

2018-2023



LOS ANGELES COUNTY

ENTERPRISE TECHNOLOGY

STRATEGIC PLAN

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WELCOME

from William S. Kehoe



It is an honor to present to you the Los Angeles County 2018 - 2023 Enterprise IT Strategic Plan. This plan was developed in collaboration with over 200 business and IT leadership from all 37 County departments. The Office of the CIO led a series of strategic workshops for each of the department clusters (public safety, health services, community services, operations, and family and children services) over a 6-month timeframe that focused on understanding the common business strategies that span the enterprise and how technology can assist in moving the strategies forward.

This plan was built on the principle that technology strategy needs to align and enable enterprise and department service strategies and goals to be effective. The goals in this plan were a result of the analysis of the common themes from each of the workshops to represent the areas of greatest need for the County and departments to transform their services and better serve the residents of Los Angeles County.

The five strategic goals described in this plan (mobility, data as a utility, workforce empowerment, digital civic engagement, and transform procurement) have active teams sponsored by Department Directors that are collaborating on a continual basis to refine the objectives and associated measures and aligning current and future initiatives to drive the strategic goals forward.

We believe these goals are relevant, dynamic, inclusive, and actionable and we are excited to see the initiatives that the goal teams will bring forward and the impact they will have internally with our employees and with the public.



ENTERPRISE STRATEGIC GOALS AT A GLANCE

The 2018-2023 Enterprise Technology Strategic Goals were developed with input from over 200 business and technology leaders throughout Los Angeles County (LAC).



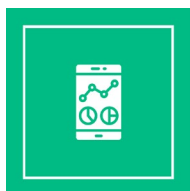
Mobility *(page 3)*

Accelerate mobility for employees and residents to deliver services anywhere at any time.



Workforce Empowerment *(page 9)*

Build a modern workforce that embraces evolving technologies that transform service delivery.



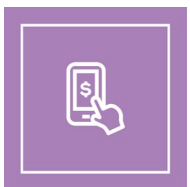
Data As A Utility *(page 14)*

Enable the use and accessibility of data to build a countywide culture emphasizing data-driven decision-making.



Digital Civic Engagement *(page 20)*

Engage our residents and communities with a variety of digital methods to interact with their government.



Transform Procurement *(page 24)*

Revamp procurement processes for more speed and flexibility to accelerate improved delivery to residents.



MOBILITY OBJECTIVES

Wireless

Increase wireless capacity and access for Los Angeles County staff and the public at County facilities.

Unified Communications

Provide Unified Communication (UC) tools and services to Los Angeles County employees to facilitate multiple methods of communication anywhere at any time.

Mobility Culture

Change the culture of Los Angeles County to embrace mobility and enhance the ability for County employees to work and deliver services from anywhere at any time.

Mobility Device

Increase the purchase and use of laptops and tablets in Los Angeles County to enable employee mobility.

Mobility Services

Increase the number of services that residents of Los Angeles County can access from a mobile device by increasing the number of available mobile services.



MOBILITY

Mobile Services

Current Initiatives

- Identify the top 5 manual department transactions that require the public to come into a LAC facility or mail information and a check to LAC. Work with associated departments to automate transaction.

Future Initiatives

- Work with the identified departments on resourcing and funding to develop 2 mobile applications from the list of the top 5 manual transactions that can be automated, based on the impact to the public and the readiness of the department to move forward.

Strategies & Measures

- **Baseline of the services that require on-site or mail customer interaction**
 - Inventory current transactions that require the residents of LAC to complete a manual form and mail the transaction for processing or require the customer to come into a LAC facility to complete the transaction.
- **Identify the top 5 opportunities to provide a mobile service to residents**
 - Prioritize the top 5 opportunities for 2020 – 2021 based on the baseline above.
- **Measure the adoption of the automated transaction and the savings**
 - Track usage over time and measure the internal and/or public savings in utilizing the automated transactions.



MOBILITY

Unified Communications

Current Initiatives

- Help LAC drive the adoption of Microsoft O365 workloads that provide LAC employees the tools they need for remote work (email, One Drive, Teams, SharePoint, Skype for Business).
- Work with ISD in the adoption of Teams Voice as an option for Departments as they move away from their legacy telephony environments.

Future Initiatives

- Integrate Teams with CISCO VOIP and other telephony solutions to create a seamless, one device unified communication experience for LAC employees.

Strategies & Measures

- **Track Microsoft O365 Workload Adoption**
 - Baseline the various MS Office 365 workloads and track adoption over time.
 - Set targets for each of the workloads and graph the results.
- **Track the adoption of Teams Voice as alternative to legacy telephony solutions**
 - Baseline the current Teams voice calling plans and set a target and track for adoption of Teams voice across the County.



MOBILITY

Mobile Devices

Current Initiatives

- Work with LAC departments and ISD to reduce the purchase of desktop computers and require departments to purchase laptop computers or tablets for employees.
- Initiate a leasing option for department in lieu of purchasing.

Future Initiatives

- Increase the selection of mobile devices to include laptops, tablets, and Chromebooks from various vendors as part of the purchasing and leasing options.

Strategies & Measures

- **Mobile Devices**
 - Percentage of mobile devices issued as the primary device (laptops, tablets) to LAC employees by department.
 - Track the percentage with a target 10% increase yearly over a 5-year period.
- **Leasing**
 - Number of leasing options/ contracts available to departments.
 - Percentage of leased versus purchased devices countywide and by departments with a target of 10% increase in leased devices over a 5-year period.



MOBILITY

Mobility Culture

Current Initiatives

- Based on feedback from the strategic workshops and IT Enterprise Governance members, LAC is at the beginning of its mobility journey.
- Some departments offer their employees telecommuting agreements and the ability to work at remote locations; however, most departments are just starting to look at policies that enable mobility.
- Employees' interest in having more flexibility in how they perform their work is high, and they view LAC as lagging behind in providing policies, procedures, tools, and infrastructure that enables mobility.
- Moving to a mobility culture is critical in the recruitment of new employees, especially millennials, and in the retention of existing employees.

Future Initiatives

- Future development efforts to close gaps will be based on the baseline results, opportunities, and prioritization for additional development.

Strategies & Measures

- **Measure the number of departments that have telecommuting policies and remote working policies for employees.**
- **Metrics for telecommuting staff participation**
 - Percentage of staff that are actively participating in telecommuting out of total staff in departments that have telecommuting policies.
- **Average frequency of telecommuting use among participating County staff**
 - Measure use of alternate work locations: percentage and number of LAC staff that use alternate work locations (e.g. WeWorks, hoteling at LAC facilities).
 - Number of workstations available for LAC staff use at alternate work locations.



MOBILITY

Increase Wireless Capacity

Current Initiatives

- Increase WiFi capacity in LAC facilities that serve the public to make key Internet services available to the public

Strategies & Measures

- **Baseline LAC facilities that serve the public and the WiFi capacity in those facilities**
 - From the baseline, determine the LAC facilities that need to increase WiFi capacity.

Future Initiatives

- Work with ISD to influence and support a Countywide Network service that includes Wide Area Network, Local Area Network, and wireless infrastructure.



WORKFORCE EMPOWERMENT OBJECTIVES

Workforce Planning

Acquire expertise to conduct workforce planning, including people, skillsets and tools.

IT Classifications

Modernize IT job titles, classifications, and salary structures to attract, recruit, hire, and retain technology talent needed to support ever evolving IT services.

IT Hiring

Acquire and deploy technologies to improve the quality and speed of IT staff hiring and onboarding.

Workforce Development

Enhance employee development and skill sets that will support current and/or future technological investments across Los Angeles County.



WORKFORCE EMPOWERMENT

Workforce Planning

Current Initiatives

- Conduct a countywide succession planning program in 2021 to assess key staff readiness and availability to assume leadership responsibilities, which will inform individual and department workforce and succession planning.

Strategies & Measures

- **Analytics to predict key staffing and skills gaps for succession planning**
 - Turnover metrics by job title.
- **Bench strength by job title for succession planning**
 - Readiness and Risk of Loss.

Future Initiatives

- Identify potential workforce planning software solutions to analyze, forecast, and plan workforce supply and demand; assess gaps to inform recruitment efforts and succession planning.



WORKFORCE EMPOWERMENT

IT Classifications

Current Initiatives

- Create and establish key IT and data science classifications to support the delivery of IT services and data-driven decision-making.
- Conduct job and competency analyses to develop examination specifications for new IT and data science classifications.
- Develop recruitment and outreach plan to target talent for new IT and data science classifications.

Strategies & Measures

- **Identification of existing IT classifications that need to be modernized**
 - Percent of existing IT classifications modernized (out of those that need to be modernized).

Future Initiatives

- Drive the development of targeted IT classifications, including IT architect
- Establish and convene a working group of LAC administrative and IT professionals to analyze current IT job families & class structure, identify challenges and opportunities, and develop a roadmap for IT classification modernization.



WORKFORCE EMPOWERMENT

IT Hiring

Current Initiatives

- Develop and deploy an electronic dashboard with time-to-hire data available to human resources staff throughout LAC to provide on-demand hiring metrics, including IT classifications.
- Expand video interviewing for countywide selection & hiring processes, including IT hiring.
- Expand utilization of computerized online IT knowledge testing to streamline for hiring of IT candidates.
- Implement remote proctoring to ensure the integrity of IT online testing processes.

Strategies & Measures

- **Speed and accuracy of artificial intelligence/machine learning application processing vs. manual processing.**
- **Changes in call volume metrics.**
- **Satisfaction of hiring managers with quality of job candidates, availability of hiring metrics, and improvements of hiring processes.**
- **Changes in appeal rates (e.g., application disqualification, issues with testing process).**

Future Initiatives

- Acquire and deploy an Artificial Intelligence Machine Learning (ML) solution to streamline the review of job candidate applications, including IT job candidates.
- Acquire and deploy a smart messaging service (SMS) communication solution to provide real time updates to job candidates on their exam status.



WORKFORCE EMPOWERMENT

Workforce Development

Current Initiatives

- The Executive Leadership Development Program (ELDP) is designed to enhance the leadership competence of mid-to-senior level managers who aspire to executive leadership positions.
- Los Angeles County's Udemy for Business online learning platform to support supervisor-guided and employee-self-directed IT learning.

Strategies & Measures

- **Baseline prevalence of competency requirements in IT classifications.**
- **Baseline the proportion of IT employees who possess required competencies (overall and by IT classification) and measure increase over time**
 - Percent increase in knowledge levels on existing skills.
- **Baseline the proportion of IT employees in each 9-box cell.**

Future Initiatives

- Identification of IT competencies needed by various types of IT classifications to facilitate recruiting, coaching, mentoring, training, selecting, and evaluating IT staff.
- Assessment of baseline skill levels of IT staff.
- Establish certification or skills tracks for all LAC IT staff by IT classification type.
- Explore feasibility of talent management tools (e.g., 9-Box Development Tool) to facilitate IT employee development.



DATA AS A UTILITY OBJECTIVES

Data Inventory

Identify cross-departmental data elements and develop standard definitions to the extent possible.

Data Platform

Establish data platforms through common reference architecture to enable effective use of data.

Data Governance & Sharing

Facilitate inter- & intra-departmental data programs and data sharing through governance bodies, guiding principles, and compliance with applicable policies and regulations.

Open Data 2.0 and Civic Engagement

Create a next-gen Open Data 2.0 for the constituents of Los Angeles County and enable feedback through civic engagement for continuous improvements.

Awareness about Future of Data

Instill a data-driven culture through communicating and building awareness about how the future of data can support Los Angeles County programs and residents.



DATA AS A UTILITY

Data Inventory

Current Initiatives

- Implementation of API management within LAC Information Management Platform to broker and coordinate services among departments and service providers.
- Assess maturity levels (people, process, and technology) using information management maturity assessments to recommend actions to advance department information management maturity.
- Established an Information Management Committee (IMC) to enable data-driven decision-making and coordinated service delivery using LAC data as a strategic asset.

Strategies & Measures

- **Creation of a list of data elements to be defined within 6 months**
 - Number of cross-departmental data elements defined within 12 months.
- **Creation of a list of departments that should conduct a data inventory within 6 months**
 - Number of departments that have completed a data inventory within following 24 months.

Future Initiatives

- Department-specific data inventory initiative.
- Cross-department data elements identification aligned with data sharing objective.
- Identify internal and external datasets from authoritative data sources in identified departments.
- Identify department specific core & prioritized data elements as deemed necessary.



DATA AS A UTILITY

Data Platform

Current Initiatives

- Onboarding departments to the Countywide Information Hub to enable data sharing across departments.
- Inventory departments' data platforms currently in place and identify departmental & LAC needs to ensure integration with enterprise platforms.
- Revise & update reference architecture to help align departments' data platforms with common data and security architecture.

Future Initiatives

- Issue standard & guidelines on recommended enterprise and departmental data platforms.
- Develop a data platform handbook to serve as a starting point for departments to consider.
- Inventory list of data tools available & licensed within LAC along with the point of contact.
- Summary of all product evaluations & assessments performed within LAC.
- Assist identified departments with their data platform implementations & initiatives by leveraging standards and reference architecture.

Strategies & Measures

- **Within the first 3 months, finalize the existing draft of common reference architecture.**
- **Within the first 6 months, identify departments that have (or should have) a data platform through common reference architecture, including an inventory of the data platforms they use and/or need.**
- **Increase the number of departments with implemented data platforms by 25% within 18 months and achieve 75% within 3 years.**



DATA AS A UTILITY

Data Governance & Sharing

Current Initiatives

- Information Management Committee (IMC) focused on data standards review & recommendations, role recommendations, and data use agreements.
- Data Sharing Handbook completed, which includes the set of five data sharing protocols for care coordination and service utilization.
- Countywide initiatives including InfoHub, Expansion of Master Data Management (MDM) program, CEDAR, EPIC-LA, ISAB for justice agencies data sharing, Los Angeles Network of Enhanced Services (LANES).

Future Initiatives

- Expand Data Sharing Handbook aligned with data inventory objective.
- Department access to InfoHub MDM and service profiles for program evaluations and data-driven decision-making.
- Data-as-a-service to provide secured access to InfoHub by external research entities and universities.
- Regulatory compliance including HIPAA and CJIS compliance for all participating departments and privacy and confidentiality of protected information.
- Information Management Committee (IMC) focusing on service coordination, consent management, Open Data, data platform adaption, and progress of API management to InfoHub architecture.

Strategies & Measures

- **In first 3 months, survey departments that have governance to support data programs.**
- **Leverage the Information Management Committee (IMC) to support a county-level data program, sharing, and policies within 6 months.**
- **Establish criteria for datasets, templates, and processes that qualify for multi-department data sharing within 12 months.**
- **Catalog qualifying datasets and processes at each department in next 18 months.**



DATA AS A UTILITY

Open Data 2.0 & Civic Engagement

Current Initiatives

- Open Data Portal, a repository of various datasets from across LAC departments.
- Information Management Committee (IMC) focused on open data efforts and civic engagement activities.
- Civic engagement including Women in Data Science, Data & Donuts, Data & Donuts School of Data, and L.A. County Sustainability Plan.

Strategies & Measures

- **Within the first 6 months, implement a data-centric civic engagement program at LAC aligned with major initiatives to strengthen the stakeholder Open Data feedback.**
- **Within the first 6 months, develop LAC Open Data 2.0 Strategic Plan.**
- **Within 12 months, pilot the Open Data 2.0 implementation.**
- **Within 24 months, onboard prioritized datasets into the Open Data 2.0.**

Future Initiatives

- Develop LAC Open Data 2.0 Strategic Plan
- Define Open Data needs based on public record requests, stakeholder and resident feedback, and legislative needs.
- Fit-gap analysis of Open Data Portal and future vision
- Implement Open Data 2.0 vision in LAC



DATA AS A UTILITY

Awareness about Future of Data

Current Initiatives

- Information management maturity assessments to advance departmental maturity.
- Organizing events like Women in Data Science and Data & Donuts.
- Participation in various data events regionally and nationally.

Future Initiatives

- Define guiding principles that consider new data sources that contribute to the future of data.
- Partnership with Information Security Council on data security.
- Establish Enterprise Architecture Review Group to review all architecture decisions.
- Define performance metrics of data platforms, considering the data volumes expected by the new sources.
- Establish a roadmap for integrating new data sources, platforms, and technologies.
- Develop and support proof of concept projects process to test new technologies.
- Launch collaboration series across the LAC.

Strategies & Measures

- **Launch collaboration platforms like data fair or speaker series within 12 months to create awareness on the future of data.**
- **Develop guiding principles, standards, metrics, and approaches to adapt new data sources within 18 months.**
- **Develop a roadmap and nimble process to onboard new technologies through pilots and accelerators within 12 months.**
- **Conduct a stakeholder survey every year to measure the awareness and acceptance level of newly identified data sources.**
- **Collaborate with the digital civic engagement team and other strategic goal teams to elevate awareness of events.**



DIGITAL CIVIC ENGAGEMENT OBJECTIVES

Guiding Principles

Establish a series of guiding principles for countywide digital services that promote equitable access and encourage design and creation approaches that are inclusive, open, transparent, and secure.

External Focus

Improve the end-user experience by maximizing the use of innovative digital resources and capabilities to support direct public engagement with Los Angeles County.

Internal Focus

Promote the internal changes needed to adopt, support, and improve the Los Angeles County's digital services.



DIGITAL CIVIC ENGAGEMENT

Guiding Principles

Current Initiatives

- Convene a Digital Civic Engagement Committee to review and finalize principles.

Strategies & Measures

- **Establish guiding principles to foster a culture of innovation, analysis, and experimentation for digital services**
 - Adopt principles by the end of Q3 2021.
- **Identify 3- 5 opportunities to provide digital services to residents**
 - Initiate three to five candidate projects and/or initiatives that utilize the principles in FY 2021-22.

Future Initiatives

- Digital Civic Engagement Committee will oversee and direct initiatives in External Focus and Internal Engagement strategic objectives.



DIGITAL CIVIC ENGAGEMENT

External Focus

Current Initiatives

- Identity management single sign-on with library card for online resources).
- Virtual Town Hall Meeting public vision sessions.
- DPSS secure online account & case management notifications.
- Your Benefits Now.
- GovDelivery, a resident engagement platform.
- Board of Supervisors digital directory.
- Epic-LA system that assists customers with researching, applying, paying, and processing permit and inspection cases.

Future Initiatives

- Explore the use of digital technologies to enhance online services.
- Automate board meeting social media feeds.
- Evaluate the use of Public Comment Kiosks at the Board of Supervisors' meetings.
- Increase deployment of customer facing mobile applications and services.

Strategies & Measures

- **Solicit resident input for digital services**
 - Develop before & after surveys to measure public sentiment towards county digital resources by Q3 2021.
- **Research and determine the feasibility of contracting a usability organization by Q3 2020.**
- **Create an engagement tool inventory that catalogs the usage and best practices of all county public engagement tools by Q4 2021.**
- **Establish a resident portal vision**
 - By Q4 2020, develop an LAC resident portal vision document.



DIGITAL CIVIC ENGAGEMENT

Internal Engagement

Current Initiatives

- Assessor's Legacy Modernization Initiative
- DCFS Foster Children & Parents Visitation Scheduling Applications and Children and Families Portal update
- Various Robotic Process Automation (RPA) Projects at District Attorney, DHS, Public Health and Sheriff .

Strategies & Measures

- **Promote the internal changes needed to adopt, support, and improve the LA County's digital services**
 - By Q3 2021, establish a forum for centralized cross-sharing of information such as foundational requirements, use cases, best practices, and lessons learned among County departments.
 - By Q3 2021 launch a governance model for the County's digital services.
 - By Q4 2021, publish metrics for digital services usage and adoption in the Digital Services Forum.
 - By Q4 2021, define a consistent end user experience for digital services across the county.
 - By Q4 2021, define standardize public outreach and training models and methods.

Future Initiatives

Establish Digital Civic Engagement Committee to:

- Develop guiding principles for digital services
- Develop a Vision for County digital services
- Develop an outreach plan to raise awareness of County digital services
- Establish a Digital Services Forum to collect and share best practices, and digital services toolsets



TRANSFORM PROCUREMENT OBJECTIVES

New eProcurement Solution

Identify and implement a new end-to-end eProcurement solution that will modernize Los Angeles County and business procurement user experience.

Standardize Processes and Practices

Develop standard processes and tools for appropriate IT-related fields, products, and services.

Enhance Access to Technology Solutions

Modify or develop new and existing agreements to increase volume and speed in accessing technology solutions.

Novel Sourcing Methods

Implement novel solicitation approaches to increase the effectiveness of technology solutions.

Streamline Sole Source for Technology

Improve the speed of the sole source process, including initial contract and amendments.



TRANSFORM PROCUREMENT

Current Initiatives

As the purchasing agent for LAC, Internal Services Department (ISD) is leading activities related to the Transform Procurement goal.

Funding for a new eProcurement solution was included in ISD's FY 2021-22 recommended budget request.

Future Initiatives

ISD will release a Request for Proposals in 2021 to identify and partner with a Managed Service Provider to replace the current process in the area of enhancing access to technology solutions.

ISD plans to release a solicitation for an Enterprise PC Leasing Program and have the program in place by Q3 2021 in the area of novel sourcing methods.