



COUNTY OF SANTA CLARA



TECHNOLOGY
SERVICES AND SOLUTIONS

FY22-24 Strategic Plan

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A Letter from Our CIO



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CIO, County of Santa Clara

It is my pleasure to share with you the County of Santa Clara's IT FY22-24 Strategic Plan. Because information technologies are fundamental enablers of our present and future, our plan describes how the Technology Services and Solutions (TSS) Department will advance County services for all citizens, residents, and visitors.

TSS provides IT services to approximately 22,000 County staff in over forty County departments. These agencies deliver critical services to the 2 million residents of Silicon Valley. Additionally, we support one of the largest public healthcare systems in the nation.

2020 was a year like no other. Demands on technology and technology services came simultaneously from the COVID-19 pandemic, the California fires, deep rooted social injustice, and a dramatic increase in residents' economic challenges. The TSS team shifted thousands of users to remote work, built out telehealth services to reach those in medical need, created information dashboards to better manage the pandemic, participated in the mass vaccination sites, and successfully supported a national Presidential election.

While the pandemic sped up our transformation timeline, there is still much work to be done. With our partners, we will continue driving our digital transformation – shifting brick and mortar services to digital – ensuring all Silicon Valley residents can consume services quickly and conveniently. In the short term, we are focused on establishing the fundamental governing processes, technical platforms and building workforce capacity. Laying foundations for flexible technologies that support business goals, with an understanding that by the time we utilize the newly emerged technologies and meet the shifting expectations of our residents, new technologies and expectations will emerge.

Our strategic plan serves as our guide by sequencing and prioritizing our initiatives to become a more mature IT organization, transforming the way we think and work.

We look forward to ongoing collaboration with our colleagues, partners, and the community to achieve outstanding results!

-Imre



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Overview





Purpose of the Strategic Plan

TSS provides County of Santa Clara agencies with a full suite of technologies and IT services. With roughly 910 staff, the TSS budget is \$385 million of an overall County budget of \$8 billion. This strategic plan outlines how TSS will ensure it is fully supporting the County’s mission to “Plan for the needs of a dynamic community, provide quality services, and promote a healthy, safe, and prosperous community for all.”

The goals in this plan identify where TSS employees will focus their efforts and what they must do to ensure TSS—and consequently, the County—is staying ahead of advances in technology and adapting to effectively support the changing needs and expectations of the residents we serve.

This plan came together from a deliberate and thoughtful process that included all levels of the TSS department, involved extensive collaboration with our agency partners, an in-depth analysis of experts’ technology forecasts and careful consideration of the community’s service and technology needs today and well into the future.

The result: a new TSS mission and four strategic goals that define TSS’s strategic framework and serve as the foundation for this FY22-24 IT strategic plan.



Planning Process and Principles

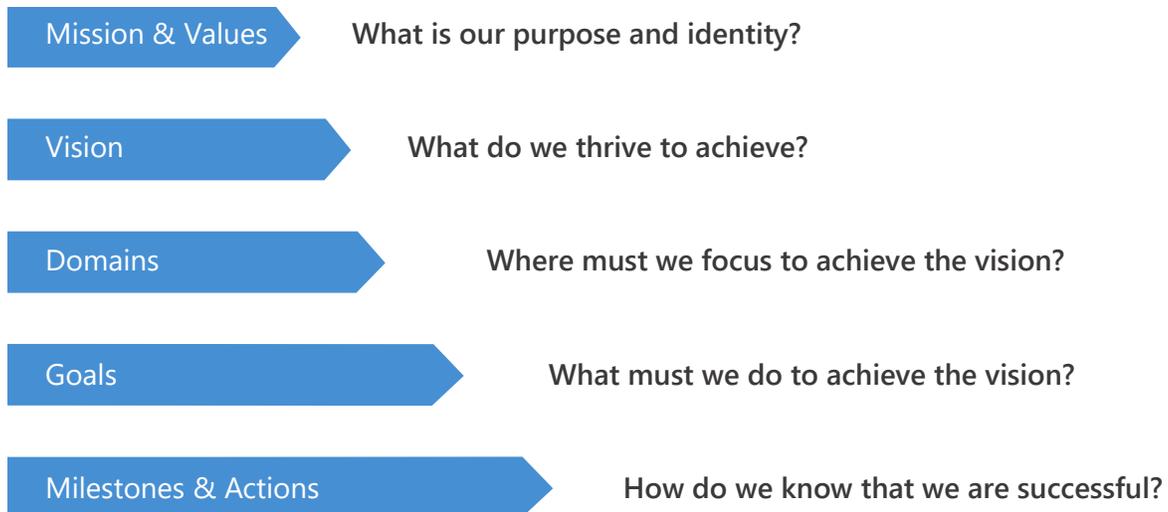
Below is a view of our planning process and the data that informed it. Details can be found in the appendix.

Phase 1: Assess the Current State	Phase 2: Establish Strategic Direction & Priorities	Phase 3: Develop Strategic Goals & Initiatives	Phase 4: Implementation
<p>Gather Existing Data</p> <p>Compile internal department primary data and external/ industry secondary data</p> <p>Conduct primary research and gain stakeholder input:</p> <ul style="list-style-type: none"> • TSS Leadership • TSS Managers • Vertical Business Partners 	<p>TSS Leadership</p> <p>Define TSS' mission</p> <p>Confirm core values</p> <p>Identify eight priority areas and key problem areas</p>	<p>TSS Leadership and Management Workshops</p> <p>Refine the four Strategic Goals:</p> <ul style="list-style-type: none"> • Identify the diagnoses • Define guiding policies • Determine coherent actions (initiatives) 	<p>Design Implementation Approach and Expectations</p> <p>FY22 action planning</p> <p>Launch strategy reviews and reporting</p>

Included perspectives:

- **TSS Staff:** Employee Wellness Survey, June 2020 (355 responses)
- **TSS Leadership:** Executive interviews, April 2020 (14 chiefs, directors, and senior managers)
- **Business Partners/Clients:** Interviews with client directors

The Structure of the TSS Strategic Plan



Mission & Values





TSS' mission and values support the mission of the County of Santa Clara which is centered on our community. Our mission focuses on empowering the County's customer-facing departments with technology to provide quality services to residents, enabling access, ease of use and positive interactions. Our core values represent our mindset of partnering with our County business partners to support a healthy, safe and prosperous community.



County of Santa Clara Mission

Plan for the needs of a dynamic community, provide quality services, and promote a healthy, safe, and prosperous community for all.



TSS Mission

Partner with County departments to deliver services to our community through operational excellence and innovative technology solutions.

TSS Values



Respect

Listening to each other and considering all ideas.



Integrity

Being honest with each other and doing the right thing for the organization and our peers.



Accountability

Ensuring that we meet our commitments.



Transparency

Providing accurate and clear information to everyone.



Compassion

Showing empathy and being willing to help each other.



Excellence

Going above and beyond to produce extraordinary results.

Vision & Strategic Domain





County of Santa Clara Vision

Engaged employees delivering exceptional customer experiences.

TSS Vision

TSS' vision is the County's vision, and we support it by the following strategic goals:

TSS Strategic Domain: How We Will Achieve the Vision



EMPOWER

Empower Diverse and High Performing TSS Team



OPERATE

Operational Excellence and Growth



GROW

Grow Thriving Relationships with our Customers



TRANSFORM

Innovation and Digital Government Transformation





Strategic Domain #1: EMPOWER

Empower Diverse and High Performing TSS Team





Build a Diverse and Highly Motivated Workforce

We will achieve this domain by:

- ensuring staff can see how their work is connected to a greater purpose.
- making decisions that support a healthy work/life balance and that will foster a healthy work environment.
- making investments to enable our employees to reach their full potential.



Rationale

Our employees are our most important foundation, and their well-being is integral to the success of our organization and the County. To that effect, we have opportunities to enhance our work environment, including a formal employee wellness program, mentoring programs, clearly defined career paths for staff, and formal succession plans. We provide opportunities for staff to see how their work fits into the larger purpose to support deep employee engagement and foster a sense of accomplishment.

Other factors impacting staff wellness relate to professional development and an orchestrated approach to ensure staff have awareness of and access to formal learning opportunities. To prepare the TSS organization for meeting the technological challenges and encourage more innovation and transformation, we support greater exposure to advanced technology training and education opportunities.

Outcome

From the bottom to the top, our culture, processes, and platforms ensure that good ideas are proposed and implemented by colleagues who love what they do, feel they have a purpose, and are valued.



Goal Detail:

Now and Next

- **Operational Continuity:** Establish solid development and succession planning.
- **Hybrid Work:** Establish standards for a healthy work environment and hybrid work.
- **Learning Ets:** Utilize creative learning options to enable the team to keep up with emerging technologies.
- **Job Classifications:** Adjust job classifications to match the fast-evolving technology landscape.
- **DEI:** Embrace diversity, equity, and inclusion.
- **Internal Learning:** Provide internal learning opportunities by encouraging shifting between positions.
- **Visibility:** Increase empathy and a sense of meaning by making the impact of the team's efforts visible.

Later

- **Decision Making:** Distribute decision-making down the organization to increase agility and engagement.
- **BA CoP:** Establish Business Analysts' Community of Practice.



Strategic Domain #2: **OPERATE**

Operational Excellence and Growth





Drive Operational Excellence and IT Effectiveness

We will achieve this strategic domain by:

- evaluating whether existing technologies can serve the desired outcome before introducing new technologies.
- making metric-driven decisions that consider budgets and resource availability to support the solution while ensuring customers are partners in the decision-making process.
- establishing processes that prefer the minimum viable product over perfection.



Rationale

TSS is a new organization, having merged four IT departments into one in the last few years while undergoing fundamental structural and functional changes. Because of these changes, we have exciting opportunities to strengthen our core IT capabilities.

TSS continuously seeks opportunities to improve customer experience while increasing efficiency and system availability.

We also see opportunities to improve our technology life cycle management process and rationalize our technology portfolios achieving smart cost savings without impacting service delivery.

Outcome

We achieve high levels of operational excellence: our processes, systems and services are efficient, stable and resilient.



Goal Detail:

Now and Next

- **Operating Models:** Develop operating models to create clear lines of accountabilities between the TSS teams.
- **Architecture as Change:** Utilize architecture to create the rules and assurances for technology change / integration.
- **Blueprint:** Create and maintain the blueprint of the County's business capabilities and technologies.
- **Technical Debt:** Identify and classify technical debt to successfully reduce it.
- **Mentoring:** Establish mentorship program
- **Redundant Technologies** Normalize the application and infrastructure portfolios to remove redundant technologies.
- **Agile:** Continue to shift traditional software development methodologies to Agile approaches.
- **Citizen Development:** Increase the usage of low-code/no-code tools to enable faster solution development.
- **IT Comms Plan:** Operationalize the IT Communications Plan.
- **Streamline Processes:** Continue to reengineer, develop, and streamline the value streams in Bridges and operationalize our core internal IT processes.
- **PWA Shared Services:** Implement resource management across TSS (Shared Services) to effectively deliver projects using MS PWA.
- **Policy Catalog:** Create a discoverable IT Policy Catalog with simple, unambiguous policies.
- **Policy Controls:** Shift from administrative to technical controls to prevent accidental policy violations.
- **Skip Levels:** Embrace mentoring and skip-level meetings.
- **Service Catalog:** Launch the Operational Service Catalog with service and operational level agreements.
- **System Events:** Proactively monitor and detect system events and prevent service impacts.
- **Procurement:** Collaborate with Procurement to speed up technology and service acquisition.
- **Demand Management:** Create accurate asset demand forecasts to better manage inventories.
- **Asset Inventory:** Create and manage a centralized and comprehensive technology asset inventory.
- **Core Processes:** Continue to reengineer, streamline and automate our core internal IT processes.
- **Transition Reviews:** Tighten Operational Transition Reviews to assure production-ready solutions.
- **Software Tracking:** Centralize software license tracking to understand liabilities, and model future demand.

Later

- **Agile Small Changes:** Include Agile feature requests and small changes in our project management framework.
- **Data Driven:** Shift to metrics-based decision making to drive transparency and accountability.
- **IT Finance:** Create visibility in the IT finance area to enable better decision making.
- **Audit Capabilities:** Create internal TSS audit capabilities.

Strategic Domain #2: OPERATE



- **Knowledge Management:** Formalize technical knowledge management and knowledge retention.
- **Org Structure:** Adjust the organizational structure to balance centralization and federation.
- **Service-Desk:** Align the Service Desk metrics with industry standards levels and embrace self-service.
- **Service Lifecycle:** Establish Service Lifecycle on top of the Project and System Development Lifecycles.
- **Time Tracking:** Reengineer time tracking to simplify the process and gain high quality data.
- **Automate Testing:** Continue to automate software testing to reduce delivery time and improve quality.
- **Disaster Recovery:** Expand business continuity and disaster recovery capabilities where applicable.
- **Fixed Assets:** Reengineer the funding model to support fixed asset replacement.
- **Design Thinking:** Integrate design-thinking into all IT products to build human-centric solutions.



Domain #3: GROW

Growth Thriving Relationships with our Customers





Deliver Programs and Collaborate with Our Partners

We will achieve this strategic domain by:

- collaborating with stakeholders and vertical business partners to follow a data-driven, decision-making methodology to set priorities and define measures of success.
- establishing clear decision-making methods informed by IT Principles for projects, programs, and the portfolio.
- encouraging transparency by using accurate, relevant, timely and complete data.
- taking an agile approach to addressing stakeholders' needs by shifting to continuous project intake.
- using an objective scoring mechanism to inform technology investments.
- instituting an agile framework across the organization through governance and programs.



Rationale

Meeting our customers' needs is our number one priority. TSS can expand its use of industry-proven operating models and decision-making frameworks to make wise technology investment decisions that meet our partners' desired outcomes. The right IT investments are an important factor in the County's success and sustainability. TSS will continue to quantify the impact of proposed projects and services against our partners' service delivery objectives. To do so, TSS must continue to gain intimate knowledge of the business' capabilities and the underlying technologies that our vertical business partners use to deliver services to residents. With this level of collaboration, TSS can accurately define, scope, and deliver the right technology solution. Lastly, technology investments will be made with clearly established measures and quantifiable benefits to ensure the joint customer-TSS success.

Outcome

We are an agile, proactive, and mature IT organization that leverages purposeful governance and best-practice frameworks. In doing so, we consistently deliver measurable value to vertical business partners and in turn meet the needs of County residents.



Goal Detail:

Now and Next

- **Align Technical Domains:** Align key technical domain strategies with business strategies.
- **Client Satisfaction Survey:** Gather data on client satisfaction to monitor service quality and quantify satisfaction.
- **Chargeback Model:** Establish an efficient and understandable charge-back/show-back model.
- **Clean Up Backlog:** Identify low quality active projects for review by ITGC.
- **PE CoP:** Establish the Process-Engineering Center of Excellence.
- **BRM Practice:** Build a high-functioning Business Relationship Management practice.
- **IT Governance** Revitalize IT Governance to engage our stakeholders in the IT investment decisions.
- **Collaborations:** Establish strong trust-based collaborative relationships with County agencies.
- **Key Programs:** Deliver on our key programs and provide brilliant technological solutions.
- **Customer Understanding:** Develop a deep understanding of our customer's capabilities, strategies, and challenges.

Later

- **Measure Value:** Measure potential and realized business value when IT products or services delivered.
- **Continuous Intake:** Reengineer the project funding and prioritization process to achieve continuous intake.



Strategic Domain #4: TRANSFORM

Innovation and Digital Government Transformation





Enable Innovation and Digital Government Transformation

We will achieve this strategic domain by:

- investing in the County’s Innovation Lab
- deploying a County-wide social networking tool for idea incubation
- completing the County’s ‘Digital Twin’ to design our digital future



Rationale

Innovative technology-driven solutions improve our ability to effectively provide services. Technology now exists to reduce homelessness through 3-D printed shelters that are completed in hours; drones that deliver food/medicine to the elderly or infirm; artificial intelligence that makes decisions without human bias; and autonomous vehicles improving transportation options. Technology advancements will ensure greater security of our private information and more transparency about the County’s performance through accessible real-time data. As innovation continues to transform every aspect of our lives, so will TSS transform how the County ultimately serves residents.

Outcome

By embedding innovative thinking into our work, we will empower Santa Clara County to become a leading institution in government innovation.



Goal Detail:

Now and Next

- **10X ROI:** Seek out 10x opportunities by completing over 25 proofs-of-concept in 2021.
- **Digital Transformation:** Develop a comprehensive Digital Transformation Strategy.
- **Inspire Youth:** Work with local schools to inspire youth to use technology to serve the community.
- **Dream Big:** Encourage TSS staff to dream big by inviting to speak about their technology innovations.

Later

- **Automate Innovate:** Invest in automation to gain better outcomes and shift our teams' focus to innovation.
- **Early Adopters:** Partner with early adopters to test emerging technologies.
- **Cloud:** Advance the County's Cloud Transition.