

Strategic Plan
Information Governance
Laurie E. Boyd-Thomas

Introduction

The strategic plan put forth for the County Of Cape May is a comprehensive plan based on results garnered from a hypothetical risk assessment conducted October 2016. For more information or questions regarding the risk assessment criteria, contact Laurie E. Boyd-Thomas.

Mission and Vision

Cape May County Government is governed by a Board of Chosen Freeholders. These individuals are elected at large by the citizens of Cape May County and hold spaced 3-year terms. The Board of Chosen Freeholders is charged with the duty to protect the interests of county citizens, as well as the daily operations of county government. To this end, it is incumbent upon the Board to maintain, preserve and oversee the lifecycle of all information belonging to the citizens who elect them and that is generated within the scope of Cape May County business.

IG Strategic Plan

Scope

To develop and initiate a sustainable Information Governance Program that fully integrates all departments within Cape May County Government and encompasses digital, physical, structured, and unstructured records.

Goals & Key Projects

Goal One: Create a team of individuals with specialized skills in legal and statutory compliance, Information Technology, records management, financial and budgetary planning, human resources, risk management to work with executive sponsors in developing an Information Governance Plan.

Strategy- IG Team should consist of representatives from the following departments: Human Resources, MIS/IT, RIM, Legal, County Clerk, and Treasurer. This team develops and maintains an ongoing and effective IG Program that includes Long Term Digital Preservation, Risk Management, and Records Management.

Performance Indicator- The IG Team meets on a regular basis and timelines are met on or near schedule. Periodic audits by Executive Sponsor indicates successful completion of goals by the IG Team.

Goal Two- Develop a defensible data deletion policy and schedule that includes both structured and unstructured data.

Strategy- Utilizing statutory regulations and ISO standards regarding the preservation and deletion of digital records create a policy to be implemented countywide and overseen by both Records Management and MIS. Develop an email retention/destruction policy that archives emails and other unstructured data in such a

way to reduce the risk of spoliation or loss of integrity and eliminates multiple strings of duplicate information. Develop an overarching legal hold notification procedure.

Performance Indicator- Data deletion is not arbitrary or non-existent . There are no longer “data dumps” of large amounts of unknown digital records. County Counsel and MIS along with RIM propose a policy that is acceptable to the Board of Chosen Freeholders and can be effectively utilized in the event of a legal hold on digital information. The development of a program addressing the subject of ownership of created data and the proper procedures for declaring and disposition of records.

Goal Three- Develop protocols and standards for Long Term Digital Preservation of records including standardized metadata terms and risk mitigation.

Strategy- Create and enforceable ERM program. Develop an auditing program to ensure ERM timelines and procedures are followed properly. Adopt a standardized metadata, such as Dublin Core, for digital data. Increasing RIM staff to aid in building a comprehensive, efficient and compliant RIM program. Inventory and filter ESI to identify sensitive, privileged, and at risk data within the databases.

Performance Indicator- Implement an IT program that works in tandem with the standards and protocols established in the Strategic Plan and limits the use of IT processes that risk information security. Development of a risk mitigation plan.

Executive Sponsorship

Because the Clerk of the Board of Chosen Freeholders acts as a liaison between the elected officials who comprise the Board of Chosen Freeholders and the department heads and employees comprising the Cape May County Departments, it is evident that the Clerk would be effective as Executive Sponsor. The Clerk of the Board of Chosen Freeholders is familiar with the intricacies of the workings of all the stakeholders, meaning the IG Team can expect well-reasoned decisions to issues arising during the IG process and thorough auditing of progress during and after implementation. The Clerk of the Board of Chosen Freeholders has a working relationship with the elected officials of the Board of Chosen Freeholders that aids in obtaining the necessary funding and support to effectively implement an Information Governance Program.

Funding & Resources

Funding for the implementation of an Information Governance Program will be built into the annual Cape May County Budget consisting of revenue generated from property taxes.

Implementation & Timeline

Currently, the timeline for full implementation of an Information Governance Program is 5 years, however it is advised that the Executive Sponsor and IG Team reassess the original timeline and goals to move toward a 3-year implementation date.

Conclusion

As a result of the recent risk analysis, it is clear while physical records are maintained in accordance to state and federal guidelines, there is a deficiency in the same as it applies to

digital records and data.; this places the County of Cape May at risk of financial losses should legal issues arise and data be unavailable. EDRM policies mitigate financial losses in legal issues or the expense of staff and time required by forensic data mapping. Meeting all the goals also reduces the expense of increased data storage.

By enfranchising all departments in IG and the process of ESI, as well as increasing the RIM staff, a going forward approach to Information Governance is not overwhelming and creates an effective program with a financial and legal return on the investment.

Sources

Smallwood, R. (2014). *Information governance. Concepts, strategies and best practices.*

Hoboken, NJ. Wiley

Richardson, B. E. (2014, July/August). *How to develop and implement an effective RIM policy.*

Information Management, 48(4), 38–41. Retrieved from <http://www.arma.org>

Blair, B. (2013). Structuring an enterprise-wide information governance policy. Tech Target.

Retrieved from <http://searchcontentmanagement.techtarget.com/video/Structuring-an-enterprise-wide-information-governance-policy>