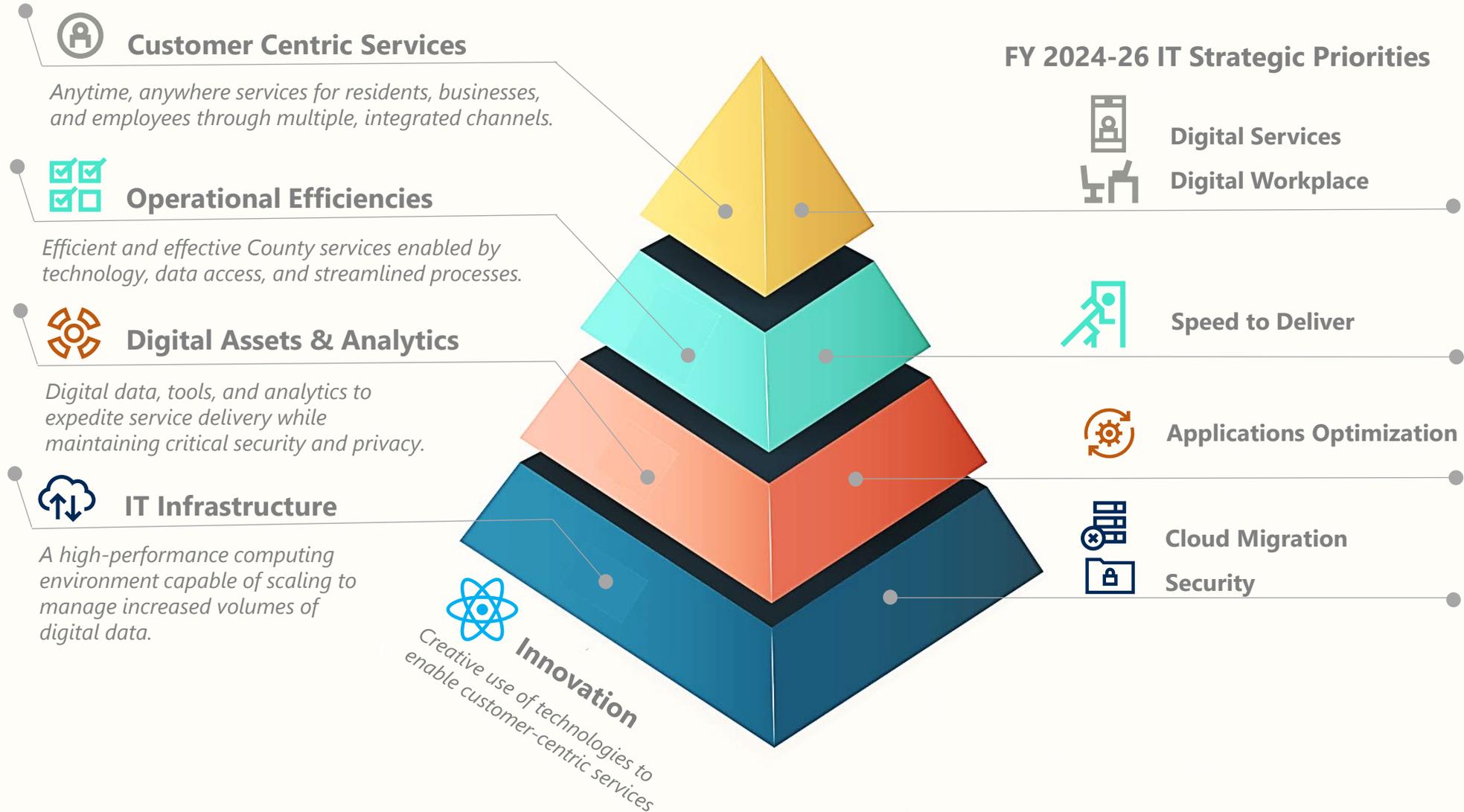


County of San Diego Information Technology Strategy (2024 – 2026)

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



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User Research and Design

Promote a user-centric approach to the County's digital services customer including their needs and pain points, providing insights into designing optimal digital services.

Information Architecture

Enable the structural design of information for digital services that include organizing and labelling websites, portals, online communities and software to support the usability and findability of customer-centric services.

Digital Content and Design Consulting

Evolve and enforce consistent content and design guidelines, standards, and best practices in order to enhance the user experience and enable more self-service opportunities for County customers.



Digital Services Platform

Establish the infrastructure for digital services (including the web platform, content delivery, document portals and repositories), providing a single customer electronic interface to County services.

Secure Customer Identity

Enable the login into County portal(s) with a single ID in order to reduce the points of entry for using a variety of County services (e.g., payments, document requests, RPAs, etc.).

Micro-Services

Develop and implement reusable services (e.g., bots, maps, queueing, forms, etc.), enabling speed of execution for multiple departments.

Equity, Accessibility & Compliance

Provides a Countywide approach for supporting multi-lingual capabilities, ensuring 508 compliance, and promoting the achievement of the County's inclusion and equity commitments.

Digital Services

Promote ease of use, self-service, accessibility, an enhanced customer experience and the equitable distribution of services for County customers by creating and leveraging digital solutions.

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Remote Support Model

Remote equipment Maintenance & Operations (M&O); Identify and implement standard configurations for remote users and review/revise remote support model

Safe & Secure Access

Safe and secure access for County employees, including internet connectivity, role-based access, and Multi-Factor Authentication (MFA).

Unified Communications Approach

Identify and deploy technology and solutions for meetings, collaborations, and communications.

Employee Portal

Culture-driven engagement hub for employees to access human resources and general County services and content aligned with employee's persona.

Content Services

Services-based accessibility for internal County content (e.g., A&C, DHR, General Services, and Purchasing & Contracting) that is heavily used by county departments.

Digital Workplace

Enable and support employees electronically in a work-from-anywhere environment. Promote efficiency and productivity by providing easy access to information employees use the most.

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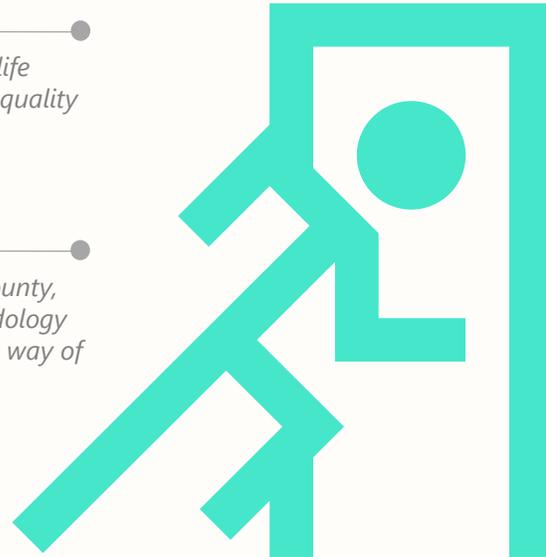
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DevSecOps

Accelerate the time to value in the systems development life cycle and provide continuous delivery with high software quality by leveraging agile processes and low code platforms.

Design Thinking

Create a sustainable Design Thinking capability at the County, giving business users a human-centric innovation methodology that promotes early idea generation and prototyping as a way of refining system and process requirements.



Application Development Platform

Promote application development platforms for enterprise use and leverage, in particular low code development platforms capable of supporting digital transformation of government services.

Innovation Program

Restart the Innovation Program, building on lessons learned and best practices identified pre-COVID, including the \$1M Innovation Fund used for proofs of concept.

Speed to Deliver

*Improve speed of IT solution delivery without sacrificing quality or increasing technical debt.
Accelerate the overall pace at which IT understands business needs, decides how to support those needs,
and responds by delivering capabilities that create value.*

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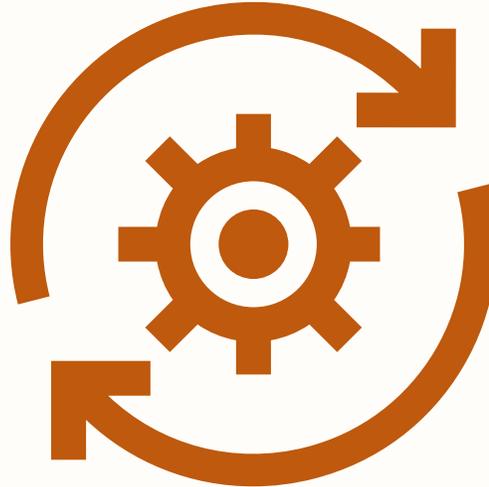
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Application Technical Data & Analytics

Objective is to increase the availability and currency of application technical data. This includes data on software assets, configuration management, market currency, compliance with enterprise standards, and on-going application performance. At a minimum, this information will feed applications portfolio rationalization, assist in applications maintenance & operations, and support overall security management.

Cloud Architecture Standards & Patterns

Objective is to expand the County's 'bricks' to encompass cloud architecture standards and patterns, including adoption of cloud-native services to refactor or re-architect applications during cloud migration to improve application performance.



Application Portfolio Rationalization

Objective is to provide applications owners and end-users with information that will guide their investments and choices about modifications, upgrades, and retirements.

Application Development Platform

The County's software applications portfolio includes contracts with a large number of third-party vendors. Contracts procured through the County's IT Outsourcing (ITO) Agreement have a common baseline set of terms and conditions. Contracts not procured through the ITO have a range of terms and conditions, many of them less stringent than the ITO Agreement (including many SaaS applications). The objective of this activity is to establish a baseline of minimally-acceptable terms and conditions that can be applied to all future software agreements.

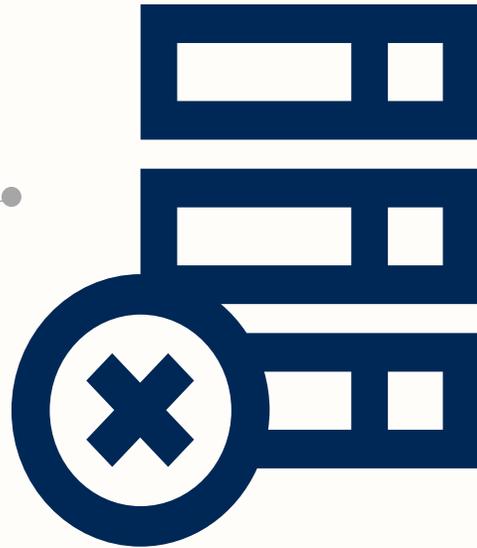
Applications Optimization

Refresh and update the County's applications portfolio for digital optimization of services and improvement of business value.

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Core Cloud Processes



Primary Activities

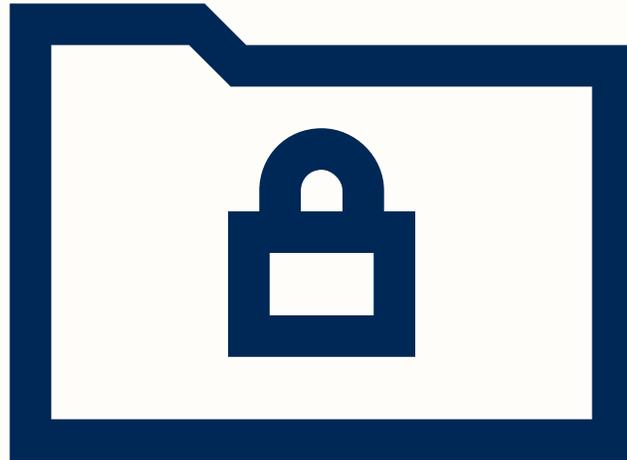
1. Migration financial model – Rationalize current enterprise-wide RUs and allocations to facilitate migrations with minimal duplicative costs
2. Cloud organizational model - including structure and resources
3. Cloud adoption and migration policies
4. Cloud guiding principles
5. Cloud decision model – decision tree that includes cloud suitability, cloud placement, and application architectural decisions (e.g., rehost, refactor, etc.)
6. Cloud migration process – overall plan to migrate on-premise applications and supporting infrastructure to public cloud (or not)
7. Risk management and security management policies
8. Cloud architectural standards and patterns – expand architecture bricks and patterns to include cloud-native services and underlying products
9. Cloud operational readiness – including documentation of infrastructure as code

Cloud Migration

Move from on-premise data centers to managed public cloud environments no later than the end of 2026 to increase scalability and resilience, and to minimize impacts of transitioning data centers.

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Primary Activities

1. Foundational
2. Applications Security
3. Change Management
4. Data Security
5. Endpoint Security
6. Governance
7. Identity & Access Management
8. Mobile Security
9. Network Security
10. Security Analytics
11. Vulnerability Management
12. Email Security

Security

Maintain County data integrity, privacy, and confidentiality, and prevent unauthorized intrusions and/or disruptions in County network and computing services.