

County of Santa Clara

Fiscal Year 2015 – 2017

Information Technology Three-Year Plan

On file in the Clerk of the Board's Office

Presented to the

Board of Supervisors

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Message from the County Executive

May 1, 2014

To: Board of Supervisors

From: Jeffrey V. Smith,
County Executive

Subject: FY 2015 – FY 2017 Information Technology (IT)
Three-Year Plan

The FY 2015 – FY 2017 Information Technology (IT) Plan continues the previous year's emphasis on improving the effectiveness of our information technology strategies, and driving improvement through an enterprise focus. In addition, the demand for new technology, either to drive innovation in the case of mobile applications, or to upgrade legacy systems such as those in the law and justice system, continues unabated.

Key technology initiatives with Countywide focus, as well as policy area focuses are outlined in this document. A description, in addition to goals, milestones, and progress to date are included for each initiative.

A bird's eye view of the Three-Year Plan shows the breadth and depth of the County's technological scope, as well as its challenges. Addressing five foundational categories of technology will allow the County to optimize the business applications that departments want to use in serving their customers.

Provision of efficient services is the aim of so-called "consolidation" efforts. In addition, modernization, automation, data management, and analytics are all critical components of providing County departments with innovative solutions to a wide variety of business problems. As the County reduces the costs of enterprise management, provide employees with the most appropriate device with which to do business, reduce dependence on old technology, share and analyze data, and automate manual processes, existing resources will be available to work in the exploding areas of data analytics, apps, document management, social media, among others.

Projects included in the IT Plan indicate current and future unmet needs, but are not an exhaustive list. The IT Three-Year Plan compliments the budget document, identifying the technology desired to best support the County's business goals and strategies. Projects and initiatives may change yearly based on the dynamic factors impacting the County, the pace of technological changes and the County's

financial outlook. Funding will be determined, reviewed and prioritized on an annual basis according to Board Policy and with the appropriate Board Committees.

The following table displays the General Fund Budget Recommendations for technology projects in FY 2015.

FY 2015 Technology Projects

Description	Ongoing Allocation	One-time Allocation
Public Safety and Justice		
Law and Justice System Roadmap - Program Management		\$2,344,000
Mobile Radio		\$500,000
Subtotal ISD Allocation		\$2,844,000
Countywide Procurement System		
SAP/Ariba Procurement-to-Pay Implementation	\$1,312,223	\$5,623,881
Department Specific or Shared Service		
Planning and Development Transformation and Modernization Project	\$80,000	\$750,000
Health and Hospital - General Fund		
Refresh 60 Custody Health Workstations and Monitors		\$72,000
Health Data Exchange for the Cal MediConnect Project		\$80,000
New Pumps Installation for the Avatar Dispensing System		\$56,000
Microsoft Dynamics 2011 Courses		\$130,450
Behavioral Health/Primary Care Integration: outcomes evaluation and Implementation (MH and DADS)		\$150,000
EMS Data Replication Infrastructure		\$50,000
PHD Media & Direct Observation Therapy (DOT) Storage		\$20,000
Subtotal Allocation to Other Departments	\$1,392,223	\$6,932,331
Total Allocation	\$1,392,223	\$9,776,331

Provision of Efficient Services and Modernization

For FY 2015, the County is continuing to move forward with major consolidation efforts via HealthLink at Santa Clara Valley Medical Center and its clinics, and Office 365 and the Common Directory Countywide. Cellular service accounts, voice and data plans are in the process of being consolidated, and requests to expand virtual desktop options are increasing. Virtual environments require careful protection of information assets, and this is best done centrally, in a consistent manner.



The table below outlines the FY 2015 recommended level of funding to complete the O365 project, as well as to modernize departmental infrastructure in specific instances. Detail on the infrastructure refresh is contained in the ISD section of the FY 2015 Recommended Budget.

FY 2015 Augmentations to FY 2014 Infrastructure Refresh and Common Directory/Office 365 Project Funding

Description	Ongoing Allocation	One-time Allocation
Common Directory and Office 365 Project		\$1,595,000
Infrastructure Refresh and Installation	\$198,000	\$2,861,000
Total Allocation	\$198,000	\$4,456,000

Automation

Replacing manual processes with automated ones will greatly enhance the County's ability to perform work in an efficient manner, and in so doing, create data that is retrievable for multiple purposes. We have seen great progress in the automation and integration of health procedures and data using the HealthLink system at HHS, and now the County have an opportunity to expand our SAP platform to an end-to-end Procurement/Operating Department/Finance Agency cross-boundary solution with Ariba. While the front-end investment is substantial, we have negotiated a very competitive deal, and benchmarks with other governments, who have used an Ariba solution, have been able to show substantial savings as a result of implementation.

Data Management and Security

The County is in the early stages of developing an Enterprise Data Integration (EDI) strategy for purposes of addressing a myriad of data sharing, analytical and reporting needs. Currently, the only resources devoted to this effort are County employees, but the need for expert assistance in this area may be sought through the IT professional services contract recently approved by the Board of Supervisors.

Data management captures critical data generated from a broad range of front-, middle-, and back-end functions spanning the simple to the complex, including data entry, client/patient reporting, accounting and custody, and performance measurement, among others. In a fully comprehensive model, all these functions occur as part of a four-step sequence:

- **Aggregation:** Pulling together internal and external data across various independent systems and products, then normalizing (or validating) the data to ensure consistency, thus creating a single data set across the entire organization.

- **Protection:** ensure that County and client data is safe from theft or misuse, and meets regulatory and privacy requirements.
- **Governance:** Quality control stage that involves normalizing internal and external data feeds, ensuring the data is clean and error-free.
- **Presentation:** Delivering data back to authorized parties in meaningful context through various means.

I am recommending two positions and funding to create a new Chief Information Security Officer (CISO) executive position to address IT security for the County.

Related needs: large scale document scanning and digitizing for easy retrieval, e-signature solutions, use of the County Employee Portal to disseminate internal communications, use various electronic forms, and review information. I am recommending two positions which will expand support for workflow automation and e-form creation.

Analytics

Starting at the end of FY 2014, ISD has a master contract agreement with IT professional service companies to assist County departments with technical specialty functions such as systems development, process improvement, organizational change or strategic planning and policy development. The work of these individuals is intended to be specialized in nature, in contrast with the ongoing work of County employees.

Message from the Chief Information Officer

May 1, 2014

To: Board of Supervisors, County Executive and Agency and Department Heads

From: Joyce Wing, County Chief Information Officer

Subject: Fiscal Year 2015 – Fiscal Year 2017 Information Technology (IT) Three-Year Plan

Purpose

The purpose of the IT Three-year Plan is to give the reader a sense of where the County finds itself with regard to information technology projects and plans and to convey the broad IT priorities and projects that support the numerous demands made on the County's operating departments. Any recommended funding for the projects and initiatives contained herein is included in the FY 2015 Recommended Budget.

Business and Technology Strategies

A particular focus of the County, especially since an IT Rapid Transformation effort began in earnest in 2010, has been to improve the alignment of the technology needs of the County with those of the business operations. By addressing technology from a Countywide perspective, there is great potential to reduce the overall cost of doing business by standardizing, consolidating and leveraging economies of scale across the organization.

Highlight of Accomplishments and Plans

In the section immediately following this letter, *Information Technology Priorities & Plans - Fiscal Years 2015-2017*, a high level overview is provided to document the interdependencies between IT strategies and business strategies, and initiatives that support those strategies. Details of the strategies and projects included here are provided later in this document.

Strategies

Mobile Apps: Aside from managing mobile phones and other devices, the County is developing mobile applications. A mobile app strategy and approach has been developed to ensure consistency across multiple customer devices. Many

mobile apps have been developed, or will be in production soon. To find what is new go to www.sccgov.org and go to the bottom and click on "Mobile Gallery."

Standardization, Consolidation, Investment in New Technology: The reasons to establish technology standards, consolidate infrastructure and invest in new technology products and services include the following:

- Eliminate duplication of hardware, software and resource efforts to avoid and reduce costs.
- Negotiate enterprise software agreements to leverage economies of scale to lower costs.
- Introduce newer technology to gain capabilities and features that enhance services.
- Enable mobility with enhanced secure remote access.
- Redirect IT resources to value-added IT business solutions.
- Manage IT commodity services more efficiently and effectively. Projects and Initiatives in Support of Standardization, Consolidation, and Investment in New Technology

Projects and Initiatives in Support of Standardization, Consolidation, and Investment in New Technology

County Common Directory & E-mail/Microsoft Office 365 (O365) Hosted Service (Software as a Service "SaaS"):

The provision of cloud-based (externally hosted) commodity software, Office 365, will enhance collaboration, communication, security, disaster recovery and resource management Countywide. As of the date this document was published, over 2,000 mailboxes had been migrated to O365.



Integrated Electronic Healthcare Record: The Health and Hospital System is in the second year of implementing HealthLink, an electronic healthcare system provided by Epic Systems Corporation. Over a period of four and one-half years, HealthLink will integrate numerous separate systems in the Health and Hospital system that incorporate some 99 interfaces, including outpatient scheduling, patient accounting, ambulatory care, pharmacy dispensing, and many more. The transparency created by HealthLink aims to improve patient safety, foster high quality patient care, create work process efficiencies, and subsequently compensate the organization for those improvements. The HealthLink initiative is a major effort that supports health-care reform within the County.

Managing Mobile Devices: AirWatch was selected in FY 2014 to provide a centralized cloud-based approach to manage and secure the increasing number of mobile devices, including smart phones, non-Windows tablets, and other cellular-enabled devices in use Countywide, in conjunction with O365 to facilitate the transition to the new services. The O365 and Common Directory facilitate mobility options for the County workforce due to improved security.

In addition, mobile device policies are under development, and will be presented to the Board for review and approval in FY 2015.

Planning and Development of Enterprise Architecture, Policy Guidelines, and Standards: As part of the review of County policies organization-wide, a policy council, chaired by the County Executive's Office, will:

- Develop a framework to create, revise, review and store approved policies that are easily searchable, and allow for routine electronic review
- Standardize policy formats for printed policies and portal-based policies
- Simplify language and conform (or refer where appropriate) to Federal and State policies.

A new site on the employee portal is being loaded with current policies as they are reviewed.

Enhance Capabilities of Existing Platforms

Improve Web Portals to Improve Customer/Client Access to County Services: The FY 2013 transformation of the public portal resulted in a service-oriented focus that enabled easier web access to County services, improved

search capabilities, and enabled better interaction with the public. Current efforts are focused on improving search capabilities and how information is organized. On an ongoing basis, department web sites have been migrated to the public portal, and some sites were redesigned with a new look and revised content. The Information Services Department (ISD) provides departments with guidelines and best practices to improve and organize departmental web site content.

Connect: Improve Employee Access to Online Services and Information:

The new employee portal was launched in early 2014 and has received high praise from across the County. Connect, as it has been named, sets the foundation to improve employee interaction, workflows, collaboration, and allows easier access to information in one place. Looking up information on policies, people, current events and material has been simplified, with many staff reporting immediate efficiencies and productivity gains. This new service-oriented employee portal has enabled and will continue to evolve to support:

- Easy access to information, processes, and policies
- Improved search capabilities
- Department and Countywide collaboration
- Online services and electronic forms ("eForms").

sccLearn: The Countywide e-Learning Management System provides for the registration and training of key mandated and self-paced training to take place online. Topics include Driver Safety and Sexual Harassment Prevention, as well as over 270 self-paced courses. The sccLearn solution provides easy access and use for trainees, and creates efficiencies including mileage savings, travel time savings, and results in a database for centralized training records for participating departments,

Improve Oversight and Security

IT Security Program Assessment, Planning and Strategy:

ISD and departmental staff are assessing the County's IT Security and Risk Assessment Program to enhance security training and awareness, provide appropriate products and services, refine and add needed policies, procedures and processes, and develop an IT Security Strategic and Tactical plan.



Development of IT Governance and IT Project Management Oversight: Over the last few years, governance for technology projects has embraced the importance of technology in the service of the operation. However, the Project Management Office (PMO) envisioned in 2012 has only recently been staffed. During FY 2015, ISD will work with the Administration to build a sustainable governance and project portfolio structure. The goal of appropriate governance is to ensure the County is investing in the right things, realizing the promised benefits, within the timeframe and budget allocated.

Acknowledgment

Technology is essential to support County services. The top priority is to develop and align business and IT strategies, with an emphasis on reducing the cost of doing business by investing in newer technology, simplifying support, and redirecting resources to value-added IT business solutions. Many of the current efforts would not have been possible without the support of the Board of Supervisors, the County Executive's Office, Department and Agency Heads, and numerous managers and staff across the County organization who participated on focus teams. Their contributions are greatly appreciated and have assisted in transforming how the County provides its services to the public, employees and business partners.





Information Technology Priorities & Plans – Fiscal Years 2015-2017

Aligning Technology with Business Strategies

Information technology (IT) strategies and performance are interdependent with County business strategies and performance. Without understanding the business strategies, IT strategies may be misdirected. In turn, without the underlining technology to support the various County business services, departments' ability to achieve their service outcomes could be negatively impacted or near impossible.

The original aim of the establishment of the Center for Leadership and Transformation (CLT) IT Rapid Transformation groups was to develop recommendations to transform the County organization's approach to using and managing technology. Historically, IT systems and projects have been approached in a siloed manner without cross-organization collaboration, reflecting the way many departments have often operated within the County. The CLT initiatives began a concerted effort to modernize the County's IT operations to enhance business effectiveness, drive efficiencies, and support larger County transformation programs.

Department leaders would prefer to partner and focus on IT business solutions rather than have the responsibility of managing IT infrastructure. They are interested in cloud

(vendor or internally-hosted) solutions to reduce costs, efforts and management of IT. As the cloud hosting industry matures and provides robust, secure solutions, the County will benefit by moving in that direction.

FY 2015 Business and IT Strategy Alignment Work Effort

Starting in FY 2015, there will be a focused effort to work with the various business areas within the County organization to better document business strategies and aligning IT strategies. A Gartner research-derived model is in development for use to document business goals, strategies and needs to better align IT strategies to the business. If this approach proves valid, it could be the basis for much of the future IT planning documents.

As we work together to implement technology in the service of our clients, customers and patients, the Chief Information Officer and her staff will continue to reach out to departments to determine how IT can efficiently and effectively meet the business needs of the County.



Current Needs and Emerging Issues

Aligning strategic focus with business needs must take into account the current trends and emerging issues impacting County IT and County operations from an IT perspective. The following needs and emerging issues have been identified as most impactful on the County, and are represented in ongoing organizational transformations in the Information Services Department (ISD), the application of County IT resources to programs and projects, as well as the selection of IT Capital Projects.

Infrastructure Replacement, Consolidation and Transition of IT Resources

For several years, many departments have requested that infrastructure be replaced due to age, rate of failure, cost and effort to support, and the inability to move forward to meet business and application needs with existing hardware. In FY 2014, over 11,000 devices began being replaced through the use of technology bonds or non-general funds. Some replacements for core network, radio and GIS systems were delayed until FY 2015. With many infrastructure changes taking place, the County will be developing improved IT asset management practices and systems to track IT assets, and to ensure compliance with software agreements.

The County's Common Directory and Office 365 project continues to be implemented, and the deferred work to add more security, remote access, and automation and best practices in administrative duties has been recommended to proceed in FY 2015.

In addition, many servers are being removed due to the Common Directory and Office 365 project, and related server virtualization initiatives that eliminate physical servers. As a result, many departments are moving these servers to ISD so they may redirect their own IT resources towards business solutions and needs.

As part of the Common Directory and Office 365 project, a small number of IT staff from multiple departments will be consolidated into ISD to maintain the support of this central service, as well as migrate over time other departmental infrastructure for which they are currently responsible. This will continue consolidation efforts, reduce cost and support efforts, and better manage compliance and security.

Transformation and Modernization to Shared Services

There are three main areas for which large investments are recommended in FY 2015:

- The Law and Justice System Program
- The implementation of a procure-to-pay system across the County
- Unifying the permitting workflow for multiple departments to develop a shared solution related to the issuance of Planning, Building, Grading and Fire Permits.

The Law and Justice System Program: This program is a large initiative that has multiple aspects, one being the replacement and modernization of the current integrated Adult Criminal System (CJIC) and the Juvenile Record System with multiple systems that have additional capability. The second aspect insures that data integration for process integration, data analysis, and reporting is completed in a collaborative, comprehensive manner across the Law and Justice Community. The third aspect pertains to the investigation of options for archiving criminal history, so the current, costly legacy system can be eliminated. There are multiple external factors influencing this area, such as the new Court Criminal Administration system and the retirement of staff who are experts on legacy systems.

Procure-to-Pay: Additionally, the automation of the procurement function across the County is necessary to reduce costs and manual paper-driven processes, as well as to provide transparency, accountability, contract management, supplier information management, dynamic discounting, spend analysis, risk management and more. The SAP/Ariba Project will be an externally-hosted system that is more cost effective to implement and maintain than one the County would host itself.

Transformation and Modernization of the Planning and Development Department: Planning and Development processes over 4,000 permit applications annually using a fragmented and inefficient process. This project will unify the permitting workflow process across multiple County departments. Once implemented, savings attributable to reducing the average building permit process time from seven months to three months for Stanford University applications alone is estimated at up to \$5 million per year in reduced project capital costs for the university.

Large-scale Document Scanning and Digitizing for Easy Retrieval

Many departments desire the ability to scan and digitize documents in a carefully constructed process in order to electronically search, link, manage and secure documents. An online library of scanned documents will enable collaboration, information sharing, and compliance with records retention policies. The anticipated outcomes are self-service that will reduce staff time and cost to search for documents.

Single Point for Information - Employee Portal - SCC Connect

Since the launch of the new County web portal, "Connect", the portal has received favorable reviews from across the County. ISD staff is already working on enhancements that will include the ability to receive and disseminate internal communications, complete electronic forms, sign selected documents electronically (e-signature), and review other official information. Potential e-Signature solutions will be investigated in FY 2015.

IT Professional Services: Analysis and Strategic Planning Assistance

Departments are unable to address all of their technology and business needs with existing staff resources who have regular operational duties, necessitating one-time needs for IT specialists to perform business analysis, develop requirements, project management, and subject matter expertise. Department leaders want assistance in developing integrated business and IT strategic plans for their departments, to streamline business functions and processes that are part of their departmental CLT efforts. Funding in FY 2015 has been requested as part of the ISD budget to assist departments with these resources. With Board of Supervisors' approval, the CIO's office has completed an extensive RFP process and has implemented seven master contracts with IT professional services companies that will be managed by the CIO's office to track, provide oversight, and assist departments to best define their needs and approach.

Mobility - Devices and Apps

ISD has consolidated cellular service accounts with the County's providers (Verizon, AT&T and Sprint), and is renegotiating cellular voice and data plans and identifying underutilized devices to achieve cost savings. The AirWatch

Mobile Device Management (externally-hosted) service has been implemented and is providing the management, policy compliance and security of mobile devices.

Multiple mobile applications have also been developed and are in production, with other Counties now interested in sharing. This development framework allows Web applications to easily be presented on mobile devices, reducing development time, and providing flexibility to the public and employees.

IT Security

The core objective of the County IT Security Program is to protect the County's data, information and IT assets from external and internal vulnerabilities and threats, to ensure compliance with regulations, to educate staff, and to foster security awareness and good, safe practices. With the continuing move toward electronic records, such as health care records, more audits are occurring to review practices and ensure compliance. Staffing recommendations have been made in the FY 2015 Recommended Budget to secure additional resources to enable better management in this area and provide guidance, training, and support to departments.

Virtual Desktop

Departments are requesting that staff be able to work using their personally-owned or County-owned computers while at home or other remote locations. To protect the County's information assets, expanded central control of the virtual desktop environment, including the operating system and applications, will be required. At the Health and Hospital System, a relatively extensive virtual desktop solution that requires HIPAA compliance is already available to selected employees.

Data Sharing, Analytics, Service Performance Outcomes and Reporting

Mandates for Healthcare Reform, Public Safety Realignment, and many other projects where data sharing, analysis and reporting is required, are driving the need for an Enterprise Data Integration (EDI) strategy. Program service measurements can be derived by analyzing aggregated data across business units through the use of business intelligence solutions. However, a critical component is the development of data sharing policies, due to the sensitive and confidential nature of the data and the current legal restrictions on sharing. Without the ability to share data appropriately, achieving program evaluation becomes

impossible. The drivers, policies, approach, management and technical solutions will all be considered as the EDI program evolves. The key focus will be determining service performance outcomes in order to improve what is necessary to address the many client needs within the Public Safety net areas.

Replace Legacy “One-off” Applications with Shared Supportable Services

Increasingly, department managers have reported their concerns regarding their dependence on small, obscure, or custom software with diminishing vendor support. They are highly interested in implementing replacement software to maintain key business functions. With the integration capabilities of Office 365, along with easy-to-use rapid development toolsets, there is potential to replace department applications using a shared service approach, providing an industry standard solution to meet multiple business needs. These shared services and rapid deployment toolsets will be investigated and pilot tested in FY 2015.

Key Technology Initiatives

The following projects and programs are highlighted in this document. Other projects are listed in appendices.

Countywide Focus

- County Common Directory and Software as a Service Office Productivity Solution
- Enterprise Content Management
- Mobility Strategy
- sccLearn - County Learning Management System

Public Safety and Justice System Focus

- Law and Justice System Roadmap
- Public Safety Realignment - AB 109
- California Disposition Reporting Improvement Project (CA-DRIP)
- CAD Integration, Common Operating Picture and Data Exchange Projects
- Countywide Digital Evidence Project
- Failure to Appear Automated Notification

Health and Hospital System Focus

- HHS Electronic Healthcare Information System - HealthLink

Continuous Improvement While Making IT Green

- Server Consolidation and Virtualization
- Shared Storage (SAN) and Backup/Recovery Services
- Teleworking
- Cloud Services (Hosted Solutions)
- In-Building Wireless



Progress to Date

- **Migrated Mailboxes:** 2,239 County electronic mailboxes were migrated to Office 365 between January and April of 2014, with the goal of 14,000 by end of July.
- **Migrated to Common Directory:** 1,160 users and 1,010 workstations in departments with formerly separate directories have been joined to the SCCGOV common directory, with more departments pending.
- **Common Platform Implemented:** A cross-departmental team implemented Microsoft's System Center platform for device management and software deployment, and currently 3,717 workstations are already being centrally managed in this environment, with more pending.

Milestones

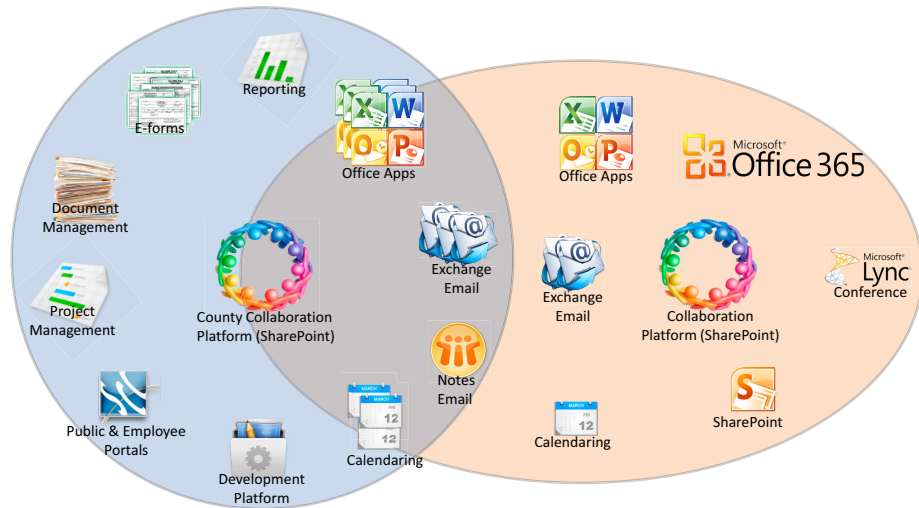
Status

Develop objectives and determine requirements	Completed
Evaluate and select a SaaS product Completed	Completed
Evaluate and select a Common Directory approach	Completed
Procure Licensing / Negotiate SaaS Agreement In-Progress	Completed
Develop and document vision and scope	Completed
Procure resources and services needed for implementation	Completed
Implement and complete directory consolidation	In Progress
Implement SaaS solution	In Progress

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County Common Directory and Software as a Service Office Productivity Solution

County's Strategic Cloud Direction: MS Office 365



- ✓ Common Collaboration Platform and toolsets
- ✓ Reduces formats, standards, support effort
- ✓ Focus on enabling departments, improving and automating processes
- ✓ Hybrid Solution - helps in the transition and security areas
- ✓ Easier to transition, less retraining – focus on new capabilities

Project Description

The Common Directory and Office 365 solutions represent a major investment for the County, building a secure environment that enhances communication, collaboration, and information sharing across the County. It also builds a foundation for future shared services such as electronic signature, e-forms, workflow, and document management, not only within the County organization, but with regional partners and the public. All of the departments are in full compliance with only a few technical and State requirements that are being finalized. Santa Clara County is the leading County in California to move to this hosted service provided by Microsoft.

The initial focus of the scope of this project covered the first three elements, but the final scope encompasses all of the listed elements. As more requirements and capabilities were understood, plus their required integration, the items have been added to ensure flexibility, compliance and additional security.

- Office 365 Productivity/ Collaboration/Communication, including email, Web/ Video conferencing, SharePoint, instant message, shared storage, Office Productivity solutions
- Common Directory & Infrastructure Foundation
- Security
- Device Management



- Identity Management
- Anywhere, Anytime Access with Any Device

Project Goals

- **Enable Cross-County Efficiencies** by the establishment of a Common Directory through consolidation of multiple departmental directories to provide a foundation to build shared cross-county value-added IT business solutions that provide efficiencies, and enhanced productivity.
- **Enhance Communication and Collaboration** by consolidation of departmental e-mail systems into a single cloud-based e-mail service that also provides instant messaging, web/video conferencing, collaboration, and office productivity functions allowing the County to stay current and move forward together with new capabilities introduced by this service.
- **Reduce the Cost of Doing Business** with the consolidation of multiple software agreements to one Microsoft Enterprise Agreement for licensing, maintenance and support to achieve enterprise standardization, Countywide coverage, and economies of scale that reduce ongoing costs, and eliminate redundant systems and staff functions.
- **Increase Capabilities** in the areas of security, remote access, disaster recovery, and ability to perform legal discovery and litigation holds.
- **Increase Productivity** by redirecting IT resources to value-added IT business solutions from redundant services.

Progress to Date

Developed the Following Applications:

- **Connect Employee Portal** – (Screen shot to the right)
- **Special Events Permit System (SEPS)**
- **Animal Licensing Jurisdiction Search**
- **Tax Collector Property Tax ePayment** (projected to launch in May 2014)
- **Online Visit Reservation (OVR) Enhancements** (projected to launch in May 2014)
- **Sheriff Fingerprinting (SFP)**
- **Weights & Measure Registration and Fee Payment Application**
- **Assessment Appeals Application Redesign**
- **SCCVector Mobile App**
- **SCVMC Way Finding Mobile App** (projected to launch in June 2014)
- **Park Finder**
- **ePay (online payroll) & Online Employee Benefit Statement**
- **Wellness Activity Tracking**
- **SCC Staff Directory** (People Search Mobile App)

COUNTYWIDE FOCUS

Enterprise Content Management



Summary of Initiatives

The ECM area has grown and includes multiple initiatives. The Enterprise Content Management unit at ISD collaborates with IT staff across the County. The goals of the ECM unit is to:

- **Establish a Shared Service** with a common, centrally managed platform for an ECM system that is integrated to enhance the interaction of information, collaboration and workflow within departments and across the organization.
- **Provide Central Management** of all web-related functionality including, but not limited to, web domain registry, platform administration, portal functionality, training, and content management to ensure County Business needs are met.
- **Advance Innovation** by developing desktop and mobile applications that follow Responsive Design guidelines and also integrate with multiple solutions. Applications cover both public and internal facing needs.
- **Improve Business Process via ECM Professional Services** to customer departments on all phases of a project, from analysis to development and implementation. ECM team members are technical liaisons between the business owners and technology solutions to facilitate feasibility studies, provide recommendations based on business needs, enable process automation and implement new system integration with existing enterprise platforms.
- **Establish Common Public and Employee Portals** by providing a consolidated County-wide and departmental shared resources personalized for each County department and employee to improve efficiency with access to appropriate information at the right time, with advanced search capabilities.
- **Provide Value-Added IT Business Solutions:** Provide ECM tools and infrastructure to bring value-added IT solutions to departments and organization, reducing duplication of infrastructure, simplifying support, providing faster pace to implementation, and enhancing access to information, sharing and collaboration.

Milestones	Status
Design technical architecture	Completed
Public Portal implemented on the new platform with service-oriented architecture	Completed
Implement Employee Portal on new platform	Completed
Implement advanced search capabilities	Completed
Develop plans for department web site redesigns and content transformation	Completed
Develop plans for document management capabilities for departments	In progress; Completed for some departments
Integrate with County's Office 365 initiative Countywide	Plan in Progress
Develop integration with Business Intelligence solutions for reporting dashboards	Plan in Progress
Establish requirements and options for e-Signature	Plan in Progress
Develop Mobile App Strategy for the public and for off-site workers	Plan in Progress
Integrate with Geographical Information Systems	Plan to be developed

- **Provide Document and Record Management** by establishing a Countywide system to manage documents and records. Provide both business and technical guidance to all departments in order to standardize record management and document management. Coordinate with County Counsel and the County Executive's Office to establish necessary policies, governance, and retention schedules related to record management and document management.
- **Develop Electronic Forms** to replace current manual forms which are used for County approval processes or public requests, to enable self-service, workflow and greatly improve overall efficiency. Elimination of paper-based forms that need to be manually filled out, printed, signed, scanned, and e-mailed to various departments, with a fully electronic and automated process.
- **Reduce Costs:** Achieve economies of scale with enterprise licensing.
- **Increase Effectiveness:** Allow redirection of IT staff from IT maintenance/redundant services to business process improvement.
- **Increase Self-Service:** Provide capabilities on portals and mobile apps to increase self-service capabilities to reduce support efforts and to increase self-sufficiency and public and employee satisfaction.

Applications Created:

The County has developed a significant number of applications to allow access to data and facilitate the automation of County business processes. Below are the highlights of this effort, representing the current available applications for use.

- **Connect Employee Portal:** (Screen shot from previous page) This application was built to be a central hub for County employees to get and stay connected and informed on County information, policies, forms, and employment information. The staff directory, or People Search, allows employees to locate colleagues by title, organization, phone number, and first or last name in a single search box. Employees can discover current site trends such as top searches by other employees, a new County Executive corner allowing direct communication with the executives, training news, and valuable resources for employees and personalized employment information such as payroll, benefits, vacation and sick leave balances.



- **Special Events Permit System (SEPS):** Developed for the Roads and Airports Department, this easy-to-use application allows the event organizers to apply for the permits online, reducing visits to the counter and streamlining the application screening process. SEPS also sends out notifications to subscribers who want to be notified when there are upcoming public events in specific areas.

■ **Animal Licensing Jurisdiction Search:** Built for the Animal Care and Control Department to help point pet owners to the right jurisdiction for licensing purposes. Prior to this application being built, Animal Control agencies in the area did not have a way to look up the jurisdiction to direct pet owners to the right place to apply for pet licenses. Pet owners often applied with the wrong agency and were not able to obtain licenses for their pets. This easy-to-use application allows the public to search by any address in the County and be directed to the right agency to apply, alleviating the confusion and frustration.

■ **Tax Collector Property Tax E-payment** (projected to launch in May 2014): Developed for the Tax Collector's Office, this newly redesigned application can accept online property tax payments via credit cards, debit cards and/or e-check. It offers a streamlined user experience and is scalable to handle high demand during peak tax seasons. Real-time payment posting has replaced overnight updates. Responsive web design automatically adjusts and renders on multiple platforms from desktop to tablets and smartphones.

■ **Online Visit Reservation (OVR) Enhancements** (projected to launch in May 2014): Developed for the Sheriff/Department of Correction, this new release expanded on one of the most popular and long-running public applications in the County, which allows online scheduling visits with inmates. The new enhancement includes online reservations for inmate visitations at the South and North Main jails, beside the Elwood facility. These enhancements have drastically reduced time waiting in line for inmate visitation scheduling at the Main Jail.

■ **Sheriff Fingerprinting (SFP):** Developed for the Sheriff Department, this web application was redesigned and standardized to the County's web application platform to reduce development and support costs associated with multiple platforms. The redesign resulted in better user experience and quicker processing time.

■ **Weights & Measures Registration and Fee Payment Application:** Allows customers to make online payments for services provided by Weights and Measures, replacing the tedious manual process of processing payments and entering information into the system. The reports generated by this application, give Weights and Measures better oversight of the payment collection process.

■ **Assessment Appeals Application Redesign:** Developed for the Clerk of the Board's (COB) Office. The old static and rigid application was redesigned as a simplified, "turbo-tax" like interface, which has built-in intelligence to

simplify the data collection process for end-users while pulling look-up information from the source system. At the back-end, it also became easier for COB to review and process the submitted applications. The overall business process was greatly improved.

- **SCCVector Mobile App:** This mobile application was developed for the Santa Clara County Vector Control District. This user-friendly mobile app allows citizens to request assistance with vectors like mosquitoes, rats, fleas, mites, and potentially harmful animals. Vector Control has received accolades and interest from several other counties that faced similar needs.



- **SCVMC Way Finding Mobile App** (projected to launch in June 2014): This mobile application was developed for the Santa Clara Valley Medical Center (SCVMC). It provides visitors to the SCVMC hospital campus with a convenient and user-friendly visual step-by-step GPS like navigation to specific service centers within the hospital. It enables a better overall visit experience to patients and visitors. This mobile application can be adjusted to provide similar capabilities to other departments.



- **Park Finder:** A web app that allows the public an easy and friendly way to access information and maps of Santa Clara County Parks. The responsive design is applied to optimize the ease of use on both desktop and mobile devices. It appears and behaves like a mobile app without having to build an actual mobile app, avoiding the duplication of effort.

- **ePay (online payroll) & Online Employee Benefit Statement:** Provide a secured central online place for County employees to retrieve their latest and archived paystubs. This online service helped the County save significantly on paper and printing cost, in addition to staff time to distribute paystubs to all County employees every two-weeks. It

also opened up the self-help opportunity for employees, reducing over-the-counter and phone support time so ESA staff can focus on other essential tasks.

- **Wellness Activity Tracking:** Built for the Employee Wellness Division at Valley Health Plan, this app allow employees to track activities during wellness campaigns. It helps employees stay on track with their wellness goals and assists campaign leads managers to easily gather participation information for monitoring and planning purpose.
- **SCC Staff Directory (People Search Mobile App):** This mobile application offers the Santa Clara County Staff Directory on mobile devices. Users can easily look up County staff, call, text or email from their smart phones while on the go.

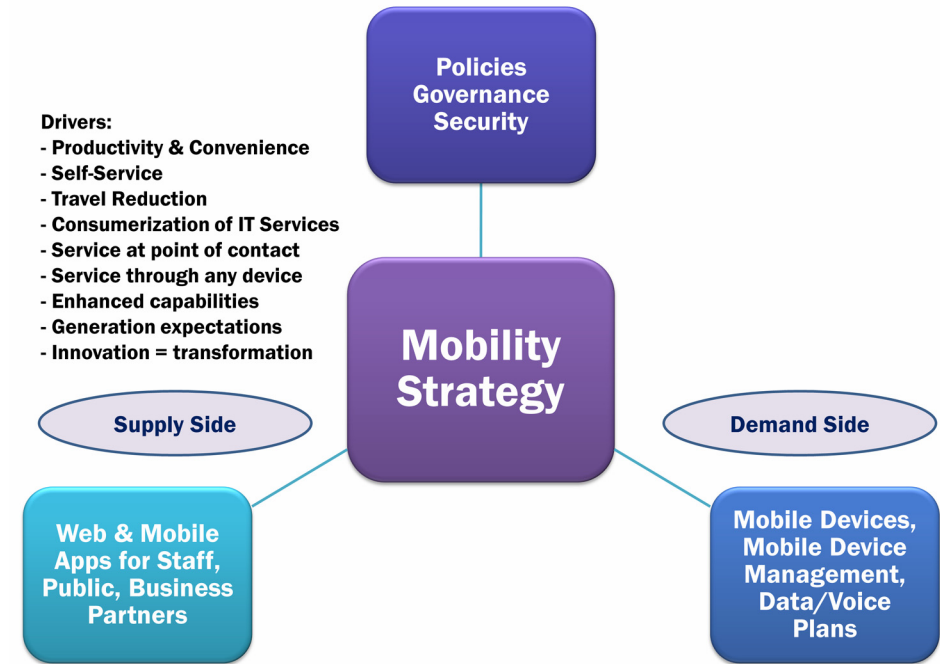
Appendix C includes a list of all Enterprise Content Management projects planned for FY2015, and ECM projects completed as of April 2014.

Progress to Date

- **Implementation of Mobile Device Management Solution (MDM):** Hosted Airwatch solution implemented to centrally manage mobile devices, to ease support, provide required security, and keep current on policies.
- **Consolidation of Voice/Data Management Plans:** Established central management of mobile device orders, service and billing.
- **Implemented New Websites that are Mobile Enabled:** See progress to date under the Enterprise Content Management Section for New Web and Mobile apps

Milestones	Status
Develop mobile strategy and update policy	High-level strategy presented to BITS for approval in FY 2013. Status reports provided to the Board of Supervisors Finance and Government Operations Committee.
Develop requirements for a MDM system and release RFP	AirWatch MDM system selected through RFP process and currently in implementation
Establish a Center of Excellence group to maintain and evolve with the rapidly changing industry	In process
Publish standards, security levels, and procurement processes	Being developed in parallel with implementation and roll-out of AirWatch MDM system.

COUNTYWIDE FOCUS
Mobile Strategy



Mobility Strategy

The number of mobile apps, the number of consumers downloading to mobile devices, and the number of mobile devices is growing substantially. There is a growing expectation of staff, the public, and the County’s business partners to remotely access information and services from any device, anytime, anywhere.

The mobility strategy focuses on enabling employees to be more efficient with anytime, anywhere, any device access to content, reducing the dependency on paper, and increasing the capacity to electronically search and access information in a timely manner, and to provide service at the point of contact. In addition, there is a parallel requirement to manage, maintain and support these mobile devices to ensure they stay current with security, policies, and software, in an efficient automated manner.

Mobility Program Goals for Mobile Devices

- **Reduce Costs:** Lower County cellular phone bills with new enterprise level plans negotiated with the three major cellular providers.
- **Increase Efficiencies:** Streamline billing process through ISD.
- **Advance Innovation:** Leverage new mobile technologies to provide access anytime, anywhere, on any device to provide efficiency gains.
- **Increase Security:** Provide mobility in a secure manner to reduce risk of data loss and associated liabilities.



- **Ease Support:** Establish standards and implement tool-sets to ease management support of mobile devices.
- **Ensure Compliance:** Development of Mobile Device Policies.

Mobile Application “Mobile Apps” Strategy

The initial strategy for mobile apps is to render websites on mobile devices, then to build applications that can be used by many of the services within the County, and to provide the service at the point contact. To do this in an efficient manner, a developmental framework was created to quicken the development process, eliminate double entry of content and leverage existing mobile device features. The result has provided a rapid development process that is easy to support. The key development strategies are reflected in the Milestones.

Mobility Program Goals for Mobile Apps

- **Advance Innovation:** Develop a framework that quickens Mobile App development, eliminates double entry of content, leverages existing mobile device features, and can be easily shared or reused by multiple services within the County, further reducing development time.
- **Increase Productivity and Convenience:** Provide convenient, self-service, enhanced capabilities through any device, and service at the point of contact reducing travel time and increasing satisfaction of the public and the staff.
- **Reduce Cost of Doing Business:** Provide applications, infrastructure and central development and management to reduce redundancies, establish standards and shared services, and trained workforce to build quickly and consistently easing maintenance and framework that can take advantage of newer technologies.
- **Address Generation Expectations with Shared Services:** Within an increasing mobile society, the expectation for more government services to be available on mobile devices continue to grow. By identifying similarities in services within the County and across other Counties, mobile apps can easily be shared, further saving overall government costs.

Milestones for Mobile Applications

Mobile Friendly Templates	<ul style="list-style-type: none"> ■ Build mobile friendly templates for automatic rendering of County web sites on mobile devices ■ Allow single content creation and management for web and mobile devices ■ Content owners enter content once
Native Mobile Apps	<ul style="list-style-type: none"> ■ Develop native apps for services, which utilize mobile device hardware for better user experience ■ Leverage full mobile device features like GPS, camera and phone
Build Services Framework	<ul style="list-style-type: none"> ■ Build service functions once and reuse in multiple mobile apps ■ Utilize the same service functions for both web and mobile platforms as well as third party solutions

Mobile Apps Created

The County has developed a significant number of mobile apps to support the ongoing service needs of the County. Below are the highlights of this effort, representing the current available apps for use.

- **SCCVector Mobile App:** This mobile application was developed for the Santa Clara County Vector Control District. This user-friendly mobile app allows citizens to request assistance with vectors like mosquitoes, rats, fleas, mites, and potentially harmful animals. Vector Control has received accolades and interest from several other counties that faced similar needs.



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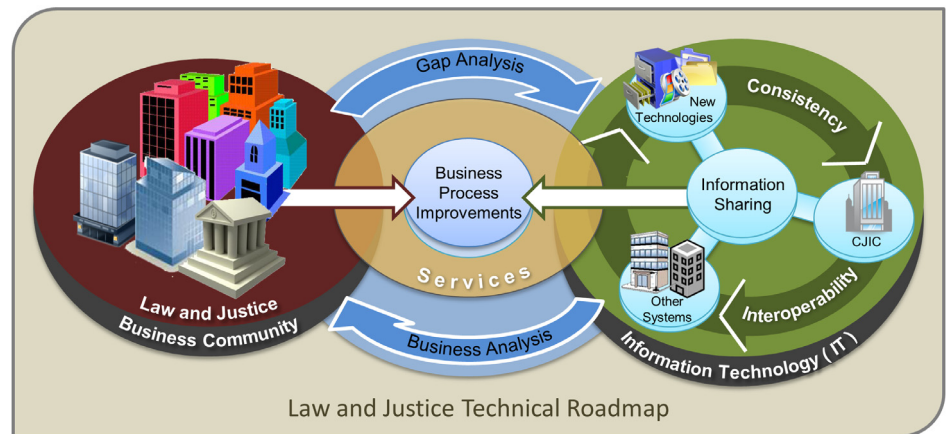
- Increase Business/Technical Support and Security:** Increased efficiency and reduced cost with a single enterprise-wide system; centralized access control and security, eliminating redundant products/services, support, and costs.
- Increase Business/Technical Support and Security:** Increased efficiency and reduced cost with a single enterprise-wide system; centralized access control and security, eliminating redundant products/services, support, and costs.
- Reduce Costs:** Shared service across the County and with external government partners, eliminating redundant systems and support efforts.
- Provide Central Program Management:** Consolidated effort to manage program and funding County-wide, and provide foundation for value-add services across the organization.

Progress to Date

- **Completed Assessment:** Completed an in-depth assessment of the County's integrated Criminal Justice Information Control System (CJIC) that provides Adult Criminal Justice information to over 4,000 users.
- **Process Improvements:** Reviewed and documented the Adult Offender Business processes across all Law and Justice Agencies, and external Law Enforcement Agencies (LEA) and identified process improvements with and without technology; as well as the documentation of unmet needs.
- **External Research and Review:** The Federal Integrated Justice and Information Sharing (IJIS) Institute completed an assessment and report on the Adult Offender system and processes to validate the County's findings and provide additional perspective on additional improvements; staff completed investigations of other County and State system solutions; and, completed research on national standards and best practices.
- **Web-enabled Adult Criminal Information:** CJIC on the Web, provides faster access to adult criminal information to enhance security officer safety; provides access from any device, including smartphones and tablets; displays Mugshot photos; provides ease of use; and streamlines processes to reduce staff time; and in a secure manner.
- **Bench Warrant Automation:** The Bench Warrant process was automated to streamline the process, reduce Bench Warrant availability from 7 days to within 1 business day, reducing staff time, associated costs and the elimination of paper.
- **Approved High-Level Strategy for a New Integrated Law and Justice Program:** In FY 2015, the Executive Steering Committees recommended approval to fund the establishment of the new Law and Justice System Program to resource a team to develop and plan for the evolution and architecture changes for an advanced, innovative approach to meet the growing needs of the Law and Justice Community.

PUBLIC SAFETY AND JUSTICE SYSTEM FOCUS

Law and Justice System Roadmap



Program Description

Law and Justice System Roadmap Program. Within the community, many different technologies and systems are in use. At the center is the Criminal Justice Information Control (CJIC) system, a County mainframe application that tracks local adult criminal histories and provides the operational framework for criminal case processing. With over 4,000 users, CJIC is integrated into every aspect of the County's day-to-day law and justice operations. CJIC annually processes more than 88,000 criminal court cases and over 70,000 formal bookings. The project is focusing on planning for the Law and Justice Community's shared needs in an integrated manner, specifically addressing the following goals.

Program Goals

- **Advance Data Sharing, Analytics, and Reporting:** Develop and implement strategies, technologies, and policies to increase information sharing and business analytics across a variety of technical platforms to enable decision-making to improve service performance, in a cost-effective manner.
- **Develop Foundational, Innovative Architecture:** Develop an architecture framework for an integrated Law and Justice System that would replace current legacy systems and provides flexibility, scalability, adaptability and the continual use of newer technologies.
- **Increase Efficiencies to Enhance Productivity and Reduce Cost:** Develop a plan, and implement where possible, other technology and process changes that will reduce costs and streamline operations.
- **Improve Business Processes:** Identify "quick-win" projects that can be completed quickly, increase efficiencies, and reduce costs of doing business in each business area and across the Law and Justice Community.

Milestones	Status
Develop a Project Charter	Completed
Gather detailed requirements	Completed
Analyze and document process flows and identify process improvement opportunities	Completed
Implement quick win projects	Completed
Request & obtain grant budget modification approval	Completed
Implement business analytics & reporting pilot project	Completed
Implement Law & Justice Agency learning management system	In progress, target completion date FY 2014
Implement web services pilot project	Completed
Streamline business operations across the justice community by piloting electronic processing of bench warrants	Completed
Develop a comprehensive information systems roadmap for Santa Clara County integrated law & justice systems	In progress, target completion date FY 2016

- **Increase Opportunities:** Enable shared services for information automation and increase collaboration between agencies.
- **Enhance Security and Performance:** Develop a strategy to provide increased flexibility to accommodate new access/integration requirements while maintaining system response time and security.
- **Data Integration at Reasonable Costs:** Support technical integration and business collaboration in the most cost-effective manner.
- **Enable On-going Improvements:** Provide a foundation for ongoing improvements in law and justice technology in the County, and taking advantage of innovative changes in the industry.
- **Provide Value-Added IT Business Solutions:** Identify strategies and develop a comprehensive plan to address redirect support efforts from maintaining legacy system to more value-added IT Business solutions.
- **Maximize Training:** Provide a more effective and efficient manner of training law and justice personnel to minimize time away from critical tasks (such as LEA patrol).
- **Increase Safety:** Provide field officers faster access to criminal offender information; key information anywhere, anytime, any device, to increase public and officer safety out in the field.
- **Reduce Costs:** Reduce costs of information sharing with shared services and support model.
- **Adopt Data Standards:** Adopt, where feasible, national technical standards to improve cross-agency data ex-changes.
- **Maintain Service Levels:** Minimize disruptions in service levels.

Progress to Date

- **Documentation Completed:** All Realignment processes and data sources documented in agencies involved in AB 109 to form basis of the plan to integrate data to support re-entry services and program outcome measures.
- **Implemented Realignment Referral Card:** This card uniquely identifies Realignment individuals to track services provided by each of the individual agencies and service programs, to assist in the evaluation of service programs.
- **Developed Phase 1 of the Realignment Data Warehouse:** This provides the initial analysis and reports on the realignment population and associated services provided.
- **Developed Charter for Reentry Referral Tracking System:** This effort will track client referrals and services delivered to the Realignment population.

Milestones	Status
Develop a Project Charter	Completed
Document Realignment business processes for Probation, Custody Administration, and the Superior Court	Completed
Document Realignment business processes for Custody Booking & Programs, Custody Health, Mental Health and Department of Alcohol and Drug Services	Completed
Obtain CCP Data Workgroup outcome measures	Completed
Submit funding request for FY 2014	Completed
Document realignment business processes for District Attorney, Law Enforcement, Pretrial Services, Public Defender and the California Department of Corrections and Rehabilitation	Completed
Complete gap analysis between current and future systems and data requirements	Completed

PUBLIC SAFETY AND JUSTICE SYSTEM FOCUS

Public Safety Realignment – AB 109

Project Description

Assembly Bill 109 (known as Public Safety Realignment or AB 109) went into effect on October 1, 2011, shifting responsibility for lower level offenders released from State prison to local jurisdictions, and lower level time commitments to County jails. This is a tremendous change throughout California creating very complex changes to County business processes, increasing the need for data sharing across multiple service providers, and complex data analysis to determine service performance measurements and outcomes.

The impact is multi-jurisdictional, requiring a business process and technical plan for collection and sharing of information related to Realignment individuals, programs, and performance measures. The difficulties around sharing data, maintaining confidentiality, and meaningful metrics are a few of the complex challenges. This project will develop a comprehensive and multi-jurisdictional solution, including both State and local agencies, to develop data sharing policies, to collect and share data on individuals, programs, services, and to continually refine means to measure outcomes as related to Public Safety Realignment.

Program Goals

- **Data Sharing, Policies, and Reporting Requirements:** Identify Realignment-related data, where it resides, how it can be shared, and the mechanisms to extract, analyze and report in a meaningful manner.
- **Advance Innovation:** Identify and implement interim “quick win” solutions to improve Realignment reporting, using existing technology and tools.
- **Streamline Business:** Document business and operational processes and perform a workflow analysis related to Realignment, in order to better understand the data needs and flow between agencies.
- **Define Data and Performance Measurements:** Obtain detailed data requirements and outcome measures as defined by the Community Corrections Partnership (CCP) Data Workgroup.
- **Locate Data for Meaningful Use:** Document agency and integrated systems, such as the State Parole “LEADS” system, CJIC, and other agency-specific systems, to determine potential sources of Realignment information.
- **Apply Best Practices:** Determine the best reporting solutions and automate data exchanges, where possible, between State and local agency systems, in order to more efficiently share information across agencies, and produce information that decisions and performance reviews can accurately be made.
- **Quick Improvements:** Realize short-term Realignment reporting improvements, using existing technology and systems.
- **Reduce Costs:** Reduce costs of managing Realignment individuals by streamlining business processes.



Milestones (continued)	Status
Develop and implement interim improvements for reporting & data sharing	In progress, ongoing
Complete draft data collection & sharing plan	Completed
Document Realignment business processes for the Department of Revenue and Social Services Agency	Completed
Develop and implement Phase One of the long-term solution for Realignment data collection, sharing and reporting	Completed
Develop a plan to implement Phase Two of the data warehouse, to incorporate additional information from other Realignment agencies	In Progress, target date FY 2015

- **Promote Collaboration:** Develop a collaborative approach to collecting and sharing data on Realignment individuals to increase efficiency and effectiveness and reduce costs.
- **Advance Technology:** Provide required integration services in the most cost-effective manner.
- **Enable Decision-Making:** Provide accurate data and analysis to enable management and operational reporting, decision-making to accurately improve service performance metrics and outcomes.



Progress to Date

- **Funding Secured:** Grant funds were allocated to plan and resource this project.
- **Documentation of Issues, Processes to Improve:** Work was completed to document and share business processes, technical designs, and existing constraints. National funding agencies (SEARCH and the National Center for State Courts) provided guidance and assistance on data exchanges and national standards.
- **Successful Outcome:** The multi-agency project team has completed the majority of project milestones, errors have been reduced and automation of data exchanges have increased. State DOJ and AOC will be responsible for planning and implementing the solution State-wide.

Milestones	Status
Develop a Project Charter	Completed
Document charge code mapping and reconciliation	Completed
Develop a charge code maintenance protocol	Completed
Communicate new protocols and business processes to all stakeholders	Completed
Document technical constraints and opportunities to utilize national technology and data exchange standards with existing systems	Completed
Develop necessary data exchanges & technical components	In progress, target date FY 2014
Develop plans to roll-out solution State-wide	Not started, target date FY 2015
Implement State-wide improvements to arrest and disposition reporting	Not started, target date FY 2015

PUBLIC SAFETY AND JUSTICE SYSTEM FOCUS

California Disposition Reporting Improvement Project (CA-DRIP)

Program Description

The Disposition Reporting Improvement Project is a joint project with the California Department of Justice (DOJ) and the California Administrative Office of the Court (AOC) to improve the quality and timeliness of criminal data that the County sends to the State. This project impacts all County justice agencies, all Law Enforcement agencies, and the DOJ and AOC. It is intended that Santa Clara County's efforts will form a model to be used Statewide to improve arrest and disposition reporting.

Program Goals

- **Business Improvements:** Improve the County's charge code mapping to DOJ, and streamline the reporting of arrest and disposition information to State and Federal agencies, and ensure accurate criminal history records are available to law enforcement agencies and for pre-employment background checks.
- **Reduce Errors:** Reduce the number of errors and associated costs and effort that occur when the County sends disposition information to the State, and automate data exchanges and error reporting between the County and the State where possible.
- **Best Practices:** Form a model for State-wide improvements in criminal history reporting.
- **Improve Public Safety:** Improve accuracy and timeliness of criminal history data at the State and Federal levels.
- **Provide Automation:** Automate data transfer to reduce manual effort reconciling charge codes between the County and the State and integration services in the most cost effective manner.

Progress to Date

- **Requirements Developed:** Use cases, business, technical and security requirements were developed by the County team in partnership with the Silicon Valley Regional Interoperability Authority (SVRIA).
- **Design Developed:** Preliminary technical designs and data exchange documentation have been completed. An RFP was issued in August 2011 resulting in a contract with Think-stream, Inc. for provision of software and services.
- **Phase One Completed:** The first phase of the project was completed in fall 2013, Phase 2 is in progress with a target completion date of FY 2015.

Milestones	Status
Develop project charter and project plan	Completed
Procure vendor services	Completed
Procure and install hardware and related components	Completed
Complete business analysis and develop business rules	Completed
Install software, including a message handling broker and business rules interface	Completed
Integrate GIS and situational correlation services	In progress, target date FY 2014
Design and implement necessary National Information Exchange Model (NIEM) conformant bi-directional data exchanges	In progress, target date FY 2014
Design and implement Common Regional Operating Picture portal	Phase 1 Complete, Phase 2 in progress target date FY 2015

PUBLIC SAFETY AND JUSTICE SYSTEM FOCUS

CAD Integration, Common Operating Picture and Data Exchange Projects

Program Description

Computer Aided Dispatch (CAD) to CAD Data Exchange This project will link fifteen (15) Public Safety Answering Points (PSAPs) through their associated CAD systems. Also included, is the publication of multi-jurisdictional, multi-discipline dispatch event and resource status information on a map display, available via the Internet. This regional project includes all municipal and County PSAPs in Santa Clara County, the consolidated PSAP in Santa Cruz County, and the South Santa Clara County Fire Protection District's Contract Provider (CAL Fire).

The CAD systems used to track and dispatch field personnel and resources are not currently linked and have no way of sharing critical information. As a result, dispatchers in these 9-1-1 centers do not have access to, nor can they readily monitor, field personnel and resource information in neighboring jurisdictions. They must often engage in time consuming phone calls to share critical information and/or locate and request the dispatch of the closest available fire, law enforcement and/or medical resource. Dispatch centers providing 9-1-1 alternate answer backup services must also contact the responsible jurisdiction by phone and relay 9-1-1 call information verbally rather than electronically, which prolongs the response to emergency calls. Completion of the CAD2CAD, Common Regional Operating Picture (CROP), and Data Exchange projects will help address the previously mentioned issues, by enabling standards-based dynamic exchange and display of CAD event, resource status, and other related data between disparate CAD systems.

Program Goals

- **Web-based Graphical System:** Develop a web-based presentation of first responder events and resource data on a GIS map customized to a PSAP's specific needs.
- **Data Sharing and Display from Multiple Systems:** Provide the ability for PSAPs to import and display event and re-source data generated by other CAD systems.
- **Develop Data Exchange Methodology:** Develop a flexible data exchange solution that will expand and incorporate additional data exchanges
- **Improve Public Safety with Current Situational Information:** Improve public safety by providing first responders with additional information on events.
- **Quicker Response:** Improve response time to emergency situations.
- **Improve Mutual Aid:** Improve auto and mutual aid responses between public safety agencies.
- **Increase Productivity:** Reduce costs of information sharing by automating current manual data exchanges.
- **Increase Access to Key Information:** Increase field officer access to criminal justice and other critical information.
- **Establish Data Analysis and Reporting:** Provide an analytical tool to better plan for and manage responses to emergencies.

Progress to Date

- **Development of Initial High-Level Requirements** has been completed

Milestones	Target Completion Date	Status
Form project focus group	September 2013	Completed
Develop & finalize project charter	November 2013	Completed
Inventory existing systems	February 2014	Completed
Develop draft high level requirements	March 2014	Completed
Review and address legal requirements	May 2014	In progress
Obtain consulting assistance to complete in depth analysis and recommendations	June 2014	In progress
Prepare final recommendations and report	October 2014	Not started
Prepare request for FY 2016 funding for Phase 2	January 2015	Not started

PUBLIC SAFETY AND JUSTICE SYSTEM FOCUS

Countywide Digital Evidence Solution

Program Description

Digital Evidence Shared System This project will develop requirements, procure and implement a County-wide solution for the collection, storage and dissemination of digital evidence. It includes an evaluation of all types of digital evidence and source devices; storage systems; access and dissemination requirements; network capacity, security and encryption compliance; destruction criteria; legal considerations; technical options and feasibility. Phase 1 of the project was approved for funding by the County for FY 2014. Phase 1 includes analysis to determine business requirements, assess potential technical solutions, estimate one-time and ongoing costs, and make a formal recommendation on the best approach to achieve the project objectives. Phase 2 includes the evaluation, selection, procurement and implementation of a solution or set of solutions to meet the project requirements and objectives. This phase has not been funded yet.

Program Goals

The overall objective of the digital evidence project is to automate and standardize the collection, storage, access and distribution processes for digital evidence in the County. The goals of Phase 1 of the project are to recommend an approach to Countywide digital evidence solution(s) that would:

- **Reduce Manual efforts:** Streamline and standardize processes with greater cost efficiency and in a sustainable manner, while reducing redundant systems and non-compatible software systems resulting in cost and time savings.
- **Increase Productivity:** Reduces staff time for support/maintenance of systems and applications, and time needed for evidence preparation and access.
- **Provide Shared Approach:** Benefits all participating agencies with the ability to share funding and allow agencies to leverage existing contracts for evidence recording devices, and with the potential consolidation of long term evidence storage solutions.
- **Reduce overall Costs:** Opportunity to access evidence earlier in the prosecution phase and potentially reducing associated court or trial costs.

Progress to Date

- **Documentation of Current Processes** has been completed.

Milestones	Target Completion Date	Status
Form project focus group	December 2013	Completed
Develop & finalize project charter	January 2013	Completed
Develop draft high level requirements	March 2014	Completed
Complete As-Is business process documentation	April 2014	In progress
Conduct data assessment across Law & Justice applications	June 2014	In progress
Solution Assessment-existing County technology	July 2014	In progress
Prepare final recommendations/ decision review packet	August 2014	Not started
Conduct Phase 1 Quality Gate review/approval	September 2015	Not started
Prepare request for FY 2015 funding for Phase 2 – TBD	December 2014	Not started

PUBLIC SAFETY AND JUSTICE SYSTEM FOCUS**Failure to Appear Automated Notifications****Program Description**

Failure to Appear Automated Notifications This project is a regional effort to develop a notification system which communicates court-scheduled appointments. The initial development and deployment of the notification tool will support communication with defendants, however, it is also intended to provide a scalable tool to meet additional Law and Justice Agency needs. A missed court date often results in issuance of a bench warrant and added burden to an already overcrowded legal system. Costs associated with time and resources to process and apprehend Failure-To-Appear (FTA) offenders is a significant drain on the courts, County and local law enforcement agencies. Phase 1 of the project was approved for funding for FY2014. Phase 1 is the discovery phase, which includes analysis to determine scope and business requirements, as well as a review of the data needs and possible technical solutions. This will quantify estimated project and ongoing maintenance costs, resulting in a formal recommendation on the best approach to achieve the project objectives. Phase 2 will select, procure and implement a solution that will meet the project requirements and objectives.

Program Goals

The overall objective of the notification project is to reduce FTA rates through the use of targeted technology to reduce costs and get people to court at their appointed time. The goal of Phase 1 of the project is to recommend an approach and solution that will:

- **Reduce Costs:** A reduction in the number of FTA rates, resulting in cost savings.
- **Increase Productivity:** Improve process efficiencies by automatically notifying defendants of upcoming court dates.
- **Establish Data Standards:** Opportunity to implement a technology standard, enabling expansion across the Enterprise.
- **Establish Shared Services:** Streamlines and standardizes business processes across the region, and is scalable to be utilized across different County agencies.

Progress to Date

- **Successful Completion of Wave 1:** The planned implementation of HealthLink (Epic) was completed on schedule and is now operational throughout VMC and all its primary and specialty clinics, multiple major systems replaced within an 18 month timeframe.
- **Increased Patient Access:** As of March 23, 2014, more than 12,000 patients had signed up to access their HHS medical information online through the HealthLink patient portal (MyHealth Online).
- **Strengthened Partnerships:** HealthLink has also been utilized to strengthen HHS' partnerships with Community Providers via EpicCare Link, which allows them quick access to their patients' medical records and the ability to make referrals.
- **Incentive Payments Received:** To date, HHS has received more than \$12.2 million in Meaningful Use incentive payments from Centers for Medicare and Medicaid Services.

HealthLink Applications Implemented

	Description
ADT/Prelude	Admissions, discharges, transfers, bed management
ASAP	Emergency Department
Becon	Chemotherapy
Cadence	Registration, scheduling, referrals
Care Everywhere	Sharing of medical records with other Epic users
ClinDoc	Inpatient clinical documentation
EpicCare Ambulatory	Patient care
EpicCare Link	Provider online access
HIM	Legal medical record, consents
MyChart	Patient online access
Orders	inpatient computerized provider order entry
Resolute	Hospital and professional billing
Stork	Labor and Delivery
Tapestry	Managed Care
Willow	Inpatient pharmacy

HEALTH AND HOSPITAL SYSTEM FOCUS

HHS Core Health Information System – HealthLink

Program Description

Electronic Healthcare System The implementation of Santa Clara Valley Health and Hospital Systems' (SCVHHS) integrated clinical and financial system, called HealthLink, contains all of a patient's information, including medical history, health insurance, current medications, allergies and more. Having this information readily available via a single electronic system helps those caring for the patient provide the best care possible. It also provides a connected patient experience, improves patient care and safety, and enhances the patient's overall experience and satisfaction.

HealthLink was implemented in the Santa Clara Valley Medical Center hospital and the vast majority of its clinics in 2013. Recently, Employee Health, the Public Health STD clinic, Department of Drug and Alcohol Services (DADS), Specialty Mental Health, the Homeless Mobile Medical Units, and Custody also began using the functionality.

Program Goals

- **Increase Patient Safety:** Advance patient safety through automation and information access of key, critical patient information.
- **Improve Coordination and Collaboration:** Improve coordination of care across the continuum.
- **Improve Health Status:** Through automation and information access of key, critical patient information and proactive monitoring to increase the quality of care and the patient's Health Status.
- **Enhance Satisfaction:** Enhance patient, family and staff satisfaction through process improvements, access to current and key information, in a timely manner.
- **Increase Efficiencies and Reduce Costs:** Improve timely, efficient and cost-effective care.
- **Advance Services:** Optimize resources.
- **Enable Decision-Making:** Enhance evidence-based clinical and administrative decision making through data analysis and reporting, to better understand and determine performance metrics and service outcomes.
- **Compliance:** Ensure compliance with all regulatory and accreditation standards (e.g., HIPAA, ICD-10, Meaningful Use)



Project Plans

Wave 2 is underway beginning with the 17-month implementation of Beaker (Lab). Willow Ambulatory (Pharmacy) will kick off in May 2014 and will require 15 months to implement. The remaining Wave 2 implementations – OpTime (Surgery/Anesthesiology), Radiant (Radiology), and Customer Relations Management (CRM) – will kick off in early 2015.

Future HealthLink Applications

Applications	Description
Anesthesia	Anesthesiology
Beaker	Laboratory
CRM	Customer Relations Management
Cupid	Cardiology
Kaleidoscope	Ophthalmology
Nurse Triage	Nurse Triage
OpTime	Operating Room
Radiant	Radiology
Welcome Kiosk	Patient Self Check-in
Willow	Outpatient Pharmacy



ADDITIONAL INITIATIVES

Continuous Improvement While Making IT Green

Server Consolidation and Virtualization

This ongoing effort involves a technology referred to as “Server Virtualization.” This technology provides a server that is a “host” to many guest servers, which means there is one physical server that houses many other servers. The Information Services Department (ISD), as well as other departments, has continued to virtualize their servers. By virtualizing servers, the energy requirement and the support efforts are reduced, and the ability to respond and provide faster disaster recovery and business continuity options is increased.

Shared Storage (SAN) and Backup/Recovery Services

This on-going effort provides shared storage devices instead of having storage devices on each server, thus providing more efficient use of storage, and reducing energy and support efforts. As more servers are virtualized, more managed storage and backup and recovery capabilities become available.

Teleworking

The County has completed a teleworking policy to allow personnel to work from home. Office 365 capabilities, such as web and video conferencing and instant messaging, will assist teleworkers and their office peers to stay connected, improving overall experience. Teleworking has provided savings in travel and time-off, and provided a balance in work and home life, and increasing productivity while reducing stress.

Cloud Services (Hosted Solutions)

Hosted technology solutions referred to as “Cloud Services” are becoming increasingly more available and affordable. Cloud Services offer hosting for infrastructure, data, and applications, in a secure, energy efficient, and accessible manner. Cloud computing offers a virtualized pool of resources available via the web, thus eliminating the need for each agency to purchase and maintain its own computer hardware, software, and network devices. Resources can be dynamically allocated or re-allocated as needed. Also, instead of paying for all of the capacity an entity might need, the agency only pays for what it uses. Contractually-defined service level agreements with fully outlined cost plans are required to ensure performance and availability. There are current and planned applications that use hosted services. County IT services will move towards hosted solutions that are mature, secure and cost effective.

In-Building Wireless

This is an on-going effort to implement in-building wireless infrastructure in key areas within the County to allow employees to work remotely within County buildings when away from their office/workstation. This wireless infrastructure will be expanded as needed, public access is now available in the Board’s Chambers.

Appendix A: Fiscal Year 2014 Technology Infrastructure Funding Status

Technology infrastructure funding is comprised of Technology Bond funding (\$20 million in FY 2013) and a one-time General Fund allocation (\$2,080,000 in FY 2013).

	Allocated	Year-to-Date Spent or Encumbered	Available
Telecommunications (excluding the Health and Hospital System and the Social Services Agency): Voice over Internet Protocol (VOIP) Phase 1 Mitel PBX Replacement and 16 Mitel XS-200 or SX-2000 Mitel replacements. 70% are in progress, 30% are planned.	\$3,396,851	\$644,035	\$2,752,817
Animal Shelter		Site Survey and Design Completed	
Employee Assistance Program (EAP)		Site Survey and Design Completed	
Elmwood Detention Facility		Site Survey Pending	
James and Holden Ranches		Site Survey and Design Completed	
Juana Briones		Equipment Ordered	
Juvenile Probation Dept.		Site Survey and Design Completed	
Main Jail		Site Survey Pending	
Mitel Hub		Cisco VOIP system hardware and software expanded and upgraded to replace Mitel Hub	
North County		Site Survey and Design Completed	
Public Defender at 120 Mission		Equipment Ordered	
Public Defender at 701 Miller		Site Survey and Design Completed	
Roads – South County		Site Survey and Design Completed	
Roads – West Yard		Site Survey and Design Completed	
Roads and Airports – Schallenberger		Site Survey and Design Completed	
Roads and Airports – Skyport		Site Survey and Design Completed	
Sheriff Patrol		Site Survey Pending	
South County Center		Site Survey and Design Completed	
County Network: CLARAnet enterprise network infrastructure and some departments' network infrastructure	\$1,900,623	\$202,257	\$1,698,366
Servers, Workstations, Enterprise Storage, Enterprise Backup and other devices, including Printers, Monitors, etc. for General Fund departments^a	\$2,342,577	\$2,192,206	\$150,371
Enterprise Software for Mobility and Security: Common Directory/E-mail Software as a Service (SaaS) Implementation costs and Mobile Device Management Solution ^b	\$3,558,170	\$1,602,926	\$1,955,244
County Communications 9-1-1 Equipment and Radio Infrastructure, including Sheriff/Department of Correction and District Attorney handheld/mobile radios	\$3,041,689	\$2,867,114	\$174,575
Office of the Sheriff: Mobile Data Computers Replacement	\$1,018,750	\$131,984	\$886,766
Subtotal of Tech Bond and General Fund Infrastructure one-time expenditures for FY 2014, as of April 2014	\$15,258,660	\$7,640,522	\$7,618,139
Total Technology Bond Allocation beginning in FY 2014	\$13,760,562	\$6,288,607	\$7,471,955
One-time General Fund Allocation beginning in FY 2014	\$1,498,098	\$1,351,915	\$146,183
Total Infrastructure Funding Allocations beginning in FY 2014	\$15,258,660	\$7,640,522	\$7,618,139

a. The types and counts of critical equipment are being updated. A planned large purchase of standardized models of equipment will leverage economies of scale for purchasing, support and maintenance.

b. Implementation cost estimates were completed in late March 2013. Contracts will be prepared for Board approval.



Appendix B: Summary of IT Projects – Accomplishments and Plans

The following table summarizes the key initiatives and accomplishments for FY 2013 and FY 2014 IT project and details the major planned IT initiatives or projects for FY 2015. All progress to date is current as of April 2014. Funding requests for technology infrastructure made as part of the FY 2015 Recommended Budget have been noted.

FY 2013 and FY 2014 Accomplishments	FY 2015 Planned Efforts
Countywide Initiatives	
<ul style="list-style-type: none"> ✓ Common Directory and Office 365 Project <ul style="list-style-type: none"> ✓ 2,239 County electronic mailboxes were migrated to Office 365 between January and April of 2014 ✓ 1,160 users and 1,010 workstations in departments with formerly separate directories have been joined to the SCCGOV common directory, with more departments pending ✓ A cross-departmental team implemented Microsoft's System Center platform for device management and software deployment, and currently 3,717 workstations and 137 are already being centrally managed in this environment 	<ul style="list-style-type: none"> ■ Common Directory and Office 365 Project <ul style="list-style-type: none"> ■ Approximately 14,000 expected to be completed by July, 2014 ■ Complete Common Directory migration ■ Complete Device deployment ■ Complete Training ■ Introduce new Services ■ Implement additional Security, Remote Access capabilities ■ Implement best practices and IT support process improvements ■ \$1,595,000 funding requests for deferred FY 2014 has been recommended to complete the overall project.
<ul style="list-style-type: none"> ✓ Enterprise Data Integration Program Initiation for cross County data sharing, analysis and reporting to enable decision-making, define performance metrics, and enhance service outcomes. 	<ul style="list-style-type: none"> ■ Enterprise Data Integration Program Development for cross County data sharing, analysis and reporting to enable decision-making, define performance metrics, and enhance service outcomes
<ul style="list-style-type: none"> ✓ Public Portal – including sccgov.org, scvmc.org, and valleyhealthplan.org: These County's web portals were developed using the responsive design approach, meaning there is an automatic adjustment to end-user's devices to optimize presentation on tablets and smartphones. The benefit of this approach is ease of access and usability from any device, hence making information more reachable by the public. 	<ul style="list-style-type: none"> ■ For FY 2015 Planned Efforts – See Attachment B pertaining to Enterprise Content Management planned Projects.



FY 2013 and FY 2014 Accomplishments	FY 2015 Planned Efforts
<ul style="list-style-type: none"> ✓ New Department Public Web Portals: Many websites were completely revamped or designed to meet new business needs and to modernize the look-and-feel. Those sites included: <ul style="list-style-type: none"> ✓ On-going enhancements and up-keeping of the sccgov.org public portal platform and infrastructure ✓ The Valley Health Plan portal to accommodate new health care customer markets and peers, including the Group Plan, Individual and Family Plan, Covered California Plan, Brokers, and Providers. ✓ Department and agency websites including Agriculture, County Archives, Department of Child Support Services, District Attorney's Office, District Two – Supervisor Chavez, District Five – Supervisor Simitian, Emergency Medical Services, Employee Assistance Program, Employee Services Agency, GoSheriff (recruitment website for the Sheriff's Office), Integrated Waste Management, Learning and Employee Development, OSEC, Parks and Recreation, Public Health Department, Re-Entry Network Services, Registrar of Voters, Sheriff Department, Vector Control, Weed Abatement, Weights and Measures, Women's Policy, and several others. The key goals of the redesign were to re-organize and refresh content to better serve the public, based on the latest interest and trends. ✓ Migrated the website of the Child Abuse Council (CAC), a non-County entity, to the County portal platform. The CAC needed a new webspace to host their website and would have had to go out to bid in order to find a new web hosting vendor. Per recommendation by Harvey Rose, SSA and CAC partnered with ISD to complete this effort. Sharing the County's platform and existing resources helped save vendor cost and a significant amount of time and effort to go out and bid another contract. 	
<ul style="list-style-type: none"> ✓ Connect Employee Portal: This application was built to be a central hub for County employees to get connected and stay informed on County information, policies, forms, employment information. The staff directory, or People Search, allows employees to locate colleagues by title, organization, phone number, and first or last name in a single search box. Employees can discover current site trends such as top searches by other employees, a new County Executive corner allowing direct communication with the executives, training news, and valuable resources for employees and personalized employment information such as payroll, benefits, vacation and sick leave balances. 	
<ul style="list-style-type: none"> ✓ Mobile Device and App Management Service: provides the County the ability to centralize and manage mobile devices more effectively. It greatly reduces the time and effort to set up, maintain and apply security updates while providing an oversight on all County-own devices. This service also helps deploy approved in-house or commercially developed mobile apps with ease. 	
<ul style="list-style-type: none"> ✓ Technology Bond and Technology Refresh and Expansion: Infrastructure refresh of workstations, monitors, and other office related devices, plus planning and site surveys were completed for new telecommunication systems, additional work to be completed in FY 2015. 	<ul style="list-style-type: none"> ■ Technology Bond: See Appendix A for continuing FY 2015 efforts. ■ Technology Refresh and Expansion: \$3,059,000 Funding requests for multiple key infrastructure projects to refresh, replace, or expand capabilities have been recommended for FY 2015.



FY 2013 and FY 2014 Accomplishments	FY 2015 Planned Efforts
Finance and Government Operations Initiatives	
<p>✓ Tax Collector Property Tax E-payment (projected to launch in May 2014) – Developed for the Tax Collector’s Office, this newly redesign application can accept online property tax payments via credit cards, debit cards and/or e-check. It offers a streamlined user experience and is scalable to handle high demand during peak tax seasons. Real-time payment posting has replaced overnight updates. Responsive web design automatically adjusts and renders on multiple platforms from desktop to tablets and smartphones.</p>	<p>■ SAP/Ariba Project – eProcurement Automation Project: This project will implement an eProcurement externally hosted system to automate multiple procurement functions to increase transparency; achieve value and promote competition; expand supplier base; maintain financial controls and measure performance; promote efficiency in workflow and approval authority; and improvements in productivity across the County. Additional benefits: automation of Procure-to-Pay functions; Countywide efficiency gains in purchasing catalog/non-catalog items; automate the service agreement and Board contract processes and reduce cycle-time; streamline via electronic sourcing to contract management; streamline payment process via e-Invoicing and matching; reduce invoice processing cycle-time; provide ability for CBO vendors to check Purchase order and Payment status; differentiate between contract and non-contracted items; enable auto-replenishment for PMM to support VMC; ability to conduct limited sourcing for small dollar purchases; track supplier information and performance measurements; and provide spend visibility, reporting and transparency. (\$7,599,104 Funding Request Recommended)</p>
<p>✓ Assessment Appeals Application Redesign: Developed for the Clerk of the Board’s Office. The old static and rigid application was redesigned as a simplified, “turbo-tax” like interface which has built-in intelligence to simplify the data collection process for end-users while pulling look-up information from the source system. At the back-end, it also became easier for COB to review and process the submitted applications. The overall business process was greatly improved.</p>	
<p>✓ SCCVote Mobile App: This mobile application was developed for the Santa Clara County Register of Voters. It provides essential voting information to Santa Clara County voters, including polling places, ballot information, and materials about the candidates and measures. Voters can easily verify registration and track their vote-by-mail ballots. This app has also attracted attention from several other counties seeking mobile app solutions.</p>	
<p>✓ ePay (online payroll) & online Employee Benefit Statement: Provide a secured central online place for County employees to retrieve their latest and archived paystubs. This online service helped the County save significantly on paper and printing cost, and staff time required to distribute paystubs to all County employees every two-weeks. In addition, this has opened up self-help opportunities for employees, reducing over-the-counter and phone support time within ESA, so staff can focus on other essential tasks.</p>	
<p>✓ County Supervisors’ Calendars to the Public Portal: This new feature allows Board offices to easily publish the Supervisors’ calendars to the public portal on a weekly basis. A new Board policy required that the Supervisors’ work calendars be made available to the public. This was completed within the limited timeframe provided, using existing capabilities and technical toolsets.</p>	
<p>✓ SCC Staff Directory – People Search Mobile App: This mobile application offers the Santa Clara County Staff Directory on mobile devices. Users can easily look up County staff, call, text or email from their smart phones while on the go.</p>	
<p>✓ Automated W-2 Forms: A new process was implemented to increase efficiencies in producing W-2 forms. As a result, printing is completed in a third of the time, in a less costly manner, and an added capability to create PDF versions has eliminated the cost of storing copies on CD’s.</p>	



FY 2013 and FY 2014 Accomplishments	FY 2015 Planned Efforts
<ul style="list-style-type: none"> ✓ My Benefits: Employees can now access their own online benefits statements containing up to date information on health plans, life insurance, and savings plans. In addition, employees can access and update their own information about dependents, beneficiaries and emergency contacts. 	
<ul style="list-style-type: none"> ✓ Public Safety and Justice Initiatives 	
<ul style="list-style-type: none"> ✓ AB 109 Data Sharing, Analysis, Reporting Program <ul style="list-style-type: none"> ✓ Documentation Completed: All Realignment processes and data sources documented in agencies involved in AB 109 are completed, forming the basis of the plan to integrate data to support re-entry services and program outcome measures. ✓ Implemented Realignment Referral Card: This card uniquely identifies Realignment individuals to track services provided by each of the individual agencies and service programs, to assist in the evaluation of service programs. ✓ Developed Phase 1 of the Realignment Data Warehouse: This provides the initial analysis and reports relating to the realignment population and associated services provided. ✓ Developed Charter for Re-entry Referral Tracking System: This effort will track client referrals and services delivered to the Realignment population. 	<ul style="list-style-type: none"> ■ AB 109 Data Sharing, Analysis, Reporting Program <ul style="list-style-type: none"> ■ Improvements: Develop and implement interim improvements for reporting & data sharing ■ Develop plan to implement Phase Two of the data warehouse: Incorporate additional information from other Realignment agencies
<ul style="list-style-type: none"> ✓ Law and Justice System Roadmap Program <ul style="list-style-type: none"> ✓ Web-Enabled Mobile Access to Adult Offender Information & Mugshots: This web application provides information from the County's Adult Criminal Justice system in a web-based format that is available to public safety officers in the field on any internet-connected device, including smartphones and tablets. Benefits include more timely access to information, allowing officers to make more informed decisions, and ultimately improving officer and public safety. ✓ Electronic Warrants: Focusing first on Bench warrants (86% of all active warrants in the County), automating the process of paper warrants to reduce manual efforts associated with production and service of warrant, reducing time to service, streamline of process, and time and cost to produce. Outcome no paper files, all electronic, reducing time from 7 days to within one (1) business day. ✓ Documentation of Entire Adult Criminal Process: Process documentation was completed identifying quick win projects that increase productivity and reduce cost and efforts. In addition, documentation now provides training to Law and Justice entities. ✓ Disposition Reporting Improvement Project: This is a joint project with the California Department of Justice (DOJ) and the California Administrative Office of the Court (AOC) to improve the quality and timeliness of criminal data that the County sends to the State. This project impacts all County justice agencies, all Law Enforcement agencies, and the DOJ and AOC. It is intended that Santa Clara County's efforts will serve as a model to be used Statewide to improve arrest and disposition reporting. Errors have been reduced and automation of data exchanges have increased. State DOJ and AOC will be responsible for planning and implementing the solution Statewide. 	<ul style="list-style-type: none"> ■ Law and Justice System Roadmap Program <ul style="list-style-type: none"> ■ Strategy: Continue to develop Strategy and Solution Assessments for Legacy Replacement and new capabilities in an integrated, cost-effective manner. ■ Online Training: Transition the County's Adult Criminal Justice System classroom/instructor led to online training, allowing greater flexibility for students, reduction in travel, automation of track certifications and renewal dates, and reductions time spent away from policing and other critical criminal justice activities. Using sccLearn will enable delivery of training to 4,000+ users. ■ Digital Evidence Shared System (Phase 1): This project will develop requirements, procure and implement a County-wide solution for the collection, storage and dissemination of digital evidence. Phase one is developing the requirements. ■ Failure to Appear Automated Notification: This project is a regional effort to develop a notification system which communicates court-scheduled appointments. The initial development and deployment of the notification tool will support communication with defendants. However, it is also intended to provide a scalable tool to meet additional Law and Justice Agency needs to reduce costs, effort and provide efficiencies.



FY 2013 and FY 2014 Accomplishments	FY 2015 Planned Efforts
<p>✓ Online Visit Reservation (OVR) Enhancements (projected to launch in May 2014) – Developed for the Sheriff / Department of Correction, this new release expanded on one of the most popular and long-running public applications in the County, which allows online scheduling visits with inmates. The new enhancement includes online reservations for inmate visitations at the South and North Main jails, beside the Elwood facility. These enhancements have drastically reduced time waiting in line for inmate visitation scheduling at the Main Jail.</p>	<p>■ Security Video Surveillance Requirements & Design at Jail Facilities: Create requirements and conduct planning to develop a master plan for jail facilities. Prepare and process a Request for Proposal. With the video/audio surveillance equipment, the final project will include cabling and adequate digital file storage, and the associated costs.</p>
<p>✓ Sheriff Fingerprinting (SFP) – Developed for the Sheriff Department, this web application was redesigned and standardized to the County’s web application platform to reduce development and support costs associated with multiple platforms. The redesign resulted in better user experience and quicker processing time.</p>	<p>■ Mobile Radio Replacement: County Communications will be replacing radio systems that the Law and Justice agencies require. (\$500,000 Funding Request Recommended)</p>
<p>Housing, Land Use, Environment, Transportation</p>	
<p>✓ Special Events Permit System (SEPS) – Developed for the Roads and Airports Department, this easy-to-use application allows the event organizers to apply for the permits online, reducing visits to the counter and streamlining the application screening process. SEPS also sends out notifications to subscribers who want to be notified when there are upcoming public events in specific areas.</p>	<p>■ Planning and Development Transformation and Modernization Project: To make improvements in the development permitting process and acquire technology solutions to: 1) Achieve significant reductions in permit processing times; 2) Use convenient and efficient permit application processes; 3) Unify permit application review across multiple County Departments and Divisions; 4) Keep applicants better informed of permitting requirements and the status of their project (\$830,000 Funding Request Recommended)</p>
<p>✓ Animal Licensing Jurisdiction Search: Built for the Animal Care and Control Department to help point pet owners to the right jurisdiction for licensing purpose. Prior to this application, Animal Control agencies in the area did not have a way to look up the correct jurisdiction in order to direct pet owners to the right place to apply for pet licenses. Previously, pet owners often applied with the wrong agency and were unable to obtain licenses for their pets. This easy-to-use application allows the public to look up the correct jurisdiction by the owner’s address, alleviating the confusion and frustration.</p>	
<p>✓ Weights & Measure Registration and Fee Payment Application: Allows customers to make online payments for services provided by Weights and Measures, replacing the tedious manual process of processing payments and entering information into the system. This reports generated by this application give Weights and Measures better oversight of the payment collection process.</p>	
<p>✓ SCCVector Mobile App: This mobile application was developed for the Santa Clara County Vector Control District. This user-friendly mobile app allows citizens to request assistance with vectors like mosquitoes, rats, fleas, mites, and potentially harmful animals. Vector Control has received accolades and interest from several other counties that faced similar needs.</p>	
<p>✓ Park Finder: A web app that allows the public an easy and friendly way to access information and maps of Santa Clara County Parks. The responsive design is applied to optimize the ease of use on both desktop and mobile devices. It appears and behaves like a mobile app without having to build an actual mobile app, avoiding the duplicate effort.</p>	
<p>Health and Hospital Systems</p>	
<p>✓ SCVMC Way Finding Mobile App (projected to launch in June 2014) – This mobile application was developed for the Valley Medical Center. It provides visitors to the SCVMC hospital campus with a convenient and user-friendly visual step-by-step GPS like navigation to specific service centers within the hospital. It enables a better overall visit experience to patients and visitors. This mobile application can be adjusted to provide similar capabilities to other departments.</p>	



FY 2013 and FY 2014 Accomplishments	FY 2015 Planned Efforts
<ul style="list-style-type: none"> ✓ Wellness Activity Tracking: Built for the Employee Wellness Department to allow employees to track activities during wellness campaigns, this application helps employees stay on track with their wellness goals, campaign leads managers and Wellness to easily gather participation information for monitoring and planning purpose, and helps promote overall wellness in the County. 	
<ul style="list-style-type: none"> ✓ HealthLink Initiative/Projects: <ul style="list-style-type: none"> ✓ Provided project and technical leadership for the Wave 1 HealthLink implementation, including installation/replacement of 1000's of workstations, monitors, Workstations on Wheels (WOWs), network switches and wireless access points, and training for 6,000 staff and physicians ✓ HealthLink May 2013 – go live ASAP (ED), Primary Care Bascom & Moorpark, Therapies, Inpatient, Revenue Cycle, Scheduling ✓ HealthLink August 2013 – go live Primary Care Ambulatory, Mental Health (FQHC), Pedi Specialties, Social Services, Medical/Surgical Specialties ✓ HealthLink October 2014 – go live Primary Care Ambulatory (remaining clinics), Medical/Surgical Specialties (remaining clinics) 	<ul style="list-style-type: none"> ■ HealthLink Initiative/Projects continued to be completed by end of 2014 calendar year: <ul style="list-style-type: none"> ■ Upgrade to Epic's latest version (2014) ■ Initial implementation of Epic's data warehouse (Cogito) ■ Implementation of Healthy Planet for Population Health Management ■ Pilot implementation of a Health Information Exchange (HIE) to enable the secure exchange of clinical data with our Epic and non-Epic partners ■ Validation and build phases of the Wave 2 implementation of Beaker (Lab) and Willow Ambulatory (Pharmacy) ■ Leverage HealthLink reporting to satisfy Stage 1 and Stage 2 meaningful use requirements for the hospital and our eligible physicians ■ Complete the migration of non-image data from legacy systems being replaced by HealthLink ■ Prepare HHS systems to accept ICD-10 codes, to the extent possible ■ Implementation of a new Call Center for Valley Connections <ul style="list-style-type: none"> ■ Contract for Disaster Recovery co-location and activate/test Disaster Recovery for HealthLink ■ Further 'harden' HHS infrastructure and security to protect against external and internal cyber attacks
<ul style="list-style-type: none"> ✓ Other Health and Hospital System accomplishments: <ul style="list-style-type: none"> ✓ Collaborated with VHP in the selection and implementation of Covered CA (Affordable Care Act) ✓ Created dashboards and reports to help ensure correct measurement and compliance with Stage 1 Meaningful Use measures, enabling HHS effort to qualify for \$12.3 million in stimulus payments ✓ Co-led implementation of the Real-Time Location System (RTLS) – asset management system ✓ Implemented Help Desk self-service functionality 	
Children, Seniors, Families	
	<ul style="list-style-type: none"> ■ NEW Adult Protective Services System (APS): The Adult Protective Services (APS) system will better meet State reporting mandates, eliminate manual processes, and increase timely services, and is used by many other counties.
	<ul style="list-style-type: none"> ■ SSA Mobile Devices: The Department of Aging and Adult Services and the Department of Family and Children's Services will be implementing mobile device to access information and perform data entry from anywhere at any time to serve clients, and enable employee self-service, eliminating duplication of work, and capturing information in a more timely manner.



FY 2013 and FY 2014 Accomplishments	FY 2015 Planned Efforts
	<ul style="list-style-type: none"> ■ Electronic Document Imaging: The Department of Aging and Adult Services and the Department of Family and Children's Services will convert paper based files to electronic files, to improve efficiencies and productivity and to meet the Federal mandate to be paperless.
	<ul style="list-style-type: none"> ■ CWS/CMS Replacement: The Child Welfare Services Case Management System (CWS/CMS) will be replaced as part of the new CWS State project to implement a new technical architecture for CWS, meeting County and State business requirements including data management and reporting solutions consistent with Federal SACWIS requirements.



Appendix C: Enterprise Content Management (ECM) Projects

Projects Planned for April 2014 – July 2015

ISD ECM Project for Department shown below	Project Title	Project Type
Application Development – Public or Internal Facing		
Countywide	General application development related to public portal that will benefit all departments	Application – Public Facing
Countywide	Public Portal Enhancements and Feature Updates	Public Portal – Enhancements
Countywide	Employee Portal Connect Phase 2: Search, Tagging, and Dynamic Features	Application – Internal Facing
FGOC-COB	Contracts Database Migration from FileMaker Pro to Enterprise DB	Application – Internal Facing
FGOC-COB	Lobbyist Application Registration	Application – Public Facing
FGOC-COB	Assessment Appeals Application – Phase 2: ePayment and eSignature	Application – Public Facing
FGOC-DA	DA Real Estate Fraud Division Property Lookup	Application – Internal Facing
FGOC-ESA	Case management system (EOD and Labor Relations Pilot)	Application – Internal Facing
FGOC-ESA	ESA Career Calculator	Application – Internal Facing
FGOC-ESA	STO Cash Out Online Form and Reconciliation	Application – Internal Facing
FGOC-ISD-APS	Application Development Standards and Methodologies	Application – Internal Facing
FGOC-PROC	Procurement Contract and PO Lookup Redesign	Application – Internal Facing
FGOC-ROV	ROV Precincts Maps Download	Application – Public Facing
FGOC-ROV	Voter Opt-out from Paper Voter Guides	Public facing custom application
FGOC-Wellness	Step It Up Phase 2	Application – Internal Facing
HHS-PH	Public Health Send Hub	Public facing custom application
HHS-VMC	SCVMC Provider Search	Application – Public Facing
HHS-VMC	VMC Bed Building Project Collaboration	Public facing custom application
HLUET-R&A	Roads and Airports – Online Order of Plans and Specs with ePay	Application – Public Facing
HLUET-R&A	Roads & Airports Special Event Permit System Phase 2	Application – Public Facing
PSJC-SHO-DOC	Java app migration to .NET – DOC Online Visitor Registration	Application – Public Facing
PSJC-SHO-DOC	DOC Online Visitor Registration – Main Jail site addition	Application – Public Facing
Business Process Automation		
FGOC-ESA	Tuition Reimbursement Process Automation	Business Process Automation
HHS-PH	CHDP PM160 Form Document Imaging	Business Process Automation
HHS-PH	HHS PM160 Form Scanning and Automation	Business Process Automation
Document Management		
FGOC-COB	Public Board Item Documents	Document Management
eForms		
Countywide	eForms Initiative	eForms
Countywide	Employee Suggestion Program Form	eForms
Countywide	Mobile Device Activation Request	eForms
Countywide	Wireless Remote Access Requests	eForms
FGOC-DADS	Referral online eForms	eForms
FGOC-ESA	Workers Comp Online Form	eForms
FGOC-ISD	Automate Site and Site Collection creation	eForms
FGOC-ISD	Centralized Cellular/Mobile eForm	eForms
FGOC-ISD	ISD – Hardware and Software Request	eForms
FGOC-ISD	Hardware Software request form for ISD supported departments	eForms
FGOC-ISD	IT User Request Form	eForms
FGOC-ISD	IT User Responsibility Statement	eForms



Projects Planned for April 2014 – July 2015

ISD ECM Project for Department shown below	Project Title	Project Type
HHS-MH	Unicare report request	eForms
Employee Portal – Site Migration, Redesign, and New Sites		
Countywide	SP2007 to SP2010 sites migration	Employee Portal – Migration
FGOC-CEO	CEO – CLT site migration	Employee Portal – Migration
FGOC-CEO	Climate Action and Sustainability Program intranet site migration	Employee Portal – Migration
FGOC-ISD	Information Services Department internal site redesign	Employee Portal – Site Redesign
FGOC-ISD	LiquidOffice EPAR old data migration for selected departments	Employee Portal – Migration
HHS-VHP	VHP Intranet site Migration to HHS Connect	Employee Portal – Migration
HHS-VMC	HHS Quality Improvement Public Portal new site	Employee Portal – New Site Request
HHS-VMC	Population Health Management / Chronic Care team site migration	Employee Portal – Migration
HLUET-PRK	Parks intranet site migration	Employee Portal – Migration
ePayments		
FGOC-FIN	ePayments Project and Info Site	ePayments
FGOC-FIN-TCO	Tax Collector ePayment Redesign	ePayments
Mobile Application Development		
HHS-VMC	VMC Mobile App – VMC Way Finder	Application – Native Mobile Public App
HLUET-AEM-WM	Weights and Measures Scan gun Replacement	Application – Native Mobile Enterprise App
New Internal Site Requests		
HHS BehHlth	Behavioral Health New Site Request	Internal Site New Site Request
HHS-DADS	Certification Site	New Internal Site Request
HHS-VMC	HHS Outside Employment-Activity Form v2.0	New Internal Site Request
HHS-VMC	PICU Training Videos on HHS Portal	New Internal Site Request
HHS-VMC	Infection Prevention Portal	New Internal Site Request
Public Portal – Site Redesign and New Site Requests		
BOS-D1	New District 1 Site	Public Portal – New Site and Site Redesign
Countywide	On-going Public Portal Enhancements	Public Portal – New Site Request
FGOC-CCO	New Site	Public Portal – New Site Request
FGOC-CEO-OHR	Office of Human Relations – site redesign	Public Portal – Site Redesign
FGOC-ESA	Retirement process verification automation	Public Portal – New Site Request
FGOC-FIN	Finance Agency Public – site redesign	Public Portal – Site Redesign
FGOC-FIN-CON	Controller new site	Public Portal – New Site Request
FGOC-ISD	Information Services Department new site	Public Portal – New Site Request
FGOC-RDA	New Site	Public Portal – New Site Request
HHS – BehHlth	Behavioral Health New Site Request	Public Portal – New Site Request
HHS-DADS	DADS public – site redesign	Public Portal – Site Redesign
HHS-PH	Public Health Virtual Joint Information Center (JIC)	Public Portal – New Site Request
HHS-VHP	VHP Mobile Application site	Public Portal – New Site Request
HHS-VHP	Wellness site redesign on new platform	Public Portal – Site Redesign
HHS-VMC	HHS Conference Rooms	Public Portal – New Site Request
HHS-VMC	HHS Finance Dashboards	Public Portal – New Site Request
HHS-VMC	HHS Public-facing iCals	Public Portal – New Site Request
HLUET-AEM-DEH	Environmental Health – site redesign	Public Portal – Site Redesign
HLUET-AEM-DEH	Environmental Health Central Permit Application and Tracking	Public Portal – New Site Request
PSJC-PROB	Probation – site redesign	Public Portal – Site Redesign



Projects Planned for April 2014 – July 2015

ISD ECM Project for Department shown below		Project Title	Project Type
Records Management			
Countywide		Enable login to County Public Portal using one's social media account (Facebook, Twitter, etc.)	Application – Public Facing
PSJC-DA		DA Juvenile Electronic Reporting	Records Management

Projects Completed April 2013 – March 2014

ISD ECM Project for Department shown below		Project Title	Project Type
Application Development – Public or Internal Facing			
Countywide		Public Portal Content Administration and Governance Tool rollout	Application – Internal Facing
Countywide		New Employee Portal – Connect	Employee Portal Complete Redesign
FGOC-ESA		My Benefits page in Employee Portal	Application – Internal Facing
FGOC-ISD		System Change Notice (SCN)	Application – Internal Facing
FGOC-Wellness		March into May Online Form and Dashboard	Application – Internal Facing
HLUET-AEM		Animal Licensing Jurisdiction Verification	Application – Public Facing
PSJC-SHO		Java app migration to .NET – Sheriff Fingerprint Scheduling	Application – Public Facing
eForms			
FGOC-COB		Advisory Board Appointment	eForms
FGOC-ESA		STO Cashout	eForms
FGOC-ROV		Election Officer application	eForms
HHS-PH		PH Performance Measures Reporting form	eForms
HHS-VHP		VHP enrollment form	eForms
HHS-VMC		HHS IS PMO Project Request Form	eForms
HHS-VMC		IMPAX form	eForms
HHS-VMC		STEMI form	eForms
HLUET-AEM-AC		Animal Control – Volunteer and Lost Pet eForms	eForms
PSJC-PDO		Public Defender's Office Special Expense form	eForms
PSJC-PDO		Public Defender's Office Vacation Request form	eForms
Employee Portal – Site Migration, Redesign, and New Sites			
Countywide		Employee Portal redesign and migration	Employee Portal – Site Redesign
Countywide		Payroll intranet site migration	Employee Portal – Migration
FGOC-CCO		County Counsel site migration	Employee Portal – Migration
FGOC-CEO-OBA		OBA – intranet site migration	Employee Portal – Migration
FGOC-CEO-OES		Office of Emergency Services intranet site migration	Employee Portal – Migration
FGOC-CEO-OPA		Office of Public Affairs site migration	Employee Portal – Migration
FGOC-ESA		EPAR-ELPF migration from SP2007 to SP2010	Employee Portal – Migration
FGOC-ESA		EPAY migration to SP2010	Employee Portal – Migration
FGOC-ESA		ESA – intranet site migration	Employee Portal – Migration
FGOC-FIN		ASAP intranet site migration	Employee Portal – Migration
FGOC-FIN		HARP intranet site migration	Employee Portal – Migration
FGOC-FIN		Kronos intranet site migration	Employee Portal – Migration
FGOC-FIN-CON		Controller intranet site migration	Employee Portal – Migration
FGOC-ISD-PS		Printing Services intranet site migration	Employee Portal – Migration
HHS-VMC		HHS Employee Portal	Employee Portal – New Site Request
HHS-VMC		HHS Forms Repository	Employee Portal – New Site Request



Projects Completed April 2013 – March 2014

ISD ECM Project for Department shown below	Project Title	Project Type
HHS-VMC	HHS Nursing Portal	Employee Portal – New Site Request
HHS-VMC	HHS PIO Portal	Employee Portal – New Site Request
HHS-VMC	HHS Policies and Procedures	Employee Portal – New Site Request
HHS-VMC	Strategic Roadmap Managers Toolkit	Employee Portal – New Site Request
Internal Site Requests		
FGOC-D3	District 3 Internal Site	Project Collaboration
FGOC-FIN	Finance intranet site migration	New Internal Site Request
FGOC-ISD-GIS	GIS – intranet site migration	Employee Portal – Migration
HHS-PH	Public Health Accreditation project site	New Internal Site Request
HHS-PH	Public Health intranet	New Internal Site Request
HHS-PH	Public Health Project Portfolio	New Internal Site Request
HHS-VMC	HHS IS PMO Timekeeping	Internal – New Site Request
HHS-VMC	HHS MySite Deployment	New Internal Site Request
HHS-VMC	Patient Education Content on Valley Pages	New Internal Site Request
HHS-VMC	Patient Education on HHS Portal	New Internal Site Request
Mobile Application Development		
Countywide	County Staff Directory	Internal native mobile app
HLUET-AEM-VC	Vector Control District vector reporting	Public native mobile app
FGOC-ROV	ROV – Mobile App for eVoterGuide	Public native mobile app
HLUET-AEM-VC	Vector Control Mobile Application	Application – Native Mobile Public App
Public Portal – Migration, Site Redesign and New Site Requests		
BOS-D2	New District 2 Site	Public Portal – New Site and Site Redesign
BOS-D5	New District 5 Site	Public Portal – New Site and Site Redesign
Countywide	Template 12 Development	Public Portal – New Site Request
CSF-DCSS	Public – Child Support Service site redesign	Public Portal – Site Redesign
CSF-SSA	Public – “EC” Employment Connection site redesign	Public Portal – Site Redesign
FGOC-AEM	Integrated Waste Management	Public Portal – New Site and Site Redesign
FGOC-AEM	Agriculture Site Redesign	Public Portal – Site Redesign
FGOC-AEM	Weed Abatement New Site	Public Portal – New Site Request
FGOC-CEO	CEO – Gun Buy Back web page	Public Portal – New Site Request
FGOC-CEO	Women’s Policy Site Redesign	Public Portal – Site Redesign
FGOC-CEO-OES	911 – Template 12 Conversion	Public Portal – Migration
FGOC-CEO-OES	AlertSCC – Migrate from Vignette to SharePoint Platform	Public Portal – New Site and Site Redesign
FGOC-CEO-OES	Office of Emergency Services public site redesign	Public Portal – Site Redesign
FGOC-COB	Whistleblower site	Public Portal – New Site Request
FGOC-COB	County Achieve New Site	Public Portal – New Site Request
FGOC-D2	Reentry Services (District 2) – AB 109 new site	Public Portal – New Site Request
FGOC-D5	District 5 Supervisor Simitian new site	Public Portal – New Site Request
FGOC-DCSS	Department Site Redesign	Public Portal – Site Redesign
FGOC-DEH	Vector Control District Web Site Redesign	Public Portal – Site Redesign
FGOC-ESA	ESA – Consolidate and Integrate EOD site redesign	Public Portal – Site Redesign
FGOC-ESA	ESA public site redesign	Public Portal – Site Redesign
FGOC-ESA	Public – OSEC – Occupational Safety and Environmental Compliance new site	Public Portal – New Site Request
FGOC-ESA	Learning and Employee Development Redesign	Public Portal – New Site and Site Redesign
FGOC-FAF	FAF – Template 12 conversion	Public Portal – Migration
FGOC-FIN-DOR	DOR – intranet new site	Public Portal – New Site Request
FGOC-FIN-DOR	DOR – Template 12 conversion	Public Portal – Migration



Projects Completed April 2013 – March 2014

ISD ECM Project for Department shown below	Project Title	Project Type
FGOC-ISD-GIS	GIS public site redesign	Public Portal – Site Redesign
FGOC-PAD	Code Enforcement site redesign	Public Portal – Site Redesign
FGOC-PAD	DPD – Department of Planning and Development – site redesign	Public Portal – Site Redesign
FGOC-PAD-OAH	Affordable Housing – site redesign	Public Portal – New Site Request
FGOC-PAD-OFM	Fire Marshal – site redesign	Public Portal – Site Redesign
FGOC-PROC	Procurement – site redesign	Public Portal – Site Redesign
FGOC-ROV	ROV – add Precincts Report to Election Results	Public Portal – New Site Request
FGOC-ROV	ROV – Online Voter Guide Lookup	Public Portal – New Site Request
FGOC-Sheriff	Go-Sheriff Recruitment Migration to County Platform	Public Portal – New Site and Site Redesign
FGOC-Sheriff	Sheriff and DOC Site Consolidation	Public Portal – New Site and Site Redesign
HHS-CHS	CHI-Kids Site migration	Public Portal – New Site
HHS-PH	EMS Site Redesign	Public Portal – Site Redesign
HHS-VHP	VHP Provider Search enhancements	Public Portal – Site Redesign
HHS-VHP	VHP Portal for Cover California	Public Portal – New Site and Site Redesign
HHS-VMC	VMC Rehab public site	Public Portal – New Site Request
HHS-VMC	HHS IS PMO Portfolio new site	Public Portal – New Site Request
HHS-VMC	MMB – Mother Milk Bank – site redesign	Public Portal – Site Redesign
HHS-VMC	VMC site redesign	Public Portal – Site Redesign
HLUET-R&A	Roads and Airports Traffic Congestion site redesign	Public Portal – Site Redesign
PSJC-DA	District Attorney public site redesign	Public Portal – Site Redesign
PSJC-PDO	PDO – Create ADO Site Collection	Public Portal – New Site Request
PSJC-PDO	PDO – Template 12 conversion	Public Portal – Migration
PSJC-PTS	Pretrial – site redesign	Public Portal – Site Redesign
SSA-CAC	Child Abuse Consul migration to County Platform	Public Portal – New Site and Site Redesign
Records Management		
FGOC-COB	Board of Supervisor's Archive Project	Records Management



Appendix D: Information Technology Governance

Background

As the County continues to transform how information technology (IT) is funded, implemented, structured, managed, and used across the County organization, one of the first areas of focus has been around IT Governance. In 2011, the County restructured the information technology governance process and defined the executive-level steering committee (now called Business and Information Technology Steering – “BITS”), and the underlying Center of Excellence (CoE) committees. With a goal of drawing from the broader organization for a greater diversity of knowledge, a better understanding of needs at an operational level, a balance between a global vision, and the strategic application of funding and IT resources, IT governance within the County would best be undertaken via a IT governance model built upon a broad-based committee structure with multiple layers, addressing governance issues on both the County-wide and operational area levels.

Business Information Technology Steering (BITS)

The Business Information Technology Steering (BITS) Committee was established in 2011 as one of the initial Centers of Excellence within the County. This committee has been jointly chaired by the Offices of the County Executive and Chief Information Officer. It is comprised of Agency and Department Head representatives from the Board Policy Committee areas. Simply put, the purpose of the group is to ensure County technology aligns with business strategies, priorities, and policies.

Executive Business Information Technology Steering Committee (BITS) – Membership, February 2014

County Executive	Jeff Smith
County Chief Operating Officer	Gary Graves
Deputy County Executive (BITS Co-Chair)	Leslie Crowell
Deputy County Executive, Health And Hospital System	Rene Santiago
Deputy County Executive, Employee Services Agency	Luke Leung
Deputy County Executive	Sylvia Gallegos
County Chief Information Officer (BITS Co-Chair)	Joyce Wing
Director, Agriculture and Environmental Management	Amy Brown
Director, Finance Agency	Emily Harrison
Director, Parks And Recreation	Robb Courtney
Director, Pretrial Services	Garry Herceg
Director, Social Service Agency	Bruce Wagstaff
Planning Manager, Department of Planning & Development	Kirk Girard

IT Governance Model

Since the formation of the BITS Committee, IT governance has been undergoing a reassessment of how the County funds ongoing operations, new projects and initiatives. The BITS Committee has established as a core strategy that IT funding be concentrated on IT infrastructure and products that can be standardized, centralized, modernized and/or automated, to reduce ongoing costs and the required resources to operate, maintain, and support. This approach supports a vision of a centrally managed IT infrastructure in order to achieve operational efficiencies in the use, application and management of information technologies.

The IT Governance model, as applied to IT projects and developmental programs, has been developed to support holistic view of IT within the County, in order to better manage the County’s entire portfolio of IT projects. This model encompasses an enterprise perspective that includes the IT related plans, projects and funding sources for all departments Countywide. Resources within each budget cycle are being developed to support this evolving approach to IT governance. The BITS Committee has established a definition of success for this model as the ability to affirmatively answer the following questions:

- Is the County investing in the right things?
- Is the County optimizing its capacity?
- Is the County realizing the promised benefits?
- How well is the County executing?
- Can the organization absorb all the changes?
- Does the resource model support County goals?
- Do County policies support County goals?

To the greatest extent possible, project requests presented to BITS are reviewed with County staff who are knowledgeable in the business and/or technology area impacted by the request. The Centers of Excellence (CoEs) and the CIO’s Office also reach out to knowledgeable staff to provide input into the developmental process for IT projects.

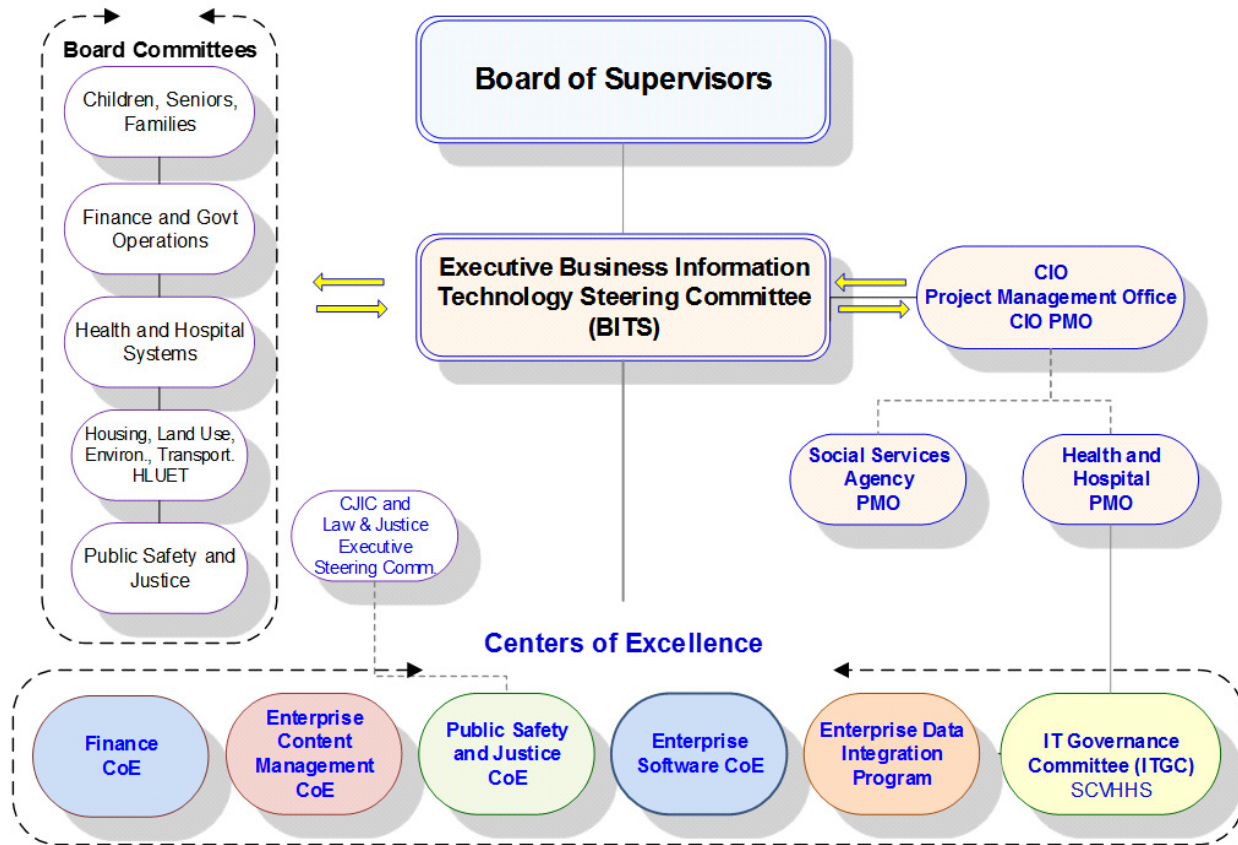


Centers of Excellence and Related Governance Committees

Overview: In FY 2013, the Executive BITS committee chartered additional Centers of Excellence including Public Safety and Justice, Enterprise Software, and early in 2013, Data Collaboration. These three new CoEs joined the Enterprise Content Management CoE, and HHS Information Technology Governance Committee to work under the BITS Committee to provide support, guidance and strategic focus within their respective service areas.

These Centers of Excellence (including the HHS IT Governance Committee) were all chartered to make subject-matter recommendations to the BITS about Countywide strategy, policy, and project funding. A combination of

operational and IT staff work together to define strategy, set annual goals, identify risk, determine the strategic application of project resources, assist staff in the development of policies and procedures, and provide guidance in the reengineering of operational processes, in order to facilitate and forward the efficiency and efficacy of the application of IT in County operations. For smaller projects, BITS may delegate the authority to a CoE for project approval, and can play an important role in providing greater in-depth oversight of projects. Additionally, their role provides unique opportunities to promote collaboration, and fosters the use of best practices within their specific focus area to drive business results.



Enterprise Content Management-CoE: The ECM - CoE works closely with the Information Service Department's ECM Division, which is the division responsible for the County's external and internal portals, mobile application development, and other enterprise content activities for the County. The CoE – ECM has its own site that shows recent agendas, presentations and membership roster. See <http://eportal/sites/ecmcoe/SitePages/Home.aspx>

The ECM Committee's role is to provide oversight and direction for the County's enterprise content including:

- County Portals
- Document Management
- Record Management
- Social Media
- ECM Methodologies, Policies and Procedures
- ECM Project Review and Prioritization
- Enterprise Software and formalize standards.



Health and Hospital System IT Governance Committee (ITGC): ITGC ensures that the implementation and ongoing use of information technology at SCVHHS is approached in an organized, orderly manner and that these systems support both SCVHHS's and the County's strategic goals. More specifically, the ITGC role is to:

- Health and Hospital Project Review and Prioritization
- Develop comprehensive IT strategy and monitoring project progress within the Health and Hospital system.
- As required, become provide support for the administration and coordination of projects

ITGC members represent all areas of the SCVHHS organization. ITGC is co-chaired by the Deputy County Executive HHS, and the Chief Healthcare Technology Officer.

As depicted in the diagram above, five Advisory Committees are instrumental in providing guidance, priorities and recommendations to ITGC for initiatives that support the strategic direction and vision of SCVHHS.

The advisory committees support ITGC and the Project Steering Committees by helping inform decisions from their specific areas of subject matter expertise:

- Data/Analytics/Meaningful Use
- Clinical
- Revenue Cycle
- Budget and Finance
- Technology

HHS ITGC Membership

■ Deputy County Executive (HHS)	■ CEO, Valley Health Plan
■ Deputy County Executive (IT)	■ Director, Dept of Alcohol & Drug Services
■ CEO (SCVMC)	■ Director, Mental Health Department
■ COO (SCVMC)	■ Director, Public Health
■ Chief Nursing Officer (SCVMC)	■ Public Health Officer
■ Chief Medical Officer (SCVMC)	■ Director, Custody Health
■ Chief Medical Information Officer (SCVMC)	■ Chief Healthcare Technology Officer (HHS)
■ Chief Financial Officer (HHS)	■ PMO Director
■ Director Ambulatory Care & CHS (SCVMC)	■ Major Project Steering Committee Chairs (Ad hoc)
■ Chief Innovation and Improvement Officer (HHS)	

Enterprise Data Integration (EDI) Program

The purpose of the EDI Program is to improve the provision of services to County residents and increase the efficiency and efficacy of County business processes by championing and supporting initiatives to better utilize, integrate, and analyze data. Serving as the County's "institutional memory" for data integration efforts, the EDI Program recommends policies, procedures, standards, and technology, and develops tools to:

- Facilitate interdepartmental and Countywide program evaluation by addressing barriers to data sharing
- Facilitate secure, legally-compliant sharing of data from inside and outside the County
- Increase awareness of county data resources and reports.

The EDI Program will make policy and funding recommendations to the County's Business Information Technology Steering (BITS) Committee, Board of Supervisors, Board Committees, or other groups as appropriate. The EDI

Program may form and direct Centers of Excellence (CoEs), Center for Leadership & Transformation (CLT) teams, or other focus groups or subcommittees as necessary.

Public Safety Justice-CoE: The Public Safety and Justice Center of Excellence (PSJ-CoE) role is to provide oversight and direction for the County's Law and Justice systems and structures including:

- Collaboration and Information Sharing
- PSJ Project Review and Prioritization

The PSJ-CoE derives authority as a sub-committee of the CJIC Executive Steering Committee, at the request of the executive Business Information Technology Steering (BITS) Governance Committee.

Enterprise Software-CoE: The Enterprise Software CoE was formed in FY 2013, and was initially focused on managing and administering the Countywide Microsoft Enterprise Agreement. The Enterprise Software CoE role is to:

- Oversee, direct, and facilitate the Countywide administration of enterprise software products and agreements.
- Develop Countywide software standards and align software licenses with business needs

Darlene Gardner, O365 Program Manager, and chair of the Enterprise Software CoE is focused on Office 365 implementation Countywide. After the major components of O365 are in place, the ES-CoE will review existing

Finance-CoE

The Finance – Center of Excellence (Fin-CoE) is developing their charter and finalizing their membership.