

# County of Santa Clara

## Fiscal Year 2016 – 2018 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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# Contents

<b>Message from the County Executive .....</b>	<b>5</b>
Table 1: FY 2016 Public Safety and Justice Systems Program (PSJSP) Recommended Projects .....	6
Table 2: FY 2016 Recommended Technology Projects .....	7
Table 3: Health and Hospital System: FY 2016 Technology Projects .....	8
<b>Message from the Chief Information Officer .....</b>	<b>9</b>
<b>IT Strategy and Plans Fiscal Years 2016-2018 .....</b>	<b>11</b>
Aligning Technology with Business Strategies to Deliver Business Solutions .....	11
Transformation – Redirect Focus from Infrastructure to IT Business Solutions .....	12
Continuous Improvement .....	12
Modernization .....	13
Continual Enhancements of Data Sharing, Analytics, and Service Outcomes .....	13
County Privacy and Information Security Program .....	14
<b>Key Technology Initiatives .....</b>	<b>15</b>
Countywide Focus .....	16
Public Safety and Justice System Focus .....	24
Health and Hospital System Focus .....	33
Social Services Focus .....	36
<b>IT Services – Office of the Chief Information Officer .....</b>	<b>40</b>
Descriptions of Major IT Services .....	40
IT Services Provided to Departments .....	43
<b>Appendix A: Information Technology Governance .....</b>	<b>45</b>
<b>Appendix B: Fiscal Year 2015 Technology Infrastructure Funding Status .....</b>	<b>51</b>
<b>Appendix C: Summary of IT Projects – Accomplishments and Plans .....</b>	<b>52</b>
<b>Appendix D: Enterprise Content Management Projects .....</b>	<b>57</b>



# Message from the County Executive

May 1, 2015

To: Board of Supervisors

From: Jeffrey V. Smith, County Executive

Subject: FY 2016 – 2018 Information Technology (IT) Three-Year Plan

The desire on the part of the public and our own employees to either use technology to do business with the County or to improve service delivery exceeds our ability to provide it. The Information Technology Three-Year Plan is a reference document intended to provide the reader with detailed information about the major technology projects underway in the County.

This document is focused primarily on project status, with detail about staffing recommendations and budget recommendations, where applicable, included in the FY 2016 Recommended Budget. Appendices list the use of technology bond funding, the status of key initiatives, and enterprise content management projects.

It is important to note that after hitting peak staffing of 245 in FY 2002, the Information Services Department (ISD) reduced its FTEs through FY 2012, hitting a low of 191 staff that year. Since FY 2013, we have been attempting to make up for 10 years of reductions, and in FY 2016 I am recommending the addition of 42 positions for ISD, in order to provide them with critical staff support that the Department needs to serve the growing needs of its customers.

The FY 2016 – FY 2018 Information Technology (IT) Plan continues the trend toward centrally-driven enterprise services, driving innovation in the case of mobile applications, or modernizing legacy systems such as those in the Law and Justice System.

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 of the larger initiatives.

A high-level view of the IT Three-Year Plan shows the breadth and depth of the County's technological scope, as well as its challenges. Addressing modernization needs,

increasing innovation, and refreshing foundational infrastructure allows the County to optimize the business applications to enhance operations and provide better customer services.

Projects included in the IT Plan indicate high-level current and future unmet needs to complement 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 requested, reviewed and prioritized on an annual basis according to Board Policy and with the appropriate Board Committees.

The FY 2016 recommended level of funding focuses on modernization of systems, enhancement of public and employee services, and the upgrade and refresh of infrastructure. The technology project Tables 1 and 2 represent the General Fund Budget Recommendations for FY 2016, Table 3 represents Health and Hospital funded recommendations.

## Modernization

Another area of focus is the modernization of current systems will increase operational functionality, enhanced customer service, and decrease operational costs. The HealthLink project continues to roll out to additional functional areas such as the SCVMC Lab and Pharmacy, Surgery/Anesthesiology and Radiology. The Tax Collector and Procurement are implementing improved systems, and the replacement of all criminal case processing systems will begin with the multi-year Public Safety and Justice Systems Program.

## Enhanced Public Services

To continue our investment in web and mobile apps, e-Forms, e-Signature capabilities and automated workflows demanded by the public and beneficial for employees, nine positions are recommended, along with software tools in FY 2016.

## Continual Refresh and Expansion of Infrastructure

It is important that we invest in fundamental infrastructure on an annual basis, such as the \$2.4 million recommended for internet monitoring, network upgrades, servers, and phone systems as well as technology for the Emergency Operations Center. This provides for a high-performing and secure infrastructure to best support all of the business and services areas for which the County is responsible.

### Office of Data Oversight, Monitoring and Evaluation (ODOME)

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 already working on specific Departmental systems and analyses, but a central coordinating office, guided by best practices, is necessary to provide oversight and accountability for the myriad of data and information that spans the range of those responsible for public safety net services. I am recommending the addition of one position and consulting resources to kick off this effort.

ODOME is intended to work in conjunction with other major County initiatives such as the EpiCenter at Santa Clara Valley Health and Hospital System, the Office of Research at the Social Services Agency, and with appropriate large data initiatives such as the Public Safety and Justice Systems Program, the Pay for Success Program and the AB 109 Realignment Program where appropriate.

In a fully comprehensive model, the front, middle and back-end functions of data management occur as part of a four-step sequence:

**Aggregation:** Review data field definitions and data formats across databases to be aggregated. Determine which fields are equivalent across systems. Test those suppositions extensively. Match fields or variables across independent databases to create a view of individuals with data from more than one database system.

**Protection:** Ensure that aggregated County and client data is safe from theft or misuse, and meets regulatory and privacy requirements.

**Governance:** Data may be consistent within a database, but across data systems, data about a single individual may be inconsistent. Data owners must manage ("govern") the data across systems to ensure the data are consistent and error-free.

**Presentation:** Delivering data back to authorized parties in meaningful context through various means.

**Table 1: FY 2016 Public Safety and Justice Systems Program (PSJSP) Recommended Projects**

Project Categories	Ongoing Allocation	One-time Allocation
County Justice Information Center	\$873,251	\$10,132,500
Adult and Juvenile Case Management System	\$175,024	—
Jail Management System Replacement	\$175,024	—
Records Management System (RMS) Replacement	\$350,048	\$3,829,000
Program Management and Administration	\$814,403	\$750,000
Mainframe Re-hosting	—	\$549,100
RRC Referral Tracking	\$350,048	\$1,650,000
<b>PSJSP Total FY 2016 Allocation</b>	<b>\$2,737,798</b>	<b>\$16,910,600</b>

Table 2: FY 2016 Recommended Technology Projects

Projects	Ongoing Allocation	One-time Allocation
<b>IT Modernization</b>		
ISD Countywide - eSignatures	\$0	\$650,000
ISD Countywide - Enterprise IT Asset Management	\$20,000	\$275,000
ISD Shared Services - Phase III Common Directory/Office 365 (Core Identity/Security)	\$0	\$530,000
ISD Shared Services - Project Portfolio Management Tool Interface costs	\$120,000	\$250,000
ESA - Workers Comp Liability Insurance Claims Replacement	\$0	\$134,000
ISD - IT Financial Management (SaaS) for ISD Internal Service Fund	\$180,000	\$100,000
Tax Collector - TCAS System Functional Improvements	\$0	\$800,000
Parks - PRIMS Park Ranger Information Management System	\$15,000	\$100,000
Clerk Recorder's - Inventory Sys. County Archives & Recorder's Office	\$0	\$70,000
Custody Health Services Electronic Medical Records - Epic	\$0	\$2,500,000
Public Health Information Exchange (HIE)	\$0	\$250,000
Public Health Open Data Portal	\$0	\$150,000
PSJSP - County Document & Evidence Exchange System (CDEES)	\$200,000	\$1,500,000
DA - File Location Business Rule	\$0	\$24,090
DA - Document Management System OCR Server	\$4,130	\$27,062
<b>IT Infrastructure Projects</b>		
ISD Countywide - Websense Internet Monitoring System-Upgrade/Replace	\$100,000	\$400,000
Tax Collector - Upgrade of TCAS Production and Development servers	\$0	\$350,000
ISD Shared Services - Data Center Network Upgrade	\$0	\$350,000
ISD Countywide - Replace Existing Employee & Guest & DA WiFi Networks	\$38,000	\$310,000
Clerk Recorder's - Bring-your-own-device for the public	\$0	\$25,000
Office of Emergency Services - EOC Intelligence Situational Status Capability	\$0	\$125,000
<b>IT Professional Services</b>		
ISD Project Management & Business Analysis Professional Services	\$0	\$350,000
Clerk of the Board - Feasibility Study Project - BOS Chambers Control Room	\$25,000	\$50,000
ISD Shared Service - FileMaker/MS Access Applications Assessment Roadmap	\$0	\$350,000
Clerk Recorder's - Image Conversion Project	\$0	\$75,000
<b>Total FY 2016 Allocation</b>	<b>\$702,130</b>	<b>\$9,745,152</b>

Table 3: Health and Hospital System: FY 2016 Technology Projects

Projects	Ongoing Allocation	One-time Allocation
<b>CareFusion/Viasys PFT Respiratory Care - HealthLink</b> Set up an interface between HL and CareFusion/Viasys PFT machines. These machines perform Pulmonary Function test of various types of patients.	\$3,000	\$72,500
<b>CBORD Nutrition &amp; Food Service Suite Software</b> Upgrade the nutrition and food services suite application to v 10.1.100a and upgrade CBORD nutrient database to the latest version.		\$51,000
<b>Citrix System Upgrade</b> Hardware to support Citrix environment upgrade.		\$250,000
<b>ClickView 7.1 Upgrade</b> Hardware/Software upgrade for OBGYN/MFM ClickView. A connectivity module needs to be purchased and installed in order to interface with HealthLink.		\$101,000
<b>Clinical Image Capture via Canto on iPad Devices</b>		\$30,600
<b>DataArk Legacy Data Storage System</b> Extending the Legacy Data Storage System		\$500,000
<b>Enterprise Scheduling System</b> Evaluation and implementation of an Enterprise Scheduling System that can meet the functional needs of the Physicians, Nurses and Pharmacists.	\$49,100	\$300,000
<b>Fetal Monitor Integration with HealthLink</b> This project will require nursing, HealthLink, bio-med and other departmental resources to scope and map out for a set of fetal monitors in L&D.	\$3,900	\$41,900
<b>HealthLink Isilon SAN</b> Replace HealthLink file servers near end-of-life with an interrelated scalable file storage solution.		\$250,000
<b>HealthLink Wave II/Phase II (D-C)</b> Implementation of Epic's OpTime (Surgery and Anesthesiology) and Radiant (Radiology Information System) as part of the Core HIS strategy.		\$14,650,000
<b>HIM Transcription Services Solution</b> Implementation of software.	\$24,000	\$90,000
<b>Integrated Research Administration &amp; Compliance</b> Software: A web-based, vendor-hosted software system for Research Administration and Compliance to manage research project portfolio and the associated compliance risks.		\$82,600
<b>IT Infrastructure</b> Replacement for servers, DS6800 Storage Area Network (SAN) and routers switches that are at end-of-life and/or not supported by vendor.		\$2,000,000
<b>Medtronic PaceArt Database System</b> Replace current outdated Pacemaker database system running on Microsoft Access requiring manual input of data. Medtronic' Pace art System is the only product that allows devices to be integrated and data fields to automatically populate. Sole source for new software purchase.	\$4,400	\$108,000
<b>MidMark Spirometry Respiratory Care-HealthLink</b> Install software and hardware on to HL server to all RCP to perform patient care required spirometry on patients with COPD and/or Asthma.	\$3,000	\$10,000
<b>NICVIEW</b> system set-up for fifteen (15) web enabled wireless cameras purchased for NICU.	\$6,000	\$52,000
<b>PACS Software upgrade</b> Upgrade to latest PACS version; includes replacing multiple servers that are over 5 years old.		\$652,000
<b>Pharmacy BoxPicker Interface with EHR software</b> Equipment will interface with HealthLink through the Swisslog MedPortal Inventory Management System software.		\$75,000
<b>Public Health Fax Alert/Notification System</b> Notifies the community and Health organizations with in Santa Clara County. This solution is used when the Public Health Director puts out an Health Alerts. (i.e. Pandemic Flu notice).		\$75,000
<b>SCVMC Resident Mobile Device</b> Image Capture via Canto on iPad devices. Purchase County-owned iPads for SCVHHS.		\$282,200
<b>Siemens Syngo RIS Upgrade</b> Contract amendment to upgrade system for Window 7 compatibility and ICD 10 compliance. Requires updates HL7 interfaces to: PACS, TalkTechnology, peerVue, and PenRad.		\$290,000
<b>SQL Database consolidated solution</b> Build a consolidated SQL solution where multiple databases could be located.	\$600,000	\$250,000
<b>Video Remote American Sign Language Interpretation service</b> With interpretation over video, service is charged by the length of time used. The service would also be more readily available, at any time of the day. Enhances current service.	\$80,000	\$12,500
<b>Wireless Medfusion Syringe Pumps</b> Replace approx. 27 Medfusion pumps that require library loaded individually by biomedical for each library change. Syringe pumps are used for neonatal and pediatrics in Peds, ED, Burn, ASU, OR, PACU.	\$39,175	\$762,200
<b>Workstation on Wheels (WOWS) refresh</b> Technology refresh for end-of-life WOWS.		\$728,000
<b>Total FY 2016 Allocation</b>	<b>\$812,575</b>	<b>\$21,716,500</b>





# Message from the Chief Information Officer

May 1, 2015

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

From: Joyce Wing, County Chief Information Officer

Subject: Fiscal Year 2016 – 2018 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 2016 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. In addition, implementing shared services keep costs lower and enables data sharing and analysis across business areas or the County.

## Highlights of Accomplishments and Plans

In the section immediately following this letter, **Strategies & Plans - Fiscal Years 2016-2018** and the Key Initiatives, a high level overview is provided to document the interdependencies between IT strategies and business strategies, and initiatives that support those strategies and operational needs. Details of the main projects included here are provided later in this document.

## Strategies

**Mobility to Drive Self-Service and Enhance Public and Employee Services:** There is a growing need to provide mobile services to the public and employees. The goals are to provide easy to use applications and devices to access, process, and complete transactions quickly to increase satisfaction and productivity. Providing these tools increases self-service and reduces effort and the cost of doing business. Mobile device management needs have increased and thousands of devices are being managed and secured. Mobile/Web apps are being developed to address key public needs. 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](http://www.sccgov.org) and go to the bottom and click on "Mobile Gallery."

**Cloud Services to Reduce the Cost of Doing Business:** Where appropriate the use of Cloud Service-based applications is a primary focus to reduce effort and overall cost of doing business. A priority will be to use the Cloud to address application needs with hosted solutions that are mature, secure and meet performance criteria. Multiple applications that are using hosted solutions include the Public Defender's Case Management System, O365, SAP/ Ariba Procure-to-Pay solution, IT Finance Management, and others.

**Increase Communication and Collaboration to Increase Productivity:** The provision of cloud-based (externally hosted) commodity software, Office 365, has enhanced collaboration, communication, security, disaster recovery and resource management Countywide. As of the date this document was published, over 7,500 mailboxes had been migrated to O365. The two largest entities, Health and Hospital Systems and the Social Services Agency plan to be completed by this summer. New services that focus on collaboration and communication are being introduced to those that have migrated their email.

**Standardization, Consolidation, Investment in New Technology to Reduce the Cost of Doing Business:** The County has established technology standards, consolidated infrastructure and invested in new technology products and services to accomplish 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.

**Modernization to Increase Capabilities, Data Sharing, and Analysis of Performance Outcomes:** The need to modernize many of the County's systems is critical in order to address the demands for new capabilities, and costly data analyses, operational and customer service improvements, and elimination of legacy, aging systems that are difficult and costly to support. There are many large efforts underway that are highlighted in the Key Initiatives Section of this document.

**Enhanced Public and Employee Services:** Many efforts are underway to redesign and develop more meaningful content for Web and Mobile access to provide pertinent information on the various County services and the ability to better Search for the information needed. In addition, e-forms and workflow automation have been developed to save time, increase efficiencies, and improve customer and employee satisfaction. To further these efforts supporting tools are being acquired to develop applications faster, and to provide new automated, secure processes, such as, an e-signature solution to replace wet signatures has been recommended.

**Improve Privacy and Information Security to meet Regulations and Policy Requirements:** This is a critical and mandated service the County is responsible for, to ensure the protection of data, its access and use. The Board of Supervisor's has supported this effort by increasing resources to provide management and oversight to ensure compliancy and ensure protection of data that the County manages.

### **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.

# IT Strategy and Plans Fiscal Years 2016-2018

## Aligning Technology with Business Strategies to Deliver Business Solutions



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 CEO's Center for Leadership and Transformation (CLT) Program and the 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 often have 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. More recently, the Just Culture conversations and training have resulted in examining

systems and procedures, along with staff and management behavior, to become a stronger learning organization.

In addition, the goal of the IT services provided and the current and recommended initiatives have three focus areas:

- **Customer Focus:** Improved access, analysis, and process
- **Operational Excellence:** Modernization and consolidation
- **Innovation:** Newer technologies and self-service

There is more interest 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. The County has already and taken major steps towards the cloud by embracing Microsoft Office 365 Cloud Solutions for email and collaboration services Countywide, as well as other initiatives.

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*Departments are refocusing on what is most important: enhancing the services the County provides to the public.*

and managing technology. Historically, IT systems and projects have been approached in a siloed manner without cross-organization collaboration, reflecting the way many departments often have 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. More recently, the Just Culture conversations and training have resulted in examining systems and procedures, along with staff and management behavior, to become a stronger learning organization.

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### **Transformation – Redirect Focus from Infrastructure to IT Business Solutions**

The County has in the past siloed the management of information technology by having departmental IT staff allocated in departmental budgets to cover both infrastructure and application needs. As a result of many years of budget deficits, IT departmental staff focused mainly on maintaining aging infrastructure. With the IT Transformation Initiative (ITTI), fundamental changes began to occur. This transformation is reflected in the FY2016 ISD budget requests to move and create IT positions for this purpose.

### **Continuous Improvement**

The CIO's office continues to support efforts to transform the County to better serve the public and the employees who make quality, service-driven government organization a reality. Changes in underlying technology are allowing the County to refocus IT resources toward innovation, operational excellence and customer services that can advance the goals and strategies of the various service areas of the County. Areas of focus include:

- Establishing Onsite IT Application and Business Process Management Support
- Increasing IT Service-on-Demand to meet growing Business needs when needed
- Transforming and Modernizing Legacy Systems
- Continuing Standardization, Consolidation, and Investment in Newer Technology
- Migrating to Cloud Services as available

- Continuing transition to O365 new services and security capabilities
- Enhancing Public and Employee Services through Self-Service
- Developing Applications to better enable key business functions
- Facilitating efficiencies through e-Forms, e-Signature, and automated workflow
- Refining IT Services, IT Organization and IT Jobs to create a growing, learning and service oriented workforce

### Modernization

**Public Safety and Justice Systems Program:** The Public Safety and Justice Systems Program (PSJSP) is a large, multi-year initiative that includes replacing and modernizing the integrated Adult Criminal System (CJIC) and the Juvenile Record System (JRS) with multiple systems that have additional capability. PSJSP will insure that across the Law and Justice community, there is collaborative and comprehensive data integration, process integration, meaningful data analyses, and insightful reporting. Through implementing PSJSP, the costly legacy systems can be eliminated. There are three major forces impacting the need for change: the new Court Criminal Administration system that breaks down the current consolidated system needs to be implemented by June 2015, the upcoming retirements of IT staff who are experts on legacy systems, and the new capabilities required by the Public Safety and Justice agencies.

**Procure-to-Pay:** In FY 2016, Procure-to-Pay will continue automating the procurement function across the County 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/Arriba Project is an externally-hosted system that is cost effective to implement and maintain and will provide the automation, streamlined processes and quick information access needed to increase discounts and advance processes.

### Continual Enhancement of Public and Employee Services:

The following Web and Mobile Applications have been developed for Public and Employee use, increasing self-service capabilities to reduce costs, effort and increase customer satisfaction.

- **Restaurant Inspection Ranking—SCC Dine Out** allowing the public to search for restaurants and their inspection rankings
- **Valley Health Plan Portal** guides customers based on their role as a shopper, member, provider or broker

**Employee Access** to online services including:

- **Workers Comp Online Application** that provides a central repository of claims, attachments and increased visibility of process, with many more capabilities
- **Transfer Opportunity Calculator** that allows employees to go online and retrieve a personalized list of all the classifications to which they may be eligible for transfer
- **Tuition Reimbursement Form** to support the County's Educational Assistance Program.

### Continual Enhancement of Data Sharing, Analytics, and Service Outcomes

Mandates for Healthcare Reform, Public Safety Realignment (AB 109), and many other projects where data sharing, analysis and reporting are required, are driving the need for focusing on Data as a valuable asset needed to make key service decisions, based on analysis of Performance outcomes. 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 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. In 2014, a program charter was approved. In early 2015, an initial approach was established and a Program Management position and professional services to assist in moving the program forward are being requested in FY 2016.

### **Countywide Privacy and Information Security Program**

In October 2014, the Board of Supervisors approved staff resources needed to establish a more robust County Privacy and Information Security Program and to define and establish a Privacy program to align and join with the already developing Information Security Program. Establishing and expanding resources, processes, policies, and frameworks that align with national standards and regulations are underway.

In FY 2016-2018 there will be further development of the County Privacy and Security Program, including but not limited to governance, policies, strategic and tactical plans, processes, risk assessments, training, and toolsets to improve the County's privacy and information security profile.

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## 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
- Mobile Trends and Strategy

### Public Safety and Justice System Focus

- Public Safety and Justice Systems Program
- Countywide Digital Evidence Project
- Public Safety Realignment - AB 109
- CAD Integration, Common Operating Picture and Data Exchange Projects
- Failure to Appear Automated Notifications

### Health and Hospital System Focus

- HHS Electronic Healthcare Information System - HealthLink
- HHS Enterprise Data Warehouse

### Social Services Focus

- Office 365 at SSA
- FY 2015 Completed Projects
- SSA's Planned Projects for FY 2016

## Progress to Date

- Migrated Mailboxes:** 7,539 County electronic mailboxes were migrated to Office 365 from January 2014 to April 2015, with the goal of 14,000 by end of July 2015
- Migrated to Common Directory:** 1,729 users 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 4,984 workstations and 626 servers are already being centrally managed in this environment, with more pending.

## Milestones

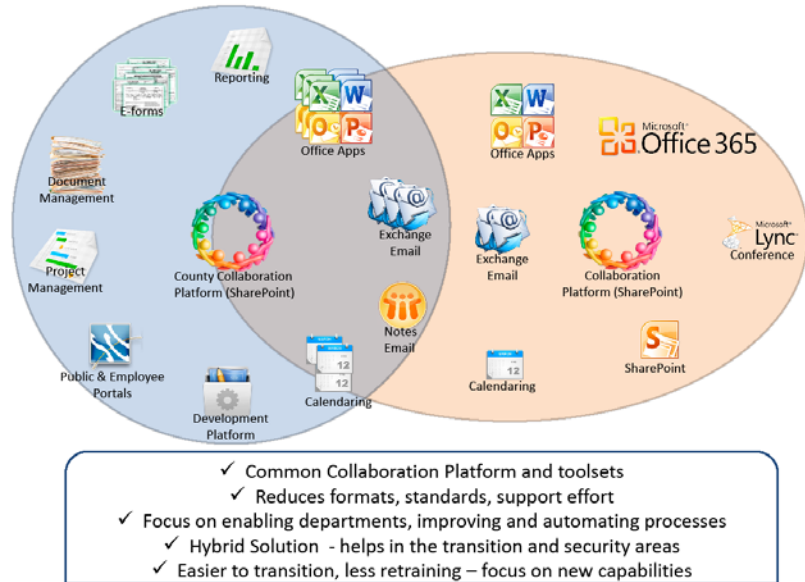
## Status

Develop objectives and determine requirements	Completed
Evaluate and select a SaaS product	Completed
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 at HHS, SSA, DA, Sheriff, Dept of Corrections	In Progress
Extend Identity Management and Document Rights Management Functions	FY2016
Implement new services	When new services are available

## COUNTYWIDE FOCUS

# County Common Directory and Software as a Service Office Productivity Solution

County's Strategic Cloud Direction: MS Office 365



## 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. The larger agencies (Health and Hospital and Social Services Agency) have begun detailed planning and migration with the goal to complete migration of 11,000 mailboxes in summer 2015. The focus of this project covers the following:

- Office 365 Productivity, Collaboration and Communication--including email, web/video conferencing, SharePoint, instant messaging, shared storage, and Office productivity solutions
- Common Directory and Infrastructure Foundation
- Security
- Device Management
- Identity Management
- Anywhere, Anytime Access with Any device
- Other Microsoft services as they are made available



### County's Strategic Cloud Direction: MS Office 365

- Establishes Common Collaboration Platform and Tools
- Focuses on enabling departments via improving and automating processes
- Reduces training efforts and transition periods
- Increases long-term security, while providing flexibility, mobility, and access

#### Project Goals

- **Enable Cross-County Efficiencies** by establishing a Common Directory through consolidation of multiple departmental directories. The Common Directory will provide a foundation to build shared value-add IT business solutions across the County that provide efficiencies, and enhance productivity.
- **Enhance Communication and Collaboration** by consolidating departmental email systems into a single cloud-based email service. The service also will provide 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 cloud-based service.
- **Reduce the Cost of Doing Business** by consolidating multiple software agreements into one Microsoft Enterprise Agreement for licensing, maintenance and support. The Enterprise Agreement is essential for 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 search capabilities.
- **Increase Productivity** by redirecting IT resources to focus on value-add IT business solutions from redundant services.

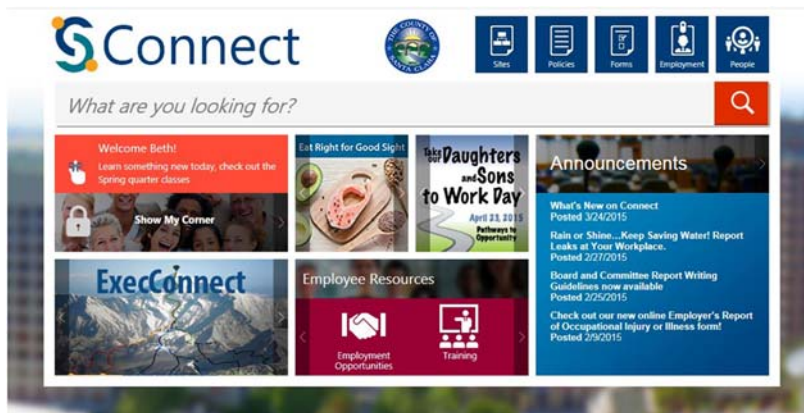
## Progress to Date

### Applications developed:

- Valley Health Plan Portal
- Wellness Activity Tracking
- SCC Staff Directory (People Search Mobile App)
- Restaurant Inspection Report - SCC Dine Out
- 13 completed web and mobile apps
- 80 portal websites (new, redesigned, or migrated) completed

See Appendix D for additional information on planned and other completed projects

## COUNTYWIDE FOCUS Enterprise Content Management



### Summary of Initiatives

Enterprise Content Management (ECM) is growing and includes multiple initiatives. The Information Services Department's ECM division collaborates with IT staff and all business users across the County departments and agencies. The goals of the ECM division are to:

- **Establish a Shared Service** with a common, centrally-managed platform for an integrated ECM system. The ECM system enhances the interaction of information, and collaboration and workflow within departments and across the County organization.
- **Centrally Manage** all web-related functionality including, but not limited to, web domain registry, platform administration, design and development of portal functionality, user interface (UI), user experience (UE), training, and content management to ensure County Business needs are met.
- **Advance Innovation** by developing web and mobile applications that follow Responsive Design guidelines and also integrate with multiple solutions, and devices. 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.

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	In Progress
Integrate with Geographical Information Systems	Plan to be developed

- **Establish Common Public and Employee Portals** by providing consolidated Countywide and departmental shared resources that are personalized for each County department and employee. This personalized information improves efficiency by displaying and allowing access to appropriate information at the right time, with and includes advanced search capabilities.
- **Provide Value-Add IT Business Solutions** Provide ECM tools and infrastructure to bring value-add IT solutions to departments and organization, reducing duplication of infrastructure, simplifying support, providing faster implementation, and enhancing access to information, sharing and collaboration.
- **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 records management.
- **Develop Electronic Forms** to replace current manual, paper forms used for County approval processes or public requests, to enable self-service, workflow and greatly improve overall efficiency. The goal is to replace paper-based forms that need to be completed manually, printed, signed, scanned, and emailed to various departments, with a fully electronic and automated process.
- **Reduce Costs to Achieve Economies of Scale** with enterprise licensing and a shared platform. Anticipate reduced staff time on maintaining redundant services.
- **Increase Effectiveness:** As a result of economies of scale, redirect IT staff from maintaining redundant services to creating IT business solutions and applications.
- **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 and productivity.

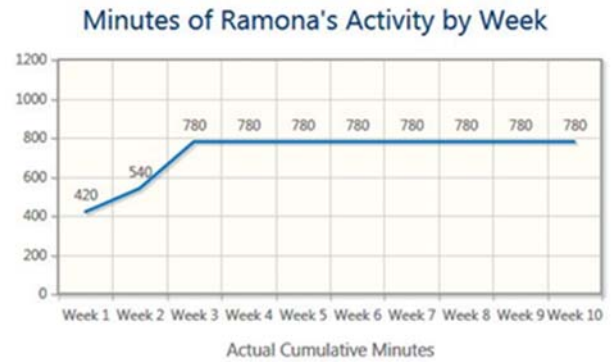
## Applications Created

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



- Restaurant Inspection Reports (“SCC Dine Out”):** Designed and developed with partnership with the Department of Environmental Health. The web application allows the public to search restaurants and view their inspection results along with the County’s newly implemented colored placard system. The online application was designed to be user friendly and allows one to easily determine how a restaurant rates in cleanliness.
- 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.

- 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 to easily gather participation information for monitoring and planning purposes.



Appendix D includes a list of all Enterprise Content Management projects planned for FY 2016, and ECM projects completed as of March 2015.

**Progress to Date**

- **Implemented New Websites that are Mobile Enabled:** See Appendix D for a list of mobile enabled websites
- Held first **Web and Mobile App Sharing Workshop** with eight other counties

**Milestones Status**

Develop mobile strategy and update policy	Completed
Implement AirWatch MDM system	Completed
Publish standards, security levels, and procurement processes	Completed
Implement Mobile Application Management (MAM) to provide a County store similar to the Apple Store for County developed and supported apps.	In Progress
Establish a Center of Excellence group to maintain and evolve with the rapidly changing industry	In Progress

**COUNTYWIDE FOCUS**

**Mobile Trends and Strategy**

**Mobile Trends**

To meet the growing mobile consumer and workforce needs the County has developed Mobile Device Management and Web/Mobile App strategies and toolsets. The goal is to provide access to information, forms, and applications in a secure manner to increase self-service and satisfaction levels. The trend for mobile access for the public and employees has substantially increased last year and are projected to increase this coming fiscal year. FY 2016 project requests are increasing, the following reflects what has been requested as of March 2015.

<b>Increasing Mobile Demand</b>	<b>FY 2015</b>	<b>FY 2016</b>
<b>Mobile Devices:</b> Smartphones managed by Airwatch	1,200	3,500+
<b>Web and Mobile Apps:</b> New requests, others under discussion	13	37
<b>e-Forms:</b> Some include automated workflow	11	17
<b>Portal websites:</b> New, re-design, migrations	80	48

**Shared Services among California Counties**

Santa Clara County Information Services Department hosted a successful first CCISDA (California County Information Services Department Association) Web/Mobile App Sharing Workshop with over 20 attendees representing 8 counties to begin discussing the potential to share Web/Mobile Apps developed by Counties, since there are very similar services across Counties. The objectives and expected outcomes of the workshop are listed below. The outcomes of the workshop will be reviewed with other counties at the CCISDA Conference in May. The counties see the benefits to share, but also to assist other counties that may not have the resources to develop Mobile Apps. As this is developed further as a possibility a concept proposal will be developed for each county to review with their Administration and Boards.



## Goals of Web/Mobile App Sharing Workshop

- Designing a framework that will produce common applications that can be reused/shared with other counties with minimal or no source code changes.
- Designing a common/open dataset platform that counties will conform to and be used by the common applications developed.
- Determining a governance structure for this initiative.
- Discuss funding and resource options.

The expected outcomes included the identification of the following:

- Development platform programming language
- Development platform programming language for the mobile native applications
- Collaboration tools for source code version control, defect tracking system, app hosting repository and other collaboration tools
- Web services platform/methodology
- Database repository
- Common/Open dataset format
- Development approach/strategy
- Planning of next steps/Schedule of deliverables defined
- Workshop attendee's roles and responsibilities defined
- Pilot application(s) identified and possibly pilot counties that will use the pilot app(s)
- Governance structure
- Funding source and resources

## Mobile Applications Strategy

The strategy for mobile apps is to develop websites that follow responsive designs (where the app can be used on a laptop or desktop, and adjust in size or width for a mobile device), and as needed, develop native mobile apps that only run on tablets and phones. With this strategy, common services are built once and utilized by both web applications and mobile apps. To do this efficiently, a developmental framework was created to 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, thereby reducing development time.
- **Increase Productivity and Convenience:** Provide convenient, self-service, enhanced capabilities through any device, and provide service at the point of contact, thereby reducing travel time and increasing satisfaction of the public and the staff.
- **Reduce Cost of Doing Business:** Consolidated effort to manage program and funding Countywide, and provide foundation for value-add services across the organization. Provide central development and management of applications and infrastructure to reduce redundancies, establish standards and shared services. Provide a trained workforce (along with contracted professional services, when needed) to build quickly in the standard framework to reduce maintenance costs, and can take advantage of newer technologies.

- Address Generation Expectations with Shared Services:**  
 Within an increasing mobile society, there is a growing expectation for more government services to be available on mobile devices. By identifying similarities in services within the County and across other counties, mobile apps can be shared easily, further saving overall government costs.
- Increase Business/Technical Support and Security:**  
 Increase efficiency and reduce cost with a single enterprise-wide system; centralize access control and security, eliminating redundant products/services, support, and costs.
- Ensure Compliance:** Refine Mobile Device policies.

**Guiding Principles for Mobile Apps**

<b>Mobile Friendly Templates</b>	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
<b>Native Mobile Apps</b>	Develop native apps for services, which use mobile device hardware for a better user experience  Leverage full mobile device features like GPS, camera, and phone
<b>Build Services Framework</b>	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





Milestones	Status
Update business and technical requirements for Adult Probation	In Progress, target date May 2015
Update business and technical requirements for Jail Management	In Progress, target date June 2015
Develop business and technical requirements for Juvenile Probation and Detention	In Progress, target date July 2015
Develop business and technical requirements for Sheriff Records Management	In Progress, target date May 2015
Prepare cost estimates and funding requests for new technologies	Completed
Design of the new County Justice Information Center	In Progress, target date July 2015
Procure new solutions	Not started, target date December 2015
Implement new solutions	Not started, target date to be determined

## PUBLIC SAFETY AND JUSTICE SYSTEM FOCUS

# Public Safety and Justice Systems Program

### Program Description

The purpose of the Public Safety and Justice Systems Program (PSJSP) is to improve the delivery of justice to County residents, enhance officer and public safety, provide a governance and management structure for Countywide enterprise technology efforts, implement new and enhanced information systems, promote collaboration and information sharing, and provide guidance and oversight to major information technology initiatives in public safety and justice agencies in the County. The PSJSP is a collaboration between the County Executive's Office, all Public Safety and Justice agencies in the County, the Office of the CIO, the Information Services Department (ISD), and Superior Court.

The Law and Justice Systems Roadmap (LJSR) project was initiated in FY 2009 to address the aging County-wide integrated Criminal Justice Information Control (CJIC) and Juvenile Records (JRS) systems and to focus on leveraging information technology to meet the law and justice community's current and future business needs.

Superior Court is moving forward with a new Criminal Administration System to be implemented by May 2016. This puts the County in a position to quickly focus on creating new data exchanges with CJIC. Analysis of a CJIC replacement strategy will be completed in parallel to formalize a plan to move off the legacy system to multiple systems to add the needed capabilities identified.

The Public Safety and Justice Systems Program was formed to implement the recommendations of the LJSR project and to support the design and implementation of a new integrated County Justice Information Center (CJIC).

The new CJIC will promote and support cross-agency collaboration, share information and services, enhance data exchanges, provide business intelligence and analytics, and integrate, consolidate and distribute information across County, local, regional and State agencies.

A high-level future vision of the new CJIC solution is presented on the next page.

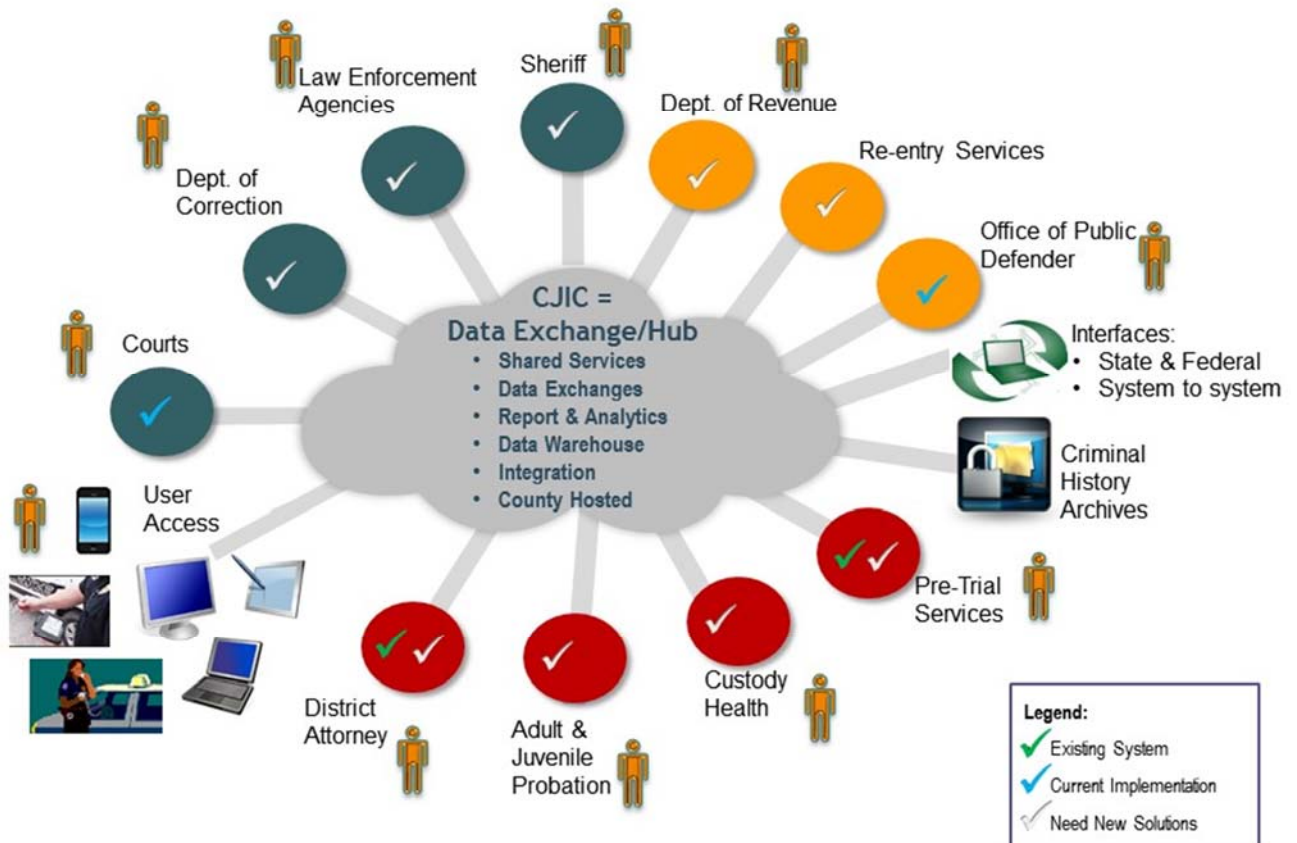
The PSJS Program will support implementation of the new CJIC and related information systems in County justice agencies, provide an ongoing governance and management structure and oversight to major information technology initiatives in the public safety and justice agencies in the County. Implementation of these new technology solutions is expected to take four years. The PSJS Program is ongoing.



The PSJS Program Objectives are:

- a. Improve the delivery of criminal justice in the County.
- b. Enhance officer and public safety.
- c. Support effective and efficient case management across the County’s public safety and justice agencies.
- d. Enhance inter-agency communication and collaboration.
- e. Allow for greater flexibility and scalability of information systems to better meet business needs and respond in a timely manner to business process and legal changes.
- f. Optimize/streamline operational performance by improving information systems.
- g. Realize cost savings within the public safety and justice community through technological and/or business process innovation.
- h. Address challenges with legacy systems.
- i. Provide increased flexibility to accommodate new access and integration requirements, while maintaining high response time and system security.
- j. More effectively capture data to support management analysis, decision making, program outcomes and service-level improvements.
- k. Minimize manual processing time by automation of manual processes and reduction of redundant data entry.
- l. Improve quality and consistency of criminal justice data.
- m. Increase information sharing across a variety of technical platforms.

### Phase 3 Future State: County Justice Information Center (CJIC)



## Progress to Date

- All Phase I milestones complete, including 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.

Milestones	Target Completion Date	Status
Develop and release request for proposals	July 2015	In progress
Vendor selection and solution procurement	October 2015	Not started
Implementation of centralized Digital Evidence repository	TBD, depending on vendor selection	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 included 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. Funding for this phase has been requested in FY 2016.

#### 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 the project are to develop requirements and procure and implement a 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.

Milestones	Target Completion Date	Status
Gather and document business requirements and work-flows for the County departments and agencies	December 2014	Completed
Engage vendor, initiate business intelligence solution implementation	January 2015	Completed
Complete data interface for criminal justice information	May 2015	In Progress
Complete data interface for social services information	September 2015	In Progress
Complete data interface for probation information	July 2015	In Progress
Complete data interface for behavioral health	September 2015	In Progress
Complete development and testing of business intelligence (BI) solution	June 2015	In Progress
Implementation of Phase 2 BI Solution	TBD	Not Started

## PUBLIC SAFETY AND JUSTICE SYSTEM FOCUS

### Public Safety Realignment Program—AB 109

#### Project Description

**Assembly Bill 109** (known as the Public Safety Realignment Program 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.
- **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**

- All Phase I milestones are complete, including charter, procuring vendor services, installing hardware and software, developing business rules and interface, and integrating GIS and situational correlation services.

**Milestones**

**Status**

Design and implement necessary National Information Exchange Model (NIEM) conformant bi-directional data exchanges

In progress, target date September 2015

Design and implement Common Regional Operating Picture portal

Phase I complete, Enhancements in progress

**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**

- Project was completed in February 2015

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	Completed
Conduct data assessment across Law & Justice applications	June 2014	Completed
Solution Assessment-existing County technology	July 2014	Completed
Prepare final recommendations/ decision review packet	August 2014	Completed
Procure and Implement Solution	February 2015	Completed

**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 supports communication with defendants, and will 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.

**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 goals of the project:

- **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 2015, more than 20,000 patients are actively utilizing the online portal to access their HHS medical information and exchange messages with caregivers. This is an increase of about 8,000 in one year.
- **Strengthened Partnerships:** HealthLink also has 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 \$15.5 million in Meaningful Use incentive payments from Centers for Medicare and Medicaid Services.
- **Office 365 Migration:** Started and to be completed in summer 2015.

## HEALTH AND HOSPITAL SYSTEM FOCUS

# HHS Core Health Information System — HealthLink

### Program Description



**Electronic Health Record System:** Santa Clara Valley Health and Hospital System's (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 patients 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. In 2014, functionality was extended to Employee Health, the Public Health Sexually Transmitted Diseases (STD) clinic, Specialty Mental Health, and the Homeless Mobile Medical Units.

HealthLink Wave 2 implementations of Beaker for Lab and Willow for outpatient Pharmacies are underway. Critical contracts with third-party software vendors have been completed to meet deadlines for integrated testing, which began in early 2015. Both projects are on track for "go live" in July 2015.

Implementation of the remaining modules (Wave 3) will commence in the spring of 2015. Those modules include: OpTime (Surgery/Anesthesiology) and Radiant (Radiology).

### 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:** Provide automation and access of key, critical patient information and proactive monitoring to increase the quality of care and the patient's health status.



HealthLink Applications	
Implemented	Description
ADT/Prelude	Admissions, discharges, transfers, bed management
ASAP	Emergency Department
Beacon	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
Healthy Planet	Population health
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

- **Enhance Satisfaction:** Enhance patient, family and staff satisfaction through process improvements, and timely access to current and key information.
- **Increase Efficiencies and Reduce Costs:** Improve timely, efficient and cost-effective care.
- **Enable Decision-Making:** Enhance evidence-based clinical and administrative decision making through data analysis and reporting.
- **Ensure Compliance:** Ensure compliance with all regulatory and accreditation standards (e.g., HIPAA, ICD-10, Meaningful Use)

**Project Plans**

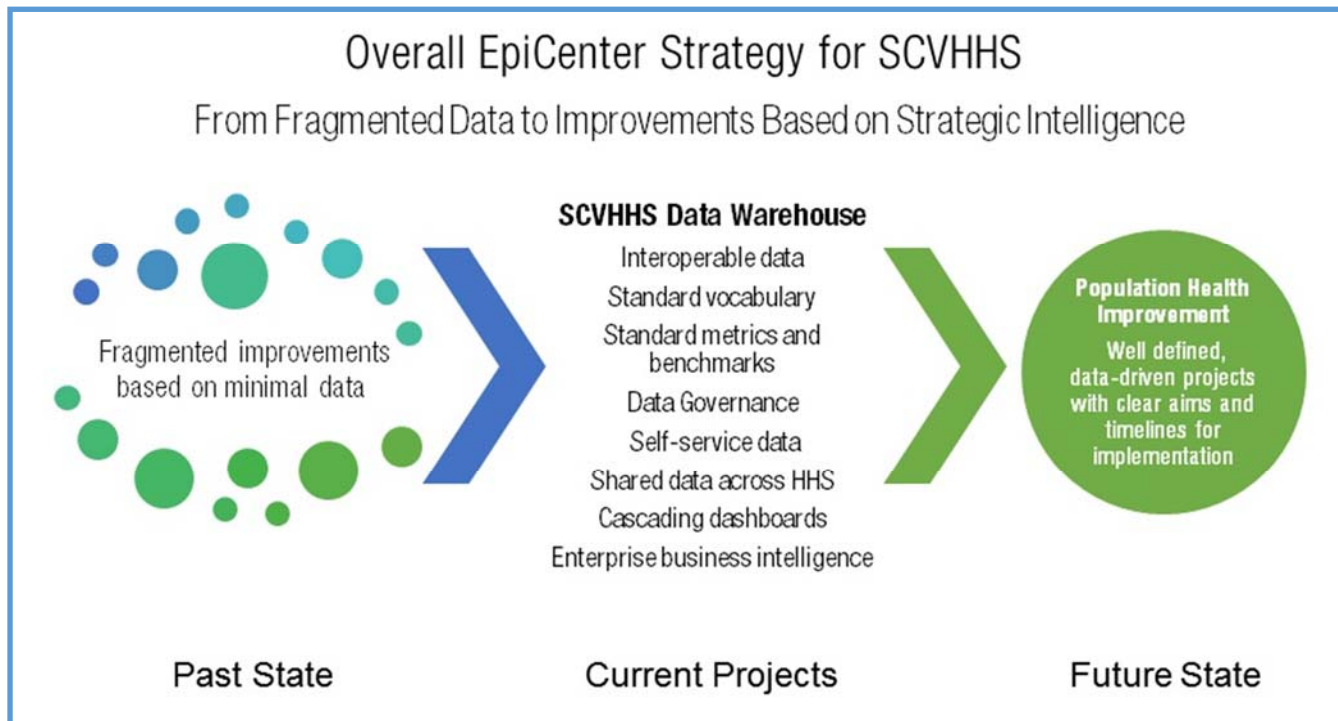
In FY 2016, HealthLink will be initiated for Custody Health Services, to be completed in FY 2017. With this implementation, HealthLink will be available for a single electronic health record for all inpatients and inmates for the first time.

Implementation of the remaining modules (Wave 3) will commence in the spring of 2015. Those modules include: OpTime (Surgery/Anesthesiology) and Radiant (Radiology).



## HEALTH AND HOSPITAL SYSTEM FOCUS

## HHS Enterprise Data Warehouse

**Project Description**

**HHS Enterprise Data Warehouse (EDW):** Santa Clara County Health and Hospital Systems (SCVHHS) has a number of systems that hold significant amounts of data. An EDW project is being undertaken to leverage this data to better support the needs of groups focused on Countywide population health management initiatives, as well as to measure financial and utilization management of the County resources. The initial scope of the project will include:

- Establish a strategic plan and long-term vision for the EDW project
- Create detailed plans for the first and second phases of the EDW implementation
- Define key use cases for the user groups that will be the pilot group for Phase 1 of the EDW implementation:
  - Provider community – Key performance indicators (KPI's) based of HealthLink Clinical Data populated into the EDW
  - County-level KPIs for Population Health management
  - County-level KPIs for Financial and Utilization Management

**Project Goals**

- **Population Health Management:** Support emerging use cases for Population Management, care management and utilization management that span the continuum of Care
- **Business Intelligence:** Provide better support for business intelligence and other reporting needs that span more than one data source for patients Countywide



## SOCIAL SERVICES FOCUS

# FY 2015 IT Project Accomplishments and FY 2016 Plans

## Office 365 at SSA

The pilot and migration planning of Office 365 has begun at SSA, and is expected to be completed in summer 2015.

## FY 2015 Completed Projects

**CA Service Desk Upgrade:** SSA's CA Service Desk tool is used to track technical service incidents and requests for teams in Information Systems, CalWIN Application Technical Support, Decision Support and Research, and the DEBS Program. SSA had been using an older version of CA Service Desk that was no longer supported. In July 2014, SSA upgraded CA Service Desk to version 12.7 to harness enhanced functionality with a supported tool to move the SSA Applications Technology Support team towards the Information Technology Infrastructure Library (ITIL) standard.

**Data Entry Automation for CalWIN:** To support the Health Care Reform initiative, SSA enhanced the automated data entry software for CalWIN Network. CalWIN is "California Work Opportunity and Responsibility to Kids Information". When completed in June 2015, the automation facilitated the data entry and updates into CalWIN for a number of functions that had performed manually. As of March 2015, SSA has processed:

- Nearly 60,000 Medi-Cal exception cases that would have otherwise resulted in clients losing benefits.
- Nearly 5,500 requests for generating client correspondence necessitated by regulation changes.
- Over 4,100 GA cases to write off debt based on the County's decision to convert General Assistance (GA) into grants instead of loans.
- Over 1,800 GA cases to reset their prior aid dates to avoid sanctions.
- Processed more than 2500 cases referred by California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) that were in a backlog.

In addition, through the new automation, over 15,000 cases were reassigned that had to be moved between offices and units, and created more than 1,000 entire cases for use by Staff Development. The automation has saved more than 2,000 hours of staff time, and eliminated errors that resulted from manual entry. The project met State mandates, streamlined work processes, and improved customer service.

**DEBS Task Management Tool: Consolidation, Standardization, and Streamlining:** To support an increasing client base served by SSA's Department of Employment and Benefit Services, in FY 2015 SSA consolidated, standardized, and streamlined the Task Management Tool (TMT) used by the eight Department of Employment and Benefits Services (DEBS) offices. The project was completed in December 2014. Prior to implementation, different offices were using different versions of the software with no coordination of business process or function. Standardization included the migrating all offices to a single upgraded software platform, along with the configuration, customization, and data management necessary to meet the needs of all offices. Implementation included a well-defined set of features, functions, and roles. Within the application, business logic was implemented consistently across the organizations. The project resulted in an upgraded version of the software that was more responsive to business needs and simpler to use by the more than 1,000 DEBS employees. Maintenance and support tasks were reduced as well.

The project also supported changes in software and processes for peripheral applications used in conjunction with TMT. These applications included the Supplemental Nutrition Assistance Program (SNAP) Scheduling Tool, and the TMT Tally Board for Intake application tracking.

**Desktop Exchange Project:** The Desktop Exchange project encompasses all Social Services Departments except for the Department of Family and Children's Services. In FY 2015, over 1,000 Social Services aging computers and monitors were replaced with new PCs that have Windows 7 OS and Office 2010. There are two PC models: 32 bit/4 Gbps PCs and 64 bit/8 Gbps PCs, provisioned based on staff work requirements.

**Employment Connection Application:** SSA's Employment Connection has three County centers delivering personalized professional services to both employers and job seekers. Employment Connection seeks to improve efficiencies in tracking participant activities, including Job Club, Job Search, Job Placement, Work Experience, and Subsidized/Unsubsidized Employment.

SSA implemented the Employment Connection application suite in December 2014 to mitigate the aging technology and limited functionality for both Employment Connection/Open Road and SCC Works. The suite improves tracking of program effectiveness and performance, and more accurately reports work participation rates. It is a completely new web-based system with enhanced functionality to reduce manual entry and address the changing needs of the Employment Connection program, including:

- Auto-upload of clients and referrals from CalWIN previously entered manually into Open Road.
- Immediate notification via email to clerical staff and case workers of critical actions performed (previously done by phone calls and spreadsheets).
- Ease of use when entering/viewing employers and available jobs for interviews and job placements.
- Auto-generation of job postings in multiple PDF versions.
- Flexible configuration to enable operational self-service.

## SSA's Planned Projects for FY2016

**Agency Paperless Case File Initiative:** The project goal is to replace paper case folders with electronic case folders so information can be accessed immediately by many without passing paper folders. The project began with the Department of Employment and Benefits (DEBS) where the Agency converted over 100,000 hardcopy case folders to electronic case folders. In addition, DEBS storage of collections documents was converted to retrievable electronic files. The project reduced physical space storage needs, reduced the number of lost case folders, and reduced paper use. The Agency is continuing to transition to paperless in Home Support Services (IHSS), Public Administrator/Guardian/Conservator (PAG/C) Court

Reporting, and Family and Children's Services (DFCS). The next phase of the paperless case file project will begin in July 2015, and is estimated to cost \$500,000. The next step will be to prioritize the departments.

**Business Intelligence Enhancements – Client Identity Management:** The current SSA data warehouse cannot uniquely identify clients across multiple source systems. In FY 2016, SSA will procure software and integrate the data warehouse. In 2017, to improve customer service and increase fraud detection, SSA will implement a sophisticated Identity Management tool which will allow SSA staff to view all clients' touch points with the Agency. For example, after client identity management is implemented, when a client walks into the office to apply for services, SSA staff will be able to view what other services the client has been using.

The project is estimated to cost \$200,000 in FY 2016, and \$200,000 in FY 2017.

**Case Management Business Intelligence Collaboration with Contra Costa County:** SSA will share its Business Intelligence solution with Contra Costa County, providing Contra Costa users with access to the same Data Warehouse-based dashboards and drill-down reports currently available to Santa Clara users, only they will display Contra Costa data. SSA will own and host the hardware, software, infrastructure, network, and support. In return, Contra Costa County will pay for all the expenses related to this partnership, including half of the hardware costs and all related software and staffing costs. The project has cost \$225,000 thus far, and will cost \$50,000 in FY 2016 when it will be implemented.

By hosting Contra Costa data, SSA will be leverage the economies of scale, have funds to significantly improve our aging infrastructure, and add the staff necessary to keep the data warehouse up to date.

**DFCS Social Worker Mobility Project:** Social workers spend a great deal of time in the field and out of the office while visiting the children and families on their caseloads. Some of their time is spent waiting between field visits or waiting at court to provide testimony. The project goal is to provide social workers access to information while in the field, and the ability to enter case contact notes while in the field. This would reduce double entry of the information, improve accuracy as a result of access to the statewide system from the field, and increase social worker productivity.

The progress to date includes gathering information about functions that would be most used by social workers in the field. An IT shadowing committee has met with the Department of Family and Children's Services (DFCS) and has scheduled shadowing of the social workers in the field to evaluate IT needs and to document current processes.

The key project steps are:

- Identify Target Staff population
- Requirements Gathering
- Shadowing of staff
- Evaluation of shadowing documents
- Technical solution and vendor identification and selection
- Device identification and procurement
- Test pilot of staff subgroup utilizing the solution
- Deployment of technological solution for staff
- Evaluation and expansion

The estimated cost is \$500,000.

**Implementation of Adult Protective Services Computer System:** The department of Adult and Protective Services (APS) currently has a ten-year old computer system to manage cases. The system needs to be replaced to support State mandated reporting. The project includes gathering data and system requirements, procuring and implementing a new system by January 2016. The estimated cost is \$400,000.

**Storage Replacement:** To meet federal and State compliance and reporting requirements and facilitate migration from Windows 2003 servers to a newer operating system, SSA will replace the Storage Area Network (SAN) devices that are no longer under warranty and soon will not be supported by vendors. As of March 2015, SSA has completed initial testing, and is working with Procurement and the Board to receive approval to procure. The project is expected to cost \$200,000 in FY 2016; total cost not yet determined.

**Child Welfare System Replacement for CWS/CMS:** There is a state mandate to replace the existing Child Welfare Services/Case Management System (CWS/CMS) with a new system. The Child Welfare Services New System (CWS-NS) Project was launched in July 2013 by the California Department of Social Services (CDSS), working collaboratively with the California Office of Systems Integration (OSI) and the County Welfare Directors Association (CWDA). In April 2014, the Department of Technology approved a Special Project Report (#1) that provides updates to the project schedule, costs, and resources.

The CWS-NS project is focused on meeting these business and technical objectives:

- Improve service delivery and outcomes
- Allow more timely system enhancements to support changes in CWS practice
- Achieve Statewide Automated Child Welfare Information System (SACWIS) compliance required to maintain Federal Financial Participation (FFP) funding and avoid federal non-compliance penalties
- Reduce ongoing maintenance and operations costs
- Replace the highly-distributed legacy Child Welfare Services/Case Management System (CWS/CMS) with a centralized, web-based Service Oriented Architecture (SOA) computing infrastructure
- Replace the proprietary CWS/CMS software with Commercial-Off-The-Shelf (COTS) software or transfer system that meets the majority of the business practice needs
- Develop custom software services to close any operational gaps in the COTS software or transfer system capabilities.

As of April 2015, counties are reviewing the RFP before its release to bidders in September 2015. The contract will be awarded in February 2017, with implementation in 2019. Costs are to be determined.

**SAP Business Planning and Consolidation Implementation:**

To improve financial reporting, SSA will automate many of the manual data feeds into the Agency's budget cycle through implementing SAP's Business Planning and Consolidation (BPC) tool. BPC is financial software that will automate and streamline the planning, budgeting, forecasting, and consolidation activities of SSA, resulting in a shorter budget cycle, faster close, and improved regulatory compliance. SSA is currently implementing BPC version 10, first for Object 1 (employee-related expenses) and Object 2 (expenses and revenues), and then for County Expense Claims (CEC). The project includes loading transactions data from SAP Financials, PeopleSoft, and several other Agency systems. Full implementation is planned for 2016. In prior years, \$600,000 was spent, and \$80,000 is budgeted for FY 2016.

**Title IV-E Tracking System:** To benefit from direct funding of effective programs aimed at vulnerable and at-risk populations, SSA's Department of Family and Children's Services has decided to opt in to the state Title IV-E Waiver Demonstration Project. The federal Child Welfare Waiver

Demonstration authority (sponsored by Health and Human Services) provides states with an opportunity to use federal funds more flexibly in order to test innovative approaches to child welfare service delivery and financing. Using this option, states can design and demonstrate a wide range of approaches to reforming child welfare and improving outcomes in the areas of safety, permanency, and well-being. County of Santa Clara is taking advantage of this new flexibility by reinvesting resources into more cost efficient approaches to achieve better outcomes.

The project has identified several work subgroups including program, fiscal, evaluation, training, and contracts. Each subgroup is tasked with identifying valid and reliable key performance indicators (KPIs) for the program and relating to Safety Organized Practice (SOP). Project goals include developing technological tools, applications, and platforms to gather, analyze, and report and share data.

## IT Services - Office of the Chief Information Officer

### County Mission

“The mission of the County is to plan for the needs of a dynamic community, provide quality services, and promote a healthy, safe and prosperous community for all. To do this the Information Technology (IT) strategies must align itself to the business strategies and needs of all the County agencies and departments. The County’s IT Transformation Initiative (ITTI) promises to deliver IT innovation, operational excellence and customer focus that will be foundational in making the County vision a reality.”

*Message from County Executive Jeff Smith*

### IT Mission

The mission of the Information Technology Services within the County is to:

- Support the County Mission and Core Values Through the Provision of Innovative IT Services
- Provide Quality, Trusted and Service-driven IT Services to Enhance Operational Excellence and Customer Satisfaction
- Plan and Enable the Right Service, at the Right Time, for the Right Cost
- Sustain a Learning, Growing, and Team Oriented Workforce

### Office of the Chief Information Officer (CIO) and Information Services Department (ISD)

It is the responsibility of the CIO's Office to support the County vision to better serve its constituents and the employees who make a quality, service-driven government organization by:

- Aligning technology with business strategies and IT needs;
- Leveraging IT services that maximize collaboration and productivity
- Ensuring compliance to IT security regulations and protection of County data and systems

- Identifying cost savings through economies of scale and providing financial transparency
- Training a workforce that can support and sustain innovation to advance the County
- Providing the Right IT Services at the Right Time for the Right Cost

The Chief Information Officer (CIO) leads the County Information Services Department (ISD), with direct reports that include the Chief Healthcare Technology Officer (CHTO) who oversees all County Health & Hospital System (HHS) Applications and IT infrastructure. The County CIO supports all County departments through various IT Services, sets direction for information technology (IT) Standards and Security, and is responsible for the IT Transformation Initiative (ITTI), which includes many transformational projects and initiatives.

### Descriptions of Major IT Services

The major services offered by ISD reflect an increased emphasis on the business needs of County agencies and departments. Every ISD Service offering includes the following IT Professional Service components:

- **Project Management:** Manage the project, resources, costs associated with work efforts
- **Business Analysis:** Understand and document the need or problem to resolve
- **Process Analysis:** Determine current Business process and how to best streamline
- **Design and Planning:** Determine a solution and approach to fulfill the need
- **Requirements and Procurement:** Develop requirements and procure the solution
- **Development, Testing, Implementation:** Setup, test, secure and implement the solution
- **Maintain, Support and Enhance:** Maintain, administrate, secure, test, and upgrade system or application



While these components are embedded in each Service offering, each can also be provided separately, to fill specific department needs.

### **IT Portfolio Management Services**

This service offering provides for facilitation, coordination, communication, management and support of the County IT Governance Committees and Centers of Excellence to establish strategy, subject matter expertise review, project initiation and prioritization and the development and publishing of the County IT Portfolio, standards, policies, procedures and guidelines. The Portfolio Management groups also facilitates and manages CIO Office IT Professional Services contracts with 7 vendors, serving as the business liaison to oversee vendor engagements, as requested, on behalf of County Departments. In addition, the group is developing a community of practice across the County to develop standards and common methodologies, to enable standardization and initiate best practices.

### **Workplace Management Services**

This service provides provisioning, maintenance and support of eligible End User Devices, including network connectivity. The devices eligible for support coverage include standalone devices such as desktops, laptops, smartphones, tablets, network workgroup printers, as well as desktop individual printers, scanners, or other peripherals attached to a County device. Major components are:

- Help desk and first and second line technical support through the TechLink Center (TLC).
- Countywide network and wireless infrastructure.
- Telecommunication systems and cabling.
- Cell Phone, Voice and Data Plan management.
- Directory Services and Customer (end-user) Access, and Identity management.
- Hosted Office Productivity Services, including email, collaboration, web/video conferencing, instant messaging, shared drives and office productivity solutions (Word, Excel, etc.).
- Managed Device services for workstations, laptops, Windows-based devices.

- Mobile Device and Application Management services for tablets and smartphones.

### **Privacy and Information Security Program Management Services**

The IT Security group provides oversight of the County's IT and HIPAA Security Program, incident response planning and management, coordination of department Information Security risk assessments and remediation plans to ensure compliance with Board-approved policies, HIPAA, and other regulations. Information Security's main categories of service include:

- Risk assessment and risk treatment
- Security policy
- Organization of information security
- Human resource security
- Physical and environmental security
- Communications and operations management
- Access control
- Information systems acquisition, development and maintenance
- Information security incident management
- Business continuity management
- Compliance

Each of these areas includes a series of control objectives defining what is to be achieved along with implementation guidance for proper control maturity. This program has recently been staffed to advance the IS program, and to assist in developing the Privacy portion of the overall program.

### **Document and Record Management Services**

The Document and Record Management (DRM) Service provides a common platform that is integrated to enhance information exchange, collaboration and workflow within departments and across the organization. The following major areas are part of the DRM service:

- Document Management (Document Lifecycle, Management Sites and Repositories)
- Document Imaging (scanning, Optical Character Recognition (OCR), indexing, workflow & searching)
- Records Lifecycle Management
- Electronic Forms (e-forms design, development and support, business process automation with automated workflow processes)

### **Application Development and Management Services**

Application Development and Management services provide for the maintenance and support of various business applications, including:

- Countywide Applications such as PeopleSoft, SAP, Kronos, Worker's Compensation and Integrated Workplace Management Systems (or Archibus)
- Departmental Applications including Adult Criminal Justice, Juvenile Records, Tax and 911 Dispatch applications
- Web, Mobile and GIS (Geographical Information Service) applications
- Software as a Service (SaaS) for externally hosted applications

Health and Hospital Systems Product and Application Management services provides for the implementation, support of various HHS applications, including:

- HealthLink, and other VMC applications and interfaces to multiple other applications
- Public Health, Behavioral Health, Valley Health Plan applications and interfaces

### **Communication and Collaboration Services**

Communication and collaboration tools include County's Public and employee portals, as well as departmental websites including:

- Website Design and Domain Registration
- Web Content Management Application (CMA) Training
- Team Collaboration and Project Sites

### **Data Collection, Integration, Research and Analysis Services**

These services include data management, analytics and reporting for business intelligence to enable decision-making, such as AB109.

### **Infrastructure and Hosting Services**

Services provided support the IT Infrastructure, including servers, databases, storage, backup and recovery solutions to provide a high level of data protection, in an enterprise class computing environment with 24x7 operations, fast response time, and uninterrupted service. Specific services include:

- UNIX and Windows Hosting
- Data Center Environment Management
- Network Management
- Database Management and Support
- Backup, Restore and Disaster Recovery
- Identity Management
- Voice and Telecommunications Infrastructure

### **Printing, Mail/Postage, Messenger and Record Retention Services**

- Provides printing and design services; Print-on-Demand reproductions; Quick Copy Services; High-speed document folder/insert capabilities.
- Provides internal and external mail delivery to County departments.
- Administers and maintains County records warehouse.

### **Administrative and Financial Management Services**

This internal support area facilitates and enhances customer service delivery by providing

- Financial analysis, procurement, accounting, budget, and billing for IT Services;
- Personnel support, space management, travel and training, timekeeping and departmental communications.

**IT Services Provided to Agency and Departments**

The following table indicates the various ISD/HHS IS services provided to all of the agencies and Departments. As mentioned in the Strategies and Plans section of the Information Technology Three-Year Plan, there is a transition of infrastructure and operational IT Services that are moving

from Departments to central IT Services so that Departments can focus on their business problems, solutions and enhancing their services to the Public and Employees. The Departments that have a “Plan” entry are ones that are moving currently or within FY 2016, which is reflected in the Recommended Budget.

Agency and Department April 2015	Service Desk	Desktop & Mobile Devices	Network Services	Telecom	Call Center	Hosting Services	Common Directory 0365	Application Support	Collaboration Doc. Mgmt SharePoint	Web Portal	Web / Mobile Apps	GIS	IT Prof Services Contract Assist
<b>Housing, Land Use, Environment and Transportation</b>													
Agriculture	ISD	ISD	ISD	ISD		ISD	ISD	ISD	ISD	ISD	ISD	Both	
Weights/Measures	ISD	ISD	ISD	ISD		ISD	ISD	ISD	ISD	ISD	ISD		
Animal Control	ISD	ISD	ISD	ISD		ISD	ISD	ISD	ISD	ISD	ISD		
Dept. of Env. Health/VC	Both	ISD	Both	ISD	ISD	ISD	ISD		ISD	ISD	ISD	Both	
Planning & Development	ISD	ISD	ISD	ISD		ISD	ISD	ISD		ISD		Both	Asst.
Parks and Recreation	ISD	ISD	ISD	ISD		ISD	ISD	Plan	ISD	ISD	ISD	Both	
Roads and Airports	Both	Both	Both	Plan		Plan	ISD		ISD	ISD	ISD	Both	Asst.
<b>Finance and Government Operations</b>													
Assessor	Both	Both	Both	ISD	ISD	ISD	ISD	ISD (MF)				Both	Asst.
County Communications	ISD	ISD	Both	ISD		ISD	ISD	ISD		ISD		ISD	
County Counsel	ISD	Both	ISD	ISD		ISD	ISD			ISD			
County Executive Office	ISD	ISD	ISD	ISD		ISD	ISD	ISD	ISD	ISD			
Clerk of the Board	ISD	ISD	ISD	ISD		ISD	ISD	ISD		ISD	ISD		
Board District 1	ISD	ISD	ISD	ISD		ISD	ISD			ISD			
Board District 2	ISD	ISD	ISD	ISD		ISD	ISD			ISD			
Board District 3	ISD	ISD	ISD	ISD		ISD	ISD			ISD			
Board District 4	ISD	ISD	ISD	ISD		ISD	ISD			ISD			
Board District 5	ISD	ISD	ISD	ISD		ISD	ISD			ISD			
Employee Services	ISD	ISD	ISD	ISD		ISD	ISD	ISD	ISD	ISD	ISD		
Fleet and Facilities	ISD	ISD	ISD	ISD		ISD	ISD	Plan		Plan		ISD	Asst.
Finance: Controller	ISD	ISD	ISD	ISD		ISD	ISD	ISD	ISD	ISD			
Finance: Tax Collector's	ISD	Plan	ISD	ISD	ISD	Plan	ISD	ISD (MF)		ISD	ISD	ISD	
Finance: Revenue	Both	ISD	ISD	ISD	ISD	ISD	ISD		ISD	ISD			
Finance: Clerk-Recorder	Both	Both	ISD	ISD	ISD		ISD			ISD			
ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD		ISD	Asst.
Procurement	ISD	Plan	ISD	ISD		ISD	ISD	Both	ISD	ISD	ISD		
Registrar of Voters	Both	Plan	ISD	ISD	ISD	ISD	ISD	Both		ISD	ISD	Both	



### ISD Services Provided to Departments as of April 2015 (continued)

Agency and Department April 2015	Service Desk	Desktop & Mobile Devices	Network Services	Telecom	Call Center	Hosting Services	Common Directory 0365	Application Support	Collaboration Doc. Mgmt SharePoint	Web Portal	Web / Mobile Apps	GIS	IT Prof Services Contract Assist
<b>Health and Hospital Systems</b>													
Valley Medical Center	Both	Both	Both	HHS FAC	Both	Both	Plan	Both	ISD	ISD	ISD		Asst.
HHS - Info Services	Both	Both	Both	HHS FAC	Both	Both	Plan	HHS IS	ISD	ISD	ISD		
Behavioral Health	Both	Both	Both	HHS FAC		HHS IS	Plan	HHS IS	ISD	ISD	ISD		
Custody Health	Both	Both	Both	HHS FAC		HHS IS	Plan	HHS IS	ISD	ISD	ISD		
Public Health	Both	Both	Both	HHS FAC		HHS IS	Plan	HHS IS	ISD	ISD	ISD	ISD	Asst.
Valley Health Plan	Both	Both	Both	HHS FAC		HHS IS	Plan	HHS IS	ISD	ISD	ISD	ISD	
<b>Public Safety and Justice</b>													
DA & Crime Lab	Both	Both	Both	ISD			Plan	ISD (MF)		ISD		ISD	
Public Dfdr/Alternate Dfdr	Both	Both	Both	ISD		Both	ISD	ISD (MF)		ISD			Asst.
Probation	Both	Both	Both	ISD		Both	ISD	ISD (MF)	ISD	ISD		ISD	Asst.
Sheriff and DOC	Both	Plan	Dept	ISD			Plan	ISD (MF)		ISD	ISD	ISD	Asst.
Medical Examiner, Crnr	ISD	ISD	ISD	ISD		ISD	ISD	ISD		ISD			
Pretrial Services	ISD	ISD	ISD	ISD		ISD	ISD	Dept		ISD			Asst.
<b>Children, Seniors and Families</b>													
Child Support Services	Both	Dept	Both	ISD				Dept	Dept	ISD			
Social Services Agency	Both	Plan	Both	Dept	Dept		Plan	ISD (MF)	ISD	ISD		ISD	Asst.
<b>Separate from County</b>													
SCC Fire (County)	Both	Dept	Dept					ISD					
Library	Both	Dept	ISD	ISD				ISD					

ISD	ISD provides the IT Service or a portion--Not all but some applications. MF = Mainframe Application, e.g. CJIC)
Both	Department and ISD provide aspects of IT Service; Dept is primary
Plan	ISD will be providing the IT Service, or is in discussion with Department, or work is in-progress
HHS-IS / HHS FAC	HHS-IS primary, under CIO areas managed by Chief Healthcare Technology Officer; HHS - Facilities Department
Dept	Department provides the IT Service or it is not needed



# Appendix A: Information Technology Governance

## Background

County IT governance has a broad-based committee structure with multiple layers, addressing governance issues on both the Countywide and operational levels. This broad-based executive governance is a key element in transforming how the County invests in Information Technology (IT), included priorities for funding and resourcing projects, and how IT should be managed and structured based on the CEO's and Board of Supervisor's vision.

While BITS has primarily been an information provision body, the Committee was originally designed to set priorities related to the provision of IT solutions in the County.

## Business Information Technology Steering (BITS)

The County has an executive-level steering committee, Business and Information Technology Steering Committee – "BITS." The purpose of BITS is to ensure County technology aligns with business strategies, priorities, and policies. BITS is comprised of Agency and Department Head representatives from the Board of Supervisors Policy Committee areas. These leaders understand operational needs, service improvements, and provide the necessary balance between a global vision, and local needs. BITS is jointly chaired by the Offices of the County Executive and Chief Information Officer.

## Centers of Excellence (CoE)

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

BITS– Membership, April 2015	
County Executive	Jeff Smith
County Chief Operating Officer	Gary Graves
Deputy County Executive, Programs 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 Budget Officer	Gregory Iturria
County Chief Information Officer BITS Co-Chair	Joyce Wing
Chief Healthcare Technology Officer	Lee Herrmann
Director of Operations, Information Services Dept. (ISD)	KP Naidu
Director, Agriculture and Environmental Management	Amy Brown
Director, Finance Agency	Emily Harrison
Director, Human Resources Dept.,	John Dam
Director, Parks and Recreation	Robb Courtney
Director, Pretrial Services	Garry Herceg
Director, Social Service Agency	Robert Menicocci
Planning Manager, Planning & Development	Kirk Girard

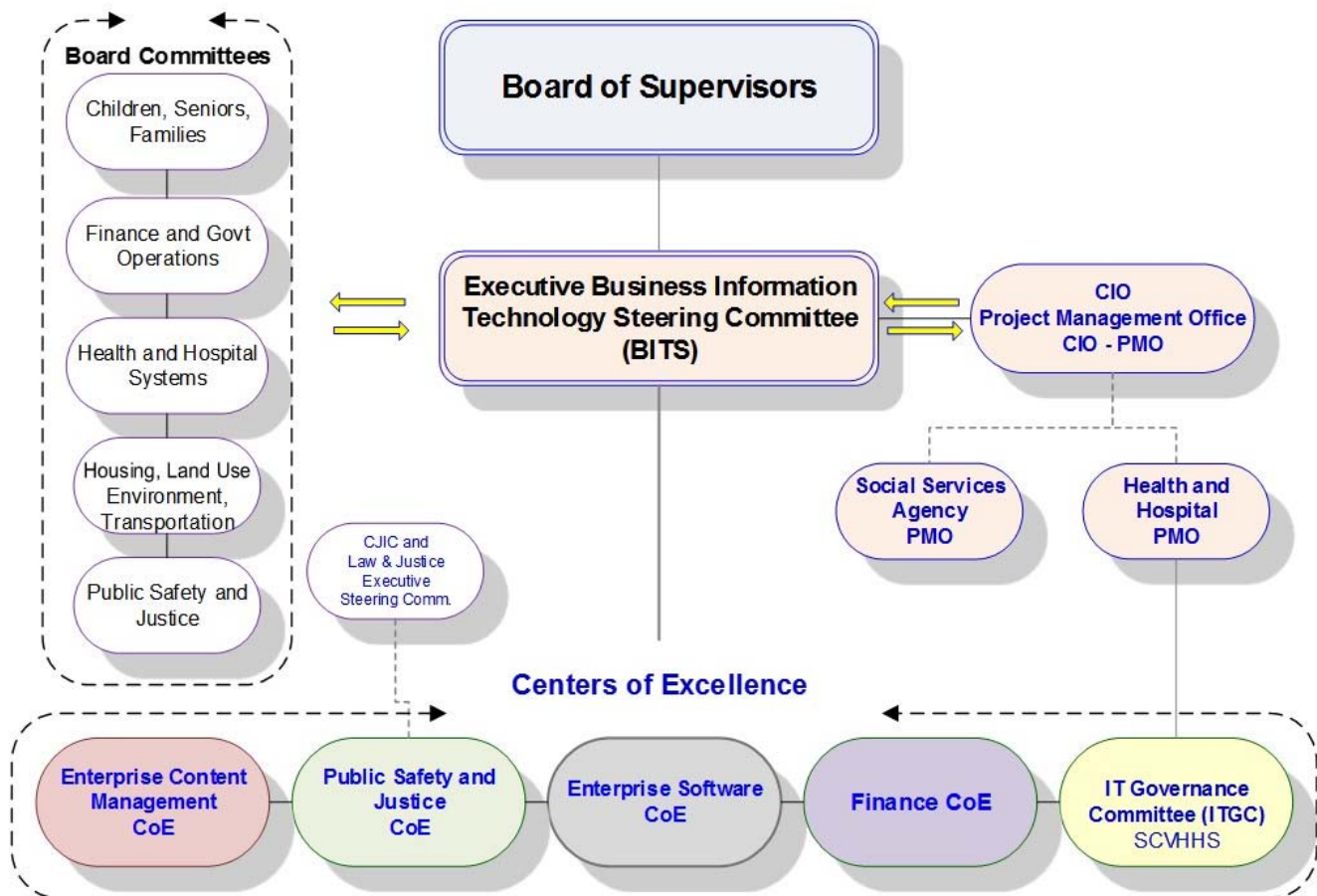
### IT Governance Model

The executive BITS Committee reviews how the County funds ongoing operations, new IT projects and initiatives. The core strategy is to concentrate funding on:

- Standardization, Consolidation, Cost Reduction
- Modernization to enhance capabilities and improve operations
- Enhancement of Public and Employee Services to promote self-service in accessing services and information
- Continuity of Business Services
- Compliance with Privacy and Information Security Regulations and Policies

To better manage the County’s entire portfolio of IT projects, the IT Governance model supports a holistic view of IT across the County. This holistic, enterprise model encompasses the IT-related plans, projects and funding sources for all County departments. BITS has established a definition of success for this enterprise 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?
- Is the County’s execution strong and precise?
- Can the organization absorb all the changes?
- Does the resource model support County goals?
- Do County IT policies support County goals?



## Centers of Excellence and Related Governance Committees

There are four established Centers of Excellence that focus on: Public Safety and Justice, Enterprise Software, Enterprise Content Management, Health and Hospital IT Governance Committee, and Finance which is forming.

The HHS Information Technology Governance Committee (ITGC) coordinates with the BITS Committee to provide support, guidance and strategic focus pertaining to Health and Hospital Services and the alignment with County IT strategies.

These Centers of Excellence were all chartered to make subject-matter recommendations to BITS about Countywide strategy, policy, and project funding. Centers of Excellence are comprised of operational and IT staff who work together to set annual goals, identify risks, determine the strategic application of project resources, assist in developing policies and procedures, and provide guidance in reengineering operational processes. Centers of Excellence play an important role in providing greater in-depth oversight of projects. Additionally, their role provides unique opportunities to promote collaboration across departments/agencies, 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 Services Department's ECM Division, which is the division responsible for the County's external and internal web 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.

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

- County Portals
- Record and Document Management

- Social Media, including the Social Media Monitoring Team
- ECM Methodologies, Policies and Procedures
- ECM Project Review and Prioritization
- Enterprise Software and formalize standards.

### 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 Public Safety and Justice Systems Program 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).

### 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

The Enterprise Software CoE is focused on Office 365 implementation Countywide. After the major components of O365 are in place, the Enterprise Software CoE will review existing enterprise software and formalize standards.



## Finance-CoE

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

## 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:

- Review and prioritize Health and Hospital Projects
- Develop a comprehensive IT strategy and monitor project progress within the Health and Hospital System
- As required, 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 below, five Advisory Committees are instrumental in providing guidance, priorities and recommendations to ITGC for initiatives that support the strategic direction and vision of SCVHHS.





### CIO Project Management Office

The Project Management Office (PMO) is an ISD group that supports IT projects and IT portfolio investments for the County Chief Information Officer (CIO) and is referred to as the “CIO-PMO”. The CIO-PMO provides continual development of IT governance and has started working closely with all IT organizations and departmental CIO-Project Management Offices, such as Health and Hospital Services-PMO, Social Services Agency-PMO and Assessor’s-PMO. The goals are to:

- **Make visible** the IT Investments and Project Portfolio across the County via governance and collecting project information Countywide.
- **Collaborate** with departmental PMOs, to:
  - **Leverage the knowledge and experience** gained working at local sites and document project management practices that have worked and opportunities of improvement.
  - **Extract common project management practices**, methodologies and toolset to develop an Enterprise wide Project Management discipline.
  - Complete **baseline assessment of the County’s Project Culture**, and develop a roadmap for enterprise maturity.
- **A Project Capability Center – Enterprise Project Culture**  
A discipline to involve Project Managers and Business Analysts in the County to ensure that successful project execution is a core capability of the enterprise.

Skills Development & Mentoring Program	Develop PM skills through training and mentoring, and emphasize on accountability (and just culture), with performance based competencies, transforming project managers into project leaders, and developing high performing teams.
Tools & Methodology	Develop Project and Program Management methodology, Risk and Benefits management, Demand and Resource Management. Adopt IT Project Portfolio Management tools, Inventory and visibility of IT Projects and Programs and their alignment to County’s strategic objectives, Collaboration and Communication.
Knowledge Management & Project Community	Document and publish lessons learned, best practices and sharing tactic knowledge. Develop PM Community of Practice that allows PMs to meet and collaborate, share knowledge and mature the practice across the County.

### Project Management Practices and Maturity Level

The mission of the CIO-PMO is to provide IT project governance and reporting, collaborate and streamline Project Management (PM) practices and maturity across the County, nurture project culture and leadership and support the CIO and County Executives through consulting and project management.

In order to chart a roadmap for PM discipline maturity, the CIO-PMO conducted a baseline assessment of the PM practice across the county and invited Project Managers and department PMOs to participate in a Gartner workshop on Project Culture. The objectives of the workshop were to educate participants about essential PM Methods for successful project management, and to assess the current project management organization maturity on a 5 point scale where 1 is Reactive and 5 is Effective Innovation. The assessment concluded the County was between Levels 1 and 2.

The maturity assessment showed that the practice was strong when it came to “Relationships” but relatively weak on “Value and Financial Management” validating the lack of visibility and benefit realization from our IT Investments. In addition, the score was low on Technology tools for project management, indicating there are opportunities to



introduce automation and process efficiencies through Project Portfolio Management (PPM) Solution.

CIO-PMO is leading the effort to mature each dimension and established the steps shown in the next diagram to build a project culture in the County.

The assessment included the following dimensions:

People	Skills, availability, assignments, commitment, leadership / facilitation / management skills, career aspirations.
PPM Practices and Processes	PMO establishment, PPM prioritization, risk and resource management, project and program management, portfolio analysis.
Technology	Point solutions (schedulers and spreadsheets), as well as fully integrated PPM applications.
Value & Financial Management	Project accounting, the relationship with finance, the financial aspects of projects and portfolio.
Relationships	Who needs to be included, who needs to be consulted, who needs to be informed and who can be counted on to help.



## Appendix B: Fiscal Year 2015 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). All Technology Bonds will be expended by August 2015.

Project	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.	\$2,945,794	\$1,879,536	\$1,066,258
Animal Shelter	Completed		
Employee Assistance Program (EAP)	Completed		
Elmwood Detention Facility	Equipment ordered / cable installation underway		
James and Holden Ranches	Equipment Ordered and installation Pending		
Juana Briones	Completed		
Charcot Service Center – ESA, Procurement, Facilities & Fleet	Installation underway		
ADULT Probation Dept.	Installation underway		
Juvenile Probation Dept.	Equipment ordered / installation pending		
Main Jail	Equipment ordered / cable installation underway		
Mitel Hub	Completed		
North County	Equipment Ordered and installation Pending		
Public Defender at 120 Mission	Completed		
Public Defender at 701 Miller	Completed		
Roads – South County	Equipment Ordered and installation Pending		
Roads – West Yard	Equipment Ordered and installation Pending		
Roads and Airports – Schallenberger	Equipment Ordered and installation Pending		
Roads and Airports – Skyport	Equipment Ordered and installation Pending		
South County Center	Equipment Ordered and installation Pending		
County Network: CLARAnet enterprise network infrastructure and some departments' network infrastructure	\$1,719,801	\$477,252	\$1,242,549
Enterprise Software for Mobility and Security: Common Directory/E-mail Software as a Service (SaaS) Implementation costs and Mobile Device Management Solution	\$1,742,148	\$1,695,651	\$46,497
County Communications 9-1-1 Equipment and Radio Infrastructure, including Sheriff/Department of Correction and District Attorney handheld/mobile radios	\$1,613,245	\$1,446,987	\$166,258
Office of the Sheriff: Mobile Data Computers Replacement	\$990,963	\$0	\$990,963
<b>FY 2016 Requests funded in FY 2015 from projected balance of Tech Bonds:</b>			
County Communications-Public Safety and Justice: Vehicle Radio Replacement	\$500,000	\$0	\$500,000
County Communications-Public Safety and Justice: Land Mobile Radio Multi-function Analyzer	\$55,000	\$0	\$55,000
County Communications-ISD: CAPSS Disaster Recovery/Backup one-time funds	\$550,000	\$0	\$550,000
District Attorney: CiberLaw Upcoming Events View	\$55,275	\$0	\$55,275
ISD for Countywide, General Funds for Infrastructure Refresh: Workstation, servers, network	\$3,399,076	\$865,675	\$2,533,401
ISD for Countywide, General Funds for Infrastructure Refresh: Replace InfoBlox DNS Network Appliances	\$150,000	\$0	\$150,000
Subtotal of Tech Bond and General Fund Infrastructure one-time expenditures for FY 2015, as of March 2015	\$13,721,302	\$6,365,101	\$7,356,201
<b>Total Technology Bond Allocation beginning in FY 2015</b>	<b>\$9,011,951</b>	<b>\$5,499,426</b>	<b>\$3,512,525</b>
<b>One-time General Fund Allocation beginning in FY 2015</b>	<b>\$4,709,351</b>	<b>\$865,675</b>	<b>\$3,843,676</b>
<b>Total Infrastructure Funding Allocations beginning in FY 2015</b>	<b>\$13,721,302</b>	<b>\$6,365,101</b>	<b>\$7,356,201</b>

## Appendix C: Summary of IT Projects - Accomplishments and Plans

### FY 2015 Accomplishments and FY 2016 Plans

The following table summarizes the key initiatives and accomplishments for FY 2015 IT project and details the major planned IT initiatives or projects for FY 2016. All progress to date is current as of April 2015. Funding requests for technology infrastructure made as part of the FY 2016 Recommended Budget have been noted.

FY 2015 Accomplishments	FY 2016 Planned Efforts
<b>Countywide Initiatives</b>	
<ul style="list-style-type: none"> <li>✓ <b>Common Directory and Office 365 Project</b></li> <li>✓ 7,539 County electronic mailboxes were migrated to Office 365 since January 2014</li> <li>✓ 1,729 workstations in departments with formerly separate directories have been joined to the SCCGOV common directory, with more departments pending</li> <li>✓ A cross-departmental team implemented Microsoft's System Center platform for device management and software deployment, and currently 4,984 workstations and 626 servers are already being centrally managed in this environment</li> <li>✓ New Office 365 services including Lync and SharePoint Online were introduced to County departments who had completed mail migrations</li> <li>✓ Operational Guidance for systems administrators was documented and formalized in alignment with National Institute of Standards and Technology (NIST) security standards</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Common Directory and Office 365 Project</b></li> <li>■ A total of 14,000 expected to be completed by July, 2015</li> <li>■ Complete Common Directory migration</li> <li>■ Complete introduction of new services and increase adoption</li> <li>■ Implement Document Rights Management to increase security</li> <li>■ Expand identity management solution and integrate with other County systems improvements</li> <li>■ \$533,000 FY 2016 funding requests for advancing Core Identity Management and other Security products and capabilities has been recommended</li> </ul>
<ul style="list-style-type: none"> <li>✓ <b>Enterprise Data Integration Program Development</b> for cross County data sharing, analysis and reporting to enable decision-making, define performance metrics, and enhance service outcomes. An initial charter was completed and resource requests to oversee the development of the Program have been requested in FY 2016.</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Enterprise Data Integration Program Development</b> – this program will be established with dedicated resources to develop governance, data-sharing policies, inventory, and data classifications and access rules.</li> </ul>
<ul style="list-style-type: none"> <li>✓ <b>Enterprise Content Management (ECM):</b> This area covers websites, e-forms, Web and Mobile apps, Document and Record Management resources. Accomplishments are listed within Appendix C – ECM Projects.</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Enterprise Content Management - Planned Efforts</b> – See Attachment C pertaining to Enterprise Content Management planned Projects.</li> </ul>



FY 2015 Accomplishments	FY 2016 Planned Efforts
<b>Countywide Initiatives (continued)</b>	
<p>✓ <b>Technology Bond and Technology Refresh and Expansion:</b> Infrastructure refresh of workstations, monitors, and other office related devices, plus planning and site surveys were completed for new telecommunication systems, additional technology refresh and expansion work to be completed in FY 2015 and FY2016.</p>	<ul style="list-style-type: none"> <li>■ <b>Technology Bond:</b> See Appendix B for technology bond status. Technology Bonds must be spent by August 2015.</li> <li>■ <b>Technology Refresh and Expansion:</b> funding requests for multiple key infrastructure projects to refresh, replace, or expand capabilities have been recommended for FY 2016.</li> <li>■ <b>Phone System Replacements:</b> The replacement of legacy phone systems with new technology Cisco VOIP phones continues in FY2015 and FY2016 with a focus on the aging fleet of Mitel systems used in the Probation facilities, Main and Elmwood Jails, and various smaller locations. Funding has been requested for FY2016 to extend these replacements to the fleet of aging older technology Nortel systems.</li> <li>■ <b>Network Enhancements:</b> The SONET Ring that networks the County's four main campuses is being replaced with redundant point-to-point Gigabit Ethernet services with completion in FY2015. In parallel with the phone system replacements obsolete local area network switches are being replaced with VOIP compatible POE switches and cable plant upgrades or replacement were needed. To support the transition to Office 365 and other cloud based initiatives, the County's Internet access infrastructure has been expanded from two to four access points (one at each of the main County campuses) and aggregate capacity has been increased from 400 MB to 2 GB.</li> </ul>
<b>Finance and Government Operations Initiatives</b>	
<p>✓ <b>Tax Collector Property Tax E-payment</b> 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>	<ul style="list-style-type: none"> <li>■ <b>SAP/Ariba Project – eProcurement Automation Project:</b> This project is continuing to 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.</li> </ul>



FY 2015 Accomplishments	FY 2016 Planned Efforts
<b>Public Safety and Justice Initiatives</b>	
<ul style="list-style-type: none"> <li>✓ <b>AB 109 Data Sharing, Analysis, Reporting Program</b></li> <li>✓ See Key Initiatives Public Safety and Justice System Focus section</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>AB 109 Data Sharing, Analysis, Reporting Program</b></li> <li>■ <b>Improvements (in-progress):</b> Developing and implementing interim improvements for reporting &amp; data sharing</li> <li>■ <b>Implement Phase Two of the Realignment data warehouse (in-progress):</b> Incorporate additional information from other Realignment agencies</li> <li>■ <b>Interim Re-entry Referral Tracking System:</b> This effort will track client referrals and services delivered to the Realignment population, this is an interim solution to meet immediate</li> </ul>
<ul style="list-style-type: none"> <li>✓ <b>Law and Justice System Roadmap Program</b></li> <li>✓ <b>Failure to Appear Automated Notification:</b> This project has been implemented and is currently being rolled out to agencies. 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.</li> <li>✓ <b>Online Training:</b> (Completed) 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.</li> <li>✓ <b>Digital Evidence Shared System (Phase 1 – Completed):</b> This project developed requirements, for a County-wide solution for the collection, storage and dissemination of digital evidence.</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Law and Justice System Roadmap Program</b></li> <li>■ <b>Strategy:</b> Continue to develop Strategy and Solution Assessments for Legacy Replacement and new capabilities in an integrated, cost-effective manner. Funding for FY2016 was requested and is detailed in the Key Initiatives section.</li> <li>■ <b>Digital Evidence Shared System (Phase 2):</b> This project will complete an RFP (Request for Proposal) to procure and implement a County-wide solution for the collection, storage and dissemination of digital evidence.</li> </ul>
	<ul style="list-style-type: none"> <li>■ <b>Security Video Surveillance Requirements &amp; Design at Jail Facilities:</b> This was placed on hold until the Board of Supervisors approves a Surveillance Policy that is currently being developed. 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.</li> </ul>
	<ul style="list-style-type: none"> <li>■ <b>Mobile Radio Replacement:</b> Continuation - County Communications will be replacing radio systems that the Law and Justice agencies require. Additional funding was approved within FY15.</li> </ul>

FY 2015 Accomplishments	FY 2016 Planned Efforts
<b>Housing, Land Use, Environment, Transportation</b>	
	<ul style="list-style-type: none"> <li>■ <b>Planning and Development Transformation and Modernization Project:</b> (Continuation) 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)</li> </ul>
<b>Health and Hospital Systems</b>	
<ul style="list-style-type: none"> <li>✓ <b>See Key Initiatives under Health and Hospital Systems Focus for Accomplishments.</b></li> <li>✓ <b>HealthLink Initiative/Projects:</b> <ul style="list-style-type: none"> <li>✓ Completed Upgrade to Epic's Latest version (2014)</li> <li>✓ Continued work on HHS systems to accept ICD-10 codes</li> <li>✓ Initial requirements and approach for Epic's Data Warehouse established</li> <li>✓ Continual leverage of HealthLink reporting for Meaningful use requirements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>HealthLink Initiative/Projects continued to be completed by end of 2014 calendar year:</b></li> <li>■ Upgrade to Epic's latest version (2014)</li> <li>■ Initial implementation of Epic's data warehouse (Cogito)</li> <li>■ Implementation of Healthy Planet for Population Health Management</li> <li>■ Pilot implementation of a Health Information Exchange (HIE) to enable the secure exchange of clinical data with our Epic and non-Epic partners</li> <li>■ Validation and build phases of the Wave 2 implementation of Beaker (Lab) and Willow Ambulatory (Pharmacy)</li> <li>■ Leverage HealthLink reporting to satisfy Stage 1 and Stage 2 meaningful use requirements for the hospital and our eligible physicians</li> <li>■ Complete the migration of non-image data from legacy systems being replaced by HealthLink</li> <li>■ Continue to prepare HHS systems to accept ICD-10 codes, to the extent possible</li> <li>■ Implementation of a new Call Center for Valley Connections</li> <li>■ Continuing development of requirements to contract for Disaster Recovery co-location and activate/ test Disaster Recovery for HealthLink</li> <li>■ Continuing to further 'harden' HHS infrastructure and security to protect against external and internal cyber attacks</li> </ul>



FY 2015 Accomplishments	FY 2016 Planned Efforts
<b>Children, Seniors, Families</b>	
<p>✓ See Key Initiatives under Social Services Focus for FY 2015 IT Project Accomplishments and FY 2016 Plans</p>	<ul style="list-style-type: none"> <li>▪ <b>NEW Adult Protective Services System (APS): (In-Progress)</b> 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.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ <b>NEW Adult Protective Services System (APS): (In-Progress)</b> 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.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ <b>SSA Mobile Devices:</b> (In-Planning) 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.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ <b>Electronic Document Imaging:</b> (In-Progress) 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.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ <b>CWS/CMS Replacement:</b> (In-Progress) 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.</li> </ul>





# Appendix D: Enterprise Content Management Projects

## Enterprise Content Management Projects: Planned for April 2015 – July 2016

Department	Projects Planned for April 2015 - June 2016	Project Type
<b>Application Development – Public or Internal Facing</b>		
CEO--Re-Entry	AB109 Re-Entry Screening and Registration	Internal Facing
Countywide	Employee Portal Connect Phase 2: Search, Tagging, and Dynamic Features	Internal Facing
Countywide	Enable login to County Public Portal using one's social media account	Public Facing
Countywide	General application development for public portal to benefit all departments	Public Facing
Countywide	Public Portal Enhancements and Feature Updates	Public Portal – Enhancements
FGOC-COB	Contracts Database Migration from FileMaker Pro to Enterprise DB	Internal Facing
FGOC-COB	Lobbyist Application Registration	Public Facing
FGOC-COB	Assessment Appeals Application – Phase 2: ePayment and eSignature	Public Facing
FGOC-DA	DA Real Estate Fraud Division Property Lookup	Internal Facing
FGOC-ESA	Case management system (EOD and Labor Relations Pilot)	Internal Facing
FGOC-ESA	ESA Career Calculator	Internal Facing
FGOC-ESA	STO Cash Out Online Form and Reconciliation	Internal Facing
FGOC-ISD-APS	Application Development Standards and Methodologies	Internal Facing
FGOC-PROC	Procurement Contract and PO Lookup Redesign	Internal Facing
FGOC-ROV	ROV Election Night Precinct reporting tracking migration	Internal Facing
FGOC-ROV	ROV Precincts Maps Download	Public Facing
FGOC-ROV	Voter Opt-out from Paper Voter Guides	Public facing custom application
FGOC-Wellness	Step It Up Phase 2	Internal Facing
HHS-PH	Public Health Send Hub	Public facing custom application
HHS-VMC	SCVMC Provider Search	Public Facing
HHS-VMC	VMC Bed Building Project Collaboration	Public facing custom application
HLUET-AEM	AEM UWaste Tracking Database	Internal Facing
HLUET-DEH	DEH Front Counter Application	Public Facing
HLUET-R&A	Roads and Airports – Online Order of Plans and Specs with ePay	Public Facing
HLUET-R&A	Roads & Airports Special Event Permit System Phase 2	Public Facing
PSJC-SHO-DOC	Java app migration to .NET – DOC Online Visitor Registration	Public Facing
<b>Business Process Automation</b>		
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
<b>Document Management</b>		
FGOC-COB	Public Board Item Documents	Document Management
<b>eForms</b>		
COUNTY	Travel Authorization Form and workflow	eForms

Department	Projects Planned for April 2015 - June 2016	Project Type
<b>eForms continued</b>		
Countywide	eForms Initiative	eForms
Countywide	Employee Suggestion Program Form	eForms
Countywide	Mobile Device Activation Request	eForms
Countywide	Wireless Remote Access Requests	eForms
FAF	FAF Conference Room Reservation Application and workflow	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
HHS	HHS Outside Employment Form	eForms
HHS-MH	Unicare report request	eForms
HHS-VHP	VHP Online IFP Application Form	eForms
<b>Employee Portal – Site Migration, Redesign, and New Sites</b>		
Countywide	SP2007 to SP2010 sites migration	Migration
FGOC-CEO	CEO – CLT site migration	Migration
FGOC-CEO	Climate Action and Sustainability Program intranet site migration	Migration
FGOC-ISD	LiquidOffice EPAR old data migration for selected departments	Migration
FGOC-ISD	Information Services Department internal site redesign	Site Redesign
HHS-VHP	VHP Intranet site Migration to HHS Connect	Migration
HHS-VMC	Population Health Management / Chronic Care team site migration	Migration
HHS-VMC	HHS Quality Improvement Public Portal new site	New Site Request
HLUET-PRK	Parks intranet site migration	Migration
<b>ePayments</b>		
FGOC-FIN	ePayments Project and Info Site	ePayments
FGOC-FIN-TCO	Tax Collector ePayment Redesign <i>First phase complete. Second phase is being developed for Dec 10, 2015 tax season</i>	ePayments
<b>Mobile Application Development</b>		
HLUET-AEM-WM	Weights and Measures Scan gun Replacement	Native Mobile Enterprise App
<b>New Internal Site Requests</b>		
HHS-BH	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

Department	Projects Planned for April 2015 - June 2016	Project Type
<b>Site Redesign and New Site Requests</b>		
BOS-D1	New District 1 Site	New Site and Redesign
Countywide	On-going Public Portal Enhancements	New Site Request
FGOC-CCO	New Site	New Site Request
FGOC-CEO-OHR	Office of Human Relations – site redesign	Site Redesign
FGOC-ESA	Retirement process verification automation	New Site Request
FGOC-ESA	SCC Learn portal content	New Site Request
FGOC-FIN	Finance Agency Public – site redesign	Site Redesign
FGOC-FIN-CON	Controller new site	New Site Request
FGOC-ISD	Information Services Department new site	New Site Request
FGOC-RDA	New Site	New Site Request
HHS – BehHlth	Behavioral Health New Site Request	New Site Request
HHS-DADS	DADS public – site redesign	Site Redesign
HHS-PH	Public Health Virtual Joint Information Center (JIC)	New Site Request
HHS-VHP	VHP Mobile Application site	New Site Request
HHS-VHP	Wellness site redesign on new platform	Site Redesign
HHS-VMC	HHS Conference Rooms	New Site Request
HHS-VMC	HHS Finance Dashboards	New Site Request
HHS-VMC	HHS Public-facing iCals	New Site Request
HLUET-AEM-DEH	Environmental Health Central Permit Application and Tracking	New Site Request
HLUET-AEM-DEH	Environmental Health – site redesign	Site Redesign
HLUET-AEM-DEH	Hazardous Materials Program	New Site Request
PSJC-PROB	Probation – site redesign	Site Redesign
<b>Records Management</b>		
PSJC-DA	DA Juvenile Electronic Reporting	Records Management

## Enterprise Content Management Projects: Projects Completed April 2014 – March 2015

Department	Projects Completed April 2014 - March 2015	Project Type
<b>Application Development – Public or Internal Facing</b>		
Countywide	Public Portal Content Administration and Governance Tool rollout	Application – Internal Countywide
FGOC-ESA	My Benefits page in Employee Portal	Internal Facing
FGOC-ISD	System Change Notice (SCN)	Internal Facing
FGOC-Wellness	March into May Online Form and Dashboard	Internal Facing
HLUET-AEM	Animal Licensing Jurisdiction Verification	Public Facing
PSJC-SHO	Java app migration to .NET – Sheriff Fingerprint Scheduling	Public Facing
PSJC-SHO-DOC	DOC Online Visitor Registration – Main Jail site addition	Public Facing
<b>eForms</b>		
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
<b>Employee Portal – Site Migration, Redesign, and New Sites</b>		
Countywide	Payroll intranet site migration	Migration
Countywide	Employee Portal redesign and migration	Site Redesign
FGOC-CCO	County Counsel site migration	Migration
FGOC-CEO-OBA	OBA – intranet site migration	Migration
FGOC-CEO-OES	Office of Emergency Services intranet site migration	Migration
FGOC-CEO-OPA	Office of Public Affairs site migration	Migration
FGOC-ESA	EPAR-ELPF migration from SP2007 to SP2010	Migration
FGOC-ESA	EPAY migration to SP2010	Migration
FGOC-ESA	ESA – intranet site migration	Migration
FGOC-FIN	ASAP intranet site migration	Migration
FGOC-FIN	HARP intranet site migration	Migration
FGOC-FIN	Kronos intranet site migration	Migration
FGOC-FIN-CON	Controller intranet site migration	Migration
FGOC-ISD-PS	Printing Services intranet site migration	Migration
HHS-VMC	HHS Employee Portal	New Site Request
HHS-VMC	HHS Forms Repository	New Site Request

Department	Projects Completed April 2014 - March 2015	Project Type
<b>Employee Portal – Site Migration, Redesign, and New Sites <i>continued</i></b>		
HHS-VMC	HHS Nursing Portal	New Site Request
HHS-VMC	HHS PIO Portal	New Site Request
HHS-VMC	HHS Policies and Procedures	New Site Request
HHS-VMC	Strategic Roadmap Managers Toolkit	New Site Request
<b>Internal Site Requests</b>		
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	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	New Internal 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
<b>Mobile Application Development</b>		
Countywide	County Staff Directory	Internal Native Mobile App
FGOC-ROV	ROV – Mobile App for eVoterGuide	Native Mobile Public App
HHS-VMC	VMC Mobile App – VMC Way Finder	Native Mobile Public App
HLUET-AEM-VC	Vector Control Mobile Application	Native Mobile Public App
HLUET-AEM-VC	Vector Control District vector reporting	Native Mobile Public App
HLUET-DEH	Restaurant Inspection Reports	Native Mobile Public App
<b>Public Portal – Migration, Site Redesign and New Site Requests</b>		
BOS-D2	New District 2 Site	New Site and Redesign
BOS-D5	New District 5 Site	New Site and Redesign
Countywide	Template 12 Development	New Site Request
CSF-DCSS	Public – Child Support Service site redesign	Site Redesign
CSF-SSA	Public – “EC” Employment Connection site redesign	Site Redesign
FGOC-AEM	Integrated Waste Management	New Site and Redesign
FGOC-AEM	Weed Abatement New Site	New Site Request
FGOC-AEM	Agriculture Site Redesign	Site Redesign
FGOC-CEO	CEO – Gun Buy Back web page	New Site Request
FGOC-CEO	Women’s Policy Site Redesign	Site Redesign
FGOC-CEO-OES	911 – Template 12 Conversion	Public Portal – Migration
FGOC-CEO-OES	AlertSCC – Migrate from Vignette to SharePoint Platform	New Site and Redesign
FGOC-CEO-OES	Office of Emergency Services public site redesign	Site Redesign
FGOC-COB	Whistleblower site	New Site Request
FGOC-COB	County Archive New Site	New Site Request

Department	Projects Completed April 2014 - March 2015	Project Type
<b>Public Portal – Migration, Site Redesign and New Site Requests <i>continued</i></b>		
FGOC-D2	Reentry Services (District 2) – AB 109 new site	New Site Request
FGOC-D5	District 5 Supervisor Simitian new site	New Site Request
FGOC-DCSS	Department Site Redesign	Site Redesign
FGOC-DEH	Vector Control District Web Site Redesign	Site Redesign
FGOC-ESA	Learning and Employee Development Redesign	New Site and Redesign
FGOC-ESA	Public – OSEC – Occupational Safety and Environmental Compliance new site	New Site Request
FGOC-ESA	ESA – Consolidate and Integrate EOD site redesign	Site Redesign
FGOC-ESA	ESA public site redesign	Site Redesign
FGOC-FAF	FAF – Template 12 conversion	Public Portal – Migration
FGOC-FIN-DOR	DOR – Template 12 conversion	Public Portal – Migration
FGOC-FIN-DOR	DOR – intranet new site	New Site Request
FGOC-ISD-GIS	GIS public site redesign	Site Redesign
FGOC-PAD	Code Enforcement site redesign	Site Redesign
FGOC-PAD	DPD – Department of Planning and Development – site redesign	Site Redesign
FGOC-PAD-OAH	Affordable Housing – site redesign	New Site Request
FGOC-PAD-OFM	Fire Marshal – site redesign	Site Redesign
FGOC-PROC	Procurement – site redesign	Site Redesign
FGOC-ROV	ROV – add Precincts Report to Election Results	New Site Request
FGOC-ROV	ROV – Online Voter Guide Lookup	New Site Request
FGOC-Sheriff	Go-Sheriff Recruitment Migration to County Platform	New Site and Redesign
FGOC-Sheriff	Sheriff and DOC Site Consolidation	New Site and Redesign
HHS-CHS	CHI-Kids Site migration	Public Portal – New Site
HHS-PH	EMS Site Redesign	Site Redesign
HHS-VHP	VHP Portal for Cover California	New Site and Redesign
HHS-VHP	VHP Provider Search enhancements	Site Redesign
HHS-VMC	VMC Rehab public site	New Site Request
HHS-VMC	HHS IS PMO Portfolio new site	New Site Request
HHS-VMC	MMB – Mother Milk Bank – site redesign	Site Redesign
HHS-VMC	VMC site redesign	Site Redesign
HLUET-R&A	Roads and Airports Traffic Congestion site redesign	Site Redesign
PSJC-DA	District Attorney public site redesign	Site Redesign
PSJC-PDO	PDO – Template 12 conversion	Public Portal – Migration
PSJC-PDO	PDO – Create ADO Site Collection	New Site Request
PSJC-PTS	Pretrial – site redesign	Site Redesign
SSA-CAC	Child Abuse Consul migration to County Platform	New Site and Redesign
<b>Records Management</b>		
FGOC-COB	Board of Supervisor's Archive Project	Records Management

