



Administration Building
West Hearing Room
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Littleton, CO 80120
303-795-4630
Relay Colorado 711

Kathleen Conti, District 1
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Study Session
November 23, 2020

The members of the Board of County Commissioners may attend study sessions virtually or in person, but due to social distancing requirements, presenters and the public may only attend virtually. The public may attend the study sessions (listening only) by calling 1-855-436-3656. The Board of County Commissioners may go into executive session during or at the conclusion of the study session as necessary to receive legal advice or discuss other confidential matters.

The Arapahoe County Board of County Commissioners typically holds weekly Study Sessions on Monday and Tuesday. Study Sessions (except for Executive Sessions) are open to the public and items for discussion are included on this agenda. Agendas (except for Executive Sessions agendas) are available through the Commissioners' Office or through the County's web site at www.arapahoegov.com. Please note that the Board may discuss any topic relevant to County business, whether or not the topic has been specifically noticed on this agenda. In particular, the Board typically schedules time each Monday under "Committee Updates" to discuss a wide range of topics. In addition, the Board may alter the times of the meetings throughout the day, or cancel or reschedule noticed meetings. Questions about this agenda? Contact the Commissioners' Office at 303-795-4630 or by e-mail at commissioners@arapahoegov.com

Study Session Topics

9:00 A.M. Calendar And Board Updates

Michelle Halstead, Director, Communication and Administrative Services

10:30 A.M. *Digitalization Strategy And Direction

Discussion of a request from Information Technology (IT) for direction from the Board of County Commissioners to develop a county-wide digitalization program which, over time, will improve citizen experiences, create significant efficiencies, and optimize IT support

Request: Information/Direction

Keith Fuchser, Divisional Manager of Business Relationships, Information Technology

David Bessen, Director, Information Technology

Keith Ashby, Purchasing Manager, Finance

Tiffanie Bleau, Senior Assistant County Attorney

Documents:

11:30 A.M. Administrative Meeting - Total Compensation
Dusty Sash, Total Compensation Manager, Human Resources

Break

12:00 P.M. *Executive Session
Executive Study Session and County Attorney Administrative Meeting [Section 24-6-402
(4)(b)C.R.S.](As required by law, specific agenda topics will be announced in open
meeting prior to the commencement of the closed and confidential portion of this session)

Ron Carl, County Attorney

***To Be Recorded As Required By Law**

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Colorado 711.*

Please contact our office at least 3 days in advance to make arrangements.



ARAPAHOE COUNTY
COLORADO'S FIRST

BOARD SUMMARY REPORT

Date: November 12, 2020
To: Board of County Commissioners
Through: David Bessen, Information Technology Director
From: Keith Fuchser, Divisional Manager of Business Relationships
Subject: Digitalization strategy and direction

Request and Recommendation

The Information Technology Department is seeking direction from the Board of County Commissioners to develop a county-wide digitalization program, which, over time, will improve citizen experiences, create significant efficiencies, and optimize IT support.

Background

For several years, Information Technology has provided information about the benefits of moving numerous County services from an analog mode to a digital one. Over the past 18 months, IT has been developing its own departmental strategy which is highly focused on using technology to improve citizen experiences, increase efficiency, and streamline departmental operations. This departmental strategy, in turn, can be linked in several ways to the County's strategic goals and positively impact the County and its citizens. Before proceeding to develop and execute a broad-based technology strategy for the County, IT would like to review some fundamental concepts with the Commissioners to obtain support for the ideas. Following the endorsement of these concepts, IT will work with the E-Team to determine how best to execute and manage a digital strategy for the County.

Discussion

As we are all aware, today technology impacts nearly everything that we do as citizens, consumers, business, or a government agency. One result of the pervasive presence of technology is that we, as consumers and businesses, have created expectations of how business should be conducted, of how frictionless transactions should be, and of how we can leverage technology for the convenience that it can provide. In addition, technology has always held out the prospect of greater efficiency: initially this simply meant conducting transactions faster, but today it is focused about streamlining an experience and avoiding duplicative work, reducing errors, and providing more information digitally instead of through a costly human conversation. Finally, as technology has become increasingly complex and embraced more services and greater volumes of data, delivering and maintaining technology itself has become more complicated and needs to be streamlined to solidify the efficiencies and savings technology provides to users.

IT's analysis of what technology can provide to the County focuses on three main areas: 1) citizen/business experience; 2) efficiencies and effectiveness; and 3) streamlining IT operations.

The first requires us to understand how citizens want to interact with us and how to make that experience as easy and clear as possible. Citizens do not always understand our organizational structure or may not be familiar with some of the distinctions and categorizations we make, so the challenge will be how to make government clear and self-evident to the citizen so that she/he does not hesitate to conduct business with the County using technology. This also has the benefit of increasing citizen satisfaction with the County.

The result of citizens' embracing digital technology will be greater efficiency. One study has found that if government agencies embraced digital technology to the maximum extent possible, then labor costs could be reduced on the order of 25%, which translates into significant cost savings. While this is a "best case scenario," savings of even 5% of our labor costs could create savings in the millions of dollars.

Finally, streamlining how technology is delivered at the County can generate further savings. For example, within the County, we currently have multiple asset management systems tracking County assets of various types: PWD uses Accela, IT uses Cherwell and FFM uses Dude Solutions. While each of these asset management solutions is 'tailored' for specific uses, there is no technical reason why a single system, with different user interfaces, could not be created or procured to provide a single system for asset management across the enterprise. This would lower the complexity of IT's services, as well as licensing fees and maintenance costs.

Achieving these efficiencies, savings, and improved citizen access will be neither instantaneous nor easy. Rather, by defining a direction to proceed—a strategy—then the appropriate timelines and 'governance' or management of the effort can be put into place, setting expectations accurately and charting a reasonable course to pursue. The benefits, as noted, could be significant for the citizens/businesses, for the County budget, and for IT, but it will take a high degree of cooperation, coordination, and a change in how technology is selected and procured.

Around the world, many government agencies are pursuing digital programs with the expectation that citizens will be better served and government will not only be more efficient, but also gain credibility in our digital world.

Alternatives

The alternative to embracing a digital strategy, as outlined at a high level above, is to continue to select systems and implement them as we have historically done. The major downside of this approach is that the benefits and savings that would accrue for embracing a digital strategy would not be realized.

Fiscal Impact

As a formal plan has not been adopted for implementing a digital strategy, specific costs have not been defined. However, IT envisions that the vast majority of implementing such a strategy can be achieved with existing resources—and perhaps the assistance of the occasional contractor with specialized skills. At the current time, additional software or other tools are not needed. Thus, the overall fiscal impact, especially compared to the potential savings, will be small at worst.

Concurrence

Attorney's Office
Finance

Reviewed By

David Bessen, IT Director
Keith Ashby, Purchasing Manager
John Christofferson, County Attorney