



IT Strategic Plan FY24-26



TECHNOLOGY
SERVICES AND SOLUTIONS

Draft as of July 13, 2023



Letter from the CIO



Technology Services and Solutions (TSS) is looking to our future and shaping ourselves to become a modern IT organization. Technology is changing at lightspeed, and we want TSS to be a partner for our County departments and help them achieve their goals, in service of outcomes for our residents. In 2018, we consolidated some of our IT departments, resulting in a complex technology landscape, with over 2,000 applications, an estimated 40 IT services, and hundreds of projects.

To become exceptional as an IT organization and help the County navigate the future of technology, we must work with our customers to shift our thinking on how we deliver services and re-engineer our business processes to take advantage of all that modern technology has to offer.

Specifically, our strategic agenda includes:

- Laying a modern technical foundation to be the cornerstone of our technical stack. Cloud services provide scalability, built-in business continuity and disaster response, advanced security, and they can minimize our carbon footprint. Providing strong Wi-Fi and internet services is paramount, as the network forms the backbone of our everyday operations and long-term strategy.
- Investing in solutions that enhance productivity, increase collaboration, give insights to the business through data, and automate manual tasks. We will continually be in search of new solutions that increase productivity for the County's workforce.
- Digitizing our public-facing services to meet the modern expectations of Silicon Valley residents. Underpinned by technology, our aim is to assist departments in streamlining County services, making them easily accessible and user-friendly for everyone.
- Improving our response and resolution times for our users through re-mapping internal processes and making improvements to the customer experience. We will continue to improve IT service forecasting and managing costs, while increasing communication to the over 25,000 County customers we serve.
- Prioritizing through aligning IT investments with business objectives will create value, mitigate risks, and engage stakeholders in decision making.
- Developing the abilities of our leadership and management, ensuring our people can access the latest learnings, while continuously recruiting future civic technologists to the teams.

To successfully achieve our strategic agenda, TSS is redirecting its focus on what we believe to be “the big ideas” in the coming years. We must improve and manage our service and project delivery—this is the business of IT. Additionally, by prioritizing investments, allocating resources effectively, and identifying areas where technology can drive innovation, we will improve upon the services to all stakeholders.

Our IT strategic plan is reflective of the businesses with which we partner. This plan will allow us to make better decisions, give us a clear view of our technology landscape, and enable us to make informed choices for the residents of Santa Clara County.

A handwritten signature in black ink, appearing to read "Nina D'Amato". The signature is stylized and written in a cursive-like font.

Nina D'Amato
CIO, County of Santa Clara

Mission Statement

To inspire positive change with forward-thinking solutions that enables the County of Santa Clara to thrive.

Values Statement

These are the values for which we stand and how we behave.



Integrity

Acting honestly and adhering to a strong sense of ethical responsibility, even in the face of adversity.



Accountability

Taking ownership of actions, accepting responsibility for the outcomes, and fostering transparency.



Compassion

Engaging our colleagues and customers with a genuine sense of care, support, and a bias toward solving a problem.



Inclusivity

Embracing and celebrating the diversity of our organization to ensure everyone feels respected, valued, and empowered to express their authentic selves.

Principles Guiding Our Work

We have developed guidelines for how we approach our work.

Focus on the Customer

Our customers remain at the center of everything we do. Their satisfaction, success, and well-being are our driving forces, empowering us to consistently exceed expectations and deliver value in all aspects of our services.



Foster a Growth Mindset

We believe that skills and abilities can be developed and improved through learning, dedication, and effort. We learn from our setbacks, display resilience, and adapt continuously striving for growth.

Incorporate Simplicity in Practice

Simplify processes and reduce unnecessary complexity to enhance usability and optimize the user experience. IT solutions and services should empower users to seamlessly navigate and accomplish tasks with ease.



Strategic Goals

Our strategic direction is set by seven strategic goals:

1

Next-Generation Infrastructure

Establish highly available and resilient infrastructure that is built on strong IT principles.

2

Modernized Business Systems

Drive operational efficiency and productivity through the implementation of transformative solutions that replace outdated legacy systems.

3

Digitally Transformed Public-Facing Services

Develop intuitive, accessible, and modern digital services that prioritize user experience and promote equity.

4

Enhanced Customer Service

Deliver IT solutions that increase productivity, improve efficiency, and elevate customer satisfaction.

5

Effective Enterprise Governance

Engage stakeholders to align IT investments with business objectives to create value.

6

Highly Skilled & Engaged Workforce

Develop and retain passionate, collaborative, and committed IT professionals who are driven to solve problems and achieve organizational goals.

7

Enhanced Operational Efficiency

Streamline IT processes to promote productivity, minimize downtime, and improve service quality.

Goal 1

Next-Generation Infrastructure

Establish highly available and resilient infrastructure that is built on strong IT principles.

*Aligned to County Priority: **Continuously Improve Business Systems, Infrastructure, and Practices***

What success looks like

Infrastructure uptime of 99.95%. Supporting the core County business functions means infrastructure is reliable, available, and accessible.

Location agnostic infrastructure. Infrastructure needs to be located to increase reliability and cost offsets to be sustainable and resilient.

99.95%

Infrastructure uptime



Location agnostic infrastructure

Our why

Prioritizing the efficiency of our operations, we aim to provide greater value to our customers through updated technology systems, increasing innovation capabilities and establishing a solid foundation for our future initiatives.

We will make progress by

1. Developing a data center strategy and consolidating into two centers.

Assess the efficiency of the data center and identify areas for improvement including data center consolidation, energy efficiency measures, cooling optimization, and data center infrastructure management (DCIM) tools.

2. Building a cloud strategy to transition business-appropriate systems to the cloud.

Evaluate the suitability of cloud computing and plan the migration of relevant systems and applications to cloud-based platforms.

3. Improving disaster recovery.

Enhance security by deploying advanced firewalls, intrusion detection systems, encryption, access controls, and regular security audits.



Goal 2

Modernized Business Systems

Drive operational efficiency and productivity through the implementation of transformative solutions that replace outdated legacy systems.

*Aligned to County Priority: **Continuously Improve Business Systems, Infrastructure, and Practices***



What success looks like

Significant progress modernizing public safety and justice systems that address outdated legacy systems for enhanced service and access to data.

Modernizing core systems for finance, human resource systems, budgeting, work force management, and supply chain systems to make informed decisions efficiently and effectively.

Improving Santa Clara Valley Healthcare with enhanced patient access and experience, care team wellness, better partner organization integration, integrated service analytics, efficient revenue cycle, regulatory compliance, and improved system resiliency.

Enhancing the Public Health Department from improved delivery of accurate, actionable data points to enable public health officials to act quickly with policies and program interventions.



Our why

Modernizing business systems will enhance productivity, increase collaboration, and work to automate manual tasks in our core business systems.

Through this effort, we will work with our stakeholders to re-engineer processes, increase efficiency, and ultimately provide a higher level of service to our clients and residents.

We will make progress by

- 1. Enhancing emergency response with a new 911 system.**
Replace the currently outdated 911 system with a state-of-the-art product that will significantly improve emergency public safety response and services for the County.
- 2. Advancing jail reform efforts with a new Jail Management System.**
Implement a new integrated solution that will replace outdated County, third-party and manual processes with efficient day-to-day operational and business intelligence capabilities.

3. Enhancing the management of Probation cases and juvenile institutions.

Implement a solution that will integrate service model and workflow enhancements, provide more data sharing capabilities between justice partners and law enforcement agencies, improve end-user experience for Probation users, and eliminate many paper-based processes.

4. Redefining how integrated justice information is captured and shared.

As new systems go online, they will replace functions in the current Criminal Justice Information Control (CJIC) mainframe system. All remaining functions will be replaced in order to decommission CJIC.

5. Establishing and implementing an enterprise resource planning (ERP) modernization strategy.

Create strategy to guide the prioritization of ERP projects and initiatives.

6. Upgrading key ERP systems.

Key ERP systems will be upgraded, replaced, and/or modernized. This includes the financial systems, human resource systems, budgeting system, work force management systems, and supply chain systems.

7. Improving patient access and experience.

Provide patients with information to address their needs in their preferred mode of engagement at all points of care.

8. Improving wellness and experience of care teams.

Maximize efficiency, providing a seamlessly integrated experience where everyone can work to the top of their licensure.

9. Enhancing healthcare partner and organizational integration.

Increase integration between partnering organizations to support holistic patient care and population health management.

10. Expanding the use of self-service analytics for healthcare providers.

Provide native self-help tools and associated training to enable data-driven operational decision-making.

11. Improving revenue cycle efficiency for Santa Clara Valley Healthcare.

Support operations across the revenue cycle from patient registration through billing through increased automation and prioritization.

12. Modernizing Public Health data systems.

Improve delivery of accurate, actionable data points to enable public health officials to act quickly with tailored policies and program interventions.

13. Enhancing Behavioral Health electronic health records system.

Enhance IT systems to provide timely access to high-quality services for the Medi-Cal beneficiaries.

14. Addressing aging legacy County Administration applications.

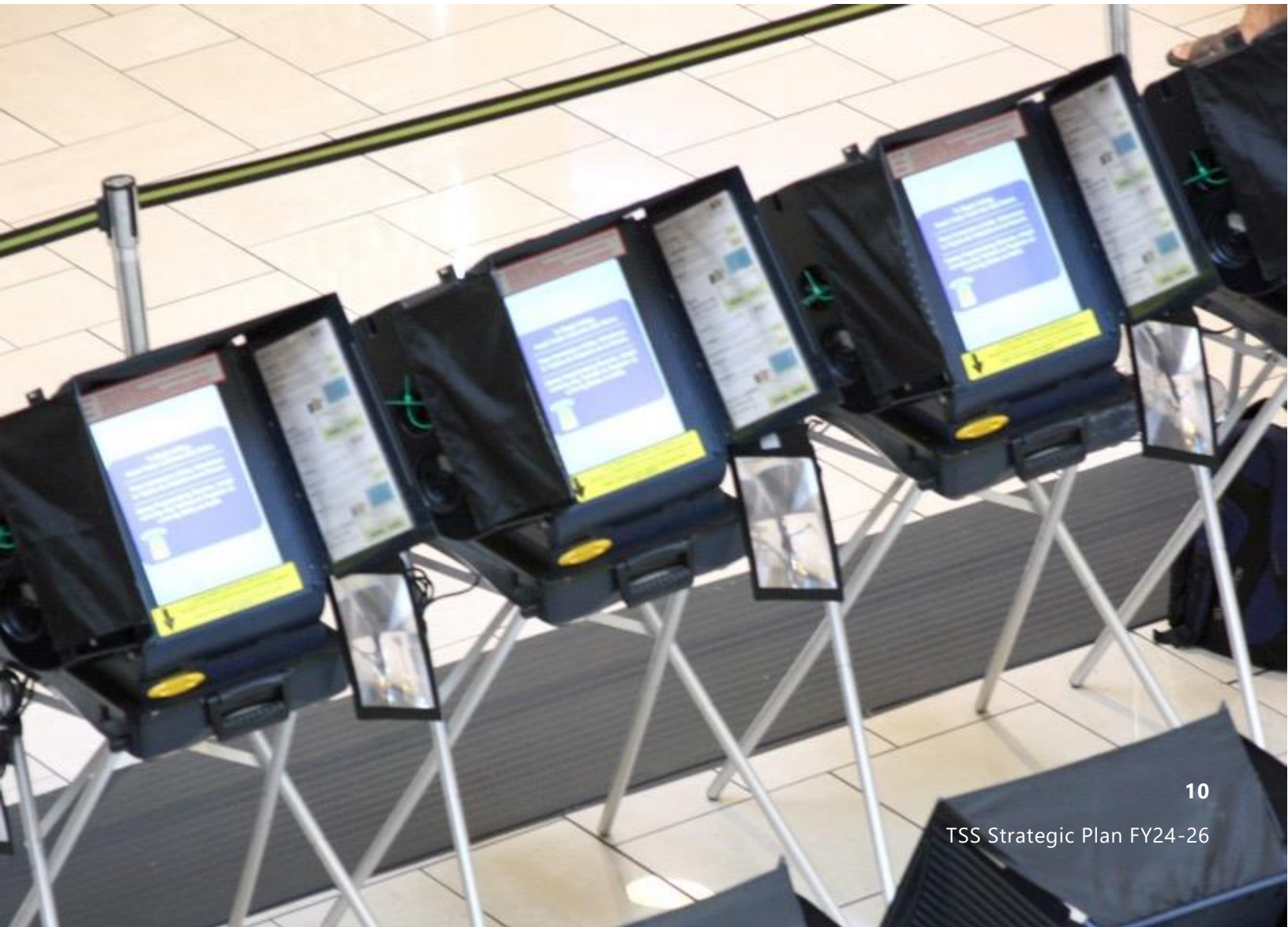
The County runs on a number of niche business systems that need to be consolidated, retired or modernized. This includes moving the enterprise ticketing system used for facility and space management to a cloud platform.

15. Enhancing election systems.

Election systems will be enhanced with vote center connectivity, asset management, remote accessible vote by mail, vote center staff scheduling tool, election night reporting, call center issue reporting, and online candidate and district election application solutions.

16. Upgrading state systems and ensure enhancements meet the needs of Social Services Agency (SSA) programs.

Upgrade systems as required by state authorities/funders. Ensure that SSA programs have the necessary adjunct functionality to meet local requirements.





Goal 3

Digitally Transformed Public-Facing Services

Develop intuitive, accessible, and modern digital services that prioritize user experience and promote equity.

*Aligned to County Priority: **Advance Equality***

What success looks like

Increased accountability, transparency, accessibility and convenience for constituents and staff by delivering a highly functional web portal and online services both internal, on the employee intranet, and external, to serve our constituents and residents in the County.

Improve constituent and workforce satisfaction by improving efficiency and accessibility to make life easier for residents.

Our why

Expanding the availability of County services beyond physical locations will substantially improve public access, enabling individuals to conveniently obtain the services they need from anywhere.

Digital services increase accountability, transparency, and access for our residents and clients.

We will make progress by

1. **Completing Phase II of the Web Innovation & Transformation (WIT) Initiative.**

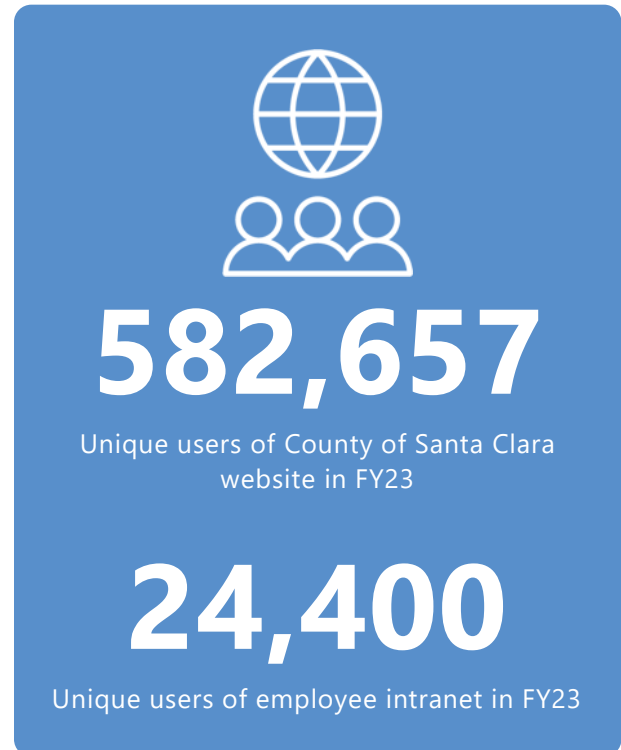
Complete Phase II, which reinvents the County's public portal from the ground up using a user-centric design approach and new digital identity.

2. **Forming a Digital Transformation Governance Committee.**

Form a Digital Transformation Committee to provide oversight on digital transformation in support of the County's business mission and goals.

3. **Deploying the County's Digital Transformation Strategy.**

Digital Services will jointly build the first digital transformation strategy for the County. The strategy will include guidelines, on-boarding service remapping or business process re-engineering teams, and technical standards.

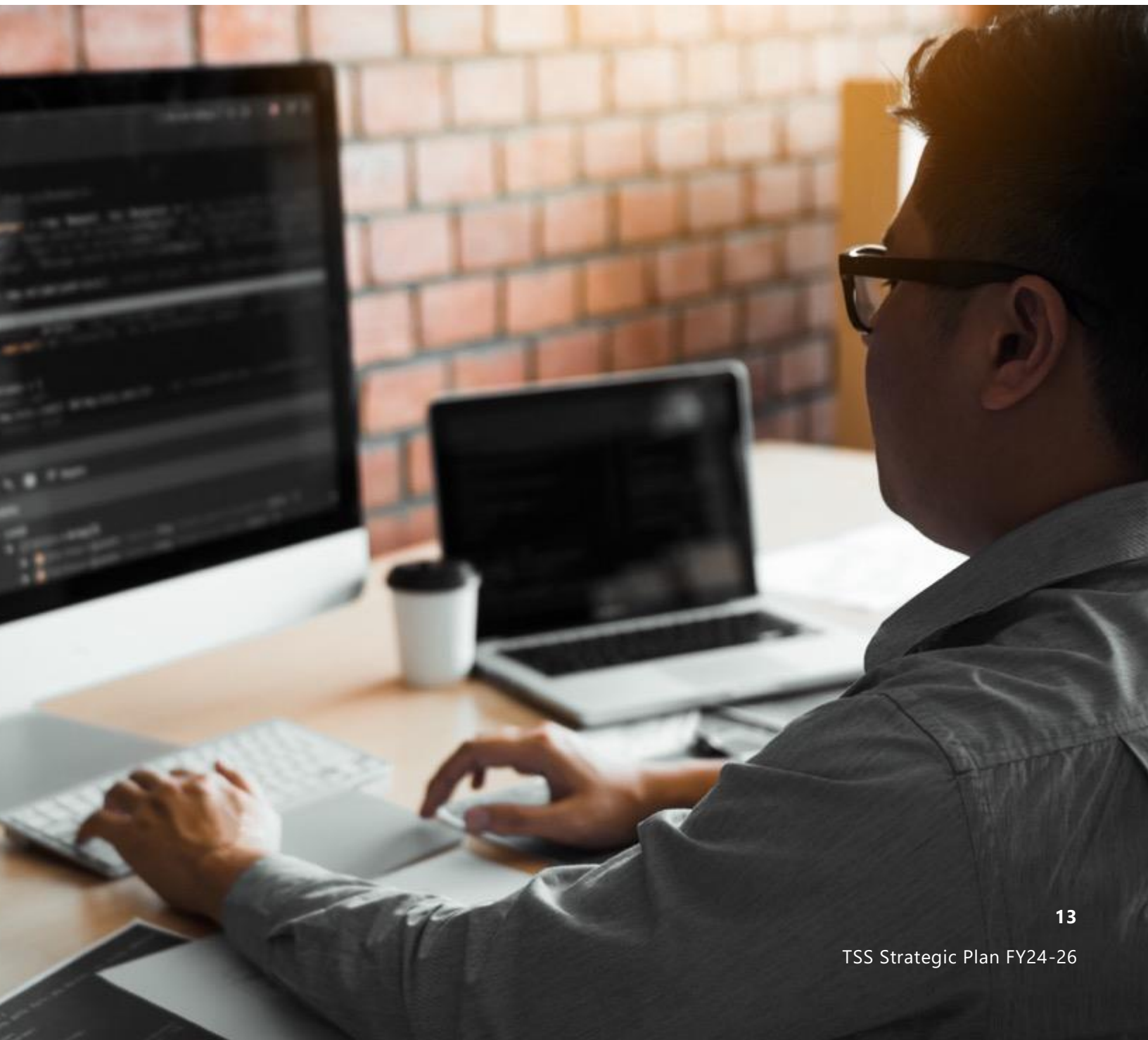


4. Partnering with business stakeholders to identify opportunities for digitalizing business processes.

Identify services and business processes with high impact to transform through digitalization. Collect pertinent information for prioritization purposes. This list is to be reviewed and approved by the governance committee on an on-going basis.

5. Building a 3-Year Tactical Plan to implement the digital strategy.

Identify scope of work, taking into consideration the prioritized backlog, process reengineering efforts, technology needs, resource planning, change management, and other related impacts.



A man with a beard and dark hair, wearing a white long-sleeved shirt, is shown in profile from the chest up. He is looking down at a smartphone held in both hands. The background is a blurred office setting with bookshelves. The overall tone is professional and focused.

Goal 4

Enhanced Customer Experience

Deliver IT solutions that increase productivity, improve efficiency, and elevate customer satisfaction.

*Aligned to County Priority: **Champion Excellence and Effectiveness***

What success looks like

Improve customer satisfaction as evidenced by increased Customer Satisfaction scores.

Increase the productivity of our customers (users) by reducing downtime (specific to tech tools, laptops, software, etc.)

Reduce service delivery costs by improving our speed to resolution.



Our why

Putting customers first, always. By continuously improving the services we provide and consistently delivering value that customers can measure, we aim to provide an outstanding customer experience.

We will make progress by

1. Improving service forecasting and cost models.

Improve ability to forecast demand for services, develop a cost-effective model for delivering services, and provide a platform for transparent collaboration.

2. Evaluating and improving the customer experience.

Develop a continuous process for measuring and improving services through data. We will utilize service management data, customer satisfaction surveys, conversational exchanges, set a baseline and establish goals. This will allow us to create a continuous cycle to measure and refine services.

3. Responding and resolving customer issues faster.

Reduce customer wait times and improve customer satisfaction through a process reengineering effort that will address inefficiencies at customer touchpoints and bring efficiency through automation.

4. Enhancing communications to increase engagement.

TSS will utilize communication channels that meet the customers' fast-paced work environment. We will identify communication methods that provide the highest level of engagement and result in a better-informed customer base.



COUNTY OF SANTA CLARA



Goal 5

Effective Enterprise Governance

Engage stakeholders to align IT investments with business objectives to create value.

*Aligned to County Priority: **Champion Excellence and Effectiveness***

What success looks like

Organization-wide, everyone **understands what enterprise governance** is and why it is important.

Technology investments can demonstrate a clear return or benefit to the County and citizens.

Stakeholders feel their interests are represented, including smaller departments with smaller asks.



118

Active projects across all TSS teams

Our why

Navigating within the constraints of limited time, resources, and competing priorities necessitates the adoption of an inclusive and fair engagement model that encompasses all departments. By fostering such an environment, we can effectively facilitate initiatives that yield collective benefits for the County.

We will make progress by

1. **Realigning the IT Strategy Committee.**

As the needs of the County evolve, so will the mission of our IT Strategy Committee. We will improve by reviewing the mission, ensuring information regarding the portfolio and strategic direction of TSS aligned with the priorities of the County.

2. **Establishing IT Service Portfolio governance.**

Establish a governance framework for IT Service Management that defines roles, responsibilities, and processes to ensure that IT services are delivered in a consistent, reliable, and cost-effective manner.

3. **Establish a Customer Advisory Group.**

Establish a quarterly roundtable to gather consistently, intentional feedback to help drive the County's IT priorities and investments. Our customers' needs and the future of technology will shape the County's technology roadmaps.

Goal 6

Highly Skilled and Engaged Workforce

Develop and retain passionate, collaborative, and committed IT professionals who are driven to solve problems and achieve organizational goals.

*Aligned to County Priority: **Promote Employee Wellness and Be an Employer of Choice.***

What success looks like

The **best talent** wants to work for TSS.

Hiring managers report that the candidates referred to them for interview are **outstanding**.

Employee performance improves overall.

Increasing Net Promotor Score for TSS employees in response to "Would you recommend TSS as a great place to work?"



Our why

Investing in the professional development of employees increases engagement and enhances overall organizational morale. By fostering growth opportunities, we cultivate a skilled and motivated workforce that is dedicated to the organization's success, leading to improved performance and a positive work environment.

We will make progress by

1. **Developing a TSS-wide new hire orientation program.**

A new hire orientation program will provide new employees with the information and resources they need to be successful in their roles. The program will also help them to understand the organization's structure, principles, and culture.

2. **Developing and implementing a first-year experience program.**

A new employee, starting from the first day through their 1-year anniversary, is provided with information and guidance that helps them be successful. They know what their job is, how to do their job well, and they are provided with guidance, resources, and tools to help them in doing that.

3. **Increasing robust and diversified learning opportunities.**

Conduct surveys and interviews to identify the needs of staff across the organization and in specialized areas to develop a variety of learning opportunities that include online training, peer-to-peer lunch and learns, as well as traditional classroom training and conferences.



Goal 7

Enhanced Operational Efficiency

Streamline IT processes to promote productivity, minimize downtime, and improve service quality.

*Aligned to County Priority: **Continuously Improve Business Systems, Infrastructure, and Practices***

What success looks like

Shorten the delivery time of projects from client scoping to implementation.

Faster response time to incidents and requests.



< 10 days
Average ticket resolution time

Our why

Implementing efficient practices optimizes workflows, enhances productivity, and delivers improved outcomes.

We will make progress by

- 1. Standardizing and updating operational policies and procedures.**
Review internal processes of owners and users and identify a set to standardize. Create and update processes, policies, and procedures.
- 2. Streamlining six enterprise processes.**
Improve the end-to-end process from the customer internally for all six enterprise processes.

