Information Technology Strategy (2019 – 2024)

Vision: A digital ecosystem that supports the delivery of innovative, customer-centric County services.

- **Customer-Centric Services:** Anytime, anywhere services for residents, businesses, and employees through multiple, integrated channels.
- **Operational Efficiencies:** Efficient and effective County services enabled by technology, data access, and streamlined processes.
- **Digital Assets & Analytics:** Digital data, tools, and analytics to expedite service delivery while maintaining critical security and privacy.
- **IT Infrastructure:** A high performance computing environment capable of scaling to manage increased volumes of digital data.

Creative use of technologies to enable customer-centric services.
Customer-Centric Services

Anytime, anywhere services for residents, businesses, and employees through multiple, integrated channels.

Target State

An omni-channel approach for services that allows customers the flexibility to choose the best, and most convenient, ways to conduct business:

- Concierge style assistance crafted to help customers easily navigate County services.
- On-line self-service, including kiosks, remote access from homes and businesses via the internet, and mobile devices Call centers that support voice, text, and chat interactions.
- In-person interactions between customers and County staff enabled by technology and databases to minimize time spent in lines and maximize efficient processing.

Approaches

The County is exploring, currently implementing, or already utilizing the following technologies to provide customer-centric services:

- Mobile-enabled websites and applications
- “Smart” Kiosks
- Enhanced identification and authentication approaches enable confidential and private transactions.
- Chatbots, speech and facial recognition, and other cognitive technologies that help provide an exceptional customer experience.
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Operational Efficiencies
Efficient and effective County services enabled by technology, data access, and streamlined processes.

Target State
Services provided at optimal efficiency, which translates into speed and convenience for customers.

- Consolidation and digitization of all County forms with intelligent workflow.
- Cognitive-enabled processes that automate routine activities.
- Customer self-service.
- Data-sharing and analytics that promote a one-stop shopping approach to services.

Approaches
The County is exploring, currently implementing, or already utilizing the following technologies to provide operational efficiencies:

- Self-service applications, including kiosks and mobile-enabled websites and applications
- Intelligent workflow automating transaction processing
- Cognitive technologies to assist in consistent, efficient decision-making
- Sensor-based technologies to expedite data collection
Digital Assets & Analytics

Digital data, tools, and analytics to expedite service delivery while maintaining critical security and privacy.

Target State

Digital information managed as a strategic County asset through data-sharing and data analytics:

- Data portal for County residents and businesses to utilize for community initiatives.
- A robust data sharing environment.
- Predictive and trend analytics to improve County Operations.
- Sensor-based data collection and analytics.

Approaches

The County is exploring, currently implementing, or already utilizing the following digital technologies:

- Analytics based on public data to identify trends, opportunities, and issues.
- Cognitive technologies such as chatbots, speech and facial recognition, artificial intelligence.
- Authentication technologies to conduct confidential and private transactions with the highest levels of security.
- Expanded use of Business intelligence tools.
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**IT Infrastructure**
A high performance computing environment capable of scaling to manage increased volumes of digital data.

**Target State**
A reliable, scalable, secure, and high-performing computing environment, including:
- Data and voice networks to support higher traffic (e.g., video and sensor data).
- Fast and resilient computing and storage platforms.
- Increased use of sensor-based components and other technologies associated with the Internet of Things (IoT).
- Advanced, sophisticated security technologies.
- Ever-evolving end-user devices ranging from kiosks to smartphones.

**Approaches**
The County is exploring, currently implementing, or already utilizing the following technologies to provide infrastructure services:
- Cloud infrastructure services such as IaaS and PaaS (infrastructure and platforms as a service).
- Multi-factor authentication to conduct confidential and private transactions with the highest levels of security.
- IT performance and diagnostic tools.
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**Innovation**

Creative use of technology to enable customer-centric services.

**Target State**

Creative use of technology at each level of the pyramid:

- Customer-Centric Services – to promote access and ease-of-use.
- Operational Efficiencies – to provide convenience and best-value services.
- Digital Assets & Analytics – to measure progress and identify opportunities for improvement.
- IT Infrastructure – to provide a high-performance technology environment.

**Approaches**

To promote innovation in the future, the County is leveraging its IT outsourcing prime contractor to:

- Create a dedicated Chief Innovation Executive position.
- Launch an Innovation Program Office and Innovation Review Board.
- Create a joint Innovation Fund for proofs of concept to ensure that innovative projects launched in the future have a solid foundation for success.
- Work with the County’s five Business Groups to build a culture of creative use of technology.