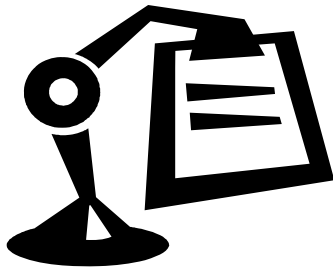


# Information Security Series

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4 of 5 booklets in the series



## Develop Your Information Security Business Plan

Define focus areas and short-term objectives

**Date: 01/29/2008**

**Version: 3.0**

County of Sacramento

## The Entire Information Security Series booklets

### **A Guide to Using the Information Security Series**

Using the booklets to clarify your focus, consolidate efforts, and commit to disciplines

#### **1 – Evaluate Your Information Security Program**

Survey to find out if you are making progress

#### **2 – Anchor Your Information Security Program**

Set a goal, a strategy, and take the best first step

#### **3 – Build Your Information Security Program**

Tips to help you start and sustain your program

#### **4 – Develop Your Information Security Business Plan**

Define focus areas and short term objectives

#### **5 – Manage Your Information Security Program**

Use a method to organize, prioritize, and evaluate

## Summary of Contents

Introduction

The storyboard

- Indicators for change

- Relationship to higher goals

- Current status

- Understanding and actions

- Getting to goals and objectives

- Results expected

- Standardization to lock in gains

- Communication: awareness and feedback

- Future plans

Conclusion

## Introduction

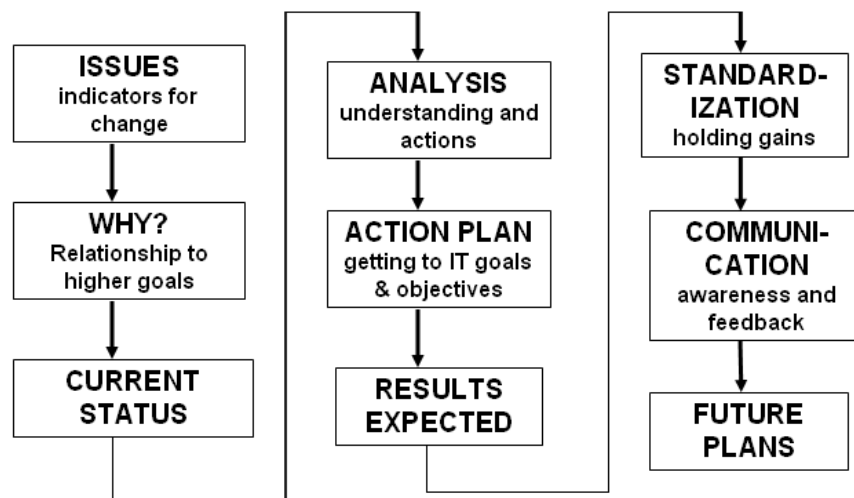
A security business plan outlines key focus areas and sets forth both three-year goals and one-year objectives. The focus areas represent the critical strategic areas in which we need to channel our energies and actions.

This booklet describes the process we used to create the Sacramento County IT Plan. This process also works well for creating a security business plan. You can see the Sacramento County IT Plan at <http://www.itpb.saccounty.net/ITPlans/index.htm>

Best regards,  
Jim Reiner

## The Storyboard

### Elements of the Story Board



Indicators for change

## **Issues—the indicators for change**

- ◆ the County has some extraordinary challenges facing it in the months and years ahead
- ◆ the Board of Supervisors and other County decision-makers need a plan to assist in prioritizing and maximizing the effectiveness of our investment in information technology and improving service delivery processes to our constituents.
- ◆ a County wide IT Plan does not now exist... the CIO is determined to provide an IT roadmap consistent with the County Strategic Plan

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### **Characteristics of Governing Magazine ‘A’ grade counties:**

- Three year strategic plan
- Well-designed governance structure
- Refresh cycle for PCs
- Emphasis on training
- Robust security and virus management
- Solid project management
- Performance measures evaluate IT
- Citizen transactions via the web
- Good GIS use
- Solid procurement standards
- IT disaster-preparedness tests

## Relationship to higher goals

# **Why Selected—relationship to higher goals**

### **CIO goals:**

- costs down
- visibility up
- value improved
- business driven

### **County needs:**

- a county-level IT plan
- support the business needs
- provide an IT roadmap that is consistent with the County Strategic Plan

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### **Benefits to be Gained:**

- a plan that helps us manage IT demand collaboratively with consistent service and value while focused on business drivers.
- a holistic, global view that unifies the technology architecture with a plan that is governed across the enterprise
- move incrementally to fill gaps in our program and service delivery

Current status

## **Current status—prior to the start of the project**

- ◆ a largely decentralized IT environment
- ◆ independently developed IT solutions
  - without factoring in long-term service requirements, economies of scale, or infrastructure standards
- ◆ some technology decisions not linked to the underlying business issue
- ◆ information technology is sometimes viewed as an “added” or separate component to our processes

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**As a result, we don’t know:**

- the value of IT
- the impact of IT initiatives
- staffing/skills needs
- what departments are doing or plan to do
- how to communicate the ‘big picture’



## Understanding and Actions

# **Analysis—understanding and necessary actions**

### **Process used ensures:**

- ◆ validation of expectations by executive management, the IT organization, and the departments
- ◆ cost and scope containment
- ◆ smooth change management and sound decisions as the project progresses and the business environment evolves

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### **Key steps in the data collection and analysis:**

- obtain input from stakeholders
- evaluate County department business plans
- evaluate best practice IT plans and business plans from other jurisdictions
- develop themes and quantify stakeholder input
- identify the business drivers

## Getting to Goals and Objectives

# Analysis—what customers said they need

### 18 Focus Groups (260 people) were asked:

- ◆ What are your key business initiatives?
- ◆ What processes need to be enhanced or initiated?
- ◆ What county-wide issues do you see?
- ◆ What IT services and programs will be needed?

### Participants said they want to:

- ◆ manage IT with a countywide perspective
- ◆ improve service delivery
- ◆ expand access to information and service through electronic media
- ◆ enable and improve communication

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### The purpose of IT:

A definition emerged from the process with the focus groups and became the basis for the Countywide IT goals and objectives:

**The purpose of information technology  
is to enable the County to achieve its  
business goals and objectives.**

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### Focus Group business drivers:

- laws and regulations
- public health and safety
- public's demand to access information
- government services citizens
- communication to constituents and employees
- strategies with a countywide perspective
- privacy and security
- skilled and trained county workforce
- access and sharing between departments
- limited financial and human resources

Getting to Goals and Objectives, continued

## **Action—deriving IT focus areas**

**Focus areas in which to channel our energies and actions:**

- ◆ **Infrastructure:** Enhance the County IT infrastructure to provide a robust, stable, scaleable and secure foundation
- ◆ **Services:** Expand electronic access to County services
- ◆ **Service Delivery:** Manage IT service delivery from a Countywide perspective

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**Coordination and validation through continuous refinement:**

- ◆ Information Technology Policy Board (ITPB)
- ◆ Technology Review Group (TRG)
- ◆ IT Research & Advisory Services
- ◆ Subject matter experts (wording, budget, staffing, schedule)
- ◆ Focus Group interactive workshop
- ◆ IT Plan Advisory Group

Getting to Goals and Objectives, continued

## **Action—the IT goals and objectives**

(for 2004)

### **Infrastructure**

#### ***3 Year Goals:***

- Improve the voice and data networks
- Improve County Email and calendaring
- Implement a wireless infrastructure
- Enhance the Regional Radio System
- Implement a mainframe strategy
- Improve security for people, buildings, and data
- Implement a new voting system
- Implement CalWIN
- Comply with HIPAA

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### **Services**

#### ***3 Year Goals:***

- Implement e-procurement
- Provide access to services via the Web
- Promote regional partnerships
- Enhance COMPASS functionality
- Enable and promote data sharing and communication
- Leverage use of the Intranet
- Support E-commerce
- Improve constituent inquiry processes

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### **Service Delivery**

#### ***3 Year Goals:***

- Develop an IT disaster recovery plan
- Deliver IT services in a consistent manner
- Establish an IT funding strategy to support consistent service delivery
- Complete the implementation of the IT governance structure

Results Expected

## **Outcomes Expected— process and management**

**Management:**

- ◆ use a portfolio management approach to meet CIO goals:
  - costs down
  - visibility up
  - value improved
- ◆ the plan is a tool for business and IT to...
  - organize investments
  - Evaluate and prioritize
  - Decide when and how to make changes

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**Process:**

- ◆ assist in decision making
- ◆ maximizing effectiveness of the County's IT investments
- ◆ integrate technology into the County's service delivery
- ◆ improved coordination

## Standardization to Lock-in Gains

# **Standardization—holding gains from improvements, standardizing processes**

### **Implementation methodology:**

- identify an owner for each 2003 objective
- establish time frames for status checks and reporting
- establish a coordination point for information collection and reporting
- establish a communications plan for continuous awareness and input

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### **Governance:**

The existing IT governance structure will be instrumental in:

- developing consistent policies, practices, programs, and training
- collaborating on plans, priorities, and schedules

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### **Standard Development Cycle:**

- analysis and planning,
- business case justification,
- design,
- implementation and support

Communication: Awareness and Feedback

## **Communication Plan— continuous awareness and feedback; sharing lessons learned**

**Strategy:**

- make information available
- don't force feed it
- vary the content to meet the needs of the audience
- listen to customers and employees

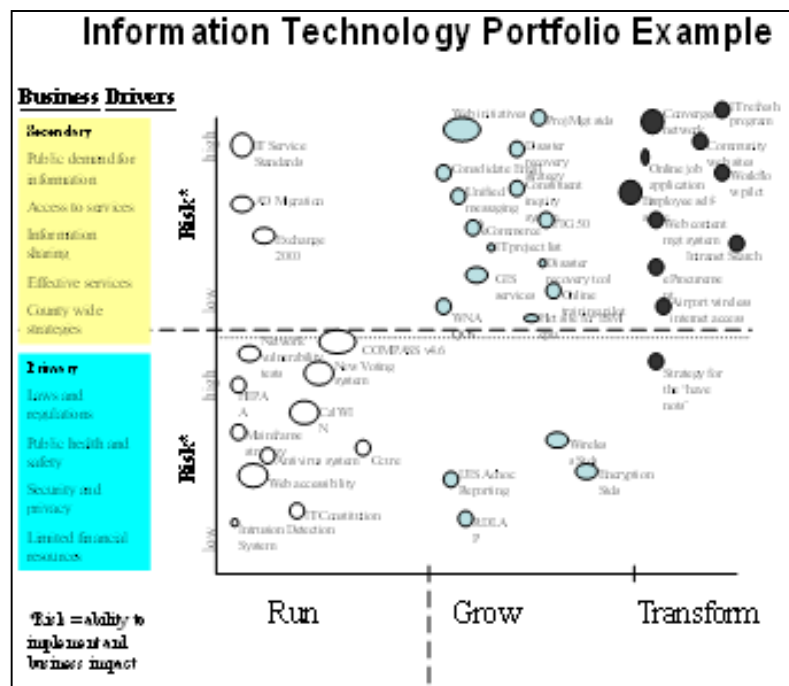
<i>Who</i>	<i>What</i>	<i>How</i>	<i>How Often</i>
<b>Executive Management</b>	<b>Strategy &amp; Value</b>	<b>Meetings</b>	<b>Quarterly</b>
<b>Department Heads</b>	<b>Strategy &amp; Report Back</b>	<b>Meetings</b>	<b>Quarterly</b>
<b>IT Staff</b>	<b>Tactics &amp; specific projects</b>	<b>Meetings</b>	<b>Monthly</b>
<b>Customers</b>	<b>Services</b>	<b>Seminar</b>	<b>2x per year</b>
<b>Everyone</b>	<b>News and Status</b>	<b>Web, Email, Newsletter</b>	<b>Quarterly</b>

## Future Plans

# Future Plans

### Managing the IT Plan:

- manage the IT Plan as an investment portfolio based on priority, risk, value, and schedule
- document progress during the year
- continually looking forward 3 years for planning and budget purposes





## Conclusion

A security business plan gives you a target to shoot at and measure progress against.

As each year goes by, the plan can be updated to match your overall planning and budgeting needs. At Sacramento County our budget cycle goes from July 1 to June 30. We purposely chose to line up our IT Plan with the calendar year boundary instead of the fiscal year boundary. This has given us the opportunity to focus on what we need to do without being blinded by budget planning.

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## County of Sacramento

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**Jim Reiner** is an IT Manager in the Office of Communications and Information Technology (OCIT) at the County of Sacramento where he has served since 1979.

A quality information security program is possible. Jim believes in giving back to make a difference for others. Creating the information security series is just one way he invests in others to help them be a success. *"With this series, you not only have the power to create a great security program... you have the power to make a difference."*

His current activities involve managing the Continuity Planning Team, the HIPAA Security Program, and working as the OCIT Information Security Officer. His work has always had a special focus on enterprise planning.

He coordinated the efforts for County HIPAA Security Compliance (2005), architected the County IT Plan (2003), established the County IT Constitution – the basis for IT Governance in the County (2000), is a frequent speaker and trainer, a past manager of the Web team (2002), the Planning and Advanced Technology team (1999), the Enterprise Network Team (1995), the PC/server team (1992), and in the distant past, a system programmer.

You can see some of his work on the Sacramento County website. The Sacramento County IT Plan, Board letter, presentations and progress reports can be found at: <http://www.itpb.saccounty.net/ITPlans/index.htm>

The Sacramento County IT Constitution and Board letter can be found at: <http://www.itpb.saccounty.net/ITConstitution/index.htm>

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## County of Sacramento

[www.SacCounty.net](http://www.SacCounty.net)

### **Board of Supervisors**

**2008**

**Roger Dickinson, 1<sup>st</sup> District**

**Jimmie Yee, 2<sup>nd</sup> District**

**Susan Peters, 3<sup>rd</sup> District**

**Roberta MacGlashan, 4<sup>th</sup> District**

**Don Nottoli, 5<sup>th</sup> District**

**Terry Schutten**

**County Executive**

Published by:  
Office of Communications and Information Technology  
County of Sacramento  
799 G Street  
Sacramento, CA 95814  
(916) 874-7825  
January 2008

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