

IT Strategy Summer 2023-Spring 2026

County of San Luis Obispo Executive Summary

Published Summer 2023

- “The Fog Is Finally Lifting”



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Technology is coming at us at an incredible pace and with incredible potential, fueled by Artificial Intelligence as well as a large investment the County made in business tools to empower you, the hungry, talented, and resourceful end user. We are in the last three years of “paying” the County’s technical debt. Our County is the only California County with a 10-year application portfolio horizon illustrating the need to invest over 70 million dollars on our top two dozen business applications. There is energy (yours) , there is understanding and support (the Board), and there is a plan (central and departmental IT) – There is no time to waste as security concerns arise weekly, mobility is a must, and change is unavoidable. There is a plan to upgrade our Financial Systems (SAP) within 3 years, new Board Chambers technology and expanded functionality in 2024, 2 new microwave towers and two retrofitted towers by 2026, radio system modernized this fiscal, there is an active study to fully integrate office telephony with our Teams offering, a funded project to integrate the management of our credentials across multiple systems, electronic records initiatives galore (Behavioral Health, Health Agency, Environmental Health), What about a new Park Reservation

system, a revamped County website, or a modern Board agenda management system you asked? Yes, yes, and yes. Moreover, a Homeless Management Information System to get an insightful view into the services we provide to those who need us the most is going live Spring 2024. We are building a modern organization with a newly crafted Enterprise Architect job class to lead the data, security, technology, and project revolution taking place now. Today, we encourage you, we challenge you to think as developers, business analysts, and project managers, as brave embracers of technology. The County is a complex piece of machinery delivering over 700 distinct services to the community. Our large portfolio requires continual attention to do things right today and better and different tomorrow. More of the same is no longer possible. Let’s join ranks, be brave, connect, let’s think ahead and transform. Learn and drive the tools; don’t fear.

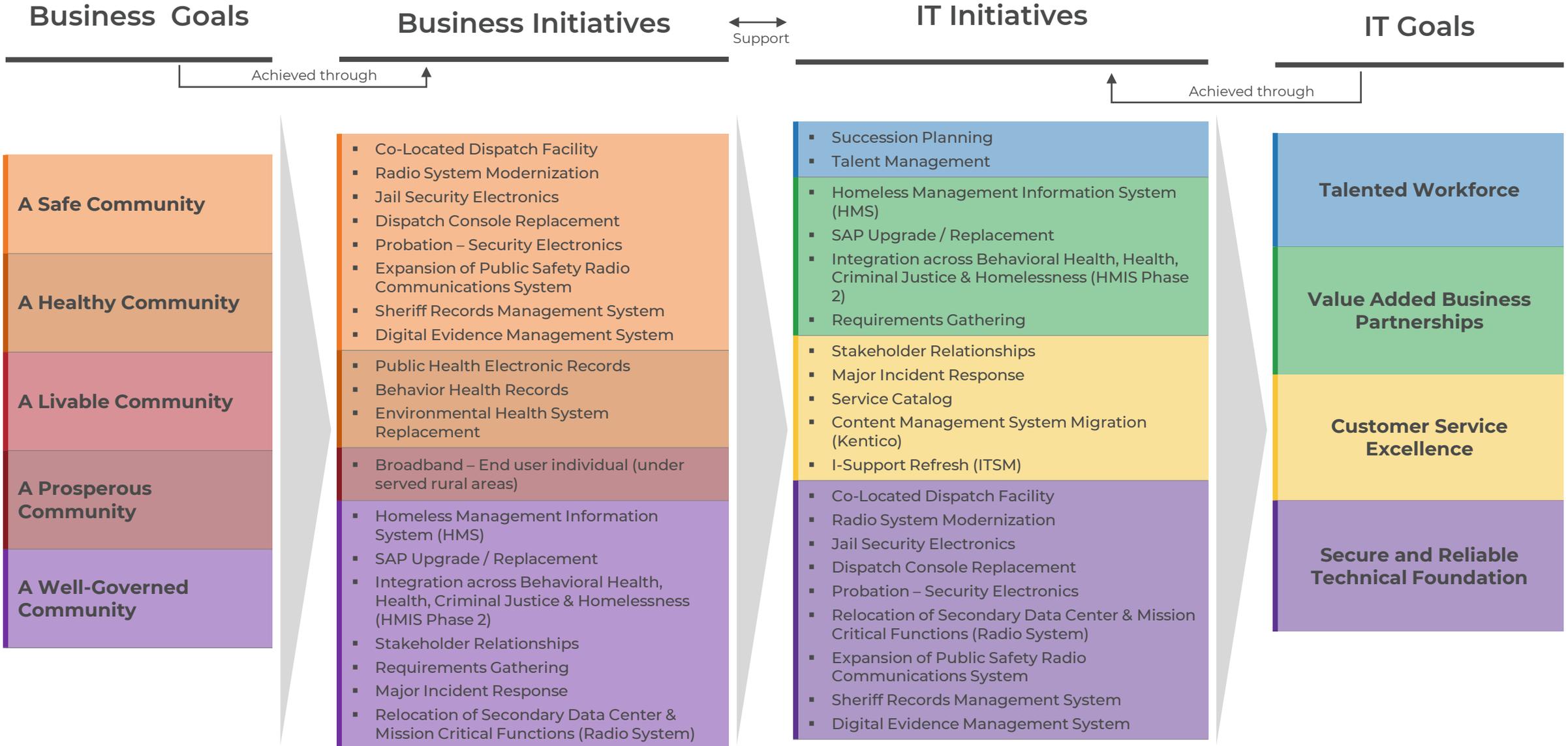
Today more than ever, in this new, brave, connected world, the evolving demands for services and fast structural changes are forcing us to rethink the role of technology and maximize its potential for delivering effective government services. To succeed, technology must align and respond effectively to the needs of business, **onsite, offsite, inline, or online, boot on the ground or plain mobile**. As technologists, subject matter experts, and agents of change, it is our mission to adapt, morph, change our strategies by not letting our guard and systems down and continuing to question the way we do business. **It is IT 2.0 time, a new chapter** - Let’s make it happen, you and us, let’s put, finally, our technical debt behind us.

Very truly yours,



Daniel Milei, Director – Information Technology

IT will enable all Business Projects



IT will support County of San Luis Obispo's major initiatives



IT's key initiatives in can be categorized three ways

IT Key Initiative Plan

Initiatives collectively support the business goals and corporate initiatives and improve the delivery of IT Services.

1 Business Support

Value Enablement

Support Major Business Initiatives

Each corporate initiative is supported by a major IT project and each project has unique IT challenges that require IT support.

2 IT Excellence

Value Sustainment

Reduce Risk & Improve IT Operational Excellence

These projects will increase IT process maturity and will systematically improve IT.

3 Innovation

Value Creation

Drive Technology Innovation

These projects will improve future innovation capabilities and decrease risk by increasing technology maturity.

In summary, IT identified 34 major initiatives to support the Business

01

Business Support Initiatives

Enable Business Projects

- [Document Management / Digitization](#)
- [Board of Supervisor Chambers Audio Visual Equipment](#)
- [Public Health Electronic Records](#)
- [Co-Located Dispatch Facility](#)
- [Radio System Modernization](#)
- [Behavior Health Records](#)
- [Homeless Management Information System \(HMS\)](#)
- [Asset Management \(Public Works\)](#)
- [SAP Upgrade / Replacement](#)
- [Environmental Health System Replacement](#)
- [Jail Security Electronics](#)
- [Dispatch Console Replacement](#)
- [Public Defender Case Management](#)
- [Probation – Case Management](#)
- [Probation – Security Electronics](#)
- [Identity Management](#)
- Relocation of Secondary Data Center & Mission Critical Functions (Radio System)
- Expansion of Fiber Optic data Network
- Contract Management Software
- Parks Reservation System Replacement
- Expansion of Public Safety Radio Communications System
- Content Management System Migration (Kentico)
- Public Records Request Management Software
- Domain Change (slocounty.gov)
- Sheriff Records Management System
- Assessor Property Valuation System
- Customer Billing Dashboard
- Internal Employee Orientation
- County Fire Strategic Plan
- Lifecycle technology replacement
- Physical Access Control
- Security information & Event Management
- Digital Evidence Management System
- Agenda Management

Roadmap

- Business Initiatives
- Priority IT Process Initiatives
- IT Technical Initiatives

01 High Priority

1	Document Management / Digitization
2	Board of Supervisor Chambers Audio Visual Equipment
3	Public Health Electronic Records
4	Co-Located Dispatch Facility
5	Radio System Modernization
6	Behavior Health Records
7	Homeless Management Information System (HMS)
8	Asset Management (Public Works)
9	SAP Upgrade / Replacement
10	Environmental Health System Replacement
11	Jail Security Electronics
12	Dispatch Console Replacement
13	Public Defender Case Management
14	Probation – Case Management
15	Probation – Security Electronics
16	Identity Management

	2023						2024						2025					
	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec
1																		To Dec '27
2																		
3																		To Dec '26
4	Jan '19																	
5	Oct '19																	
6	Jul '22																	
7	Nov '22																	
8																		To Dec '27
9																		To Dec '27
10																		
11																		To Dec '27
12																		
13																		
14																		
15																		
16																		To Dec '27

Roadmap

Business Initiatives
Priority IT Process Initiatives
IT Technical Initiatives

01 High Priority

1	Relocation of Secondary Data Center & Mission Critical Functions (Radio System)
2	Expansion of Fiber Optic data Network
3	Contract Management Software
4	Parks Reservation System Replacement
5	Expansion of Public Safety Radio Communications System
6	Content Management System Migration (Kentico)
7	Public Records Request Management Software
8	Domain Change (slocounty.gov)
9	Sheriff Records Management System
10	Assessor Property Valuation System
11	Customer Billing Dashboard
12	Internal Employee Orientation
13	County Fire Strategic Plan
14	Lifecycle technology replacement
15	Physical Access Control
16	Security information & Event Management
17	Digital Evidence Management System
18	Agenda Management

	2023						2024						2025					
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1	Jan '19																	
2	Oct '21																	
3																		
4																		
5	Mar '22																	
6																		
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9																		To Dec '26
10																		
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13																		
14																		
15																		
16																		
17																		To Jan '26
18																		To Jul '26

IT identified 14 significant initiatives to improve IT excellence and reduce risk

02

IT Excellence

Core IT Process Initiatives:

- Stakeholder Relationships
- Requirements Gathering
- Service Catalog
- Major Incident Response
- Data Strategy & Data Governance
- Architectural Review Board
- Managed Devices to Access County Data
- Succession Planning
- Talent Management
- Information Security Strategic Plan
- GIS Strategic Plan
- IT Asset Management
- Password less Authentication
- I-Support Refresh (ITSM)

Roadmap

Business Initiatives
Priority IT Process Initiatives
IT Technical Initiatives

02

Medium

	2023						2024					2025						
	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec
1 Stakeholder Relationships																		
2 Requirements Gathering																		
3 Service Catalog																		
4 Major Incident Response																		
5 Data Strategy & Data Governance																		
6 Architectural Review Board																		
7 Managed Devices to Access County Data																		
8 Succession Planning																		
9 Talent Management																		
10 Information Security Strategic Plan																		
11 GIS Strategic Plan																		
12 IT Asset Management																		
13 Password less Authentication																		
14 I-Support Refresh (ITSM)																		

To drive technology improvement, we focused on identifying technology drivers that will have the most impact for County of San Luis Obispo

Drive Technology Improvement:

Broadband – End user individual (under served rural areas)

Integration across Behavioral Health, Health, Criminal Justice & Homelessness (HMIS Phase 2)

03

Innovation

Roadmap

Business Initiatives
Priority IT Process Initiatives
IT Technical Initiatives

03

Low

- 1 Broadband – End user individual (under served rural areas)
- 2 Integration across Behavioral Health, Health, Criminal Justice & Homelessness (HMIS Phase 2)

	2023						2024						2025					
	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec	Jan / Feb	Mar / Apr	May / Jun	Jul / Aug	Sep / Oct	Nov / Dec
1	Oct '21																	
2																		To Dec '27

IT Initiatives by Initiative Type

Business Support		IT Excellence	Innovation
<ol style="list-style-type: none"> 1. Document Management / Digitization 2. Board of Supervisor Chambers Audio Visual Equipment 3. Public Health Electronic Records 4. Co-Located Dispatch Facility 5. Radio System Modernization 6. Behavior Health Records 7. Homeless Management Information System (HMS) 8. Asset Management (Public Works) 9. SAP Upgrade / Replacement 10. Environmental Health System Replacement 11. Jail Security Electronics 12. Dispatch Console Replacement 13. Public Defender Case Management 14. Probation – Case Management 15. Probation – Security Electronics 16. Identity Management 17. Relocation of Secondary Data Center & Mission Critical Functions (Radio System) 	<ol style="list-style-type: none"> 18. Expansion of Fiber Optic data Network 19. Contract Management Software 20. Parks Reservation System Replacement 21. Expansion of Public Safety Radio Communications System 22. Content Management System Migration (Kentico) 23. Public Records Request Management Software 24. Domain Change (slocounty.gov) 25. Sheriff Records Management System 26. Assessor Property Valuation System 27. Customer Billing Dashboard 28. Internal Employee Orientation 29. County Fire Strategic Plan 30. Lifecycle technology replacement 31. Physical Access Control 32. Security information & Event Management 33. Digital Evidence Management System 34. Agenda Management 	<ol style="list-style-type: none"> 1. Stakeholder Relationships 2. Requirements Gathering 3. Service Catalog 4. Major Incident Response 5. Data Strategy & Data Governance 6. Architectural Review Board 7. Managed Devices to Access County Data 8. Succession Planning 9. Talent Management 10. Information Security Strategic Plan 11. GIS Strategic Plan 12. IT Asset Management 13. Password less Authentication 14. I-Support Refresh (ITSM) 	<ol style="list-style-type: none"> 1. Broadband – End user individual (under served rural areas) 2. Integration across Behavioral Health, Health, Criminal Justice & Homelessness (HMIS Phase 2)

IT Initiatives by Priority

High	Medium	Low
<ol style="list-style-type: none"> 1. Co-Located Dispatch Facility 2. Radio System Modernization 3. Homeless Management Information System (HMS) 4. SAP Upgrade / Replacement 5. Integration across Behavioral Health, Health, Criminal Justice & Homelessness (HMIS Phase 2) 6. Jail Security Electronics 7. Dispatch Console Replacement 8. Probation – Security Electronics 9. Stakeholder Relationships 10. Requirements Gathering 11. Major Incident Response 12. Relocation of Secondary Data Center & Mission Critical Functions (Radio System) 13. Expansion of Public Safety Radio Communications System 14. Sheriff Records Management System 15. Digital Evidence Management System 	<ol style="list-style-type: none"> 1. Board of Supervisor Chambers Audio Visual Equipment 2. Public Health Electronic Records 3. Behavior Health Records 4. Broadband – End user individual (under served rural areas) 5. Asset Management (Public Works) 6. Environmental Health System Replacement 7. Probation – Case Management 8. Identity Management 9. Service Catalog 10. Data Strategy & Data Governance 11. Architectural Review Board 12. Managed Devices to Access County Data 13. Expansion of Fiber Optic data Network 14. Content Management System Migration (Kentico) 15. Assessor Property Valuation System 16. Succession Planning 17. Talent Management 18. Information Security Strategic Plan 19. GIS Strategic Plan 20. Password less Authentication 21. County Fire Strategic Plan 22. Lifecycle technology replacement 23. Physical Access Control 24. Security information & Event Management 25. I-Support Refresh (ITSM) 	<ol style="list-style-type: none"> 1. Document Management / Digitization 2. Public Defender Case Management 3. Contract Management Software 4. Parks Reservation System Replacement 5. Public Records Request Management Software 6. Domain Change (slocounty.gov) 7. Customer Billing Dashboard 8. Internal Employee Orientation 9. IT Asset Management 10. Agenda Management

IT Initiatives by IT Goal

Talented Workforce	Value Added Business Partnerships	Customer Service Excellence	Secure and Reliable Technical Foundation
<ol style="list-style-type: none"> 1. Succession Planning 2. Talent Management 	<ol style="list-style-type: none"> 1. Document Management / Digitization 2. Public Health Electronic Records 3. Behavior Health Records 4. Homeless Management Information System (HMS) 5. Asset Management (Public Works) 6. SAP Upgrade / Replacement 7. Integration across Behavioral Health, Health, Criminal Justice & Homelessness (HMIS Phase 2) 8. Environmental Health System Replacement 9. Public Defender Case Management 10. Probation – Case Management 11. Requirements Gathering 12. Data Strategy & Data Governance 13. Architectural Review Board 14. Contract Management Software 15. Parks Reservation System Replacement 16. Assessor Property Valuation System 17. GIS Strategic Plan 18. County Fire Strategic Plan 19. Agenda Management 	<ol style="list-style-type: none"> 1. Stakeholder Relationships 2. Service Catalog 3. Major Incident Response 4. Content Management System Migration (Kentico) 5. Public Records Request Management Software 6. Customer Billing Dashboard 7. Internal Employee Orientation 8. I-Support Refresh (ITSM) 	<ol style="list-style-type: none"> 1. Board of Supervisor Chambers Audio Visual Equipment 2. Co-Located Dispatch Facility 3. Radio System Modernization 4. Broadband – End user individual (under served rural areas) 5. Jail Security Electronics 6. Dispatch Console Replacement 7. Probation – Security Electronics 8. Identity Management 9. Managed Devices to Access County Data 10. Relocation of Secondary Data Center & Mission Critical Functions (Radio System) 11. Expansion of Fiber Optic data Network 12. Expansion of Public Safety Radio Communications System 13. Domain Change (slocounty.gov) 14. Sheriff Records Management System 15. Information Security Strategic Plan 16. IT Asset Management 17. Password less Authentication 18. Lifecycle technology replacement 19. Physical Access Control 20. Security information & Event Management 21. Digital Evidence Management System

IT Initiatives by Business Goal

A Safe Community	A Healthy Community	A Well-Governed Community		
<ol style="list-style-type: none"> 1. Co-Located Dispatch Facility 2. Radio System Modernization 3. Jail Security Electronics 4. Dispatch Console Replacement 5. Public Defender Case Management 6. Probation – Case Management 7. Probation – Security Electronics 8. Managed Devices to Access County Data 9. Expansion of Public Safety Radio Communications System 10. Sheriff Records Management System 11. County Fire Strategic Plan 12. Physical Access Control 13. Digital Evidence Management System 	<ol style="list-style-type: none"> 1. Public Health Electronic Records 2. Behavior Health Records 3. Environmental Health System Replacement 	<ol style="list-style-type: none"> 1. Document Management / Digitization 2. Board of Supervisor Chambers Audio Visual Equipment 3. Homeless Management Information System (HMS) 4. Asset Management (Public Works) 5. SAP Upgrade / Replacement 6. Integration across Behavioral Health, Health, Criminal Justice & Homelessness (HMIS Phase 2) 7. Identity Management 8. Stakeholder Relationships 9. Requirements Gathering 10. Service Catalog 11. Major Incident Response 12. Data Strategy & Data Governance 13. Architectural Review Board 14. Relocation of Secondary Data Center & Mission Critical Functions (Radio System) 15. Expansion of Fiber Optic data Network 16. Contract Management Software 	<ol style="list-style-type: none"> 17. Parks Reservation System Replacement 18. Content Management System Migration (Kentico) 19. Public Records Request Management Software 20. Domain Change (slocounty.gov) 21. Assessor Property Valuation System 22. Succession Planning 23. Talent Management 24. Information Security Strategic Plan 25. GIS Strategic Plan 26. Customer Billing Dashboard 27. Internal Employee Orientation 28. IT Asset Management 29. Password less Authentication 30. Lifecycle technology replacement 31. Security information & Event Management 32. I-Support Refresh (ITSM) 33. Agenda Management 	
	A Prosperous Community			<ol style="list-style-type: none"> 1. Broadband – End user individual (under served rural areas)
	A Livable Community			