SAN JOAQUIN COUNTY

Greatness grows here.

Digital Services &
Innovation Strategy

November 19, 2020

SAN JOAQUIN COUNTY **Digital Services &**
Innovation Strategy

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MESSAGE FROM THE CIO

The San Joaquin County Information Systems Division *(ISD)*, in partnership with the County Administrator's Office, County Department Heads, Elected Officials and in concert with our Regional Community partners are pleased to present the County's Digital Services and Innovation Strategy for Fiscal Years *(FY)* 2020–2023. This strategy sets a new, innovative, and transformative direction to improve and optimize our delivery of state-of-the-art technology and security solutions in support of San Joaquin County's mission.

During the past year, we have both achieved considerable success and faced significant unexpected challenges. The onset of a pandemic and the emergence of additional significant County priorities means that it is more important than ever to increase the efficacy of our technology investments and to deliver tangible, measurable business outcomes. The focus in 2020-2023 will be to transform the digital delivery of cost-effective services that both provide the end-user with a high-level, satisfactory experience and enhance business outcomes.

This will only be possible if, first of all, we increase the level of partnership and collaboration between the Information Technology *(IT)* professionals and our business partners both within the County and regionally; secondly, we intentionally focus on better understanding and enhancing the constituents' overall experience with County services; and finally, we strengthen our partnerships with the cities, municipalities, and educational institutions throughout San Joaquin County.

For our part, ISD is committed to bringing forward innovative systems and open-source technology designed to exceed the expectations of our internal business partners and regional communities of interest. Ultimately, we know that how well we innovate, transform, and deliver will determine the extent of IT's contribution to the overall delivery of County services to our constituents.

This is a challenging, yet exciting time in which we are positioned to make significant improvements through new and innovative uses of technology. We stand ready as an integral partner in delivering the highest level of digital services to all constituents within San Joaquin County.

Chris Cruz
Chief Information Officer
San Joaquin County

EXECUTIVE SUMMARY

The San Joaquin County *(SJC)* Digital Services and Innovation Strategy *(DSIS)* establishes a framework of priorities set forth by our Elected Officials, County Administration, Department Heads, Regional Community Partners, and the Information Systems Division. The development of this County-wide plan is the result of a collaborative effort across a diverse group of stakeholders both within and outside County government. With a focus on the business of County government and those we serve, this plan seeks to incorporate and support the priorities established by the Board of Supervisors in their **Three-Year Board Strategic Priorities** *(2019-2022)*, the County Administrator's vision and direction to provide fiscally responsible, outstanding services for all who are served by the County, as well as the innovation and transformation opportunities proposed by our department heads.

Transforming San Joaquin County through the power of digital technologies will be a journey. Digital transformation is about more than just the implementation of new technologies. Transformation requires seeing old problems and processes with new eyes. Adopting a digital mindset will change how we think about our stakeholders, the way services are to be delivered, and the way we work together. We must continue to equip our people with the digital know-how, develop technology-savvy leaders, and empower our workforce to bring forth innovative, cost-effective solutions.

> The aim of our transformation efforts is to improve the resident experience, increase the efficiency and effectiveness of service delivery, promote transparency, enable greater access to accurate data and information, drive innovation, and to better align our processes with the digital world of the future.

This plan's three aspirational goals provide the strategic framework for achieving the desired outcomes of our diverse stakeholders. A framework that will inform our decision making, shape our priorities, and guide us for the next three years. These three goal areas do not stand alone in isolation from one another. They are interconnected components of the whole, and they support and reinforce the desired end state.

Goal 1 Focuses on **Building a Future-Focused Technology Organization**. By developing our workforce, promoting a culture of innovation and collaboration, and establishing effective governance and decision-making processes, we will be positioned to modernize our technology environment and see the digital user experience transformed. We recognize that innovation will come through our people's collaborative efforts as they work on a distinct set of priorities established by the County.

Goal 2 Focuses on **Modernizing and Leveraging Our Technology Environment**. Providing a secure, modernized technology environment is the foundation from which digital transformation will arise. These enterprise technologies will enable greater interoperability, data sharing, and innovation. Ensuring a secure environment will enhance resident trust in County-provided digital services, a critical prerequisite for advancing online services, and, ultimately, the digital user experience. Deploying secure, enterprise-wide tools will support the workforce and the rapidly increasing demand for virtual work environments. This modernized technology environment and virtual work capabilities will support the County's ability to attract and retain the talent required for our future success.

EXECUTIVE SUMMARY *(Continued)*

Goal 3 Focuses on **Transforming the Digital User Experience**. By putting human-centered design into the heart of everything we do, we can improve access to an array of secure digital services, thereby increasing the engagement and satisfaction of the customers we serve. With the increase of additional self-help solutions and improved processes, County staff can focus on more complex tasks or future innovations, which contribute to greater customer and employee satisfaction. Employee satisfaction and the opportunity to work on exciting and innovative solutions will contribute to the retention and recruitment of future talent, and our future-focused technology organization's ongoing development.

We know that while seeking to drive change, we will face emerging and competing priorities. We are not naïve to the challenge of balancing the pursuit of innovative transformation initiatives and "keeping the lights on" with a dedication to fiscal responsibility. We stand ready to embrace this challenge with enthusiasm on behalf of the County employees, residents, and businesses that call San Joaquin County home.

STRATEGY OVERVIEW

OUR VISION

We envision a thriving, prosperous, and technology-enabled San Joaquin County.

OUR MISSION

Our mission is to increase and enhance the effectiveness of the delivery of San Joaquin County services through innovative, secure, and reliable technology solutions.

OUR GUIDING PRINCIPLES

Customer As Partner – We partner with our customers to find mutually satisfactory solutions to shared problems.

Trusted Advisors – We embrace our role as trusted, strategic technology advisors for the County.

Confident And Collaborative – We are confident in our team, collaborative with our partners, and eager to get to 'yes' to meet our customers' needs.

Innovate To Transform – We challenge assumptions to build a culture of innovation and continuous improvement.

Enterprise View – We take an enterprise perspective, keeping our vision before us to foster a thriving, prosperous, and technology-enabled San Joaquin County.

Fiscal Responsibility – We commit to using our resources in the most effective, efficient way possible.

Stay Adaptive – We will remain nimble and adaptive while keeping the focus on our mission to increase and enhance the effectiveness of the delivery of San Joaquin County services through innovative, secure, and reliable technology solutions.

GOALS AND OBJECTIVES

Goal 1   Build a Future-Focused Technology Organization

We will build a future-focused technology organization with the necessary governance, decision-making, and communication processes to advance collaboration and innovation. We will recruit, develop, and retain the people we need to fulfill our mission.

Strategy Implementation and Governance

1. *Establish an implementation roadmap and monitoring process for the SJC Digital Services and Innovation Strategy.*

2. *Engage County business and program leaders in a clear and practical governance process designed to transparently align technology decisions with departmental business goals.*

3. *Enhance communication among County stakeholders.*

4. *Develop a data-driven decision-making strategy to use data to inform and empower ISD decision-making.*

Culture and Workforce

1. *Empower a flexible and sustainable remote workforce.*

2. *Develop the capabilities of our workforce.*

3. *Promote a culture rooted in innovation.*

4. *Create a healthy and high-performing culture through recruitment and retention.*

Goal 2   Modernize and Leverage Our Technology Environment

We will ensure enterprise security and reliability to enhance resident trust and promote modernization, interoperability, and innovation.

Enterprise Solutions

1. *Expand Digital Services to improve the automation of business processes.*

2. *Provide modernized technology infrastructure, including enterprise solutions, shared digital services, and standardization.*

3. *Increase the use of self-help digital services.*

Security Posture

1. *Acquire and implement cybersecurity technology to enable SJC to develop industry-leading capabilities to help mitigate and address cybersecurity risk.*

2. *Develop and mature security governance and processes to meet or exceed industry standards, enhance security enforcement partnerships, and strengthen County practices.*

3. *Develop a robust security training program for the County workforce, including enhanced training and development for the security workforce.*

Goal 3 Transform the Digital User Experience

We will transform the community's experience by improving digital access to and enhancing the performance of County services through our quest for sector technology leadership and operational excellence.

Resident Experience

1. *Expand the development and use of digital services to improve mobility, engagement, and the delivery of services.*

2. *Improve and automate election processes and procedures.*

3. *Collaborate with law enforcement to enhance public safety and improve the community's experience with criminal justice.*

4. *Collaborate with regional stakeholders.*

Digital Transformation

1. *Develop the capabilities for expanded use of data-driven technologies such as analytics and visualization to enhance planning and improve decision-making.*

2. *Foster innovation and continuous improvement to increase our operational effectiveness.*

GOAL 1:

Build a Future-Focused Technology Organization

We will build a future-focused technology organization with the necessary governance, decision-making, and communication processes to advance collaboration and innovation. We will recruit, develop, and retain the people we need to fulfill our mission.

Strategy Implementation and Governance

Our first step toward a successful digital transformation is articulating a vision for the future by creating a clear and coherent digital strategy. In the new digital era, establishing a clear strategy and effective governance model is critical to support our County leaders who are required to make decisions quickly in the face of a rapidly changing environment.

With the release of the San Joaquin County Digital Services and Innovation Strategy, we will build upon our past successes, cast a renewed vision for the future, and establish a roadmap and monitoring process to implement, operationalize, and socialize the plan throughout the County.

A digital dashboard will be developed for the ongoing reporting, monitoring, and annual updating of the plan. We will seek to align all grants and departmental projects with the goals of the DSIS and other emerging County priorities.

Objectives:

1. Establish an implementation roadmap and monitoring process for the SJC Digital Services and Innovation Strategy.

2. Engage County business and program leaders in a clear and practical governance process designed to transparently align technology decisions with departmental business goals

3. Enhance communication among County stakeholders.

4. Develop a data-driven decision-making strategy to use data to inform and empower ISD decision-making.

We will clarify and document the governance of the County technology community -- the system, principles, and processes within which it best operates -- identifying who is responsible for making which decisions and how decisions will be made and communicated. We will engage County business and program leaders in this transparent governance process to align technology decisions with departmental business goals, prioritize projects collaboratively, and optimize resource utilization. We will also develop a data-driven decision-making strategy to expand the use of data to inform and empower the governance process.

Good communication is a vital part of healthy governance. We will enhance communication within and between departments and SJC stakeholders and improve and expand communication channels between cities, agencies, and the constituents of San Joaquin County. We will develop a process to engage stakeholders County-wide to gather input on desired future services and innovations. We will enhance communications by creating an annual strategy communication calendar and by improving the channels to distribute the strategy updates. We plan to mature our internal processes to improve communication and create an internal site for knowledge sharing, collaboration, and a means for staff to suggest innovation initiatives. To ensure adoption and minimize confusion, we will train SJC staff on County governance, processes, communication, and best practices.

Culture and Workforce

To successfully execute our strategy, it is critical to have digitally savvy leaders and a workforce with the ability to lead our transformation efforts. It will require employees within ISD and the various County departments to have sufficient skills and understanding to lead and navigate the digital transformation process.

We must proactively address the culture of our organization along with the future capabilities of our workforce. We recognize this can be one of the most challenging hurdles toward achieving our innovation and digital strategy goals. We must cultivate a culture that supports digital transformation through ongoing innovation by fostering collaborative work environments, a customer-centric orientation, and maintaining an optimistic attitude toward risk-taking. Continuing to develop a tech-savvy workforce with relevant business acumen, an entrepreneurial and innovative mindset, along with a desire to work collaboratively, is critical to our success.

To recruit, develop, and retain the people we need to fulfill our mission, we will continue to develop the County workforce and foster a healthy culture within ISD and the technology community. We will promote a culture of innovation by soliciting new ideas from staff and recognizing and rewarding innovation. We are committed to acting on opportunities for improvement revealed by the Organizational Health Assessment *(OHA)* conducted at the Information Systems Division in the Spring of 2020, including how we communicate strategic priorities, expand training opportunities, and encourage more innovation. *(The word cloud below, taken from the OHA report, describes the culture that ISD staff desire to build.)*

Figure 1: *Desired Target Culture based on 2020 Organizational Health Assessment*

> ## Objectives:
> 1. Empower a flexible and sustainable remote workforce.
> 2. Develop the capabilities of our workforce.
> 3. Promote a culture rooted in innovation.
> 4. Create a healthy and high-performing culture through recruitment and retention.

We are committed to developing a skilled, innovative, and customer-focused workforce. We will equip and empower our remote workers to be agile and resilient, providing ways for them to stay engaged and connected. We will continue defining the scope and best practices of remote work and implementing it when and where appropriate.

We will develop our workforce's capabilities through learning resources and technical and management training, internships, and mentoring opportunities. We will improve the recruitment and retention of quality staff through partnerships with local universities, interviews with current staff, remote work flexibility, and building a healthy, high-performing culture.

ISD has implemented a forum for ISD employees to relay ideas, concerns and recommendations directly to ISD Executive Management to promote greater input into setting the direction and priorities for the department. The ISD Staff Advisory Council, as it has been formally named, will meet monthly and originated from the Organizational Health Assessment study.

GOAL 2:

Modernize and Leverage Our Technology Environment

We will ensure enterprise security and reliability to enhance resident trust and promote modernization, interoperability, and innovation.

Enterprise Solutions

We will promote and provide infrastructure, applications, solutions, and a knowledge base that can be leveraged by all County departments to encourage modernization, interoperability, and innovation.

We will continue to modernize our technology infrastructure to enable the County to execute its digital transformation strategy effectively. A shared infrastructure that is secure and reliable is vital to expanding digital services, delivering shared services and enterprise-wide solutions effectively, and automating the business process for greater efficiency and effectiveness.

Objectives:
1. Expand Digital Services to improve automation of business processes.

2. Provide modernized technology infrastructure including enterprise solutions, shared digital services, and standardization.

3. Increase the use of self-help digital services.

ISD will deploy tools to automate and improve the way we manage our infrastructure and applications, increasing standardization. This will create more opportunities for staff to focus on County-wide strategic priorities, innovation, and their role as technology advisor. ISD will continue to enhance the communications infrastructure by transitioning the remaining departments to Voice over IP, upgrading our Radio Software, and EMS MedNet.

We will collaborate with our department business partners to establish data visualization standards throughout the County. We will join forces to develop innovative enterprise solutions that automate processes, increase efficiencies, promote self-service, and improve service delivery in law and justice, public health and safety, and human services. These efforts will extend to our internal government operations as well.

PARTNERSHIP IN ACTION

SJC RISE is working proactively and collectively to establish 5G standards and broadband access throughout the County to ensure our residents receive the best service possible.

ISD is excited to partner with Nautilus Data Technologies to implement a new backup and recovery site at their new $100M state-of-the-art floating data center in Stockton *(https://sjgov.link/data-center)*.

Partnerships are more critical than ever. We will continue to lead San Joaquin County Regional Innovation for Sustained Excellence *(SJC RISE)*, a County-wide collaboration with San Joaquin County cities, special districts, colleges and universities, the State of California, and technology vendors to explore opportunities for alignment and collaboration on future initiatives. SJC RISE is working to establish County-wide standards that best serve our common stakeholders and opportunities to reduce costs through shared services or pooled purchasing power.

Security Posture

We will provide quality security services by continuously enhancing a cohesive and evolving portfolio of initiatives to drive the continuous improvement of the security posture of San Joaquin County.

We will continue to enhance and modernize the County's security posture through our commitment to identify, mitigate, and manage cybersecurity risks to protect our stakeholders' data and privacy. A multiyear iterative strategy has been created to effectively address current and future information, privacy, and cybersecurity challenges through a unified organization-wide effort. We will provide the highest level of protection to our residents data and services through ongoing partnerships with our departments and programs and private and public sector partners. Our strategy incorporates the utilization of the latest technologies, maturing our processes, and preparing our staff.

Objectives:

1. Acquire and implement cybersecurity technology that will enable SJC to develop industry-leading capabilities to help mitigate and address cybersecurity risk.

2. Develop and mature security governance and processes to meet or exceed industry standards, enhance security enforcement partnerships, and strengthen County practices.

3. Develop a robust security training program for the County workforce, including enhanced training and development for the security workforce.

We will deploy industry-leading **technology** solutions to help mitigate and address cybersecurity risk. As part of our cybersecurity roadmap, we will implement an advanced Endpoint Protection Platform *(EPP)*, Endpoint Detection and Response *(EDR)* solution, Network Access Controls, Anti-Phishing technologies, Vulnerability Management solutions, Multi-Factor Authentication *(MFA)*, Intrusion Prevention System *(IPS)*, Identity Access Management, Mobile Device Management, and a Governance Risk Compliance tool. We will seek to employ a Security Incident Event Monitoring *(SIEM)* and Security Orchestration and Response *(SOAR)* platform.

We will continue to mature and improve our **processes**, policies, and security governance and c ompliance strategies. We will develop effective collaborative partnerships with other Federal *(FBI and MS-ISAC)*, State *(CAL-CSIC)*, and local entities.

A UNIFIED EFFORT

"To bring the County together as a team, we need to break down the traditional operational and informational silos that have permeated our federated environment in the past. Cybersecurity must now be a unified effort, and no one entity or organization can hope to succeed alone."

Dave Newaj, *Assistant Chief Information Officer*
& Lokesh Sisodiya, *County Info. Security Officer*

People are often unintentionally the biggest threat to the organization. We will deliver an ongoing end-user cybersecurity training program as part of a robust Security Training Program for all County staff. We will establish an internal SJC workshop to advise and train County staff on security capabilities, as well as enhanced training and development for the security workforce.

GOAL 3:

Transform the Digital User Experience

We will transform the community's experience by improving digital access to and enhancing the performance of County services through our quest for sector technology leadership and operational excellence.

Resident Experience

We recognize there will be an increasing demand for digital services by our stakeholders. Therefore, we must focus on using digital technologies to improve the resident experience and County service delivery. By enhancing our capabilities and deploying digital technologies, we will enable our employees to work better with our customers and ultimately improve service quality. We will help San Joaquin County meet its residents' needs by introducing new digital services, utilizing innovative shared technologies, and facilitating collaboration between departments and our regional partners.

We will expand the development and use of digital services to improve access to and the performance of County services. A "digital County service" is a service delivered within the County government or between

Objectives:
1. Expand the development and use of digital services to improve mobility, engagement, and the delivery of services.

2. Improve and automate election processes and procedures.

3. Collaborate with law enforcement to enhance public safety and improve the community's experience with criminal justice.

4. Collaborate with regional stakeholders.

the County government and the public using information and communication technologies that can be accessed via an app on your smartphone or computer. Unlike physical offices, digital services can remain open 24/7 or during a public-health crisis. Digital interactions are less time consuming for people, and reduce the administrative burden, freeing up resources for other priorities.

Like many other State and local governments nationwide, we will increase our use of chatbot technology to make services and information immediately accessible to residents. Chatbots can handle common questions and leave less common or more complex problems for County staff to answer. We will develop a community communication and engagement plan for multi-channel resident engagement and research the benefit of creating a digital one-stop-shop for County departments and services.

We are improving citizen engagement functionality which will provide residents expanded access and the ability to submit more information digitally. We will continue to expand the use of geographic information systems *(GIS)* to store, visualize, analyze, and interpret data geographically. GIS can be used for property tax assessments, to assist law enforcement in better use of the data they collect, or by Public Health to study the spatial aspects of health and illness.

We will continue to enhance the resident experience with County services by working with the Registrar of Voters *(ROV)* to continuously improve and automate election processes and procedures. Additionally, we will collaborate with law enforcement, the District Attorney's office, and the courts to enhance public safety through various solutions targeted at improving services and community engagement.

We will take a leadership role to encourage collaboration with our regional partners. We will serve as a technology advisor in the quest for solutions that address housing insecurity in the County. We are currently working with our regional partners in SJC RISE to create a County-wide plan for the rollout of 5G.

Digital Transformation

Opportunities exist within each County department to deploy and leverage digital technologies to improve interactions with residents, increase efficiencies by transforming business processes, and enabling data-driven decision making to increase service-level standards. By embracing solutions that establish deeper connections between the County and the stakeholders we serve, we will be better prepared to deliver services more efficiently, based on our stakeholders' preferences, with feedback loops that sustain a cycle of continuous improvement.

Objectives:

1. Develop the capabilities for expanded use of data-driven technologies such as analytics and visualization to enhance planning and improve decision-making.

2. Foster innovation, transformation, and continuous improvement to increase our operational effectiveness.

With a focus on operational excellence and continuous improvement, we will work on getting the job done right as measured by those who receive and rely on our services. We will pursue this by ensuring that data is available to stakeholders to facilitate good decision making and inviting participation from our customers to ensure they are at the center of our digital transformation efforts. This will require ongoing efforts to optimize our processes and leverage technology to increase automation.
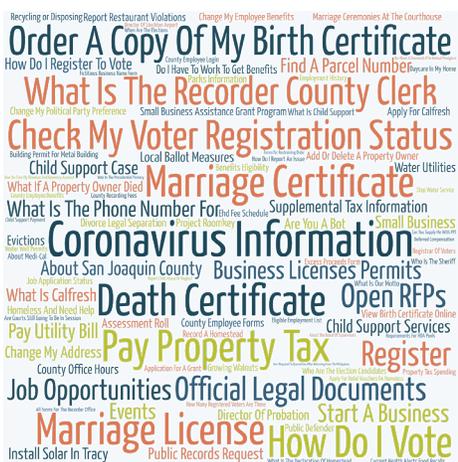

Figure 2: Based on County Chat Bot and Search Analytics

We will also create a County-wide, cross-functional workgroup to assess the social impact of artificial intelligence (AI) and other technology decisions to ensure alignment within the broader digital transformation strategy. As we look to the future together, we will develop a human-centered model of people and artificial intelligence working together to serve our community better.

As outlined in Goal One, the success of our digital transformation efforts will require the County to foster a culture of innovation, excellence, and accountability and increase our workforce's capabilities with the skills that we anticipate will be necessary for the future. Through the increased use of analytics and business intelligence, we can better equip organizational leaders to make data-driven decisions regarding monitoring trends, planning for the future, identifying customer needs, and improving access to and the performance of the delivery of County services.

PLAN DEVELOPMENT

How We Got Here

From the beginning, ISD managers and senior level staff understood the intention and potential of the Digital Services Strategy to move San Joaquin County to new heights and provide new capabilities to staff and constituents. Working together they assembled teams and identified key players to provide feedback and ideas in each core area. The conversations continued and would prove to be key to ensuring that the project was inclusive within our department; and would expand well beyond our walls to other departments and staff. This belief and engagement is a testament to a team believing and advocating a project from beginning to end; and their belief was reflected in the outcome that is inclusive of the needs and ideas of all.

The development of the San Joaquin County Digital Services and Innovation Strategy (2020–2023) has been a true collaboration.

DISCOVER

The process began with a big idea and a small project team within ISD. After making a plan to include as many diverse stakeholders and voices in the development of the County-wide Digital Services and Innovation Strategy, the initial goal was broad discovery. This resulted in the consolidation of information from a great many development sessions and sources, including interviews, group discussions, workshops, follow-up workshops, an Organizational Health Assessment with ISD staff, and a survey of SJC RISE members.

DEVELOP

The next step, which was complicated by the restrictions due to the pandemic, was to develop a coherent, relevant, and achievable strategy out of all that had been gleaned in discovery. The strategy you see here is the culmination of a numerous development sessions with ISD leadership, ISD managers, the ISD project team and Continuity Consulting, as well as feedback from the CAO's Office, SJC RISE members, and many of the individuals listed below. This also included cross-functional Focus Area Work Groups who worked to finetune and add objectives, consolidate and create initiatives, and draft performance measures for each of the six focus areas under the three goals.

We want to express our thanks to each participant and contributor to the process and the people around them who made their participation possible.

IMPLEMENT

As mentioned above, during the development phase, Focus Area Work Groups fine-tuned and filled out the strategy, including the drafting of performance measures. The ISD Project Management Office will coordinate the implementation, monitoring, reporting, and updating of the strategy.

I hope you can see now -- embedded throughout the entire San Joaquin County Digital Services and Innovation Strategy – that this has been and will continue to be a collaborative effort. We are grateful for each of our partners and collaborators in creating and implementing this strategy.

PLAN PARTICIPANTS

Special Thanks to Our County Leaders

The Board of Supervisors

- Katherine Miller, *Chair - District 2*
- Tom Patti, *Vice Chair - District 3*
- Miguel Villapudua, *District 1*
- Chuck Winn, *District 4*
- Bob Elliott, *District 5*

Senior ISD Leadership

- Chris Cruz, *Director, Chief Information Officer*
- David Newaj, *Assistant Chief Information Officer*

County Administrator's Office

- Monica Nino, *County Administrator*
- Jerry Becker, *Former Assistant County Administrator*

Elected Officers

- Steve J. Bestolarides, *Assessor/Recorder/County Clerk*
- Jerome C. Wilverding, *Auditor Controller*
- Phonxay Keokham, *Treasurer-Tax Collector*
- Patrick Withrow, *Sheriff-Public Administrator*
- Tori Verber Salazar, *District Attorney*

Our Digital Services and Innovation Strategy Core Team

ISD Project Team

- Chris Cruz
- David Newaj
- Beth Warren
- Pam Sauseda

Continuity Consulting Team

- Keith Aldrich
- Chris Baltzley
- Garrett Woodroof
- Jeff Pfeiffer

Participating Departments

- Agricultural Commissioner
- Assessor-Recorder-County Clerk
- Auditor-Controller
- Behavioral Health
- Child Support Services
- Clerk of the Board
- Community Development
- County Administrator
- County Counsel
- District Attorney
- Employment & Economic Development
- Environmental Health
- General Services
- Health Care Services
- Hospital IT

- Human Resources
- Human Services Agency
- Information Systems Division
- Probation
- Public Defender
- Public Works
- Purchasing & Support Services
- Registrar of Voters
- Retirement
- San Joaquin General Hospital
- Sheriff's Office
- Stockton Metropolitan Airport
- Treasurer-Tax Collector & RRD
- UC Cooperative Extension Office
- Veterans Services

Special Thanks for their participation in Interviews, Workshops & Follow up Sessions

- Alex Chetley, *Public Works*
- Ann Rogan, *Mayor's Office for the City of Stockton*
- Brandi Hopkins, *Director - Human Resources*
- Chris Cruz, *Chief Information Officer*
- Chris Woods, *Director - Human Services Agency*
- David Culberson, *CEO - SJC General Hospital*
- David Newaj, *Asst. Chief Information Officer*
- ISD Digital Services Group
- ISD Managers
- Jay Wilverding, *Auditor-Controller*
- Johnnie Terry, *Director - Purchasing Support Services*
- Gary Jayne, *Asst. Director Purchasing Support Services*
- Kris Balaji, *Former Director - Public Works*
- Fritz Buchman, *Interim Director - Public Works*
- Lokesh Sisodiya, *County Info. Security Officer*
- Lori Cruz, *Director - Dept. of Child Support Services*
- Mark Thomas, *SJC General Hospital*
- Matt Lenzi, *Asst. Sheriff - Sheriff's Office*
  Roy Park, *ISM - Sheriff's Office*
- Monica Nino, *County Administrator*
- Naseem Rehman, *Sheriff's Office*
- Norbert Ruijling, *CIO - City of Stockton*
- Phonxay Keokham, *Treasurer/Tax Collector*
- Samuel Kaisch, *Human Services Agency*
- Steve Bestolarides, *Assessor / Recorder / County Clerk*
- Karyn Johnson, *Asst. Assessor / Recorder / County Clerk*
- Waqar Rizvi, *Assessor / Recorder / County Clerk*
- Ross Schemmel, *Assessor / Recorder / County Clerk*
- San Joaquin County Board of Supervisors
- Department Head Workgroup Sessions

Plus...

- ISD staff for their participation in the Organizational Health Assessment *(OHA)*
- SJC RISE members for taking a survey to assess shared regional technology needs
- County website search and chatbot analytics

Focus Area Work Group Participants

Strategy Implementation and Communication: Steve Herzfeldt *(lead)*, Beth Warren, Zarmeen Merchant, Greg Moore, Dennis Manzo, Shakir Awan, Leticia Oropeza, Pam Sauseda, Brandi Hopkins, Steve Bestolarides, Lori Cruz

Governance: Kaspar Kurmis *(lead)*, Lisa Knight, Gail Downer, Jim Brown, David Newaj, Mark Young, Mark Thomas, Ralph Cordero, Bassem Nakhla

Culture and Workforce: David Newaj *(lead)*, Bill Collins, Erich Sullivan, Beth Warren, Allison Thomason, Eddie Bickham, Millette Martinez, Richard Hague, Bryan Potter, Oriana Maghoney, Jennifer Goodman

Enterprise Solutions: Greg Moore *(lead)*, Fernando Reyes, Robert Johnston, Jiaqi Zhu, Tim Willet, Lisa Knight, Erendida Cates, John Ornelas, Masson Parrish

Security Posture: Lokesh Sisodiya *(lead)*, Arnel Cara, Amir Awan, Joe Moua, Mustafa Shah, Gurjit Ghag, Ross Salas, Tom Newhall, David Newaj

Resident Experience: Robert Johnston *(lead)*, Jimmy Sandison, Sam Erickson, Julie Schumacher, Jeff Chan, Jas Malhi, Brenden Chan, Nick Celis, Waqar Rizvi, Jaspal Mahal, Jason Eddings & Robert Whitmire

Digital Transformation and Operational Excellence: Tom Machado *(lead)*, Lisa Chircop, David Chavez, Richard Chapa, Sargon Varda, Steve Brown, Dave Torres, Reene Aventi, Joseph Mann
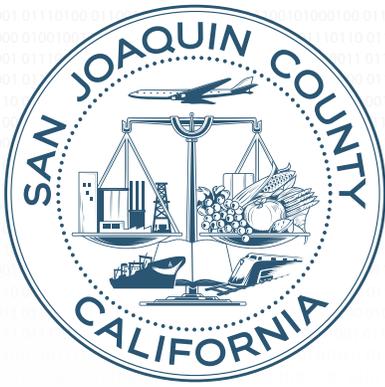
Digital Services & Innovation Strategy

44 N. San Joaquin Street
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www.sjgov.org

GOAL 1:

Build a Future-Focused Technology Community

Build a values-driven, continuous-learning technology environment with effective governance, decision-making and communication processes that support collaboration and innovation. Recruit, retain and develop the people we need to fulfill our mission.

1.1 Communication and Strategy Implementation

Develop practices to ensure the Digital Services and Innovation Strategy is effectively implemented by operationalizing and socializing the plan throughout the County. This includes the ongoing reporting, monitoring, evaluating and refreshing the plan against the Counties evolving priorities, while enhancing communication within and between County departments, and expanding ways for Cities, agencies, and the constituents of San Joaquin County to share information.

Objective 1:
Establish an implementation roadmap and monitoring process for the SJC Digital Services and Innovation Strategy *(DSIS)*

Measures:
Measure implementation progress by monitoring updates to DSIS implementation work plans.

1.2 Governance and Decision Making

Define the boundaries within which the technology community operates by identifying who is responsible for making decisions, and defines the process they use to make legitimate decisions.

Objective 1:
Engage county business and program leaders in a clear and practical governance interactive process designed to transparently: (1) align technology decisions with departmental business goals, (2) prioritize projects collaboratively, and (3) plan resource utilization appropriately

Measures:
1. *Percentage of project concept submittals that align with departmental business goals,*
2. *Percentage of projects prioritized per prescribed project selection and prioritization process, and*
3. *Percentage of projects with resources allocated appropriately.*
4. *Percentage of business leaders in governance meetings.*

Objective 2:
Develop a data-driven decision-making strategy to use data to inform and empower ISD decision-making.

Measures:
1. *Completion of data-driven decision-making strategy,*
2. *Percentage of projects that were prioritized based on data-driven decisions regarding resource allocation (i.e. type, quantity and availability of resources,*
3. *Percentage of project concepts that included ROI,*
4. *Use of resource data from previous projects to validate estimated resources required for similar projects (i.e. planned versus actual), and*
5. *Use of schedule and task duration data from previous projects to validate estimated schedule and task durations required for similar projects (i.e. planned versus actual)*

1.3 Culture and Workforce

Redefine the County workforce and the underlying culture which drives it to recruit, develop and retain a high performing agile workforce that is technology focused, innovative, and customer focused to address the issues faced by the County.

Objective 1:
Empower a flexible and sustainable virtual workforce.

Measures:
95% of remote workers believe they have the tools and training required to tele-work with minimal issues. (Survey question sent quarterly)

Objective 2:
Develop the capabilities of our workforce.

Measures:
Employee productivity is the same if not better in a teleworking environment. Managers and supervisors will monitor employee's online productivity and completion of assigned tasks.

Objective 3:
Promote a culture rooted in innovation.

Measures:
Increase the percentage of employees by 50% who feel they are empowered to recommend and implement ideas that make a difference in the way the County utilizes technology.

Objective 4:
Create a healthy and high-performing culture through recruitment and retention.

Measures:
1. *Work with Human Resources to maintain and improve percentage of filled positions. Work with Human Resources to implement employee retention strategies that maintain or improve the current retention rate of employees.*
2. *Survey employees to determine if they feel empowered to do their job in a healthy environment.*

GOAL 2:

Modernize and Leverage Our Technology Environment
Ensure enterprise security and reliability to enhance resident trust and promote modernization, interoperability, and innovation

2.1 Enterprise Solutions

Promote and provide infrastructure, applications, solutions, and a knowledge base that can be leveraged by all County departments to promote modernization, interoperability, and innovation.

Objective 1:
Expand Digital Services to improve automation of business processes.

Measures:
Quantity of services offered / number of services with an online option

Objective 2:
Provide modernized technology infrastructure including enterprise solutions, shared digital services, and standardization.

Measures:
Measure the number of County Wide Systems and their Adoption Rate

Objective 3:
Provide and Promote the use of more self-help digital services.

Measures:
Reduction in calls for service to the service desk.

2.2 Security Posture

Advocate county wide strong security posture to protect county against malicious threat actors by preventing, detecting and eliminating malware intrusions, data breaches.

Objective 1:
Continue to mature the county's cybersecurity posture to ensure the confidentiality, integrity, and availability (CIA) of the network and data.

Measures:
1. *Measure the Countywide adoption rate of all required enterprise security products / technologies.*
2. *Measure currency of security training to ensure all employees are trained on current policy and processes.*
3. *Ensure security awareness by surveying employee awareness through measured testing i.e. phishing campaigns, policy reviews, etc.*

GOAL 3:

Transform the Digital Experience of Our Community
Transform the community's digital experience by improving access to and the performance of county services through our quest for sector technology leadership and operational excellence.

3.1 Resident Experience

Helping San Joaquin County meet the needs of its Residents by utilizing departmental collaboration and innovative shared technologies.

Objective 1:
Expand the development and use of digital services to improve mobility, improve engagement and the delivery of services.

Measures:
- *Monitor/measure all projects to ensure that all are reporting status and completion of scheduled milestones to ensure we are improving on engagements and delivery of services.*
- *Poll of how many agencies are employing chatbots for public assistance.*
- *Measure that we completed all planned surveys to the public regarding what they would want from a One-Stop County shop.*
- *Measure the interaction on social media platforms with the public.*

Objective 3:
Collaborate with law enforcement to improve use of technology / digital services to enhance public safety and improve the community's experience with criminal justice.

Measures:
- *Meet quarterly with law enforcement to discuss ways to use innovative technology in delivery of their services and to improve their resident's experience.*
- *Work with local law enforcement agencies to survey the community to identify areas needing improvement and satisfaction with recent changes to services.*

Objective 2:
Improve and automate election processes and procedures.

Measures:
- *Monitor/measure ROV tasks and milestones are being completed per approved work plan.*
- *Catalog & review the results of the resident survey.*

Objective 4:
Collaborate with regional stakeholders

Measures:
- *Use analytics from possible ad campaigns - social media.*
- *Annual / Quarterly meetings to share data about social impact topics.*
- *Count of people / families utilizing service to counteract housing insecurity.*

GOAL 3:

Transform the Digital Experience of Our Community

3.2 Operational Excellence

The focus of operational excellence is getting the job done right as measured by the stakeholders receiving the services that we provide. This is accomplished by ensuring that data is available to stakeholders to ensure good decision making and encouraging participation from our customers.

Objective 1:
Develop the capabilities for expanded use of data-driven technologies such as analytics and visualization to: **1)** Enhance planning, **2)** Improve decision-making, **3)** Gain greater knowledge of customer needs and expectations, **4)** Increase community satisfaction with the engagement experience and the delivery of county services.

Measures:
- *Objective 1.1 & 1.2: Dashboard analytics from Peoplesoft/Track-It to show time charged and tickets worked. Success will be measured based on ability to produce the data for the departments in a more timely fashion*
- *Objective 1.3: Collate data from surveys and distribute results to all ISD I.T. managers for review of their respective areas on a quarterly basis*
- *Objective 1.4: Provide dashboard from ISD operational managers on key metrics to all end users. Measure/monitor that 70% of Help Desk tickets have a resolution within 4 hours.*
- *Objective 1.1 and 1.2: Provide detailed written responses to budgetary resource requests by Q1*

Objective 2:
Foster innovation and continuous improvement to improve operational effectiveness.

Measures:
- *Develop metrics for telework based on productivity (i.e. customers engaged, time spent developing code, etc.).*
- *Measure/monitor that ISD is allocating 20% of meeting times for staff to present new transformational technology information at the various collaborative sessions, governance committees, etc.*

CONSOLIDATED INITIATIVE LIST

ID	Focus Area	Focus Area ID	Priority	Status	People, Process, Technology	Description
1	1.1 Strategy	1	1 - Critical	Complete		Finalize and Publish the Digital Services and Innovation Strategy
2	1.1 Strategy	2	1 - Critical	2 - In Progress	Process	Prioritize and Align Roadmap of all Projects with the Digital Services and Innovation Strategy.
3	1.1 Strategy	3	2 - Important	2 - In Progress	Process	Align FY 2019 Grant Projects with County Priorities and the Digital Services and Innovation Strategy.
4	1.1 Strategy	4	2 - Important	1 - Not Started	Process	Align FY 2020 Grant Projects with County Priorities and the Digital Services and Innovation Strategy.
5	1.1 Strategy	5	2 - Important	1 - Not Started	Process	Align FY 2021 Grant Projects with County Priorities and the Digital Services and Innovation Strategy.
6	1.1 Strategy	6	2 - Important	1 - Not Started	Technology	Develop an annual Strategy communication calendar. Develop a community communication and engagement plan for multi-channel resident engagement.
7	1.1 Strategy	7	2 - Important	1 - Not Started	Process	Train SJC staff on County processes, Communication and best practices.
8	1.1 Strategy	8	1 - Critical		Process	Develop a Reporting Process to track status of the Plan, including initiatives, activities, and measures.
9	1.1 Strategy	9	2 - Important		Process	Develop an Annual Calendar for reviewing and Monitoring plan progress.
10	1.1 Strategy	10	1 - Critical		Process	Project Management office will be responsible to lead all digital strategy roadmap efforts.
11	1.1 Strategy	11	1 - Critical	1 - Not Started	Process	Conduct periodic workplan updates based on prioritization
12	1.1 Strategy	12	1 - Critical	1 - Not Started	Technology	Develop a visual dashboard for countywide Project Tracking
13	1.1 Strategy	13	2 - Important	1 - Not Started	People	Develop a countywide stakeholder engagement process to gather input on future services and innovations.
14	1.1 Strategy	14	2 - Important	1 - Not Started	Technology	Develop standard communication channels for distributing Strategy updates.
15	1.1 Strategy	15	2 - Important	1 - Not Started	Technology	Develop a Project Dashboard for County updates
16	1.1 Strategy	16	2 - Important	1 - Not Started	People	Develop an internal site to promote knowledge sharing, collaboration, and opportunities for staff to suggest innovation initiatives.
17	1.1 Strategy	17	3 - Beneficial		Technology	Create public site that informs public regarding the County's current technology implementations.
18	1.1 Strategy	18	2 - Important		Process	Develop a process for updating the strategic plan initiatives and roadmap.
19	1.1 Strategy	19	2 - Important		Process	Adopt a Change Management process best practice
20	1.2 Governance	1	1 - Critical	1 - Not Started	Process	Document / Champion IT Governance Committee Charter including process, scope of responsibilities, and membership.

ID	Focus Area	Focus Area ID	Priority	Status	People, Process, Technology	Description
21	1.2 Governance	2	2 - Important	1 - Not Started	Process	**Implement the IT Governance Processes by:** 1. Establishing an ongoing process to review, evaluate and align projects to business goals. 2. Evaluating proposed project concepts and validating resource estimates 3. Developing an Annual Project Priority List based on customer requirements, expectations, resource availability and timelines. 4. Developing an Annual ISD/Departmental Strategic Priority Review. 5. Developing a Semi-Annual Executive Level Review Sessions.
22	1.2 Governance	3	2 - Important	7 - Not Started	Process	**Implement the Digital Services and Innovation Strategy Performance Review Process by:** 1. Conducting Strategy Performance Reviews on a quarterly and annual basis. 2. Reporting findings from Strategy Performance Reviews 3. Identifying process changes based on data reported in the Strategy Performance Reviews 4. Reviewing Digital Services and Innovation Strategy Goals Annually
23	1.2 Governance	4			People	Implement a process to close the loop with Department Heads regarding the disposition of their budget request forms.
24	1.2 Governance	5	3 - Beneficial	6 - Not Started	Process	Develop and Implement a Customer Outreach Strategy
25	1.2 Governance	6	3 - Beneficial	7 - Not Started	People	Develop a process to elicit employee generated innovation proposals.
26	1.2 Governance	7	1 - Critical	7 - Not Started	Process	Define a data-driven decision-making strategy (i.e. objectives. KPIs, etc.)
27	1.2 Governance	8	2 - Important	7 - Not Started	Process	Identify data to be collected and develop a standardized process.
28	1.3 Culture / Workforce	1	1 - Critical	2 - In Progress	Technology	**Develop and Implement a Telework strategy to increase the County's capabilities by:** 1. Developing Telework Technology Requirements 2. Determining position eligibility for teleworking 3. Identifying Training needs for Telework for employees. 4. Identifying Training needs for Managers and Supervisors in a Telework Environment
29	1.3 Culture / Workforce	2	2 - Important	2 - In Progress	People	Establish an Internship Program with Delta College
30	1.3 Culture / Workforce	3			People	Provide enhanced training opportunities to staff for planned technology implementations
31	1.3 Culture / Workforce	4	2 - Important	1 - Not Started	People	Survey employees for ideas to improve the manner in which the use of technology can improve the service levels of the County
32	1.3 Culture / Workforce	5	2 - Important	1 - Not Started	People	Survey employees on recommendations of how ISD can improve on how it presents technology to other departments
33	1.3 Culture / Workforce	6	2 - Important	2 - In Progress	Process	Develop an action plan based on the Organizational Health Assessment to develop the workforce and become more intentional about shaping the desired culture.
34	1.3 Culture / Workforce	7	1 - Critical	1 - Not Started	People	Develop an Internship program for ISD
35	1.3 Culture / Workforce	8	3 - Beneficial	1 - Not Started	People	Evaluate re-establishing County Mentorship Program
36	1.3 Culture / Workforce	9	3 - Beneficial	1 - Not Started	Technology	Identify Online Resources to provide information/training on how to use new technology
37	1.3 Culture / Workforce	10	3 - Beneficial	1 - Not Started	Technology	Establish Centralized Training Site for employees.
38	1.3 Culture / Workforce	11	2 - Important	1 - Not Started	Process	Utilize Telework program as a recruitment incentive.
39	1.3 Culture / Workforce	12	3 - Beneficial	1 - Not Started	Process	Conduct outreach to schools utilizing online tools for potential job opportunities.

ID	Focus Area	Focus Area ID	Priority	Status	People, Process, Technology	Description
40	1.3 Culture / Workforce	13	3 - Beneficial	1 - Not Started	Process	Survey existing employee on why they joined the County and what keeps them with the County.
41	1.3 Culture / Workforce	14			People	Evaluate the establishment of tele-presence flexible work plans.
42	1.3 Culture / Workforce	15	3 - Beneficial	2 - In Progress	People	Leverage the SJC Engage Program and website - Employee wellness program and workforce culture and diversity programs.
43	1.3 Culture / Workforce	16			People	Implement a partnership program between staff and management to foster increased collaboration and staff input/implementation.
44	1.3 Culture / Workforce	17	2 - Important	1 - Not Started	Technology	Make technology available to employees who do not use computers as part of their job duties (mobile access), kiosks.
45	1.3 Culture / Workforce	18			People	Create / allocate greater opportunities/time for staff to attend trade shows, sponsor increased vendor presentations, online trainings, etc.
46	1.3 Culture / Workforce	19	2 - Important	1 - Not Started	People	Recognize employee contributions that exhibit innovative means of using technology that increases efficiency and service levels.
47	2.1 Enterprise Solutions	1	1 - Critical	2 - In Progress	Technology	Procure and Implement District Attorney Case Management System.
48	2.1 Enterprise Solutions	2	2 - Important	1 - Not Started	Technology	Implement Version 2 upgrade to Jail Management System.
49	2.1 Enterprise Solutions	3	1 - Critical	1 - Not Started	Technology	Upgrade / Replace Local Arrest Warrant System (LAWS).
50	2.1 Enterprise Solutions	4	1 - Critical		Technology	Implement Back-up recovery site to State of the Art Barge Data Center.
51	2.1 Enterprise Solutions	5	2 - Important	2 - In Progress	Technology	Continue to collaborate with the RISE committee to develop and support the implementation of a 5G strategy.
52	2.1 Enterprise Solutions	6	2 - Important		Technology	Engage critical providers to support business process improvements and the development of technology solutions that improve access to physical and mental health services.
53	2.1 Enterprise Solutions	7	3 - Beneficial	2 - In Progress	Technology	Through the RISE committee continue to develop partnerships and strategies to provide broadband capabilities to constituents.
54	2.1 Enterprise Solutions	8	1- Critical		Technology	Improve Processes and Tools to Support Configuration Management for Server Builds.
55	2.1 Enterprise Solutions	9	2- Important		Technology	Establish user self-service password reset requirements for all new products and applications implemented.
56	2.1 Enterprise Solutions	10	2- Important		People	Provide Communication regarding the availability of shared Services and comprehensive User Training .
57	2.1 Enterprise Solutions	11	2- Important		Technology	Adopt a common data visualization tool for the County.
58	2.1 Enterprise Solutions	12	1- Critical		Process	Develop and Publish an annual calendar for Release Schedules and Maintenance.
59	2.1 Enterprise Solutions	13	2- Important		Technology	Survey SJC Rise Members regarding common service needs that could potentially be supported by the County.
60	2.1 Enterprise Solutions	14	1- Critical		Technology	Deploy a County wide Learning Management System to support Web-based Training.
61	2.1 Enterprise Solutions	15	2- Important		Technology	Implement tools for Enterprise wide Server and Application Monitoring.
62	2.1 Enterprise Solutions	16	2 - Important	Complete	Process	Implement PeopleSoft - Project Costing.
63	2.1 Enterprise Solutions	17	2 - Important	2 - In Progress	Technology	Implement PeopleSoft - HCM Enhancements.

ID	Focus Area	Focus Area ID	Priority	Status	People, Process, Technology	Description
64	2.1 Enterprise Solutions	18	3 - Beneficial	2 - In Progress	Technology	Deploy VoIP to remaining Departments.
65	2.1 Enterprise Solutions	19	2 - Important	2 - In Progress	Technology	Modernize the EMS Certification System.
66	2.1 Enterprise Solutions	20	3 - Beneficial	2 - In Progress	Technology	Decommission Legacy Servers, Modernize, Upgrade and Decommission Servers.
67	2.1 Enterprise Solutions	22	3 - Beneficial	1 - Not Started	Technology	Complete PeopleSoft Maintenance.
68	2.1 Enterprise Solutions	23	2 - Important	1 - Not Started	Technology	Plan and Implement PeopleSoft Upgrade.
69	2.2 Security Posture	1	1 - Critical	2 - In Progress	All	**FY 20-21:** Complete implementation of security implementations and training per County policy.
70	2.2 Security Posture	2	2- High	1 - Not Started	All	**FY 21-22:** Review and plan all required security updates and training for the FY per latest policy.
71	2.2 Security Posture	3	2- High	1 - Not Started	All	**FY 22-23:** Review and plan all required security updates and training for the FY per latest policy.
72	2.2 Security Posture	4	2- High	1 - Not Started	All	**FY 24-25:** Review and plan all required security updates and training for the FY per latest policy.
73	3.1 Resident Experience	1	1 - Critical	2 - In Progress	Process	**ROV - Support ROV General Election (and Call Center) and provide continuous improvement support by:** 1. Post Election meeting with ROV staff to find what could be done more efficiently. 2. Work with ROV staff to refine and examine the workflow of the election process to see where and if automation could help. 3. Work with ROV staff to review the established procedures to see where improvements can be made. 4. Survey the residents on the election experience.
74	3.1 Resident Experience	2		2 - In Progress	Technology	Replace the Juvenile Justice Information System (JJIS)
75	3.1 Resident Experience	3		2 - In Progress	Technology	Implement the Sheriff's Office Alternative Work Program (AWP) Online Application/Payment.
76	3.1 Resident Experience	4		2 - In Progress	Technology	Work with Sheriff's Office to Replace the Computer Aided Dispatch and Record Management Systems.
77	3.1 Resident Experience	5			Technology	Implement Version 2 upgrade to Jail Management System.
78	3.1 Resident Experience	6	1 - Critical	1 - Not Started	Technology	Upgrade / Replace Local Arrest Warrant System (LAWS).
79	3.1 Resident Experience	7		2 - In Progress	Technology	Deploy chatbots to handle frequently asked questions (FAQs).
80	3.1 Resident Experience	8			Process	Find a means of communication for residents to communicate with San Joaquin County (example Gov Delivery). A way for people to opt into information from the County.
81	3.1 Resident Experience	9			Technology	Make the ChatBot more visible, improving its presence and look and feel.
82	3.1 Resident Experience	10		1 - Not Started	Process	Implement Timeclock Pilots for interested departments.
83	3.1 Resident Experience	11			Technology	Develop a human-centered model of people and artificial intelligence working together to better serve our community (augmented intelligence and automated workflow).
84	3.1 Resident Experience	12			Technology	Utilize Artificial Intelligence (AI) for complex resident interactions
85	3.1 Resident Experience	13			Process	Research the benefit in developing a digital one-stop shop for County departments and services to facilitate access to information and solutions.

ID	Focus Area	Focus Area ID	Priority	Status	People, Process, Technology	Description
86	3.1 Resident Experience	14			Process	Develop a community communication and engagement plan for multi-channel resident engagement.
87	3.1 Resident Experience	15			Process	Implement Geographic Information System (GIS) for Property Tax Valuation / Assessments.
88	3.1 Resident Experience	16			Technology	Expand and Implement GIS to see where crimes are happening.
89	3.1 Resident Experience	17			People	Meet quarterly with law enforcement to discuss ways to use innovative technology in delivery of their services and to improve their resident's experience.
90	3.1 Resident Experience	18			People	Work with local law enforcement agencies to survey the community to identify areas needing improvement and satisfaction with recent changes to services.
91	3.1 Resident Experience	19			Technology	Serve as a technology advisor for solutions to address housing insecurity in the County.
92	3.1 Resident Experience	20			Process	Create a countywide, cross-functional workgroup to assess the social impact of AI and other technology decisions and to ensure alignment within the broader digital transformation strategy.
93	3.2 Operational Excellence	1			Process	**Improve ISD Cost transparency and Service Billing by:** **1.** Providing increased Transparency and Service Billing Detail **2.** Automating ISD Service Billing **3.** Developing cost sheets for ISD's Service Catalog
94	3.2 Operational Excellence	2			Technology	Create and ISD Customer Satisfaction Survey for County Employees
95	3.2 Operational Excellence	3			People	Develop a process to engage County employees regarding continuous improvement opportunities.
96	3.2 Operational Excellence	4			Process	Improve Ticket Resolution Process and Customer Feedback Loop.
97	3.2 Operational Excellence	5			Technology	Adopt a secure, and appropriate cloud first posture within the County.
98	3.2 Operational Excellence	6			Technology	Establish a Business Intelligence (BI) standard (vendor) for the County.

Goals & Objectives

San Joaquin County

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