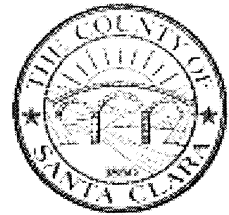


County of Santa Clara

Office of the Clerk of the Board of Supervisors
County Government Center, East Wing
70 West Hedding Street
San Jose, California 95110-1770
(408) 299-5001 FAX 298-8460 TDD 993-8272



Lynn Regadanz
Interim Clerk of the Board

August 27, 2012

The Honorable Richard J. Loftus, Jr.
Presiding Judge
Santa Clara County Superior Court
191 North First Street
San Jose, CA 95113

RE: Grand Jury Report: County Updates the Look and Feel of Its Website Without
Attention to Content

Dear Judge Loftus:

At the August 21, 2012 meeting of the County of Santa Clara Board of Supervisors (Item No. 17), the Board adopted the response from the County Administration to the Final Grand Jury Report and recommendations relating to County Updates the Look and Feel of Its Website Without Attention to Content.

As directed by the Board of Supervisors and on behalf of the Board President, our office is forwarding to you the enclosed certified copy of the response to the Final Grand Jury Report. This response constitutes the response of the Board of Supervisors, consistent with provisions of California Penal Section 933(c).

If there are any questions concerning this issue, please contact our office at 299-5001 or by email at lynn.regadanz@cob.sccgov.org.

Very truly yours,

LYNN REGADANZ
Interim Clerk, Board of Supervisors
County of Santa Clara

Enclosures

FILED

SEP 04 2012

DAVID H. YAMASAKI
Chief Executive Officer/Clerk
Superior Court of CA County of Santa Clara
BY D. ALDYCKI

County of Santa Clara
Office of the County Executive



63744

The foregoing instrument is a correct copy of
the original

DATE: August 21, 2012

TO: Board of Supervisors

FROM: Gary A. Graves, Chief Operating Officer

SUBJECT: Grand Jury Report "County Updates the Look and Feel of Its Website Without Attention to Content"

ATTEST: Lynn Regadanz,
Interim Clerk of the Board

By: D. Christopher

Deputy Clerk
Date: AUG 21 2012

RECOMMENDED ACTION

Adopt response from Administration to Final Grand Jury Report relating to County Updates the Look and Feel of Its Website Without Attention to Content; and, authorize the Board President and Clerk of the Board of Supervisors to forward department response to Grand Jury report to the Presiding Judge of the Superior Court with approval that responses constitute the response of the Board of Supervisors, consistent with provisions of California Penal Code Section 933 (c).

FISCAL IMPLICATIONS

There are no fiscal implications associated with these Board actions.

REASONS FOR RECOMMENDATION

Below is the response to the Grand Jury's findings and recommendations enumerated in the Final Report, County Updates the Look and Feel of its Website without Attention to Content. The response has been completed pursuant to the California Penal Code, Section 933(c) and 933.05(a).

In reviewing the Grand Jury's report referenced above, and recognizing the report is directed at multiple agencies, the Administration is recommending the Board adopt this response that takes into consideration all of the aspects of this issue. This response is jointly prepared by the Office of the County Executive and the Office of the Chief Information Officer and staff from the Information Services Department (ISD).

In May 2010 the County's Center for Leadership and Transformation (CLT) formed a team which worked with Executive management to identify areas of improvement in Information Technology (IT). Ten years of budget cuts have resulted in reductions in staff available to work on IT projects and also contributed to infrastructure degradation. In 2010, a number of projects were identified, and Web Portal improvements were determined to be a priority.

In order to improve the portals, the Administration migrated the portals to a new content management platform, Microsoft's SharePoint. The first phase of the project was to move off of the 10 year old platform that had become difficult to maintain and difficult for the departments to easily manage content. The Administration understood that content would still need to be cleaned up after the platform migration. This approach was chosen so the County could migrate faster to the new platform and reduce maintenance costs

of the old platform during a long migration. The second phase of the project is to clean up the content by working with departments, establishing guidelines and procedures, adding training efforts, and implementing methods to enforce the guidelines and procedures. The new external portal was migrated to the new platform in April, 2012, and efforts to address content issues are in progress, with ISD working directly with the departments.

While the Administration agrees there are issues relating to the public facing portal as identified in the report, we believe measures have been put into place which address these issues and will result in improved content delivery to the public. The measures taken are discussed below.

FINDING 1:

The County Lacks a policy that governs website management, structure and content.

Response: 933.05(a)(1) The respondent agrees with the finding.

Recommendation 1A:

The County should develop and implement a comprehensive website management policy.

Response: 933.05(b)(2) The recommendation has not been implemented, but will be implemented in the future.

The Administration agrees with this recommendation. In March 2012 the County began a governance process to address this issue. The Enterprise Content Management Center of Excellence (ECM CoE) was formed and is responsible for developing policies and other content management related issues. The ECM CoE has tasked ISD with documenting the best practices and guidelines used while working with agencies and departments to improve their content so that policies can be established by the ECM CoE. New positions were created in the FY 2013 budget within ISD to support and facilitate these efforts.

Recommendation 1B:

The County should assign an individual within the Office of the County Executive with countywide website management responsibility.

Response: 933.05(b)(4) The recommendation will not be implemented because it is not warranted or is not reasonable.

The Administration agrees in part with this recommendation. The Administration agrees there should be clear delineation of responsibility of for website management, but disagrees it should be an individual. The Administration has delegated website content management to the ECM CoE which is a group formed of multi-departmental representatives who specialize in a variety of fields. The ECM CoE governance committee now owns and has taken on the responsibility of not just the County's public facing portal content, but all areas related to content, including but not limited to: portals, collaboration, document management, records management and social media. A cross-county team is recommended to manage website oversight, along with subject matter experts on an as-needed basis

to assist or help establish guiding principles, best practices and the development of a good training program and communication plan. Discussions have begun with the County's Employee Development managers, and communication experts are being interviewed.

Recommendation 1C:

The County policy should require departments to identify an individual responsible for department content and updates.

Response: 933.05(b)(2) The recommendation has not yet been implemented, but will be implemented in the future.

The Administration agrees with this recommendation. The ECM CoE chair and co-chair met with representatives from various departments and the Deputy County Executive responsible for the Employee Services Agency (ESA) to establish and identify content owners responsible for agency/department content. The CoE has discussed this issue, and will incorporate this requirement into the future policy.

FINDING 2:

The County website contains broken links and dead-ends, making it difficult to navigate.

Response: 933.05(a)(1) The respondent agrees with the finding.

The Administration agrees with this finding. It isn't uncommon for websites to have broken links, especially where sites are managed by independent content owners from multiple agencies, departments, and programs.

Recommendation 2:

The County should implement a website control function to ensure ease of access and functionality.

Response: 933.05(b)(2) The recommendation has not yet been implemented, but will be implemented in the future.

The County has procured tools that assist in identifying broken links. Reports are available to the department content administrators, but a lack of Countywide resources presents a challenge to update and maintain the sites. ISD has used available resources to correct the problems where department intervention was not required, is training departments to fix their links as part of phase 2 of the migration to the new platform, and is in the process of training the department content administrators how to leverage the tools in place. The ECM CoE will be discussing how to manage the broken links report on a long term basis, and will incorporate this issue into the policy.

CHILD IMPACT

The recommended action will have no/neutral impact on children and youth.

SENIOR IMPACT

The recommended action will have no/neutral impact on seniors.

SUSTAINABILITY IMPLICATIONS

The recommended action will have no/neutral sustainability implications.

BACKGROUND

The published Information Technology (IT) Strategy and Plans for Fiscal Years 2013 to 2015 focus on IT strategies that include the following that pertain to the County's Public and Employee Portals:

- Improving Customer/Client Access to County Services
- Improving Employee Access to Online Services, Information and Training

- Improving IT Governance and IT Project Portfolio Management

The goals and objectives of these strategies reflect many of the recommendations made by the Grand Jury and are currently in the process of being implemented or planned. The Centers of Excellence groups being formed with cross-County representation will provide subject matter expertise to provide the needed oversight, collaboration, and foster the use of best practices and policies around each of the focus areas to drive business results. These CoE teams will provide:

- Support to the business lines by providing services or subject matter experts (internal and external if needed)
- Guidance and establishment of standards, methodologies, tools, policies and knowledge repositories
- Provide shared learning opportunities for training, certification, skill assessments, and collaboration
- Measure identified benefits and achieve results through the use of output metrics
- Support the IT Governance model to ensure the County is investing in the right things as an organization

In Summary, the County Administration agrees with the findings and has plans underway to that should meet the recommendations provided by the Grand Jury.

CONSEQUENCES OF NEGATIVE ACTION

The County would not be in compliance with the law in responding to the Grand Jury's Final Report.

STEPS FOLLOWING APPROVAL

Following approval of the response provided, forward all comments of the Santa Clara County Board of Supervisors to the Honorable Richard J. Loftus, Jr., Presiding Judge, Santa Clara County Superior Court on or before Friday, September 14, 2012.

LINKS:

- Linked From: 63983 : Adopt a separate or amended response to the Final Grand Jury Report relating to County Updates the Look and Feel of its Website Without Attention to Content, and authorize the Board President and Clerk of the Board to forward response to the Presiding Judge of the Superior Court.

ATTACHMENTS:

- County Updates the Look and Feel of its Website Without Attention to Content Final Report (PDF)
- Cover letter Grand Jury (PDF)