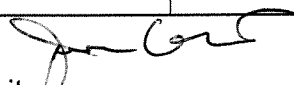


**COUNTY OF SAN LUIS OBISPO BOARD OF SUPERVISORS  
AGENDA ITEM TRANSMITTAL**

(1) DEPARTMENT Administrative Office		(2) MEETING DATE July 12, 2011		(3) CONTACT/PHONE Vincent Morici (805) 781-5011	
(4) SUBJECT Request to approve the recommended response to the 2011 Grand Jury report titled " <i>What's on Line? e-Gov in San Luis Obispo County</i> " and forward this response to the Presiding Judge of the Superior Court by July 18, 2011.					
(5) SUMMARY OF REQUEST The 2010-2011 San Luis Obispo Grand Jury issued a report on May 20, 2011 examining the County's internet web site and intranet site and the related e-government services provided by these sites. The Board of Supervisors and General Services Agency are required to respond to findings and recommendations made by the Grand Jury in their report. This report presents the recommended response for Board consideration and approval.					
(6) RECOMMENDED ACTION It is recommended that your Board adopt the response to the 2010-11 Grand Jury report titled " <i>What's on-line? e-Gov in San Luis Obispo County</i> " and forward the Board's response, along with the attached responses by the General Services Agency to the Presiding Judge of the Superior Court by July 18, 2011 and send a copy of the response to the Grand Jury.					
(7) FUNDING SOURCE(S) N/A		(8) CURRENT YEAR FINANCIAL IMPACT N/A		(9) ANNUAL COST N/A	
(10) BUDGETED? <input type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> N/A					
(11) OTHER AGENCY INVOLVEMENT/IMPACT (LIST): The General Services Agency has assisted in preparing the recommended response					
(12) WILL REQUEST REQUIRE ADDITIONAL STAFF? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, How Many? ____ <input type="checkbox"/> Permanent ____ <input type="checkbox"/> Limited Term ____ <input type="checkbox"/> Contract ____ <input type="checkbox"/> Temporary Help ____					
(13) SUPERVISOR DISTRICT(S) <input type="checkbox"/> 1st, <input type="checkbox"/> 2nd, <input type="checkbox"/> 3rd, <input type="checkbox"/> 4th, <input type="checkbox"/> 5th, <input checked="" type="checkbox"/> All		(14) LOCATION MAP <input type="checkbox"/> Attached <input checked="" type="checkbox"/> N/A		(15) Maddy Act Appointments Signed-off by Clerk of the Board <input checked="" type="checkbox"/> N/A	
(16) AGENDA PLACEMENT <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Hearing (Time Est. _____) <input type="checkbox"/> Presentation <input type="checkbox"/> Board Business (Time Est. _____)		(17) EXECUTED DOCUMENTS <input type="checkbox"/> Resolutions (Orig) <input type="checkbox"/> Contracts (Orig + 3 Copies) <input type="checkbox"/> Ordinances (Orig) <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Email Resolution and Ordinance to <i>CR_Board_Clerk</i> (in MS Word)			
(18) NEED EXTRA EXECUTED COPIES? <input type="checkbox"/> Number: _____ <input type="checkbox"/> Attached <input checked="" type="checkbox"/> N/A		(19) BUDGET ADJUSTMENT REQUIRED? <input type="checkbox"/> Submitted <input type="checkbox"/> 4/5th's Vote Required <input checked="" type="checkbox"/> N/A			
(20) OUTLINE AGREEMENT REQUISITION NUMBER (OAR) _____ N/A _____		(21) W-9 <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes		(22) Agenda Item History <input checked="" type="checkbox"/> N/A Date _____	
(23) ADMINISTRATIVE OFFICE REVIEW The Administrative Office prepared this item. 					

# County of San Luis Obispo

COUNTY GOVERNMENT CENTER, RM D430 • SAN LUIS OBISPO, CALIFORNIA 93408 • (805) 781-5011



**To: Board of Supervisors**

**JIM GRANT**  
COUNTY ADMINISTRATOR

**From: Vincent Morici, Administrative Analyst** *V.M.*

**Date: July 12, 2011**

**Subject: Response to 2010-11 Grand Jury Report – “What’s on-line? e-Gov in San Luis Obispo County”**

## RECOMMENDATION

It is recommended that your Board adopt the response to the 2010-11 Grand Jury report titled “*What’s on-line? e-Gov in San Luis Obispo County*” and forward the Board’s response, along with the attached responses by the General Services Agency to the Presiding Judge of the Superior Court by July 18, 2011 and send a copy of the response to the Grand Jury.

## DISCUSSION

The Grand Jury issued a report on May 20, 2011 describing the current state of e-Gov services in San Luis Obispo (SLO) County. E-Gov is the shortened phrase for e-government and refers to the use of technology to enhance the access to and delivery of government services to benefit citizens, businesses and employees. The Grand Jury focused their evaluation on the County’s internet web site which is open to the public and the County’s intranet site which is internal to County departments and employees and is not accessible by the public. Although the Grand Jury report identified accomplishments related the County’s implementation of e-Gov services, the report indicates that much further work remains to be done.

The Grand Jury recommendations of this report focus on developing processes to obtain feedback from users of the County’s internet web site to identify improvements to the County’s web site and related e-Gov services. One recommendation is to form an e-Gov advisory group which consists of public and business users of County services. Another recommendation is to establish a task force comprised of County departments and employee stakeholders to improve the County’s intranet site.

The Grand Jury report includes five findings and four recommendations. Both the General Services Agency and the Board of Supervisors are required to respond to all the findings and recommendations in the report.

The General Services Agency has prepared the required responses to the Findings and Recommendations of the Grand Jury. The responses are shown in Attachment 1 of this report. The County Administrative Office has reviewed the responses prepared by the General Services Agency and recommends that your Board adopt these responses as the Board's responses to each Finding and Recommendation.

#### **OTHER AGENCY INVOLVEMENT/IMPACT**

The County Administrative Office reviewed the responses to the Grand Jury report prepared by the General Services Agency in the development of the recommended Board responses to this report.

#### **FINANCIAL CONSIDERATIONS**

Costs for preparing this response are included in the current department budget.

#### **RESULTS**

This response will meet the legal requirements and time frames for responding to a Grand Jury report with findings and recommendations.

#### Attachments

Attachment 1 – Recommended Response by the General Services Agency

Attachment 2 – The May 20 Grand jury Report titled "*What's on-line? e-Gov in San Luis Obispo County*"



## COUNTY INFORMATION TECHNOLOGY

Janette D. Pell, Director

Guy W. Savage, Deputy Director

**To: Jim Grant, County Administrator**

**From: Janette Pell, General Services Agency Director**

**Date: June 13, 2011**

**Subject: Response to Grand Jury Report – What's On-line? e-Gov in San Luis Obispo County**

This document provides the General Service Agency (GSA) response to the 2010-2011 Grand Jury Report entitled, *What's on-line? e-Gov in San Luis Obispo County*. As required by the Grand Jury, GSA is hereby providing a point-by-point response to Findings 1-5 and Recommendations 1 – 4.

### Findings

1. SLO County has implemented and continues to develop and implement e-Gov services for its citizens.

#### Response

The GSA agrees with this finding. The GSA also notes that the Grand Jury Report states, "SLO County government has committed experienced professionals in place to plan, implement and oversee new e-Gov offerings to county citizens and businesses now and into the future." A group of professionals from several County departments, known as the eGovernment Community of Interest (e-Gov COI) works regularly with GSA-Information Technology (GSA-IT) and other departments to identify additional services that are appropriate to provide on the County's web site. The group is committed to the development of cost effective ways to enhance e-Gov services to assist and inform the public.

2. County government has focused primarily on external clients/customers in its e-Gov efforts.

#### Response:

The GSA agrees with this finding. It is true that the primary focus has been to provide County and County-related information to the public. Current efforts include expanding the County's ability to accept electronic payments, rehosting of the Park's website, adding an electronic Park's reservation capability, and a project that will examine whether or not the current externally facing web design effectively meets the needs of those who use the site.

Attachment 1

3. County government has not placed similar focus on its own, currently underutilized, intranet.

Response:

The GSA agrees with this finding. Most of the internal support organizations, such as the Auditor-Controller's office, have a fairly significant intranet presence. On their site, the Auditor-Controller posts items of interest to all County employees such as Travel Policy and Reimbursement Rates, Smartphone Guidelines, and various County Forms. Similarly, General Services – Purchasing posts information on how to Surplus Clean Electronics, Request for Proposal templates, and a Purchasing Handbook for County employees who are involved in purchasing activities. Both of these organizations also post information that is primarily only of interest to departmental employees. The GSA believes that additional focus could be placed on the County's intranet and that the group best positioned for such a focus would be the e-Gov COI.

4. County government has not developed and implemented a regular, formal method of obtaining feedback from the citizens of SLO County on its e-Gov services, both current and potential.

Response:

The GSA partially agrees with this finding. The County web site allows for citizens to make inquiries or provide comments on a wide variety of issues including the status of e-Gov services. However, there has not been a formal process to obtain feedback specific to e-Gov services. In April 2011, the County began posting a short survey on its external-facing website. Questions include: 1) What type of information were you looking for on our web site?; 2) Were you able to find the information you were looking for?; 3) What could we do to improve our site?; and 4) What did you like about our site? Each response has been reviewed by the e-Gov COI, a cross-departmental team who guides the day-to-day implementation of the web site. Feedback through the survey will be continued moving forward.

5. The County has not formally surveyed its staff on how it might improve utilization of its intranet.

Response:

The GSA agrees with this finding. However, the e-Gov COI, who guides the day-to-day implementation of the intranet web site, has representatives from 14 different departments. The COI members are expected to bring ideas from their respective departments on how to improve both the internet and intranet web sites.

## **Recommendations**

1. SLO County should consider establishing an e-Gov advisory group consisting of local public users of e-Gov services, ideally a cross-section of business people and private citizens.

Response:

This recommendation may be implemented in the future. It appears the intent of forming an advisory committee is to obtain public feedback about e-Gov services.

The approach the County is taking is to use the survey related to e-Gov services posted on the County web site as a means to obtain public feedback.

Should the responses from the survey prove insufficient to make meaningful decisions, the e-Gov COI, under the guidance of the GSA-IT, will implement the Grand Jury's recommendation to consider forming an e-Gov advisory group after the survey results are monitored over the next several months. A decision will be made in late fall of 2011. Consideration of the decision to form an advisory group will necessarily involve an evaluation of the allocation of staff time to support an e-Gov advisory group relative to other County priorities.

2. SLO County should establish a focus group approach to obtaining feedback from public users of e-Gov services.

Response:

This recommendation will not be implemented as the County is currently seeking feedback from the public through its survey. Additionally, if a decision is made to create an e-Gov advisory group identified in Recommendation #1, the advisory group would be utilized to fulfill the focus group role.

3. SLO County should conduct an initial survey of County staff on how it might improve utilization of the County intranet, in order to establish a baseline. Thereafter, it should conduct periodic surveys to track progress and solicit ideas for further improvements.

Response:

This recommendation will be implemented by the GSA-IT organization, in coordination with the e-Gov COI. GSA-IT will issue the survey beginning in FY 2011-12.

4. SLO County should establish an internal task force targeted at improving the County's intranet, perhaps spearheaded by the e-Gov COI.

Response:

This recommendation will be implemented. The e-Gov COI will lead this task force beginning in late fall 2011.

# WHAT'S ON-LINE?

## e-GOV IN SAN LUIS OBISPO COUNTY

This report describes the current state of e-Gov services in San Luis Obispo (SLO) County. It does not address the larger subject of information technology (IT) in the County.

### INTRODUCTION

*What is e-Gov (or e-Government)?*

Also described as digital government, on-line government or connected government, e-Gov is communication and interaction through electronic media between government and the public, between government and businesses, and among government agencies.

*Distinction between Internet and Intranet*

To fully grasp the meaning and impact of e-Gov services, it is important to understand the distinction between internet and intranet. The **internet** refers to universal access to information through the World Wide Web, or via electronic media. **Intranet** refers to an electronic media network controlled by an organization, such as a government entity or a private company, for internal use only.

In this report, the **internet** refers to access to information and communication **between** government and its clients, e.g., individuals and businesses, via electronic media. The **intranet** refers to access to information and interaction through electronic media internal to government agencies, i.e., **within** the government only.

Examples of e-Gov today, both **internet** and **intranet**, include:

- The public may have access to information about government services, obtain government forms and even communicate with government employees via the **internet**

- Businesses may obtain information, complete applications and make payments to the government via the **internet**
- Employees of government agencies, such as the County, may share information through their own internal network, the **intranet**

### *Expected Benefits of e-Gov*

Expected benefits of e-government include greater efficiency and improved services, better and easier accessibility to public services and greater transparency. Examples of ways in which e-Gov has transformed the public's interaction with county government include:

- County property assessment and tax information accessible on-line
- County taxes and some fees payable on-line
- County Board of Supervisors agendas and meeting minutes accessible on-line
- Information about spending under the federal American Recovery and Reinvestment Act of 2009 at the SLO County level available on-line

The County is exploring delivery of additional e-Gov services and benefits in the future.

## **ORIGIN**

This investigation was initiated by the Grand Jury.

## **METHOD/PROCEDURE**

The Grand Jury obtained information for this report from interviews with four County staff, the Director and Deputy Director, IT, of the County General Services Agency, and the current and former chairpersons of the e-Gov Community of Interest. The Grand Jury also reviewed documents provided by County staff.

## NARRATIVE

The County engaged the Gartner Group, a nationally known Information Technology (IT) consultancy, to provide a road map for the development of its information technology services. The Gartner Group delivered an IT Strategic Plan in 2002 to help the County develop a county-wide IT strategy, including an e-Gov component. With the IT Strategic Plan in hand, the County recruited IT professionals with both government and private sector experience, reorganized the IT structure in the County and began to implement the IT strategic plan, including its e-Gov component.

In SLO County, the IT department is housed within the General Services Agency (GSA), unlike many other counties where IT is a separate department. The management structure of the GSA includes among its group of deputy directors a Deputy Director, IT, thereby raising the visibility of IT within the GSA.

The key driver in implementing e-Gov in the County has been the e-Gov Community of Interest (COI). The e-Gov COI is an advisory body and subordinate to the IT Executive Steering Committee, which is the main IT governance body in the County and chaired by the County Administrative Officer (see Attachment). The e-Gov COI, comprised of IT volunteers from various County agencies, has led the e-Gov effort and actually manages the County website content for most departments.

The County has two significant accomplishments in the area of e-Gov:

- Purchase and implementation of a content management system to manage the County website content
- Purchase and implementation of a single vendor e-Payments system for all County vendors

However, much remains to be done to achieve the ultimate goal of making County services available to the public 24/7 and through “one-stop shopping.” The ultimate goal is to allow a citizen to receive several services on-line and make one payment for all services provided.

“One-stop shopping” would include being able to launch a business by obtaining all necessary information and paying all necessary fees through one site, rather than multiple sites.

Currently, the e-Gov COI is investigating how the County can adopt social media, e.g., Facebook, Twitter and YouTube, to communicate with the public. The County hopes to extend its reach to younger County citizens through expanding its use of social media, given the rapid spread of social media use among the young.

To date, the County has focused the e-Gov effort on external clients, i.e., the public, and it has significant achievements to its credit. At the same time, the County has paid relatively little attention to its internal clients, i.e., County agencies. There is a large body of County agency information that could be uploaded to the County’s intranet for all County agency employees to access, e.g., department policies and procedures. If this were done, County employee searches for information at the county level would be faster and more efficient. County officials recognize that the County’s intranet has been underutilized and potential efficiencies are not being realized.

However, this is a classic “chicken and egg” scenario. County employees do not extensively use the intranet because there is relatively little useful information posted thereon. On the other hand, relatively little useful information is posted on the intranet because it is not heavily used by County employees. If senior county officials were to champion the intranet, in particular by mandating the uploading of much more information, there would be greater County employee accessibility to information via the intranet and intranet usage would increase.

The County appears to have no mechanism for obtaining input from its external clients about its delivery of e-Gov services. The County does not appear to make regular use of surveys, focus or advisory groups to obtain input or provide feedback to the County about its e-Gov services. The current survey on the County’s website requesting feedback does not appear to be part of an established, regular feedback program. At the same time, there is little evidence that the County has surveyed County employees for suggestions as to how the County could make better use of its intranet system.

## CONCLUSION

In summary, the Grand Jury learned that SLO County government has committed, experienced professionals in place to plan, implement and oversee new e-Gov offerings to county citizens and businesses now and into the future. In 2002, SLO County government had the foresight to commission the Gartner Group to develop an IT Strategic Plan for the County. Since then, the County has been implementing the plan and has made significant strides in developing and delivering e-Gov offerings to the citizens and businesses of the County. More information and services are available on-line than ever before and the amount is growing.

Much remains to be done, however, in both the internet and intranet arenas. Although the County has made progress in making information available and delivering e-Gov services to the public via the internet, the County does not appear to have a regular mechanism for obtaining feedback from external users. Understandably, the focus to date has been on developing and delivering e-Gov services; however, there has been much less emphasis on obtaining potentially valuable feedback from public users. Public user feedback would have value not only for assessing current e-Gov services, but also in helping to identify future e-Gov services.

Regarding the County intranet, comparatively little has been done. Some information, indeed, has been uploaded to the intranet and is used by County employees. However, far more information could be uploaded, which means that the capabilities of the County intranet are underutilized and potential benefits are delayed. In addition, the County appears to have made little effort to survey County employees about their views and suggestions as to how the County intranet could be better utilized.

## **FINDINGS**

1. SLO County has implemented and continues to develop and implement e-Gov services for its citizens.
2. County government has focused primarily on external clients/customers in its e-Gov efforts
3. County government has not placed similar focus on its own, currently underutilized, intranet.
4. County government has not developed and implemented a regular, formal method of obtaining feedback from the citizens of SLO County on its e-Gov services, both current and potential.
5. The County has not formally surveyed its staff on how it might improve utilization of its intranet.

## **RECOMMENDATIONS**

1. SLO County should consider establishing an e-Gov advisory group consisting of local public users of e-Gov services, ideally a cross-section of business people and private citizens.
2. SLO County should establish a focus group approach to obtaining feedback from public users of e-Gov services.
3. SLO County should conduct an initial survey of County staff on how it might improve utilization of the County intranet, in order to establish a baseline. Thereafter, it should conduct periodic surveys to track progress and solicit ideas for further improvements.
4. SLO County should establish an internal task force targeted at improving the County's intranet, perhaps spearheaded by the e-Gov COI.

## REQUIRED RESPONSES

**The General Services Agency of San Luis Obispo County** is required to respond to Findings 1 - 5 and Recommendations 1 - 4. The responses shall be submitted to the Presiding Judge of the San Luis Obispo Superior Court by **July 18, 2011**. Please provide a paper copy and an electronic version of all responses to the Grand Jury, as well.

**The Board of Supervisors of San Luis Obispo County** is required to respond to Findings 1 - 5 and Recommendations 1 - 4. The responses shall be submitted to the Presiding Judge of the San Luis Obispo Superior Court by **August 17, 2011**. Please provide a paper copy and an electronic version of all responses to the Grand Jury, as well.

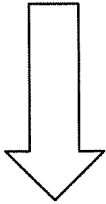
The mailing addresses for delivery are:

Presiding Judge	Grand Jury
Presiding Judge Charles S. Crandall Superior Court of California 1050 Monterey Street San Luis Obispo, CA 93408	San Luis Obispo County Grand Jury P.O. Box 4910 San Luis Obispo, CA 93402

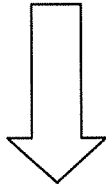
The email address for the Grand Jury is: [GrandJury@co.slo.ca.us](mailto:GrandJury@co.slo.ca.us)

**ATTACHMENT**

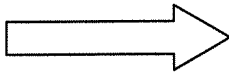
**General Services Administration,  
Director**



**General Services Administration,  
Deputy Director, IT**



**Information Technology Executive  
Steering Committee (ITESC)\***



**e-Gov Community of  
Interest (COI)**

\*This committee is chaired by the Chief Administrative Officer of SLO County