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Economy & Efficiency Commission Presentation

Editorial Note: Although every effort has been made to insure the accuracy of the material in this presentation, the scope of the material covered and the discussions undertaken lends itself to the possibility of minor transcription misinterpretations.

**PRESENTATIONS BY
Mr. Richard Sanchez
CIO, Chief Information Office
Los Angeles County**

December 2, 2010

Overview of LA County Chief Information Office

Chairman Barcelona greeted Richard Sanchez, CIO of Chief Information Office and welcomed him while turning it over for Mr. Sanchez to speak to the Economy and Efficiency Commission.

Chief Information Office Overview

Mr. Sanchez stated that the Chief Information Office (CIO) provides vision and strategic direction for the effective and secured use of information technology (IT) to achieve business objectives and improve the delivery of services throughout the County of Los Angeles. He stated that within the CIO, the Information Security Office (ISO) establishes and publishes countywide information security policies and standards to mitigate risks to computer assets and data. He stated that the CIO is responsible for enterprise IT planning, addressing cross-departmental IT issues, ensuring adherence of countywide IT practices and policies, and providing recommendations to the Board of Supervisors and Chief Executive Office regarding prudent allocation of IT resources.

Mr. Sanchez stated that the CIO management staff support County Departments by providing business and technical analysis of IT projects and initiatives, request-for-proposals and contracts. He stated the CIO's oversight responsibilities facilitate Departments' alignment with the County's Strategic Plan and compliance with technology standards. He also stated to accomplish this objective; the CIO coordinates the Departmental Business Automation Planning process, and publishes the annual Integrated Business Automation Plan to report on major strategies and the tactical application of technology in the County.

Mr. Sanchez stated that the Consolidated Computer Purchase Program (CCPP) establishes a countywide acquisition process for all PC device assets. He stated that this program enables the County to aggregate Department PC purchases by standardizing on a limited number of PC technical configurations based on countywide requirements, and maximizing savings through large volume purchasing to obtain the lowest device cost. He also stated that the pricing for these configurations are obtained via competitive solicitations conducted semi-annually.

Mr. Sanchez stated that the County spends approximately \$1.13 billion a year, which is fairly large for a Department its size. He stated that the overall budget for the County is \$23 billion and that IT spends less than 20% overall. He stated that at the State level, IT spending is approximately \$3 billion. He stated that when you think about Los Angeles County which is inclusive to areas such as the City of Los Angeles, The Port, The Harbor, and the Airport, the Department probably spends in Los Angeles County close to \$5 billion dollars a year. He stated that there is a lot of investment in IT particularly in the County. He stated that there is about 4,000 employees throughout the County that deal with IT. He stated that he has been fairly pleased with his Department keeping track of the budget and all the initiatives and programs that his Department will continue to work on. He also stated that his Department did a quick survey of bids and the CIO has about \$125 million worth of projects that they are working on, whether they are projects that are in development or bids that have gone out.

CIO Strategic Goals, Programs, and Initiatives

Mr. Sanchez stated that there are six goals: (1) Alignment and Agility-which will create and sustain a responsive IT environment policy, process and tools that can quickly adapt to the County's changing business priorities and needs (2) Financial Stewardship-this will establish the best practice procurement, contracting and IT development strategies to leverage County's buying power and support the implementation of cost effective shared and utility service models (3) Interagency Collaboration and Partnerships will promote collaboration, information sharing and partnerships to achieve common business objectives and efficient exchange of information between systems and Departments (4) Organizational Effectiveness will develop a framework of policies and practices to strengthen the County's IT workforce, ensuring the County is prepared to meet the challenge of a large complex public sector organization (5) Accessibility to Government Services will provide a seamless enterprise, delivering consistent, reliable, accessible, and secure services to the public, business community and other government entities (6) Information Security and Privacy will develop a strategic framework to protect and secure the County's technology assets and information while safeguarding citizens' privacy.

Mr. Sanchez also stated that the CIO Enterprise Initiatives Programs consist of 5 parts (1) Enterprise Content Management (ECM) which will adopt an ECM software standard and establish an architecture and infrastructure to support cost-effective deployments and facilitate greater sharing of information and processes between Departments (2) Shared Data Center Strategy will establish a direction for a consolidated data center operations and disaster recovery strategy that will reduce cost, improve or sustain current performance levels, improve security and disaster recovery capabilities, and provide flexibility to respond to changing department needs (3) Information Technology Shared Services will provide reliable available and secure centralized IT services to Departments that is responsive and cost effective (4) Enterprise Web & Video Conferencing-the Department will implement an enterprise infrastructure to support the deployment of videoconferencing and web collaboration tools, and the last part of the Initiative is (5) Managed Print Services will reduce cost of print and copy devices and improve sustainability by reducing paper usage, energy and printing supplies. Mr. Sanchez stated that for the Shared Data Center Strategy the Department is looking into where are the Data Centers located throughout the County of Los Angeles. He stated that in the event of a disaster many of the County Departments that runs a huge production system don't have an infrastructure in place that will provide disaster recovery. He stated that if we have a major outage then the Departments will lose a lot of data.

Business Automation Plan

Mr. Sanchez stated that the purpose of the Business Automation Plan is to identify the Departments' business needs, IT solutions, asset alignment with County Strategic Directions and Initiatives, and facilitate the Department's Strategic IT Planning and inter-department coordination, and to identify all areas of focus that would benefit from an enterprise-level solution. He stated that this will be used to facilitate prioritization of projects and initiatives, understand the IT investments and budgets, and to assess impacts to infrastructure and applications. He stated that there will be a year-round Project Tracking and Reporting initiative to support executive reporting and project dashboards, and to streamline project tracking and risk management. He also stated that IT Budget Reporting will identify current investment and expenditure

levels, and assess impact budget and what-if scenarios.

Department Accomplishments

Mr. Sanchez stated that his Department partnered with the Chief Executive Office (CEO) and the Internal Services Department (ISD) to redesign and launch the new County Portal (www.lacounty.gov) with enhanced functionality. The portal provides improved access and an enhanced user experience to County information and online services. The portal's infrastructure streamlines the maintenance and support of County websites.

Mr. Sanchez stated that his Department collaborated with the Sheriff, Fire, and CEO to implement Alert LA County, a countywide mass notification system to efficiently and effectively contact and alert citizens and businesses in emergencies and disasters. He also stated that his Department strengthened the County information security program by initiating the implementation of countywide risk management programs and acquiring an enterprise e-mail security solution. He stated that this will improve the County's ability to protect its critical information assets.

Mr. Sanchez stated that his Department also partnered with ISD to develop and launch the Los Angeles County Solar Map, which utilizes a combination of high resolution aerial data, 3D geographic analysis, and an easy-to-use mapping interface to provide residents and businesses with information on their property's solar power potential, energy savings, and CO2 emissions reduction. He stated that his Department gained Board approval to establish a countywide standard for enterprise content management software which will be used to capture, store, preserve, and deliver information, content, and documents. Mr. Sanchez stated that this has enabled the County to achieve economies for software licenses and maintenance and support and to increase interoperability among Departments.

Questions

Commissioner Fuhrman asked whether the Countywide IT Portfolio is driven by individual Departments or being driven centrally from the Chief Information Office? Mr. Sanchez replied that the CIO is involved when each Department is planning their IT activities. He stated that the CIO makes sure each Department IT activities are in line with the directions that the County is moving towards.

Commissioner Fuhrman asked who makes the decision for example, that the money that Animal Control is spending for a new email system might be spent better helping probation deal with more of a crisis situation. Mr. Sanchez replied that the CEO is involved with that and with the CIO's input, his Department can solve those types of issues that may come up and step in and say no to that because the County has a central environment that has a single email system for the entire County. Commissioner Fuhrman asked even if they have a legitimate need at Animal & Control, is there someone to say that's less of a need than Probation might have? Mr. Sanchez replied that those decisions would come back to the CEO Office.

Commissioner McIntyre asked whether the CIO liaison with the State, City of Los Angeles, or other Counties. Mr. Sanchez replied that the CIO does deal with the State but from a technical perspective, his Department deals with many of the agencies-for example, whether it's Public Social Services or Child & Family Services-directly in terms of data exchange. Mr. Sanchez stated that the CIO works with the State in terms of technology, and the direction that they are moving towards and then the CIO tries to take advantage of the technology that the State will be using. He stated that the CIO has a fairly good relationship with the State's CIO Office and that the County meets with the State's CIO Office on a regular basis. Mr. Sanchez stated that a lot of the growing pains with the State are with centralization, and that both the State and the County are moving more towards greater consolidation of IT. He stated that the County has been following the State's model very closely and are doing a lot of similar things within the County.

Commissioner Ikejiri stated that prior to September 11th, JP Morgan, Morgan Stanley, and Golden Sachs all had other offices setup on Staten Island in the event something catastrophic happened. He asked Mr. Sanchez where would the County's Staten Island be? would it be at Rancho Los Amigos? Mr. Sanchez replied that one of his Department's point of concern is in fact disaster recovery. He stated that Downey is a

recovery unit and they have a relationship with Orange County. He stated that this recovery in Orange County is strictly for data that is already in Downey. He further stated that one of the results from the survey done earlier in the year was concern regarding data recovery. Mr. Sanchez stated this is why the CIO continues to work with the CEO's Office to find a second data center. Commissioner Ikejiri asked whether if the two Departments are considering having the data center somewhere offsite as if out of the County? Mr. Sanchez replied definitely. Mr. Sanchez stated that the CIO and CEO are thinking that it would be of great value outside of the earthquake zone.

Commissioner Ikejiri asked whether his Department is cutting down on paper usage. He stated that the Economy & Efficiency Commission Commissioners receive most of their meeting information by email. Mr. Sanchez replied that there are a couple of initiatives that the CIO is focusing on: (1) Enterprise Content Manager in which his Department will be doing a lot of data storage, i.e. converting everything from paper base to digital and making it available for a lot of the agencies electronically so they won't have to generate paper (2) Manage Print Services-currently there are over 40,000 printers in the County that the CIO sees as major inefficiencies because they all generate a lot of paper and create a large cost for the supplies to keep the printers running. He stated that the CIO has initiated a program to pilot 5 different County Departments, in which his Department will go in and perform an assessment and evaluate how many printers do each Department need to do their job, the end result should cut down on a lot of printing as well.

Commissioner Kalm stated that the E&E Commission is looking for a project for 2011. He stated that Commissioner Fuhrman suggested a couple of months ago that the E&E Commission might consider some joint projects with the IT Commission but there was a small concern that at our level we shouldn't invade territory that's already covered by others. Commissioner Kalm asked if there is a base that requires the impetus of an independent Commission like E&E to move forward that would move the County further along on the power curve on the application of technology to provide County Services either at the interface with the user or more along the Strategic development of fresh initiatives to apply technology to County Operations? Mr. Sanchez replied that one of the things that concerns him as the CIO is that the County has a large amount of duplications by many of the agencies. He stated that one of the things that his Department is looking at is examining what the Departments are doing in IT and if there are perhaps opportunities which his Department might be able to provide more of a centralized support and infrastructure. Mr. Sanchez stated that Commissioner Fuhrman also asked if there were any other opportunities for there to be a tighter control on the budget and how it's being spent. Mr. Sanchez stated that his Department is already moving in that direction because they are reviewing each Department's budget and it may come to the point where the CIO may need to have a Governance Committee to take a look at all the IT expenditures. He stated that the CEO may be very receptive to moving in that direction. Mr. Sanchez also stated that as it is today based on Ordinance, County Departments are entitled to get their services however they can-whether they develop their own, contract with ISD, or contract with an outside agency. He stated that there are various opportunities and he would welcome the idea of spending a little bit more time with Commissioner Kalm and Commission Fuhrman to get more details on some of the areas his Department is working on and where the CIO is looking to move the County in terms of IT.

Commissioner Kalm stated that coming from the private sector he doesn't see it as an IT issue because IT is covered; but more as an application of technology to the way the County provides services which may have various manifestations including an IT component. He stated that it fundamentally has a component that the Department Heads and individual Department would have to buy into the fact that they are going to do something differently then they have done historically at the interface with the customer. He stated that he sees it as not infringing on IT but rather as the E&E Commission saying here are some other things that we could suggest which are being done in San Francisco, Atlanta, or some other Counties to make LA County's interface with its customers more efficiently. Mr. Sanchez replied that the CIO is always open to reviewing what other agencies are doing and comparing that to what this County is doing.

Chairman Barcelona expressed his appreciation to Mr. Sanchez and invited him to come back to speak to the EEC in the near future and the Commissioners applauded.

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