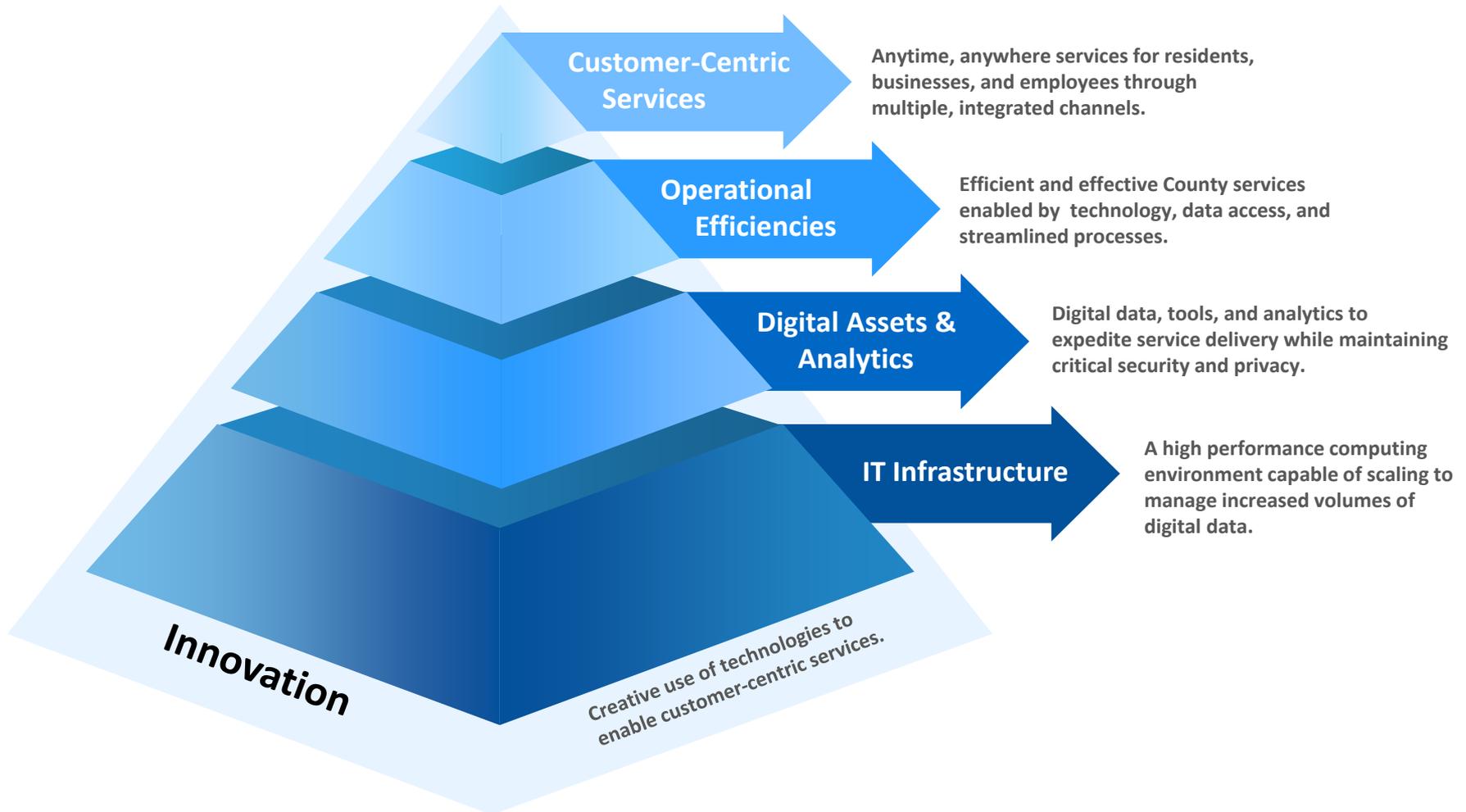




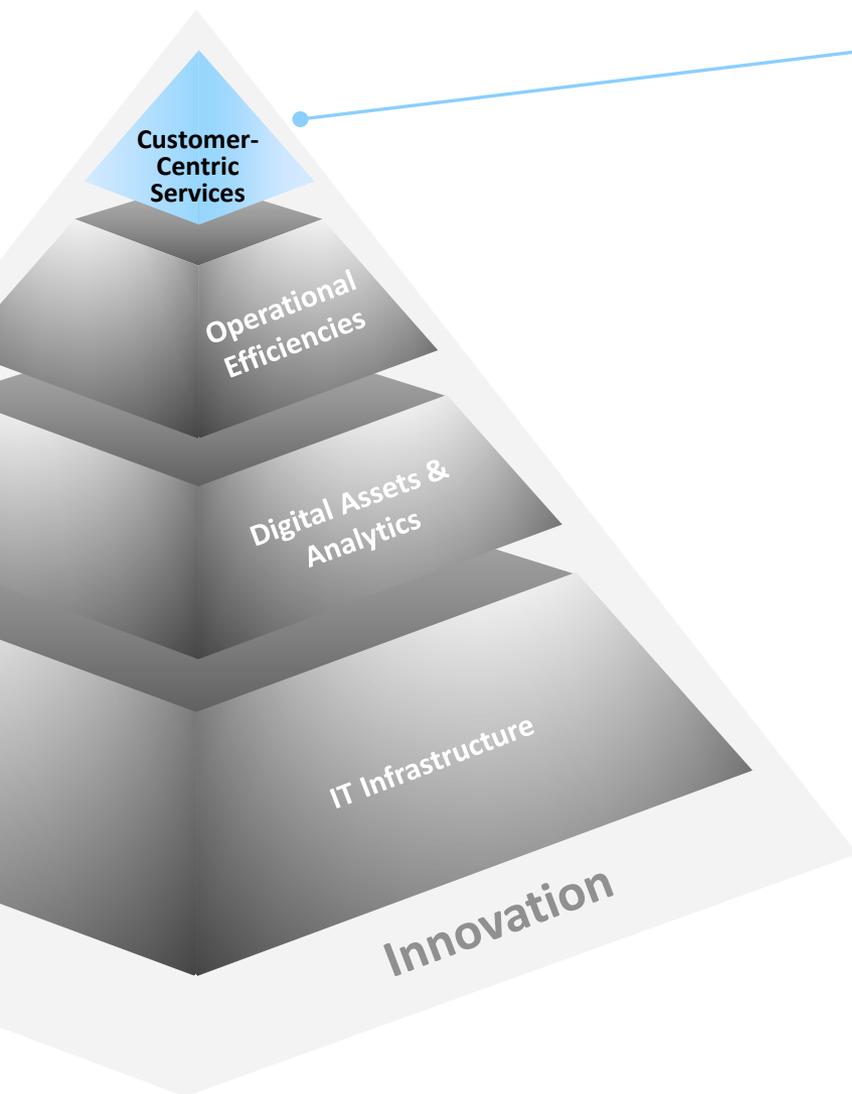
County of San Diego  
IT Strategic Plan  
2019 - 2024

# Information Technology Strategy (2019 – 2024)

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



# Information Technology Strategy (2019 – 2024)



## 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:

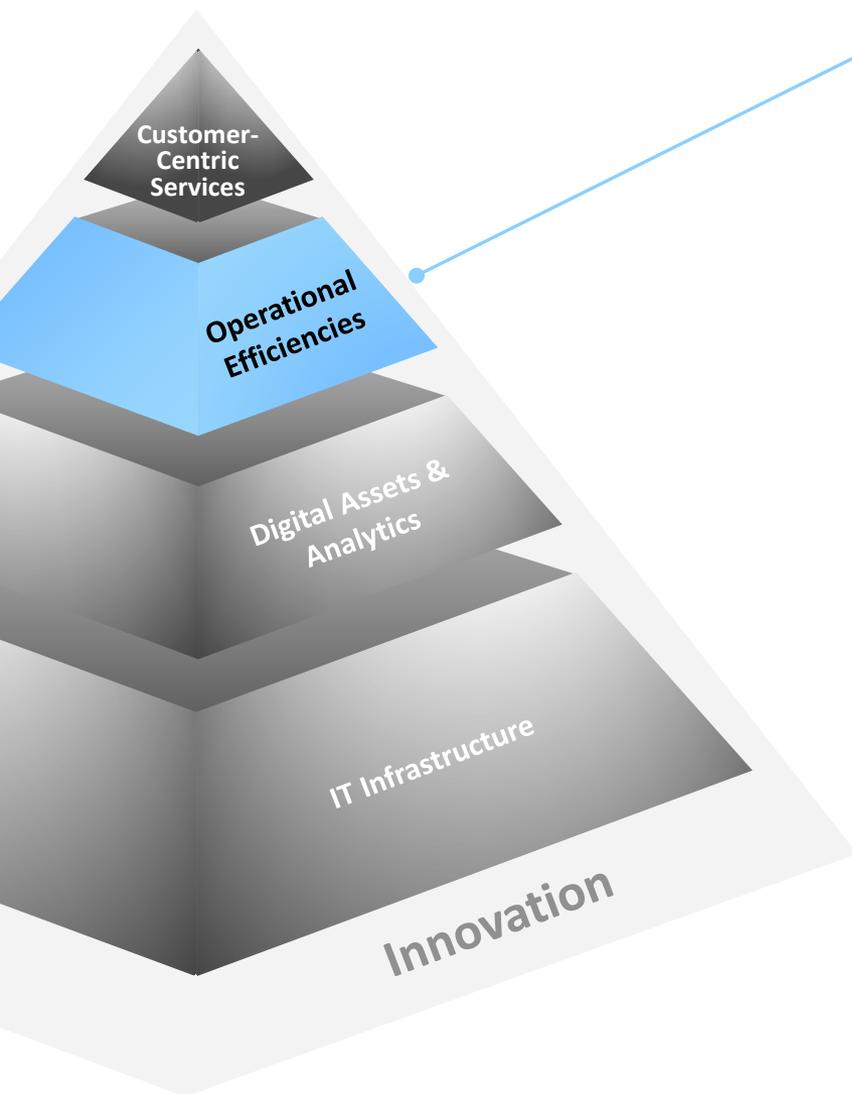
- Concierge style assistance crafted to help customers easily navigate County services.
- On-line self-service, including kiosks, remote access from homes and businesses via the internet, and mobile devices Call centers that support voice, text, and chat interactions.
- In-person interactions between 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.

# Information Technology Strategy (2019 – 2024)



## 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.

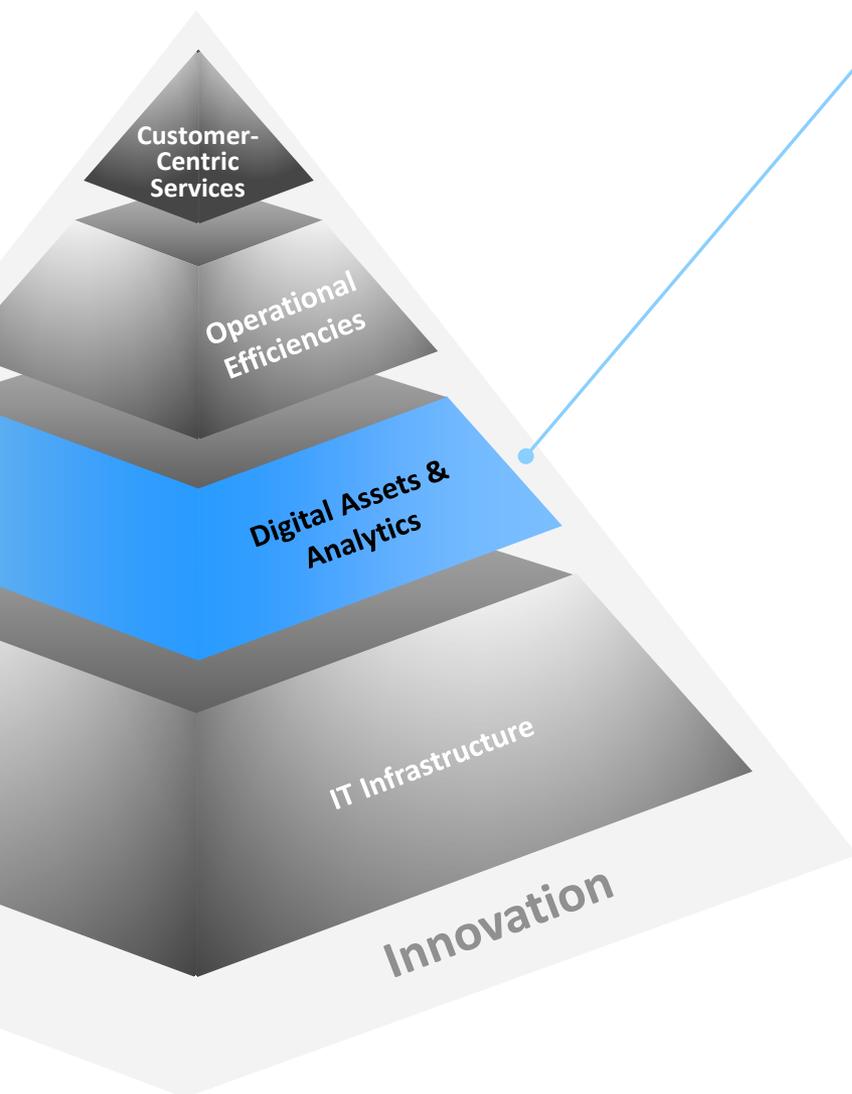
- Consolidation and digitization of all County forms with intelligent workflow.
- Cognitive-enabled processes that automate routine activities.
- Customer self-service.
- Data-sharing and analytics that promote a one-stop shopping approach to services .

### 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

# Information Technology Strategy (2019 – 2024)



## 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:

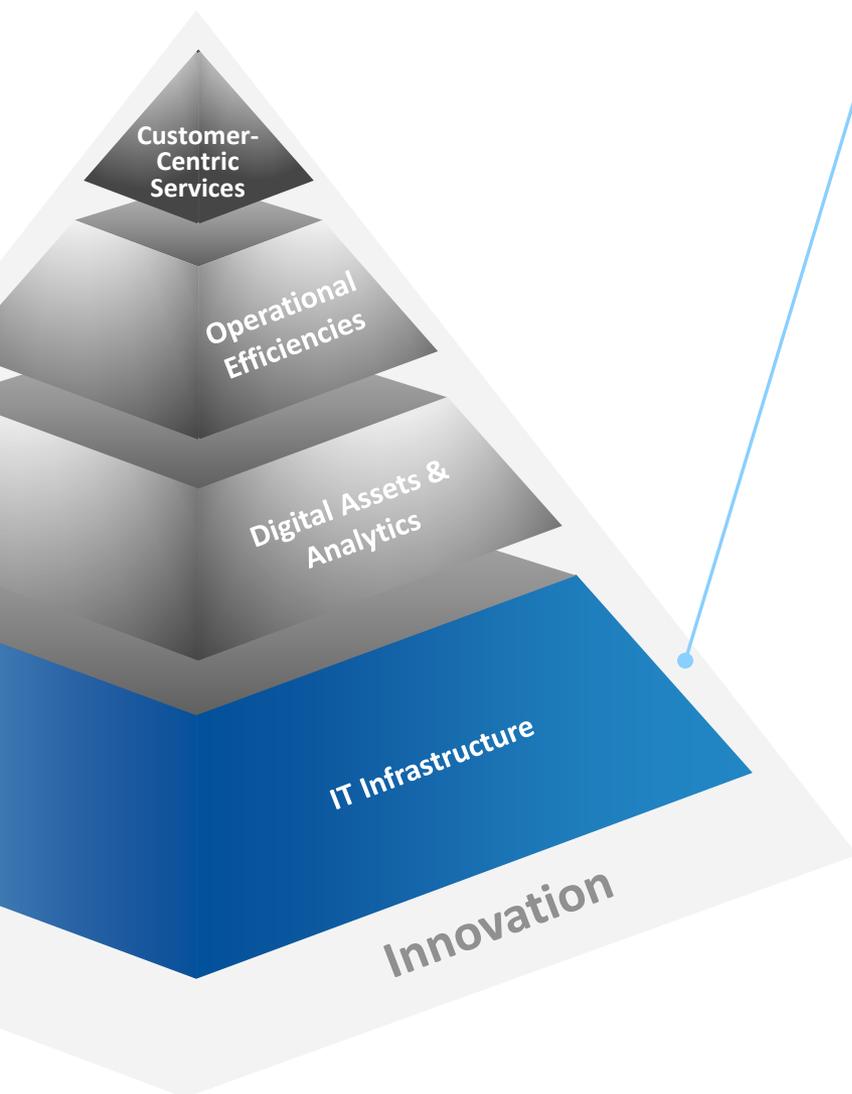
- Data portal for County residents and businesses to utilize for community initiatives.
- A robust data sharing environment.
- Predictive and trend analytics to improve County Operations.
- Sensor-based data collection and analytics.

### 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.

# Information Technology Strategy (2019 – 2024)



## 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:

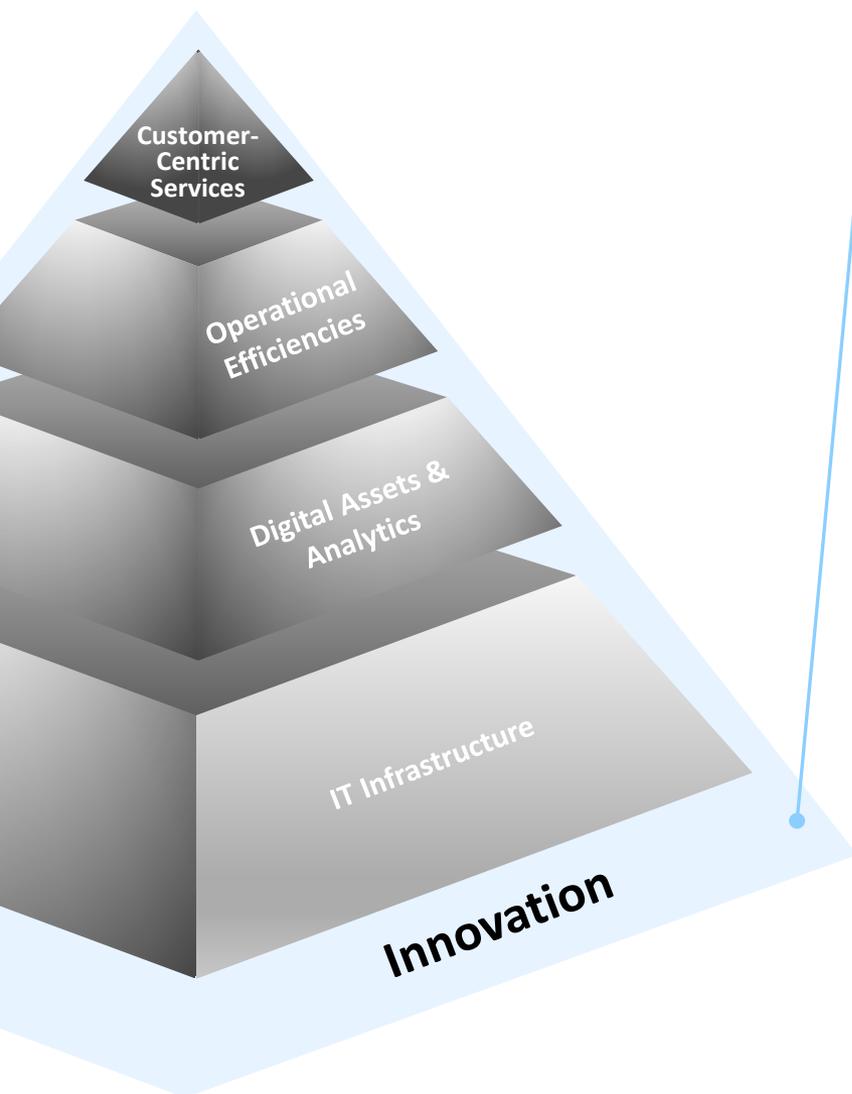
- Data and voice networks to support higher traffic (e.g., video and sensor data).
- Fast and resilient computing and storage platforms.
- Increased use of sensor-based components and other technologies associated with the Internet of Things (IoT).
- Advanced, sophisticated security technologies.
- Ever-evolving 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.

# Information Technology Strategy (2019 – 2024)



## 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.