Information Services Department

STRATEGIC PLAN

2023-2025

smcgov.org/ISD

ISD

COUNTY OF **SAN MATEO**

MESSAGE FROM THE CIO

I am pleased to share ISD's 2023-2025 Strategic Plan with you and highlight how our upcoming projects align not only with our department's mission and values, but also the needs of our community through the County's Shared Vision 2025 and beyond.

Our commitment to delivering a high level of service by collaborating with County departments on innovative solutions fosters a culture of continuous improvement and keeps our customers coming back to us as their provider of choice.

MICHAEL WENTWORTH
CHIEF INFORMATION OFFICER

ABOUT US

ISD is responsible for providing information technology (IT) services to support the business operations of County departments and regional agencies. Our 5 divisions connect our customers with the tools and technology they need to succeed.

**INFORMATION SERVICES DEPARTMENT
OFFICE OF THE CIO**

BUSINESS & FISCAL ADMINISTRATION	CLIENT SUCCESS	APPLICATIONS	NETWORK & SECURITY	IT OPERATIONS
Finance, Payroll, Business Systems Support, Procurement, Project Management, & Administration	Desktop Support, Service Desk, County Operators, Audio/Visual	Countywide Applications, GIS, Web Development, Database	Network, Security	Servers, Radio, Telephone Services, Data Centers & Facilities

The mission of the Information Services Department (ISD) is to connect employees within the County government and to connect residents to their government. The department strives to promote the effectiveness and efficiency of government and build stronger connections through reliable and secure infrastructure and applications, responsive service delivery, and greater transparency of information.

SHARED VISION 2025

By embracing emerging technologies and fostering partnerships, we will support and promote the County's [Shared Vision 2025](#) of a healthy, livable, prosperous, environmentally conscious, and collaborative community.

ISD Supports Livable Communities:
- Updated website platform to better connect residents to services
- Partnered with HSA to develop Homeless Outreach App

ISD Supports Healthy Communities:
- Improved connectivity on WOW carts for better patient care
- Updating Radio infrastructure to support First Responders

ISD Supports Collaborative Communities:
- Expanded Public Wifi connectivity to underserved communities
- Implemented live Spanish translations at BOS meetings

ISD Supports Environmentally Conscious Communities:
- Collaborate with Sustainability on E-Waste
- Developed GIS Mapping tool for the Local Hazard Mitigation Plan

ISD Supports Prosperous Communities:
- Redeveloping Middlefield Road corridor with new technology
- Introducing new innovative technologies to county agencies

OUR FOCUS IS ON...

Modernizing IT infrastructure to provide a resilient and robust IT environment

Partnering with County departments to further leverage existing and newly emerging cloud technologies

Continuing a cybersecurity strategy and framework that enables innovation while also meeting industry best practices

Fostering a dynamic working environment where innovation, employee engagement, and upskilling are top most priorities

EQUITY

ISD is committed to empowering our communities with equal access to information and services through innovative technologies by:

- Live interpretation and threshold language support for technology platforms in public meetings.
- Improved website platforms for residents to access government information and services in their preferred languages.
- Active participation in Core Equity Team, Data Committee, and Equity Tools Committee.
- Collaboration with Equity staff to develop the County's Equity Resource Hub.
- Inclusion of County Equity updates in standardized agendas for one-on-one meetings.
- Implementation of smart technologies in Middlefield Road improvement project and SMC Public Wi-Fi program.

VOICE OVER IP

VOIP
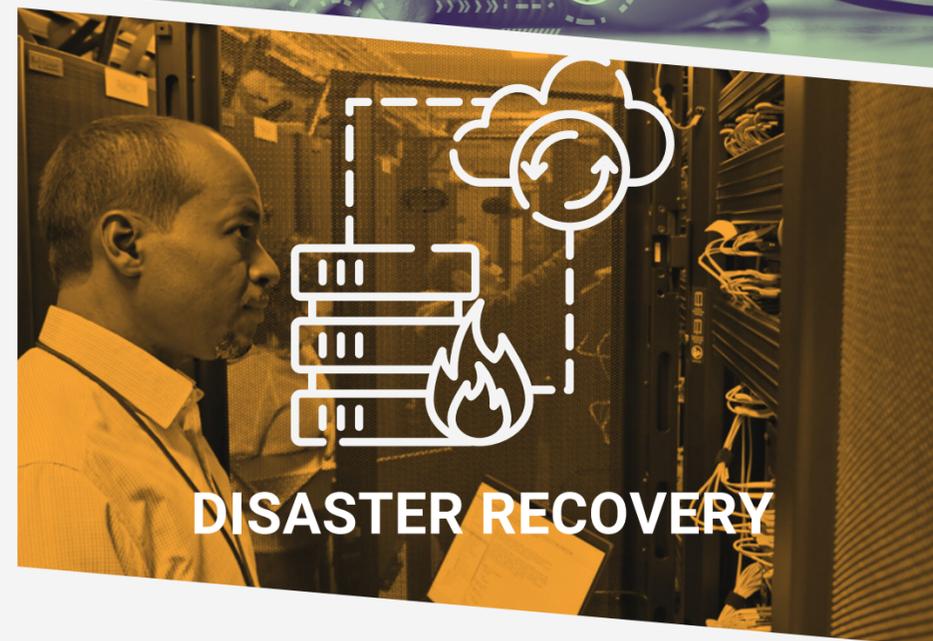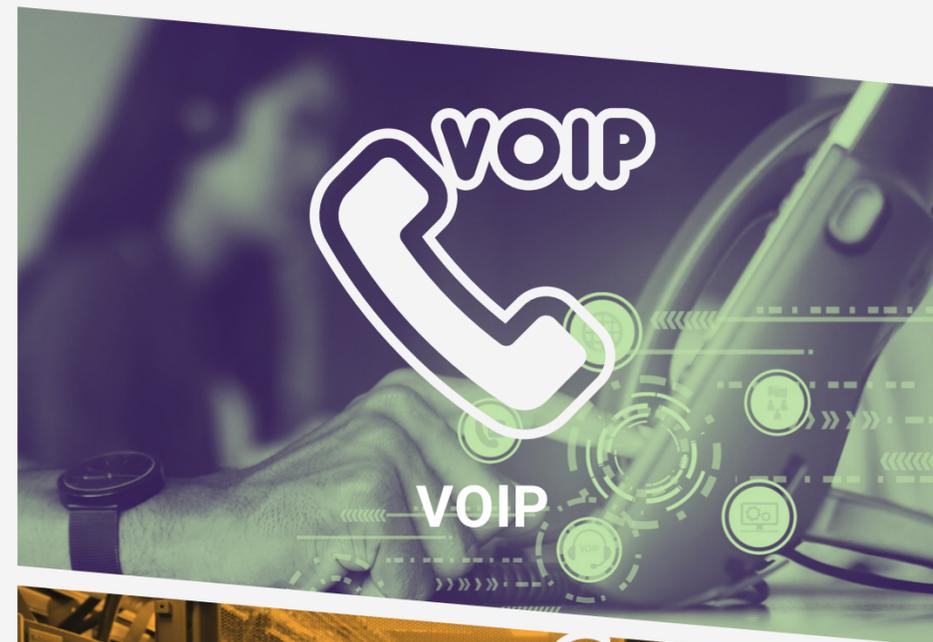
IT OPERATIONS DIVISION

Upgrading telephone environment to voice over internet protocol technology to enhance the county staff experience while working remotely or at alternate locations.

APPLICATION
UPGRADES

APPLICATIONS DIVISION

Bringing all public-facing mapping applications and other digital assets in compliance with the Web Content Accessibility Guidelines (WCAG 2.1) and exploring several emerging geospatial technologies such as indoor navigation, geo-enabled notifications, and augmented reality (AR)

PRIORITY:

INNOVATION

OFFICE OF THE CIO

The County's Innovation Program will partner with Department Innovation Champions to identify business problems which can be solved through existing or emerging technologies.

DISASTER RECOVERY

IT OPERATIONS DIVISION

To provide further resiliency for ISD Virtual Machine (VM) users, a Disaster Recovery as a Service (DRaaS) RFP is in progress.

PRIORITY:

CYBERSECURITY

NETWORK & SECURITY DIVISION

Implementing additional security event detection platforms designed to dynamically identify computing threats and spontaneously respond and resolve these threats with minimal disruption to the critical operational services of our customer departments.

DIVISION INITIATIVES
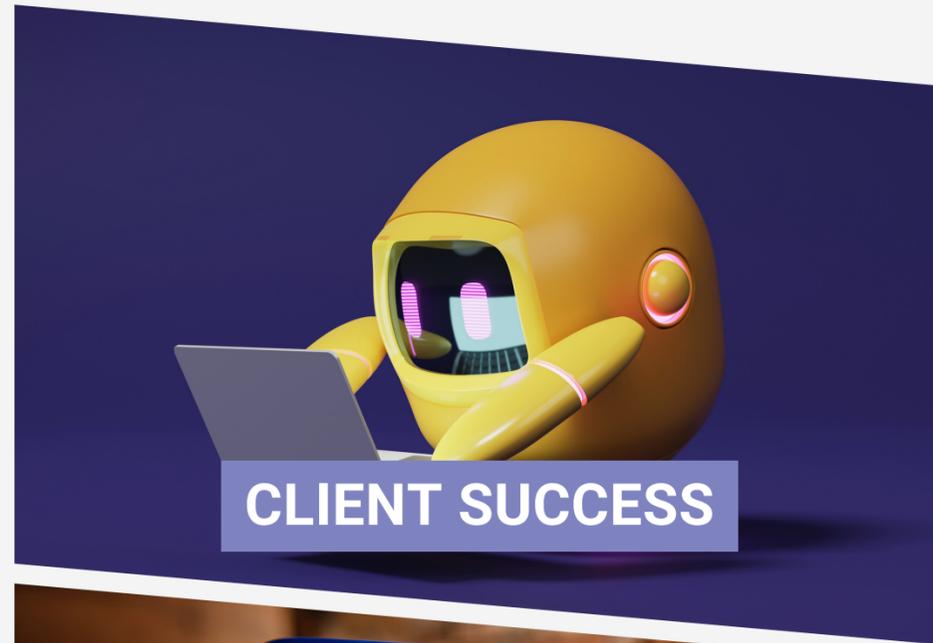
BFA

CLIENT SUCCESS

IT OPERATIONS

IT SECURITY

APPLICATIONS

BUSINESS & FINANCE

In FY 2023-25, Business & Finance Administration will pursue continuous improvements in providing administrative, procurement, project management and fiscal support for ISD functions. Some of these improvements include:

- **Implementing Robotics Process Automation** to automate repetitive manual processes and create capacity to perform more analytical work;

- **Implementing a project and portfolio management platform** to transform and standardize project lifecycle management to achieve greater degree of execution success;

- **Creating a centralized resource hub** for ISD staff to improve sharing of administrative, contractual, personnel/payroll, policy, and other resources to improve information sharing;

- **Deploying an IT financial management platform** to transform the creation of service charges and rates, processing of IT chargebacks, budgeting for IT services, financial forecasting, and reporting.

CLIENT SUCCESS

Client Success serves as ISD's liaison and escalation point for problem management, collaboration opportunities, and overall communication. We maintain a high level of customer satisfaction using a proactive customer relationship management strategy focusing on customer needs, open and frequent communication, and improved escalation processes. Some improvements planned for FY 2023-2025 include:

- **Redesigning the technology service management platform** to make it more customer friendly
- **Introducing a new artificial intelligence bot** to enhance customer communication
- **Adding voice over internet protocol (VOIP)** functionalities to the Service Desk line
- **Exploring new desktop tools** to increase our overall maintenance updates to ensure a positive experience for our customers.

APPLICATIONS

ISD Applications Division supports the County's Enterprise Applications used by County staff. In FY 2023-25 Applications will focus on:

- **Automation of** enterprise application license administration, digital transformation using online workflows, improving service delivery and self-service capabilities

- **Enhancement of the County website and enterprise GIS services;**

- **Exploring several emerging geospatial technologies** such as indoor navigation, geo-enabled notifications, and augmented reality (AR) through planned projects;

- **Bringing all public-facing mapping applications and other digital assets in compliance with the Web Content Accessibility Guidelines (WCAG 2.1)**

- **Assessing the use of more modern integration technologies;**

- **Assessing and upgrading security interfaces.**

IT SECURITY

IT Security endeavors to continually increase computing resiliency and flexibility in a secure manner. In FY 2023-25 we will:

- **Implement additional security event detection platforms** designed to dynamically identify computing threats and spontaneously respond and resolve these threats with minimal disruption to the critical operational services;

- **Embark on a significant effort to integrate cloud computing** into the current county enterprise computing framework;

- **Design a resilient cloud computing overlay** capable of hosting any cloud service provider such as Google, Amazon Web Services or Microsoft Azure Hosting services;

- **Upgrade the countywide server and PC anti-malware software** which will provide significantly greater protections against malicious viruses and malware;

- **Implement a countywide vulnerability scanning platform**;

- **Implement a countywide security operations center** to provide 24/7/365 security monitoring services.

IT OPERATIONS

In FY 2023-25, IT Operations will continue its focus on projects that are critical for County departmental operations:

- **Upgrading to VOIP** will enhance the county staff experience while working remotely or at alternate locations;

- **Investigating a data center consolidation strategy and explore enhancing cloud capabilities** because a combination of onsite and cloud based data centers could improve resiliency and allow the county to scale services computing needs as required;

- **Continuing to execute** on the Radio Infrastructure Roadmap,

- **Coordinating with stakeholders** to define a strategy for effectively adopting managed services and SaaS solutions where it makes sense;

- **Continuing to work with the County Executive's Office and Department of Public Works** to complete implementation of smart street technologies on the Middlefield Road Corridor.

BEYOND 2025 > > >

As technology continually evolves, the one constant we strive to maintain is the value we place on our employees and the services provided to the County. ISD is committed to the well-being of our employees and fosters a balanced hybrid work environment, and career growth opportunities.

We encourage feedback to promote continual growth. We strive to harness our strengths and capitalize on opportunities to pave the way for continued strategic growth and success.

Maintain a Strong Teamwork Environment

Provide Resilient & Robust Network Delivery

Foster Innovation & Creativity

Mitigate Cybersecurity Threats

Adopt Cloud-first Solutions

Retain Good Talent