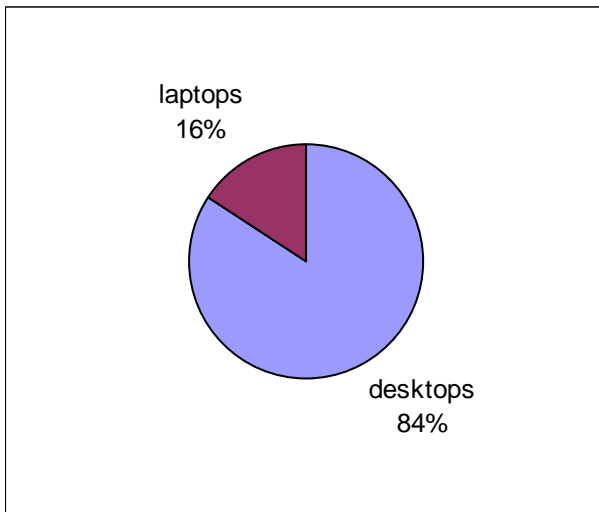
131

Total contractors
in the IT workforce

Contractors vs. Internal IT Staff – Gartner G00154809

	Internal IT	Contractors
Sacramento County	81%	19%
Average of all Industries	79%	21%
Overall US Gov't Average	77%	23%

Distribution of PC devices

Employee Laptop to Desktop Ratio

laptops
16%

desktops
84%

14,704
Desktops supported

2,791
Laptops supported

4,169
Mobile devices, such as PDAs, blackberries, windows mobile phones, cell phones,

Distribution of the 664 FTEs (people) providing IT support

Department	Total FTEs	Employee FTEs	Contractors FTEs	% Internal FTEs
OCIT	208	191	17	92
DHA	112	102	10	91
DHHS	92	53	39	58
MSA	63	54	9	86
Sheriff's Department	46	37	9	80
Regional Sanitation Dist	26	11	15	42
Probation	25	19	6	76
Revenue Recovery	20	8	12	40
District Attorney*	15	11	4	60
Sac Area Sewer District	14	10	4	71
Airports	11	11	0	100
Finance	10	10	0	100
Assessor	10	10	0	100
GS & FPARE	10	8	2	80
Enterprise GIS	10	8	2	80
Child Support Services	6	6	0	100
Voter	6	6	0	100
EMD	5	5	0	100
PSD	5	4	1	80
Public Defender	4	3	1	75
Clerk of the Board	2	2	0	100
Ag Commissioner	1	1	0	100
Coroner	1	1	0	100
Retirement	1	1	0	100
County Totals	*703*	*572*	*131*	*81*

*estimate – data not provided

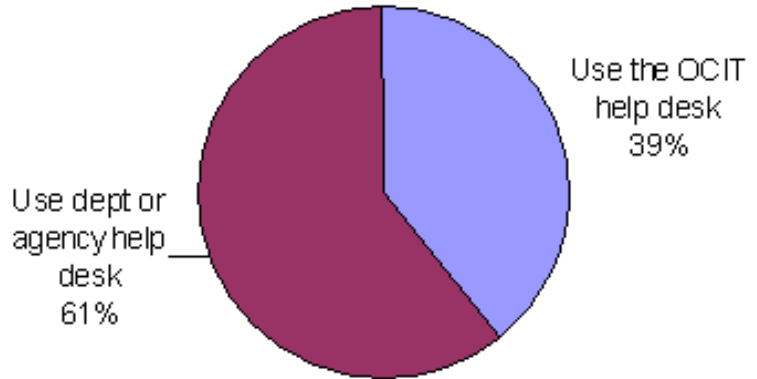## IT Employees as Percentage of Total Employees – Gartner G00154809
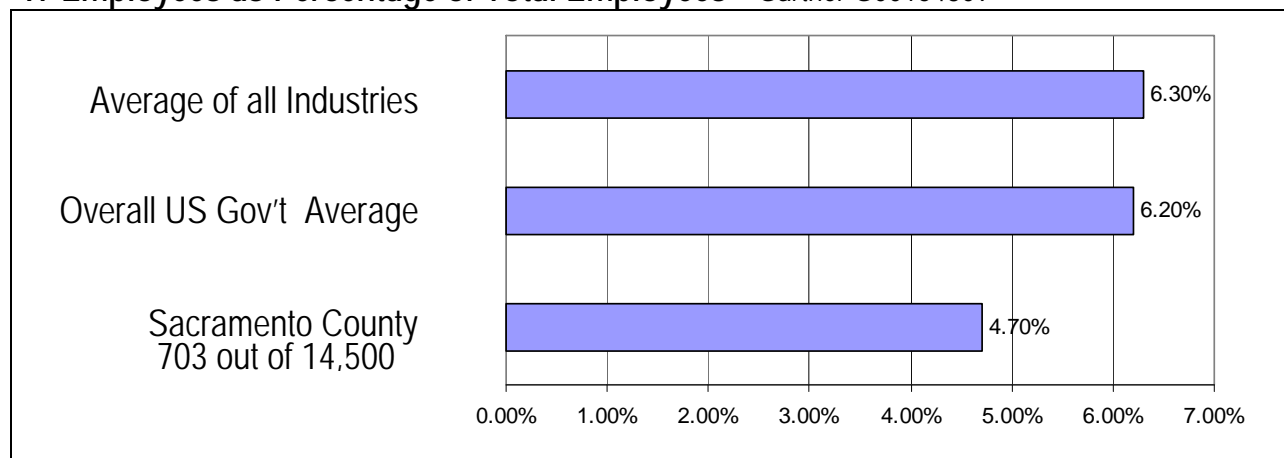
IT Services

18
Respondents use the OCIT help desk.

28
Respondents use a department or agency help desk

Respondent's primary help desk support

Use the OCIT help desk 39%
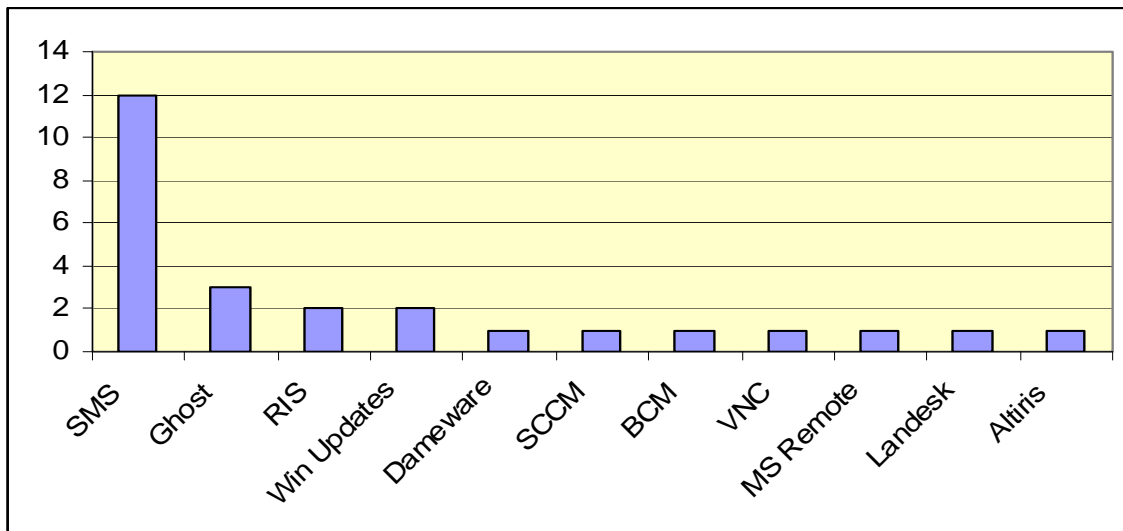
Use dept or agency help desk 61%

HD tools used:
- Applix (iET Solutions)
- Trackit
- Peregrine
- Helpstar
- COMPASS
- Pencil and paper

20 respondents report using one or more Desktop Management Software products to manage their own PCs.

Note: six respondents use more than 1 utility.

IT Services

16,407
Total email boxes

Department	# mailboxes supported
OCIT	9500
SSD	2200
MSA	1709
Probation	1608
SRCSD	564
SASD	456
DCSS	370
Total	*16,407*

Rate per OCIT managed mailbox over the last six years:

Fiscal Year	Monthly rate
2003	$6.00
2004	6.00
2005	3.00
2006	3.00
2007	2.50
2008	2.50

Distribution of Email boxes supported
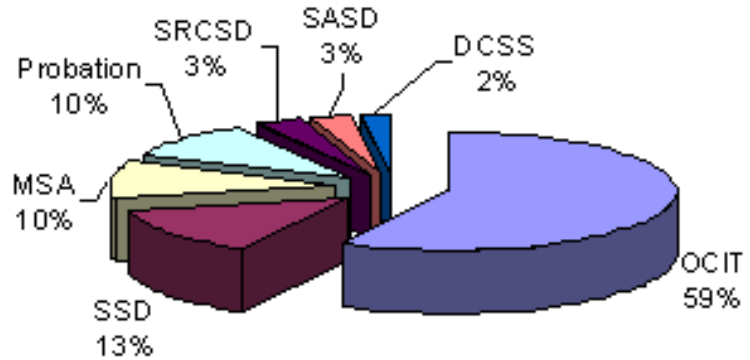
Respondents stated the following reasons for not using the enterprise email system.

MSA: Cost, quality of service, ability to set Agency priorities for recovery in event of disaster, ability to self-manage accounts per Agency needs, ability to backup/recover accounts per Agency business needs.

DCSS: Cost, reliability, support, confidentiality and security.

Sheriff: Cost, support, service (24/7), separate WAN and domain; e-mails that contain confidential information for investigative purposes.

Probation: Extensive application integration, requirement for 24/7 availability and tech support, customer service, cost, system incorporation, time sensitive email recovery needs, standardized custom settings and defaults, complex calendar integration with multiple external applications.

SASD & SRCSD: Use MSA MIS's email service; It is an allocated cost and MSA/IT has provided excellent service.
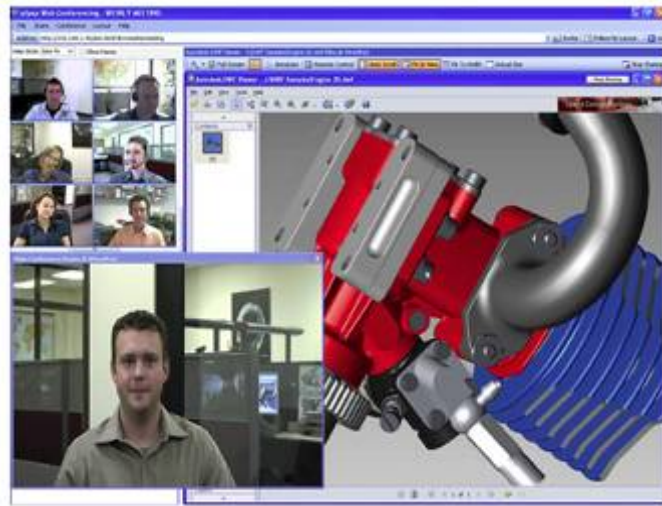
District Attorney: Did not respond to the survey.

Video Conferencing

8
### Respondents with video conferencing capabilities;

however, 15 of the 19 connections possible are either not working or using outdated equipment

Dept	Type	# connections that can be active	Connection type	Locations	Equipment and vendor
CEO	Conference room	1	unknown	700 H CEO conference room	Polycom View Station H.512
DCSS	Conference room	5 devices not in use	Not in use	DCSS	Tandberg
DHHS	Conference room	1	ISDN	3701 Branch Center 7001A East Parkway 3331 Power Inn Rd 6045 Watt Ave 7171 Bowling Drive	Polycom VSX7400, last purchase from Visual Systems Group Inc.
Emergency Operations Center	Conference room	1	IP	Building 600-McClellan-Policy Rm	Polycom VX1000, Anderson Video
Probation	Desktop	1	IP	711 E Street	Not provided
Public Defender	Conference room	2	ISDN	RCCC and 700 H	Ancient equipment (10yrs old)
SASD	Conference room	4	IP	N. Corp Yard Mather AFB	Old outdated Polycom
SCRSD	Conference room	4	IP	Equipment not working	Old outdated Polycom

IT Projects

Who reviews and approves IT projects and initiatives?

Director 32%

Dept Executive Management 68%
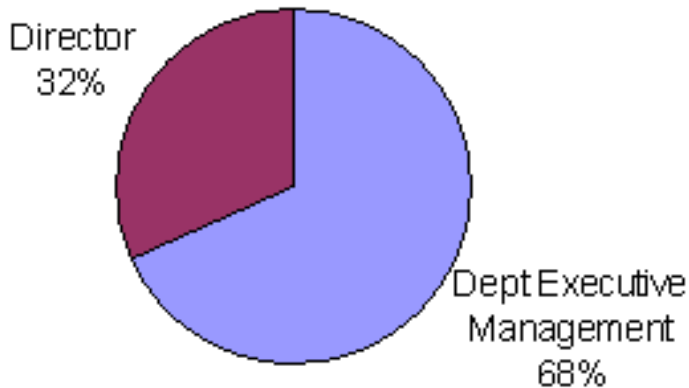
Green IT projects in progress
In order of frequency reported

1. Duplex printing
2. Virtualize servers
3. Turn off unused equipment
4. Use recycled paper and print supplies
5. Eliminate need for print material; use email or online systems
6. Power management
7. Energy audit

18
Respondents identified over 75 IT projects whose budget is over $50,000.

29
Respondents identified 29 staff whose primary responsibility is managing IT projects

2
Respondents have implemented an IT project management office (OCIT and Sheriff)

Infrastructure

19

Number of respondents supporting their own server rooms

70

Rooms with servers supported by the 19 IT organizations

29,382

approximate total square footage of all server rooms

1,133

Number of servers in use

A server is a computer designed to process requests and deliver data to other (client) computers over a local network or the Internet.
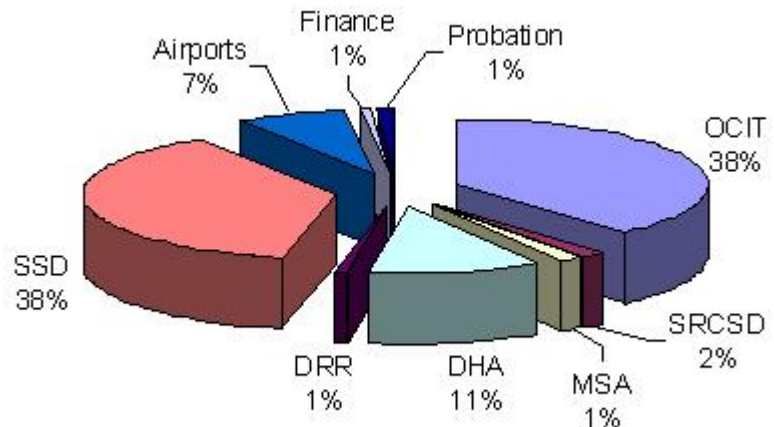

Sacramento County Data Center servers

Respondents with server rooms

Department	# of server rooms	Sq ft for server rooms
OCIT	2	10686
Sheriff's Department	15	10500
Human Assistance	31	3100
Airports	4	1892
Sac Reg Cnty Sanitation Dist.	1	451
Municipal Services Agency	1	400
Probation	1	320
Finance	1	240
Revenue Recovery	1	221
Voter Registration and Elections	1	216
Assessor	1	212
Child Support Services	1	200
Personnel Services Department	4	200
District Attorney	1	200
Agricultural Commissioner	1	162
Coroner	1	112
Public Defender	1	100
Environmental Management	1	90
Retirement	1	80
TOTALS	70	29382

Distribution of server room space
Top 9 or 95% of all server space

Infrastructure

What is in the server rooms?
The county owns and operates 1,133 servers broken down by the following uses:

19

Number of respondents reporting that they backup their data themselves

16

Respondents use offsite storage for their backups

4
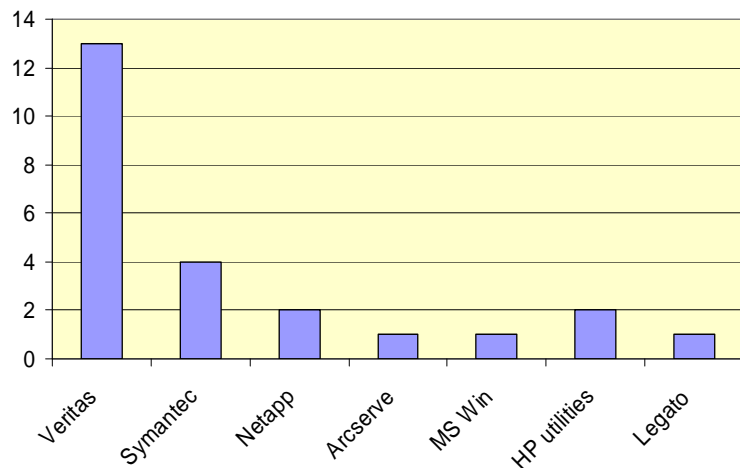
Respondents using offsite replication of their data
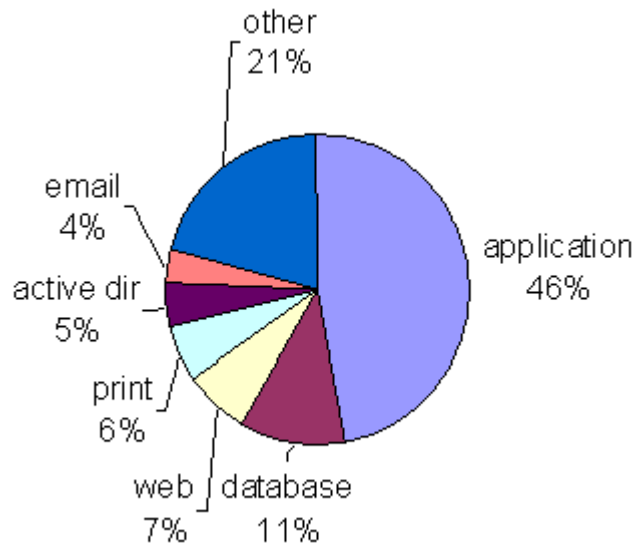
Backup software used by respondents who backup their own data.
Note: three respondents use more than 1 utility.

Server Type	#
Application	532
Database	125
Web	80
Print	66
Active Directory	53
Email	40
Other	237

Network Support

Distribution of respondents managing network switches. These account for 93% of all switches reported to be managed.
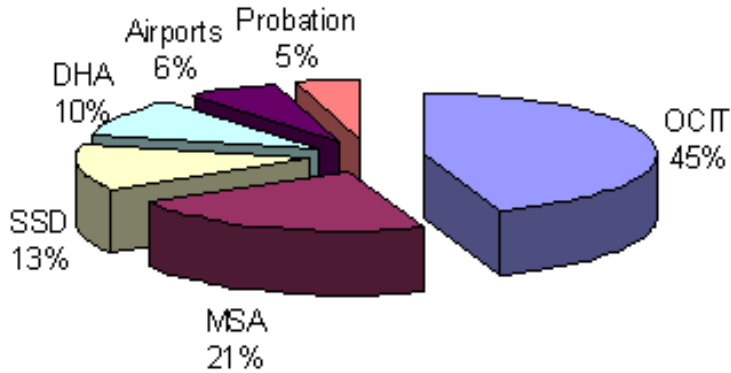
Cisco 7600 series router

1,276
13 respondents report managing a total of 1,276 network switches

A router is a network device whose hardware and software is tailored to the tasks of routing and forwarding information.

A switch is a network device used to transmit information between PCs and a router.

291
9 respondents report managing a total of 291 network routers

A firewall is dedicated hardware or software which inspects network traffic passing through it, and denies or permits passage based on a set of rules.

217
Wireless access points in service

Department	FTEs	# switches	# routers	# firewalls	Wireless access pts
OCIT	24	528	125	12	46
Municipal Services Agency	2	250	55	-	-
Sheriff's Department *	5	150	50	5	100
Human Assistance	3	122	25	-	2
Airports	2	75	12	3	45
Probation	-	54	12	-	10

* in addition to switches and routers, includes support for wireless radios, vehicle radio modems, mobile data network devices used by patrol officers

Internet Security Applications

Spam Filtering: A security measure that helps to reduce the amount spam that enters the e-mail inboxes of those using an email system.

8 respondents report using a variety of products for spam filtering
- Iron port - 5
- Trend - 2

Web Filtering: a term for software designed and optimized for controlling what content is permitted to a reader, especially when it is used to restrict material delivered over the Internet.

11 respondents report using a variety of products for web filtering
- Surf control - 5
- MS ISA -2
- 8e6 - 2
- Websense - 2
- Bursetek LogAnalyzer - 1

Laptop Encryption
17 respondents report using a variety of products:

- Pointsec – 13 (the County standard for laptop encryption)
- PGP - 2
- Truecrypt, Leveno - 1
- Encryption Plus - 1

Email Encryption
6 respondents report using the following:

- Post X - 5
- PGP - 1

Department IT Environment

This section of the IT Survey asked respondents a series of questions. Do you have an information security officer (ISO), a privacy officer (PO), use a security policy, do your own procurement, provide services to other county departments, subject to privacy and security laws, IT performance measures in place, and have an IT strategic plan.

Department	ISO	PO	Security policy	Procure-ment	Provide svcs to other depts	Subject to privacy security laws	IT Perf metrics	Dept IT Strategic plan
Agricultural Commissioner	y		y	y				
Airports	y		y	y	y			y
Assessor			y	y	y	y	y	y
Child Support Services	y		y	y		y	y	
Civil Services Commission			y			y		
Clerk of the Board of Supervisors			y	y	y	y	y	
Compliance		y	y			y		
Conflict Criminal Defenders	y		y	y		y		
Cooperative Extension								
Coroner			y	y		y		
County Clerk-Recorder		y	y	y	y		y	
County Counsel		y	y	y	y	y	y	
County Executive				y				
District Attorney								
Economic Development			y	y				
Environmental Management			y	y		y	y	y
EOC				y				
Finance		y	y	y	y		y	
FIRST5 Sacramento Commission			y	y				
General Services & FPARE	y	y	y	y	y	y	y	y
Health and Human Services	y	y	y	y	y	y	y	
Human Assistance	y		y	y	y	y	y	
Municipal Services Agency*			y	y	y	y	y	y
OCIT	y		y	y	y		y	y
Personnel Services Department			y	y		y		
Probation	y	y	y	y	y	y	y	y
Public Defender			y	y			y	y
Retirement				y				
Revenue Recovery	y	y	y	y		y	y	
Sac Area Sewer District			y	y		y	y	y
Sac Reg Cnty Sanitation Dist.			y	y		y	y	y
Sheriff's Department	y	y	y	y	y	y	y	y
Voter Registration and Elections	y		y	y	y	y		
County Totals	*12*	*9*	*28*	*29*	*14*	*20*	*18*	*11*

* MSA covers: Administration, Animal Care, County Engineering, Dept Environmental Review and Assessment, Neighborhood Services, Planning, Regional Parks, Transportation, Waste Management and Recycling, CMO, Water Resources, MSA Human Resources, SAFCA

Top IT Concerns
34 comments submitted by respondents

11 are concerned about cost containment – aging equipment, increasing service demands, ambitious project lists, unplanned costs

10 are concerned about accountability with projects, service issues, and problem resolution

5 are concerned about business continuity, disaster recovery & network reliability

4 are concerned about the lack of cohesive, countywide standards

4	32%
3	29%
2	15%
1	12%

0%   5%   10%   15%   20%   25%   30%   35%
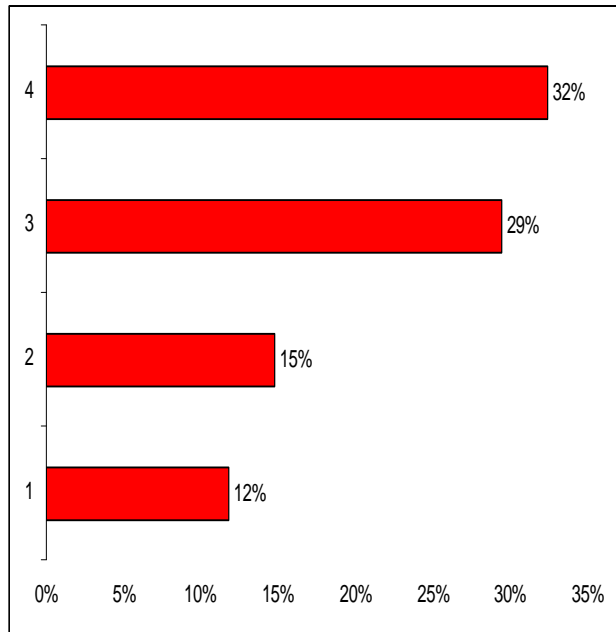
Other Themes:

- An ongoing concern has been the need for a main contact person who knows this environment, can monitor equipment needing to be updated, can keep up to date on this IT environment, can recommend new programs, and can coordinate the necessary services needed from OCIT.

- OCIT: Web/Database administration on OCIT shared services appears to be understaffed for response to customer requests; Lack of recourse for corrections/repair for OCIT provided services; such as, configuration of servers, completion of application projects; Enterprise SMS service failures; Exchange server mailbox connectivity delays and disconnects.

- Network reliability & redundancy.

- IT services must meet business needs effectively. Departments must have the flexibility to deploy IT solutions that meet department-specific needs.

- Ability to meet regulatory compliance regulations.

Other ideas and suggestions
10 comments submitted by respondents

3 stated a desire that smaller departments be able to use the surplus equipment from the bigger departments

2 said there should be a way to reflect in budgets one time costs versus ongoing costs for IT projects

2 said they receive excellent service from OCIT project managers and hope that OCIT continues its project management services
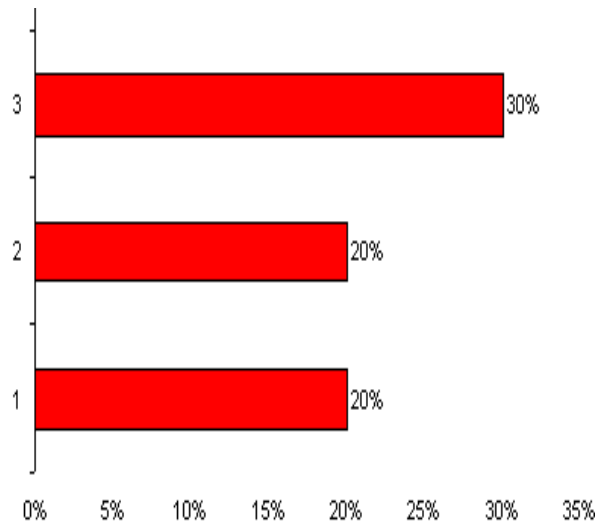
Other:

- We need to continue to strive to keep a balance between centralization and decentralization, which likewise balances overall cost versus customer service. The balance must serve both ends of the spectrum, not focusing on just one end or the other.

Countywide IT Plan

2008 Countywide IT Plan YE Progress

Three key focus areas were derived from the business needs of the County:

1. Expanding electronic access to County services.
2. Enhancing the County's information technology infrastructure.
3. Managing internal information technology service delivery from a countywide perspective.

Some of the major goals and objectives that were completed by County departments in 2008:

- Balance all network traffic between the County's primary and the secondary Internet connection

- Implement wireless handheld devices with thumbprint identification capability for law enforcement agencies in Sacramento County.

- Upgrade the CISCO IPCC call center infrastructure

- Implement real time application support for inspectors in the field

- Implement Email notification of crimes in your neighborhood (subscription service)

- Complete the COMPASS Phase 1 Upgrade to SAP ERP 6.0

- Establish needs assessment for replacing current Computer Aided Dispatch (CAD) system

- Installation of cameras in the baggage inspection areas by the Transportation Security Administration and the Sacramento County Airport System

- Implement in-car camera capability in patrol cars

- Convert common use terminal equipment at the airport to virtual machine approach on servers

- Implement the ADAM system (Adult Data Automation Modules) to integrate case management services across IHSS and APS

- Select an alternate data center site and create a plan for using it

- Develop a plan to use Mather Airport as a continuity of operations site for the Sacramento International Airport

- Develop recommendations to support the "green/sustainability" initiative

- Develop recommendations for migrating to VISTA

Future plans
2009 Countywide IT Plan

Our 2009 strategic areas focus on three areas: access to services, infrastructure enhancements, and improved internal IT processes. These focus areas are the basis for our 2009 efforts and provide pillars for organizational activities.

Goals for 2009

1. Enhance access to County services via the Internet
2. Promote partnerships to maximize use of resources
3. Enhance the County's Financial and HR system
4. Replace the current Property Tax System
5. Secure Personally Identifiable Information in county systems
6. Support major business projects
7. Improve the capabilities of the voice and data networks
8. Enhance the Sacramento Regional Radio Communications System
9. Improve security for people, buildings, and data
10. Improve the cost effectiveness of IT resources and services
11. Develop a Countywide IT disaster recovery plan
12. Deliver IT services in a consistent manner
13. Ensure the County is prepared to share CJIS data

OCIT Performance Measures

INDICATORS	Actual 2007	Target 2008	ACTUAL 2008
Completion of Countywide IT projects as identified by the IT community within the County	8	6	9
Projects progressing within the time and budget agreed upon by the parties	96%	95%	94.091%
Percentage of customers who rate overall OCIT services as satisfactory or above based upon a survey scale of 1– 5	97%	95%	95.818%
Percent of Customer Education Course Critique evaluations where the course rating was average or above	98%	95%	97.545%
Percent of Desktop services "Record of Field Service" surveys with a rating of satisfactory or better on how well the service met customer needs	98%	95%	96.091%
Percent of changes implemented within planned change window	92%	90%	93.218%
Percentage of project sponsors who rate completed projects as satisfactory or above	100%	90%	100.000%
Percent of time voice network available to customers	99.308%	99.999%	99.858%
Percent of time data network available to customers	99.988%	99.999%	99.963%
Percent of time web portal available to public (www.saccounty.net)	99.533%	99.000%	99.862%
Percent of OCIT assigned help desk calls designated as priority 1	1%	<0.5%	0.691%
Percent of OCIT problem incidents requiring escalation	1%	<1%	1.536%

Sacramento County Data Center has room for more servers

IT Cost Containment

The IT community worked together in 4Q08 to understand our IT costs and structure. The team identified a solid base to develop plans for ongoing cost savings.

Our Costs at the Macro Level

There are more opportunities for saving money where we spend the most money. This helps us identify where to start and how to contain costs.

Cost Containment Strategy

The key is to reduce complexity in the information technology systems. This strategy is used to develop a multiyear cost containment plan.

1 - Link costs to demand

IT costs are demand driven. Managing demand is one way to contain IT costs.

Key Strategies

- Manage demand for IT services; decide what to stop, defer, or accelerate.
- Shift some fixed costs to variable costs to align supply and demand.

2 - Reduce resource costs

Labor and technology are the two largest information systems cost components. We can leverage technology to reduce costs and thereby reduce labor requirements.

Key Strategies

- Reduce labor costs while gaining other benefits.
- Leverage technology to reduce costs.

3 - Change operating practices

Implementing disciplined management processes can reduce costs, improve service levels and reduce risks. We can improve the IT operating model for substantial savings

Key Strategies

- Improve the IS operating model for substantial savings.
- Inventory and audit IT assets and related contracts and licensing agreements.

"Maintaining the balance between cost containment and supporting the business with high quality service is a challenge we face.

"Fortunately, cost containment techniques can not only reduce costs, but also improve service levels, increase agility, and reduce risks." Gartner 2008.

The key is to reduce complexity in the information technology systems.

This strategy is used to develop a multiyear cost containment plan.

IT Governance

IT Constitution

The IT Community of Sacramento County created a process for Information Technology decision making and adopted an IT Constitution to formalize this process.

On February 18, 2003, the Board of Supervisors approved the Information Technology Constitution.

Contents include:

Article I Vision

1.1   Preamble
1.2   Guiding Principles

Article II Authority

2.1   Board of Supervisors
2.2   County Executive
2.3   Chief Information Officer (CIO)
2.4   Information Technology Policy Board (ITPB)
2.5   Technology Review Group (TRG)
2.6   Agency Administrators and Department Directors

Article III Operating Principles

3.1   Membership Requirements – IT Boards and Advisory Groups
    3.1.1   ITPB
    3.1.2   TRG
    3.1.3   Other IT Work Groups
3.2   Committee Coordination
3.3   Amendment Process
3.4   Standards Waiver Process

Article IV Rights and Responsibilities

4.1   End Users
4.2   Line of Business Management
4.3   Information Technology Providers

Information Technology Policy Board (ITPB)

The Information Technology Policy Board derives its authority from the IT Constitution. The Information Technology Policy Board consists of elected officials, agency administrators and department directors, and the Chief Information Officer. Some of its duties include:

- Develop and promote the County's IT corporate vision.
- Recommend Countywide IT policies and standards for approval by the County Executive and the Board of Supervisors.
- Maintain a repository of Countywide IT policies, procedures, and standards.
- Establish subcommittees to oversee specific IT initiatives in the County.

Technology Review Group (TRG)

This work group provides technical expertise to the IT Policy Board. The TRG drafts Countywide policies, procedures, and standards for the use of IT. In addition the TRG assists in the development of a Countywide strategic information technology plan and ensures multiple agency project and personnel coordination.

ITPB Workgroups:

COMPASS/FOCUS Steering Committee

This committee provides management and direction for the County's financial and human resources systems and utility billing.

E-Government Steering Committee (EGSC)

This committee is the business and communications forum for e-government services, web-based enterprise content, and information management strategies in Sacramento County.

Geographic Information Systems (GIS) Steering Committee

This committee provides management and direction for The County's Geographic Information System.

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2009

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