CCISDA

Strategic Plan

Assessment & Recommendations

A look into the member and association needs and priorities

October 16, 2011

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Updating the CCISDA Strategic Plan: Keeping California Running and Growing

In 2007 CCISDA developed a strategic plan focused on how CCISDA can be of greater value to its membership. The original strategic plan covered strategy and tactics for its conferences and projects.

Now with deteriorating economic conditions in the United States – and California in particular – CCISDA faces pressures to sustain itself and remain relevant to its membership. At the October 2010 CCISDA conference, the CIOs authorized the development of an updated strategic plan.

During the assessment phase the team examined the CCISDA organization, its planning assumptions, member and association needs, and its vision of its future.

The first deliverable – Phase 1 Assessment – was published April 15, 2011.

From late April till early July, over 30 volunteers participated in five strategic planning teams. Each team focused on one strategic area. The teams used the results of the assessment to think about what it meant to CCISDA and to themselves. Then they gave thought to recommendations and priorities for each strategic focus area.

The complete list of recommendations was reviewed by the entire team July 21. The results is this second project deliverable – Phase 2 Recommendations.

During August and September the recommendations were reviewed by the CCISDA Board for direction and future action. These final recommendations will be presented at the October 2011 CCISDA conference.

Jim Reiner   Jeanne Peters
Project Manager   Project Associate
County of Sacramento   County of San Diego

CCISDA

The California Counties Information Services Directors Association is the official organization of county IT directors and county Chief Information Officers in the state of California.

CCISDA represents all of California's 58 counties in the area of information technology and county government.

CCISDA Strategic Areas

1. **Enable Communication**
2. **Think BIG Picture**
3. **Improve Follow Through**
4. **Enhance Conferences**
5. **Market CCISDA**

Executive Summary

This is the CCISDA Strategic Planning Phase 2 Deliverable: Recommendations.

I am happy to report that the 5 CCISDA strategic planning teams all completed their work during 2Q11. Each team had at least 7 team members. And at least half of these were CIOs.

In the rest of this document you see the 21 recommendations from the five task teams.

The key objective and # 1 goal when implementing the plan is to:
- Grow the membership base, and
- Broaden the number of members engaged in CCISDA activities

Priority recommendations:
1. Formalize the operation of CCISDA
    - Add another board member to focus on membership development and marketing
    - Initiate a 2 yr pilot program that creates an executive director to oversee the operation of CCISDA
2. Institutionalize the CCISDA goals, objectives, and guiding principles
3. Turn the collaboration portal into an operational business
4. Write a business plan and annual report as a tool for driving CCISDA
5. Expand membership both for County IT and vendors

On behalf of Jeanne Peters and myself I want to thank your Board for your support through the first 2 phases of this project. County CIOs and their staff are very busy with work in their own county. So, I am grateful for the participation so many have made to this effort to date.

I must say that I have found this project to be inspiring and energizing at my end.
There are a lot of really hardworking, nice people out there in the counties.

Best regards,
Jim Reiner

The 21 Recommendations

Each team produced a list of recommendations and proposed actions for their specific topic. Collectively, the 21 recommendations from the 5 teams can summarized like so:

1. Governance - management, policies, guidance, processes, and decision making
   a. Add another CCISDA board member with the role of membership care and development
   b. Update the CCISDA charter to reflect an additional board member
   c. Assign to a board member responsibilities for outreach and relationships with vendors and outside organizations
   d. Assign to the president of CCISDA: create and update an annual business plan; publish and annual report
   e. Form a subcommittee of special work group leads to provide input and assist in coordinating efforts
   f. Initiate a 2 year pilot program that creates an executive director to oversee the operation of CCISDA

2. Guiding principles – broad and fundamental beliefs that steer the organization
   a. We support an accountability philosophy that we will deliver what we promise when we promise
   b. We use basic project management disciplines when forming committees or task forces to ensure an efficient beginning and effective outcomes
   c. We use our collective discussions to apply technology and leadership to solve common business problems across counties and the state
   d. CCISDA helps CIOs bring solutions to their peer executives in their counties

3. Face to face meetings – specific events for collaboration and mutual support
   a. Form a team to help the program chair plan conferences
   b. Define a process for member and vendor input for event agenda planning
   c. Provide a report back to the membership on topics, decisions, follow up, financials

4. Collaboration portal – a point of access to diverse information from members
   a. Create an area on the portal for each county: contacts, bio, services, projects, etc.
   b. Help CCISDA members effectively use the portal
   c. Put together some level of governance for the portal

5. Outreach & marketing – building relationships and creating value inside and out
   a. Communicate our activities and accomplishments within and outside of CCISDA
   b. Connect with the people and events run by CSAC (California State Association of Counties) to get their support
   c. Create the CCISDA brand or elevator pitch
   d. Create a new member's packet of welcome information
   e. Broaden outreach to all IT staff within a county, not just central IT
   f. Create associate members – both within CCISDA and with vendors

1 – Enable Communication Between Members

Assessment

Members value connections at conferences and forums and then continuing some sort of ongoing contact till the next get together.

However, since only about 30% of members can attend conferences and forums, CCISDA also needs tools that enable participation for all.
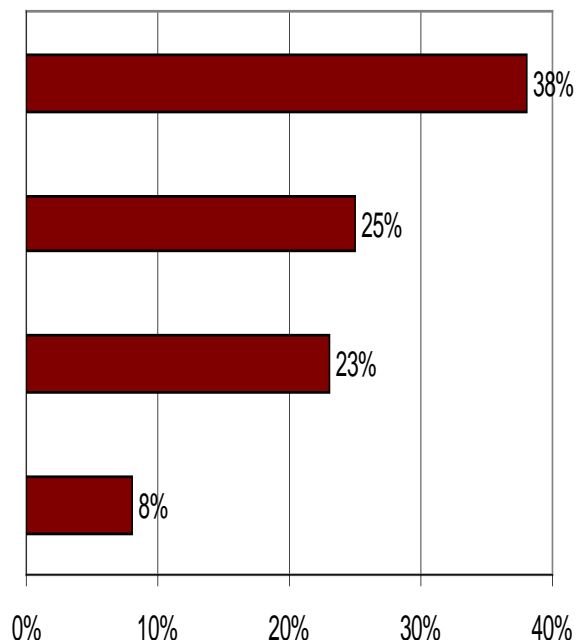
48 comments submitted by participants

18 stated they value networking via periodic personal contact in forums, conferences, and online meetings

12 stated they want info about contracts, projects, case studies, experiences, technologies, challenges, training

11 indicate a need for tools that enable communicating such as the Sharepoint site and online meetings

4 suggest outreach to members asking what will draw them in

Other Themes:

- We need a place to share and archive information.

- The group needs to be able to do more in between CCISDA conferences like the ISF and Rural/Small Counties meetings. Given the cost of travel, consider doing more with video meetings in areas like criminal justice and SharePoint would be beneficial.

- We all need to communicate more than we do today

- Information sharing to specifically include vendor information. I think that just 1 contract resulting from many visits to CCISDA is saving my county about 60K / year.

- The opportunity to meet, get to know, and network with peers from other Counties is by far the largest benefit. We are all dealing with many of the same issues and can learn from one another from experiences. It is also a great group to bounce ideas off of.

On April 27 & May 4, 2011, the team talked about priorities and proposed actions when considering member input and what it means to enable CCISDA information sharing.

Recommendations:	Proposed Actions
1. Create an area on the CCISDA collaboration portal that has information about each county's technology, projects, services, and IT contacts.	Form a team to: • Put together a template for collecting the information we want. This will help standardize information in the profiles for access. • Put together a template for posting information about projects proposed and resources needed. • Make sure these county profiles are searchable so we can search on a topic and get back a list of matching counties. • Have the CIOs of each county fill out their county profile. • Show this profile area at the next conference so we know what it is and how to use it.
2. Help CCISDA members effectively use the CCISDA collaboration portal.	Form a team to: • Pick the top things people need to know about using the portal and put together training material that addresses it. • Create tips and hints you should know to use the portal • Provide links to training already available from MS. • Put together more extensive curriculum on using the portal. • Integrate the portal with Outlook
3. Put together some level of governance for the CCISDA collaboration portal.	Form a team to draft the portal governance: • Assign an owner for oversight of the portal. Perhaps rotate this through the CCISDA board members. • Get documents and process from San Diego, Monterey, and Nevada counties as starter material. • Review MS SharePoint governance docs. • Work with Perficient to include governance in a portal visioning exercise. • Include policies such as records retention and deletion of content on the portal.

The team also recognized that we need to be aware of the time commitment required to do this. It may require a core team along with some short-term volunteers.

2 – Think BIG Picture

Assessment

CCISDA can be a very important organization within the State of California.

"If we are truly looking at Strategic Planning for the roles and responsibilities for CCISDA I do not think we should be looking at the narrow scope of how CCISDA can help individual Counties but how CCISDA can help County government as a whole."
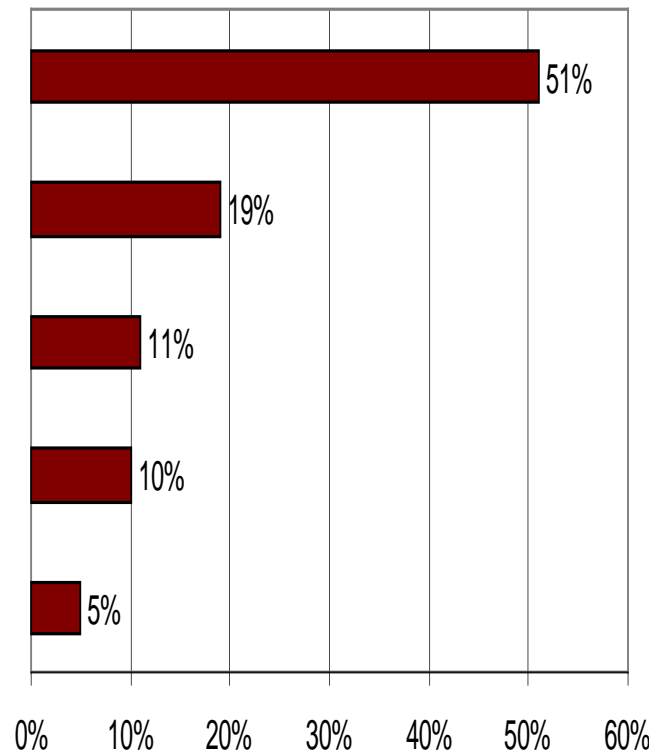
108 comments submitted by participants

55 indicated CCISDA should focus on how to do things California wide and save costs through collaboration

21 stated that the changing role of the CIO and IT needs to be considered

12 suggest CCISDA develop a profile of CA counties: contracts, projects, successes, work plans, services, etc

11 stated an interest in more briefings about trends in technology and its impact

5 stated a need to improve the working relationship with the State of CA

Other Themes:

- When we look at our core services that we all provide; for example, do we really need to duplicate those services in all 58 Counties? I do not think so and these are the things that CCISDA can change with the right focus.

- What if we could get all Counties to agree to use Microsoft Exchange as their email system. Now, what if we were to put that in the Microsoft Cloud. Can you imagine not having to support 58 email systems, your ability to collaborate at that point especially if you did the same thing with Sharepoint, the price point and the service we would receive for that many participants?

- Coordinate some of our work with CSAC as well.

- Focus should be on how to do things California wide and save costs through collaboration.

On May 25 & June 1, 2011, the team talked about priorities and recommendations when considering member input and what it means for CCISDA and the BIG picture.

Recommendations:	Actions
1. Update CCISDA governance for the future:	1. Add a new member to the CCISDA Board with the role of membership care and development. Define the role, vet the proposal, update the charter, and recruit to fill the position. This new board member's duties could include the following: • Manage the collaboration website – member communications. • Champion membership development (CIOs and associates). o Focus on leadership to interact with peer business leaders, business analysis, business leadership, and customer care. • Gather agenda recommendations for the conference planner.
2. Update the responsibilities of the CCISDA board	1. Assign to a Board member the responsibility for outreach and relationships with vendors and outside organizations. • Reconnect with the State of CA CIO when the new person is appointed. • Integrate closer with CSAC and the Regional Counsel of Rural Counties (RCRC.) Meet with their leadership. Build relationships so they seek us for advice. 2. Assign to the President of CCISDA: • Create and update an annual business plan. • Publish an annual report to help us measure and communicate what CCISDA is doing.
3. Update the CCISDA purpose and charter	1. Define the CCISDA core purpose and core values that members appreciate. Develop some guiding principles to guide CCISDA into the future. This rebrands CCISDA or the CIO from the techy-guy to the business leader. Examples: • Learning about how other counties solved a problem, • Using our collective discussions to apply technology and leadership to solve common business problems across counties, across the state. • Helping CIOs bring solutions to their peer executives in their counties

In addition, the team suggested these topics be covered at conferences:
• Organizational change and getting ready for the future.
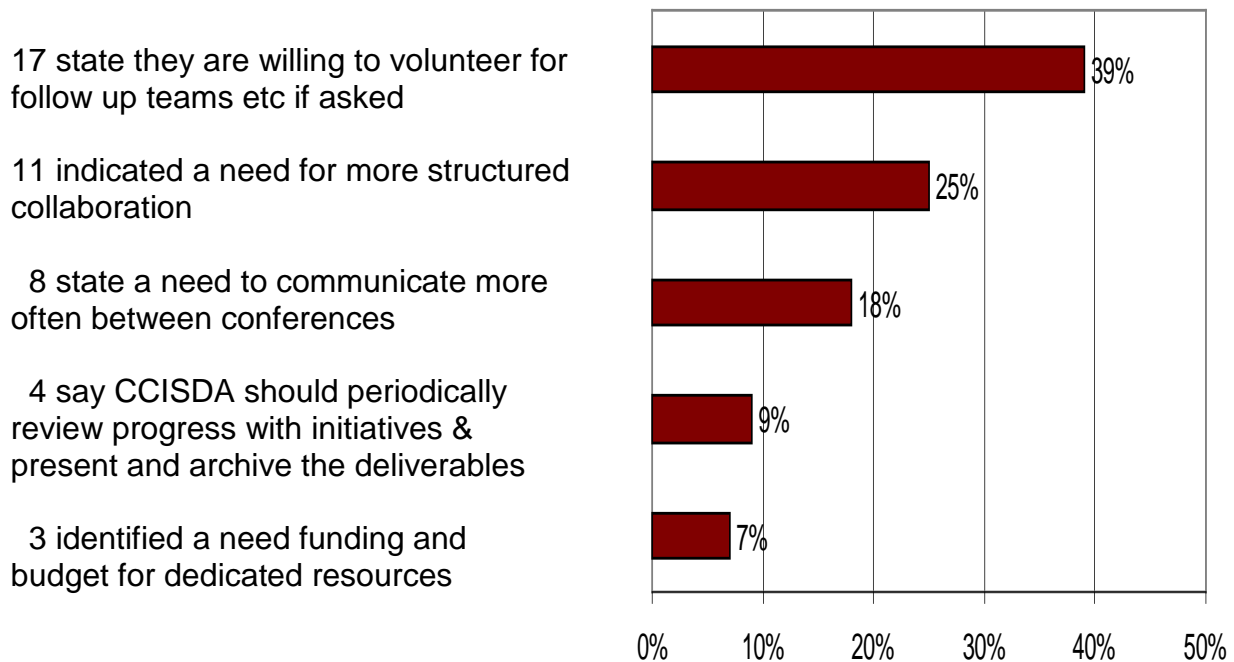• How to integrate the CIO into the County's business planning.

3 – Improve Follow Through

<u>Assessment</u>
Respondents stated that follow through is difficult since they are all volunteers.

However, they also stated that there is a simple solution – after every discussion ask it there is an action item, then immediately get volunteers, and have them provide report backs to forums and conferences.

44 comments submitted by participants

17 state they are willing to volunteer for follow up teams etc if asked

11 indicated a need for more structured collaboration

8 state a need to communicate more often between conferences

4 say CCISDA should periodically review progress with initiatives & present and archive the deliverables

3 identified a need funding and budget for dedicated resources

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<u>Other Themes</u>:

- I wish the organization had more resources to make things happen. There are a ton of great ideas, but only volunteers to make things happen. If I had one wish, it would be that CCISDA actually had people to make some of the things go.

- There is a lot of discussion at the conferences but much of it doesn't get followed up on in a timely manner because everyone gets back to their office and is too busy.

- Twice a year is not enough to meet. Perhaps for the main CCISDA conference but maybe have a conference call that would meet once a month to discuss sharing ideas, brainstorming, cost allocations, new technology developments, succession planning for executive leadership, or maybe even a county partnership

On June 22 & 29, 2011, the team talked about recommendations for Improving CCISDA Follow Through

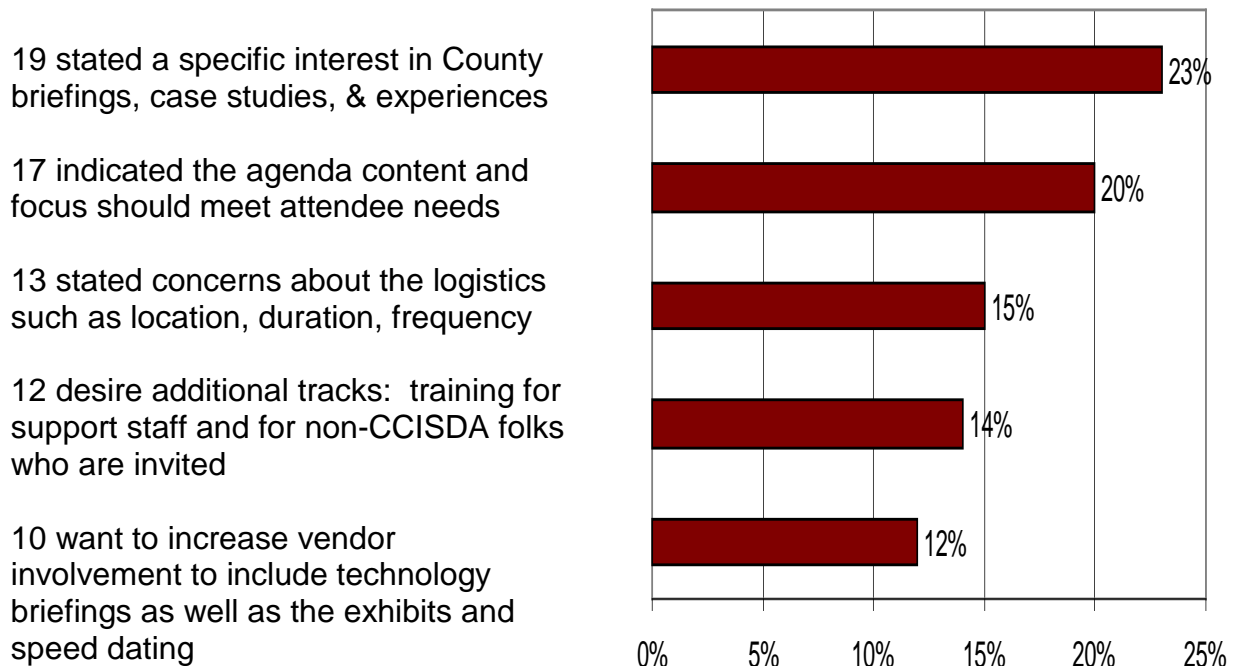| Recommendations:	Actions
1. Form an advisory committee comprised of leaders from various CCISDA committees and subcommittees to provide status briefings to the Board so the Board can make more informed decisions 2. Adopt an accountability philosophy that we will deliver what we promise when we promise	Form a leadership team made up of the CCISDA Board plus the chairs/leads of the special workgroups and forums (maybe a group of 10-12 people). Hold ourselves accountable to do what we say we are going to do when we say we are going to do it. o The Board provides oversight and big picture conference planning. The others are a subcommittee to the board and provide input and assist with coordinating efforts. o Use a tool such as a business plan to manage the work, priorities, and guidelines for decisions, processes, resources. It is a list of all projects, etc. with guidance on how we get it done. o This governance leadership team: ▪ determines priorities, ▪ ensures somebody is responsible and in charge of whatever projects are selected, ▪ ensures volunteers have their management support, ▪ validates that CCISDA has the capacity to get things done; ▪ ensures that when forums or workgroups meet they provide feedback to board and membership, and ▪ conducts outreach to membership so they know how to get involved.
3. Adopt basic project management disciplines when forming committees or task forces to ensure an efficient beginning and effective outcomes	Form a task team to put together guidelines and templates on how to get something going. Use simple project definitions that includes a need, statement of work, and deliverable. The project lead then can get commitment & volunteers and get a go/no-go when we are clear about what is expected before starting. Build in continuity on project team and leads – so dual leads may help. Especially if a co-lead gets new priorities for a while. Do this in a spirit of collaboration and driving a culture of getting things done. Build momentum by having success stories on little things. Build credibility. Keep momentum with volunteers focusing on short scope, achievable efforts. Accomplish something.
4. Establish a simple and effective outreach to communicate our activities and accomplishments within and outside of CCISDA	Set a schedule for ongoing and periodic outreach. Market what we are doing. Publish the business plan and workgroup/forum work plans. Solicit for volunteers to get involved in activities.

4 – Enhance CCISDA Conferences

Assessment

Conferences are a highlight for those who can attend.

CCISDA conferences are a great reference for technical, operational, legal and legislative information regarding the industry and government IT and non IT related topics. Many aspects of County operations are based on information or background provided by CCISDA members.

84 comments submitted by participants

19 stated a specific interest in County briefings, case studies, & experiences

17 indicated the agenda content and focus should meet attendee needs

13 stated concerns about the logistics such as location, duration, frequency

12 desire additional tracks: training for support staff and for non-CCISDA folks who are invited

10 want to increase vendor involvement to include technology briefings as well as the exhibits and speed dating

Other Themes:

- I would change the format of the non-CIO lounge. I think we're missing an opportunity to discuss and share our opportunities and challenges with other counties.
- Keep up the networking opportunities with events and free form forums.
- We really need online access for those who did not make it on site.
- CCISDA as an organization and at its conferences should focus on how to do things California wide and save costs through collaboration – this should be the focus of things presented and discussed and shared.

On April 6 & 13, 2011, the team talked about priorities and proposed actions when considering member input and what it means to enhancing CCISDA conferences.

Recommendations:	Actions
1. **Form a team to help the program chair plan the October 2011 conference**.	• Recruit team members • Define a schedule and objectives o The target agenda determines attendance and involvement. Best practice is set the agenda 2 months ahead. So, by August for the Oct conference.
2. **Use Monday afternoon for something fun, relaxed, educational, and interactive.** Make it a blend of vendor and county activities for attendees.	Consider these when planning the program: • speed dating with vendors • training and/or education sessions • an extended lunch
3. **Put together a Top 10 List of topics of interest for the conference.** • Get input from CCISDA members. • Have vendors propose ideas also. • The CCISDA Board reviews these two lists and selects topics.	• Survey CCISDA members for top areas of interest for vendor briefings, hands-on demos, County case studies, successes to share, and Roundtable topics such as GIS, State of CA issues, Calnet, health care reform, L&J, Telecom, Sharepoint, security • We would like a balanced view from multiple vendors on a similar topic in vendor briefings.
4. **Define the criteria for vendor selection and presentations** – based on sponsorship or other criteria.	• Determine method that will be used to choose vendors. It needs to be simple and fast. • Create a template that vendors fill out – objectives, topic definition, etc. Like a 'call for papers.' • Have vendors put together a proposal for review months before the conference.
5. **Plan for a keynote speaker that is relevant to vendors as well as county attendees.**	The keynote at SD was well received. We'd like someone of that caliber.
6. **Give vendors the opportunity to talk with counties from a geographic region**.	Build this into the program schedule. Maybe a little more face-time with decision makers in a region.
7. **Start planning the Spring 2012 conference at the October 2011 conference**.	Get feedback from attendees for planning the next conference.
8. Oct would be a possibility to **hold the information security forum with the conference.**	The program chair and the ISF chair need to work this out.

5 – Market CCISDA

Assessment

If a business isn't growing, it is dying.

And the only way to make sure your business is growing is to identify and engage a steady stream of clients through effective and compelling marketing.
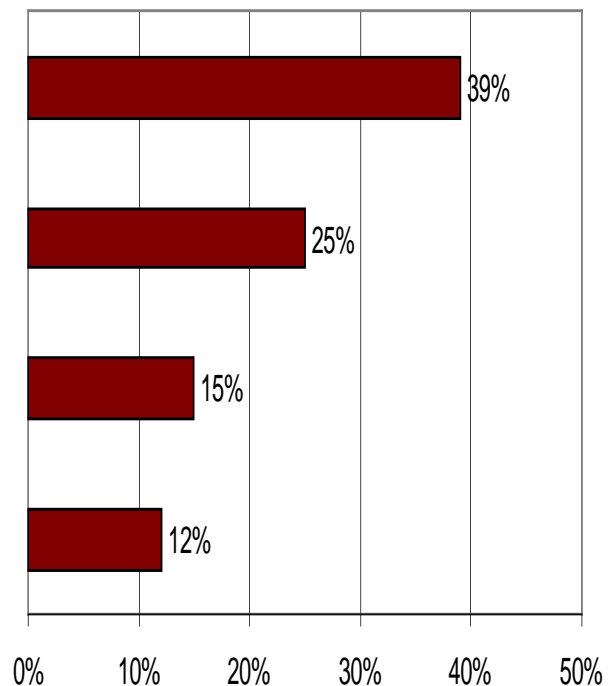
59 comments submitted by participants

23 indicate that CCISDA needs to create a unique selling proposition or elevator pitch

15 state a need to focus on what people want and need – why they come; what are the hot buttons?

9 state a need to focus on who are we marketing to – decision makers, influencers, users, outside organizations

7 indicate a need for focused outreach – distribution channels, strategy, tactics, processes

39%	
25%	
15%	
12%	

0%   10%   20%   30%   40%   50%

Other Themes:

- Seems like we don't really have much of a mission statement for the association. Are we only about IT organizations within counties? Do we really only care about management types in CCISDA? Do we want any and all IT people from counties included? Do we want to focus on counties and county issues or do we want to really be one voice that can do battle or collaborate with the state and/or nationally? If we had a more coherent purpose, it would be much easier.

- Create USP. Fill it in:
  CCISDA helps CIOs do __(what)__ better than anyone else by __(how)__.

- Or create the Elevator Pitch:
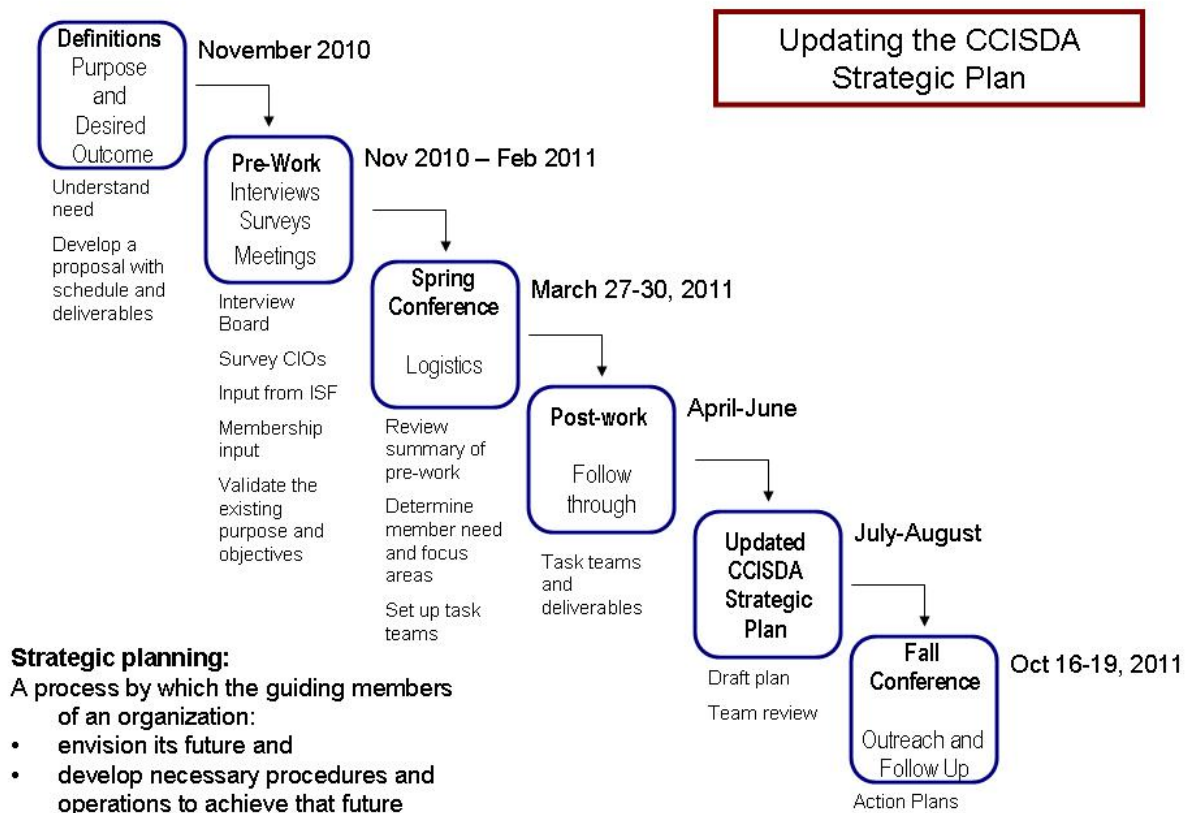 Do you know how CIOs are facing __(what – challenges, etc)?__ What CCISDA does is provide CIOs with __(what)__.

On June 15, 2011, the team talked about recommendations for effectively marketing CCISDA.

Recommendations:	Actions
1. Expand the CCISDA governing board	2. Put this on the agenda for the August Board meeting: • Change the by laws to define one more Board position that focuses on outreach. Maybe not rotate this one – could be a longer term role till you get tired of it. 3. Use the CIO Lounge at the Oct conference to fill this new Board position.
2. Connect with the people and events run by CSAC (California State Association of Counties) to get their support	1. Make contact with CSAC president about establishing a relationship / connection with CCISDA 2. Send a representative to the CSAC conferences 3. Add IT management to their events or institute. This means CCISDA members will need to attend as presenters 4. Present the CCISDA innovation awards at a CSAC event
3. Market CCISDA to the CIOs, members, IT staff, and vendors	1. Assign a point person (project manager) to research firms that can design and create marketing materials. 2. Hire someone to put together the CCISDA annual report. It would begin with a president's message, our goals, mission, objectives, guiding principles, an historic list of accomplishments, business plan, etc. 3. Create outreach to CIOs: • develop a new members packet that can go out to new CIO's, Deputy CIOs and CAO's; hold a welcome breakfast for new CIOs at the start of each conference • Develop and maintain a list of counties and the CIOs; include a bio and some brief info about each county • Conduct ongoing outreach to all CIOs - what CCISDA is and what it can do for them… testimonials, success stories, recruitment for attending next conference 4. Outreach to membership at large • get member and vendor input for the conference and forum agendas • build and market the collaboration portal 5. Broaden outreach to all IT staff in a county, not just the central IT • Potential for membership growth – use associate members who can be anyone with IT duties in a county – however, you need to manage this by designing the conference agenda for these attendees. Need to keep in contact with them and provide a platform of education for them. 6. Outreach to vendors • create vendor associate memberships. Example, if a vendor supports CCISDA at $1K a year they get benefits such as: no lottery?, be part of the conference program, get a sign at the registration table, get to show off 2-3 things, etc.
4. Create the CCISDA brand or elevator pitch	1. Create Unique Selling Proposition (USP). Fill it in: CCISDA helps CIOs do __(what)__ better than anyone else by __(how)__ 2. Do you know how CIOs are facing __(what – challenges, etc)?__ What CCISDA does is provide CIOs with __(solutions, information, contacts, opportunities, etc.)__.

Project Overview

Here's a high level overview of the project to update the strategic plan:

- 1Q11: Assessment – Examine the CCISDA organization, its planning assumptions, member and association needs and interests, and the vision of its future.

- 2Q11: Recommendations Development – Based on the assessment, define end state goals and measures, and develop strategies for the organization, its services, and operation.

- 3Q11: Implementation Plan Development – Validate the findings and recommendations and develop an actionable plan for moving forward. Move the plan to implementation and ongoing progress reporting.
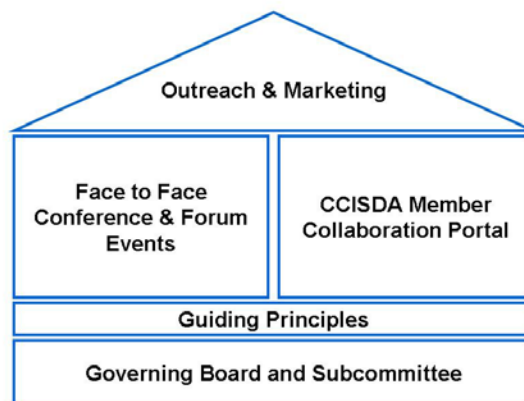
Using a Business Plan for Implementation

A business plan is an ongoing management tool. It is a formal statement of a set of goals and the plan for reaching those goals.

It serves as a unifying framework that identifies priority work, ensures somebody is responsible and in charge, sets an expectation for completion, and is a tool for evaluating progress. The plan needs to be reviewed and updated regularly.

The strategic planning process has helped CCISDA define its direction, and make decisions on allocating its resources to pursue this strategy.

Each strategic planning team looked at specific information from the membership. The team evaluated what was said and then considered what it meant to CCISDA and to themselves.

All teams concluded that CCISDA needed a tool, such as a business plan, to manage and track any work that would help improve the association for its members, for Executive Events, and for its supporting vendors.

A business plan may include the following:
CCISDA purpose, key result areas or goals, objectives with owners assigned and a brief description of the deliverable, and a current status.

Here is an example to see how this might look:

Strategic Goal #1
Market and Promote CCISDA.

Owner	Objective	Deliverable	Status
	Contact CSAC to be part of their annual meeting	Innovation awards given out at CSAC, CCISDA booth at the CSAC event	
	Create a new member's welcome packet	Package of information and contacts made for new CIOs	
	Develop an outreach schedule	Set a schedule for various types of communication inside and outside CCISDA	

Strategic Goal #2
Enhance the use of the collaboration portal.

Owner	Objective	Deliverable	Status
	Create County profile areas	Template created and filled out by each county	
	Create a training package for new users	Training material created and available to membership	
	Put in place portal governance	Team formed, decisions made, admin assigned	

Contributing CCISDA Members

Special Thanks to CCISDA Members who participated on one or more of the strategic planning teams.

County of Santa Clara	Joyce Wing
	Dan Baldree
County of Butte	Art Robison
	Jason Parks
County of Kern	John Devlin
County of Marin	Rwena Holaday
County of Monterey	Richard Lange
County of Napa	Jon Gjestvang
County of Nevada	Steve Monaghan
	Daina Carolan
County of Sacramento	Alan Douma
County of San Benito	Ray Espinosa
County of San Diego	Harold Tuck
	Jeanne Peters
County of San Luis Obispo	Guy Savage
	Patrick Lieser
County of Santa Cruz	Kevin Bowling
County of Tulare	Peg Yeates
County of Tuolumne	Gregg Jacob
County of Ventura	Rick Jackson
Executive Events	OJ Sutherland
Retired Volunteer	Jeff Denning

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