San Joaquin County government will transform the manner in which it provides services to the public and its employees so as to promote efficiency, economic development, and improved quality of life.

San Joaquin County is committed to improving government services through the effective use of technology. It is the intent of San Joaquin County to judiciously invest in automation in order to improve the availability of services and information to County employees and the public, and to increase the efficiency of County Government.

The rapid advancement of information and telecommunications technology is creating opportunities for the County to not only improve efficiency and lower costs, but to also redesign products and services, re-engineer business processes and transform the way people work and live.

San Joaquin County commits to improving customer service by implementing technologies and industry proven processes that make access to government more convenient. The County will use technology to extend the hours of service to the public and provide these services through a number of technologies that will guarantee their availability to all County citizens, regardless of economic status.

**VISION**

Technology will play a vital role in the way government services are delivered in San Joaquin County. Citizens and businesses in San Joaquin County will complete a majority of their routine interactions with local government via automation. The level and quality of public service will improve as technology is utilized to expand possibilities and create solutions that make government more available and accessible. Government services will be available 24 hours a day, 7 days a week. Technology will facilitate coordinated services from the County that focus on the individual and are not constrained by departmental or geographic boundaries.
As the 15th largest county by population in California, San Joaquin County has responsibility for providing a wide and diverse range of programs and services to approximately 700,000 County residents. In order to accomplish this mission, the County is organized into 28 departments with more than 6,300 full and part-time employees. Although many of the County operations are concentrated in downtown Stockton, the County delivers services and has sites throughout a 1,391 square mile area.

San Joaquin County provides over 400 different programs and services for its constituents ranging from prenatal care by Public Health for infants to senior services from the Department of Aging. The County provides protection under the law to its residents through the Sheriff’s, Court and Jail systems. The County also provides its constituents with health care services through San Joaquin General Hospital, as well as providing for their recreation through Community Centers and Park and Recreation programs. In addition to providing County services, the County is the provider of many state and federal mandated programs such as WorkNet and CalWorks. These are just a few examples of the scope of work of San Joaquin County. The service spectrum is immense.

**Business Drivers**

The County has spent a considerable amount of time and effort evaluating its current business and computing environment, searching for opportunities to improve the service it delivers. During this evaluation, a number of issues (“Business Drivers”) were identified. A summary of the Business Drivers are listed below:

**Decreasing Budgets**

Government budgets in California are being stretched and will continue to be stretched into the foreseeable future. San Joaquin County will have limited dollars available to invest in technology; those dollars must be invested for the greatest overall good to the County.
Service Constrained by Organizational Structure / Process

In many cases today, it is very difficult for citizens and businesses to know who within County government provides the services they seek. In certain instances, multiple departments are involved in delivery of the service, requiring a citizen to travel around San Joaquin County, going from Department to Department, in order to complete the entire transaction.

Aging Criminal Justice Information System

The County’s current Criminal Justice Information System (CJIS) was developed in 1986. The system is used on a daily basis by nearly every law enforcement entity within the County. The system now faces two challenges. First, the Administrative Office of the Courts has announced that all County Courts will migrate away from their existing County Justice Systems and move to a new State-developed system by fiscal year 2014-15. This departure of the Courts from the County system will have a major impact on the ability of the system to function and meet the needs of the other law and justice entities in the County. Second, the County’s existing Criminal Justice Information System has reached a point where the technologies it utilizes have become obsolete and difficult to maintain. A system outage caused by a failure of one of these older technologies would have a tremendous impact to the daily law enforcement operation in the County.

Inconsistent Use of Technology

San Joaquin County spends millions of dollars annually on technology. The investments, while made wisely, are not made in a consistent manner. The County’s technology investments are often made with a Departmental focus and for the convenience of the government entity rather than with a countywide perspective and for the convenience of the citizens we serve. This inconsistent selection and use of technology results in duplication and excess cost to the County as a whole. This inconsistent use of technology also creates barriers to data sharing and technology use that lead to higher cost of ownership and lower benefits from the technology investment.
Technology Skills and Training of Workforce

The County’s reliance on technology increases each year. The County has made significant investments in enterprise wide systems that are now used daily for a variety of essential administrative and program functions. For the County to be effective and efficient, its workforce must be adequately trained in the use of technology. At this point in time, there is not a comprehensive technology training program in the County, and the technology skills of the County workforce vary greatly from Department to Department.

In many cases the business drivers listed above are impediments to the County’s goal of efficient and effective deliver of services to the public, its employees, and other stakeholders. To overcome these business obstacles, San Joaquín County has formulated an overall technology strategy.

**STRATEGY**

San Joaquín County seeks to maximize the investment of each dollar spent on technology in order to improve overall business operation. To accomplish this, the County will make appropriate investments in technology in order to:

- *Improve County Service Delivery*
- *Expand County Services*
- *Realize Efficiencies*

To accomplish these goals the County will, with guidance from the County’s Chief Information Officer (Director, Information Systems Division), focus on four (4) strategies:

**STRATEGY #1**

The County will sponsor projects that provide secure public access to government services

- Wherever possible, the County will provide public access to appropriate government information
- The County will seek public input on what County services or information they would like available on-line
• The County will promote electronic commerce as an alternative form of delivery of government services and transactions
• The County will ensure security and confidentiality of information and electronic transactions

STRATEGY #2
The County will provide standards, guidelines and training to facilitate innovation and a cohesive business operation

The County will:

• Establish a coordinated approach to automating shared business processes
• Apply project management techniques to all IT projects
• Establish, promote and enforce countywide IT standards
• Establish tools, methods and policy that facilitate the concept of collecting information once and sharing the information with those individuals who have the right to use it
• Develop and actively maintain a comprehensive Disaster Recovery Plan
• Develop, maintain and actively enforce comprehensive Information Security policy and procedure

STRATEGY #3
The County will develop and implement a robust, interoperable information technology environment.

The technologies and practices implemented by the County will:

• Manage data to satisfy the needs of a diverse customer base
• Support the collection, storage, and utilization of multi-media, including text, audio, images, maps, and video
• Consolidate like technologies to reduce costs and eliminate unnecessary redundancies
• Reduce the need to store paper documents
• Provide flexibility and ease of access to County services and information
• Foster greater collaboration and data sharing
• Provide a foundation for partnerships with external entities, both public and private
• Focus on selecting proven, “off-the-shelf” solutions wherever possible
• Improve the reliability and responsiveness of the technology being used
STRATEGY #4

The County will facilitate technology partnerships.

Where feasible and prudent, the County shall seek to establish partnerships for the implementation and support of technology that:

- Share and / or decrease County costs
- Provide for shared benefit
- Consolidate technology for improved performance and / or cost wherever feasible
- Improve service to the County and its customers

TECHNOLOGY

San Joaquin County has identified a number of existing, new and / or developing technologies that are vital tools for achieving the stated Vision:

Web Technology

Web technologies, both the Internet and Intranet, will be the foundation for the delivery of electronic services. The County will utilize web technologies to deliver services to constituents, businesses and employees. This technology will allow users to access information and services via computers, telephones and other devices that connect to the web. Business partners will interact with the County via special Internet connections that provide confidential and secure business transactions. When used in combination with many of the other technologies listed below, the County will be able to provide improved access to government solutions that better service the public and employees, freeing up limited staff for more direct service to the public.

Integrated Voice Recognition (IVR)

Integration Voice Recognition technology will be used by San Joaquin County to provide electronic services to citizens who do not have computers. Using a common touch-tone telephone, customers will have access to the same services the County delivers to computer users via the web.
Imaging

Imaging technologies will be used to facilitate document storage and retrieval. The County currently utilizes a large amount of space to store paper documents. A coordinated implementation of Imaging technology will decrease the amount of needed storage space, improve access to information, and facilitate data sharing.

Wireless

The County will implement wireless technologies that support the work of County employees while they are in the field, facilitating the delivery of County services to those who need them. This technology will also be used to connect both primary and remote County sites at a fraction of the cost of existing land-based connections.

Portal

Portal technology will manage the delivery of electronic information and services to the public and employees. The Portal will be customizable to each user, focusing on delivering those services the user has defined as being of interest or importance. The Portal will deliver electronic services in such a way as to transcend the physical organization of County government, focusing instead on delivering a comprehensive service that appears to come from one entity – the County.

Enterprise Database

Databases shall be the common connecting point for all County business applications. Databases will be established and expanded to facilitate data sharing and provide tremendous levels of security and reliability.

Decision Support

The management and leadership of the County are routinely confronted with decisions that have broad and lasting effects. The problems to be resolved are often very complex. Decision support systems will, when combined with Enterprise Databases, allow County leaders to easily and intuitively access accurate and consistent data that will assist them in their decision-making, without the need for assistance from programmers.
Geographic Information Systems (GIS)

“Where” is becoming a prevalent adverb used by Executives when analyzing business information. GIS provides a powerful tool that allows users to view a wide variety of information (physical description, land use, financial, demographics, etc) -- all tied to a location. When integrated with information in an Enterprise Database, GIS tools will provide users with the ability to integrate information in existing systems (Criminal Justice, social support, health) with location, providing new and insightful data not currently available to the County.

Workflow Automation / Collaboration Tools

Workflow automation will move information through a work process electronically. As processes are re-engineered in order to facilitate greater efficiencies and / or service levels, the ability to quickly move information through the process will be critical. Workflow automation will move vital information through each step in a process, allowing for electronic signature and performance metrics to be captured and tracked. The County will implement automated workflow between processes in order to transmit data when, and to where, it is needed.

Multi-function Server Technologies

New technologies in the server environment will allow the County to consolidate computing power to reduce licensing, hardware and support costs. Technologies such as Blade Servers, Network Storage and Virtual Machine functionality will be powerful tools for the County as it focuses on control technology costs and improving computing reliability, security and performance.

Video Conferencing

Video Conferencing technology will allow the County to deliver collaborative services, without the need to co-house employees from different departments at one site. In addition to being a critical tool in improving service to customers, video conferencing will facilitate greater degrees of communication amongst County employees.
Given the County’s Vision for the future and taking into account the key technologies listed above, a possible day in the life of a County citizen interacting with County government in the future might be as follows:

A contractor enters the Community Development Office to obtain a building permit/planning application. The contractor brings his blue prints and all relevant materials needed to complete the transaction. The Community Development employee reviews the material and enters all the necessary information into the automated Permits applications available at the counter. The County employee then presses an autodial button on the equipment at the counter that contacts Environmental Health, Public Works and possibly School District staff, who then come on live via video conferencing. The Environmental Health, Public Works and School District employees are able to see the contractor and all necessary information to complete the transaction via the video conferencing equipment and the automated Permits application. The contractor’s permit is granted and he was able to receive all needed service in one County Office. In the past, the contractor would have been required to visit multiple sites to complete the permitting process. Now, no matter what County office the contractor enters, as long as it is part of the permitting process, the contractor will have access to all County employees needed to complete the process.

The scenario described above is possible. The County has already implemented some of the key technologies needed to make these events a reality. Continued investment in technology and re-engineering of business processes are the steps necessary to bring this scenario, and other creative solutions, to fruition.

The County will focus its attention on both short and long-term actions to make the Vision described in this document a reality:

**Short Term Actions**

**Standards**
The County intends to expand and enforce technology standards. Information technology funds are limited and must be utilized in a
manner that maximizes information sharing and organizational productivity, while at the same time minimizing long-term cost of ownership. Standards recognized and adopted by all County departments will optimize expenditures and facilitate data sharing.

**Staff Development**
The use of technology is becoming an integral part of County employment. The County plans to establish an ongoing computer skills training curriculum as part of its employee training program. This curriculum would ensure that all County employees who regularly use computers in their daily job are adequately trained. It is also critical that the County invest in training for IT professionals to ensure that their technology skills are kept current.

**Website Redesign**
The County intends to redevelop its website to facilitate service and information delivery to the public. The website shall be developed using methods and tools that will support future e-Government efforts. The County shall also redevelop its Intranet site. The intent will be to maximize the use of the Intranet by improving the site so that it delivers new functionality employees will find helpful. The Intranet will provide employees access to a number of electronic services, such as e-procurement, e-time and a countywide employee e-mail and phone directory.

**Re-host CJIS (Consider different name)**
The County will redevelop its Criminal Justice Information System (CJIS) in preparation for the loss in functionality and revenue when the San Joaquin County Courts migrate to the State-managed Court system. The County will develop interfaces and functions that continue to support the law and justice duties of the Sheriff’s Office, Public Defender, District Attorney and Probation Department, as well as the needs of other local law enforcement entities.

**Consolidation**
The County will consolidate its technology infrastructure and services to leverage economies of scale; eliminate unnecessary redundancies and reduce support costs through standardization. To accomplish this, the County will first focus its attention on Email and Server consolidation.
Long Term Actions

*Focused Funding*
The County will fund only those projects that improve service to the public, as well as those projects that foster greater collaboration and information sharing amongst departments.

*Regional Partnership*
The County will make every effort to develop regional partnerships that will enhance and expand electronic services to the public. Utilizing many of the key technologies listed above, the County, in partnership with other local municipalities, has the opportunity to deliver electronic services in a collaborative fashion.

*Expansion of e-Government Services*
The County will evaluate each upcoming technology and process improvement project to determine if the services would be effectively delivered as an e-Government initiative. Not all County services lend themselves to electronic delivery. But those services that can be streamlined or improved via an e-Government approach should be delivered in that manner.

Conclusion
This Strategic Plan outlines the vision San Joaquin County has for utilizing technology. The County’s intent is to make technology investments that result in expanded hours of service to the public, efficiency improvements in County business practices, and improved service to the public. The county recognizes that the effective combination of technology and government will enable the expansion of government services while at the same time decreasing costs and streamlining processes.