

Mission

Partner with County departments to deliver services to our community through operational excellence and innovative technology solutions in support of the County's mission.

Vision

The County of Santa Clara's Vision is TSS's Vision: Engaged employees delivering exceptional customer experiences.

Strategic Domains

1: {EMPOWER} Diverse and High Performing TSS Team

2: {OPERATE} Operational Excellence and Growth

Core Values

- Respect:** Listening to each other and considering all opinions.
- Integrity:** Being honest with each other and doing the right thing for the organization and our peers.
- Accountability:** Ensuring that we meet our commitments.
- Transparency:** Providing accurate and clear information to everyone.
- Compassion:** Showing sympathy and being willing to help each other.
- Excellence:** Going above and beyond the call of duty to produce extraordinary results.

3: {GROW} Thriving Relationships with Our Customers

4: {TRANSFORM} Innovation and Digital Government Transformation

Key Performance Indicators

Metric	EOY Target
TSS Support of Inbound Ticket Volume (Qtrly ticket Count)	43.8k
Average TSS Support Ticket Resolution Time (Days)	10.75
% of reporting adoption	60%

Metric	EOY Target
Rate of milestone delivery	
Satisfaction with TSS Services (%)	90%

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{EMPOWER} Diverse and High Performing TSS Team

- **SPEED UP HIRING PROCESS:** Work with ESA to improve the hiring process - IT Human Capacity Planning & Workforce Management. (1.1)
- **DYNAMIC RECRUITMENT DASHBOARDS:** Recruitment dashboards in place & kept current for IT Human Capacity Planning & Workforce Management. (1.2)
- **LEARNING ETS:** Utilize creative learning options to enable the team to keep up with emerging technologies. (1.3)
- **ENSURE OPERATIONAL CONTINUITY:** Establish solid development and succession planning. (1.4)
- **JOB CLASSIFICATIONS:** Adjust job classifications to match the fast evolving technology landscape (1.5)
- **LEARNING PROGRAM:** Develop prescriptive learning program for TSS staff. (1.6)
- **DECISION MAKING:** Distribute decision-making down the organization to increase agility and engagement. (1.7)
- **VISIBILITY:** Increase empathy and a sense of meaning by making the impact of the team's efforts visible. (1.8)
- **HYBRID WORK:** Establish standards for hybrid work. (1.9)
- **DEI:** Embrace diversity, equity, and inclusion! (1.10)
- **INTERNAL LEARNING:** Provide internal learning opportunities by encouraging shifting between positions. (1.11)
- **BA CoP:** Establish Business Analysts' Community of Practice. (1.12)

2

{OPERATE} Operational Excellence and Growth

- ORG KPI: TSS Support of Inbound Ticket Volume: Quarterly count of inbound requests to the Servi Desk and other TSS support teams. (2.1)
- ORG KPI: Average TSS Support Ticket Resolution Time (Days): Number of days from when a ticket opened until it is closed. (2.2)
- EXCEED INDUSTRY-STANDARD SERVICE DESK METRICS: Ensure Service Desk Metrics are in industry-standard range (wait time, abandonment rate...) (2.3)
- CLOSE PROCESS GAPS: TSS has filled its critical internal process gaps (i2P, P2C, C2C) (2.4)
- OPERATING MODELS: Develop operating models to create clear lines of accountabilities between the TSS teams. (2.5)
- ARCHITECTURE AS CHANGE: Utilize architecture to create the rules and assurances for technolog change / integration. (2.6)
- MENTORING: Establish mentorship program. (2.7)
- TECHNICAL DEBT: Identify and classify technical debt to successfully reduce it. (2.8)
- ACCELERATE CHANGE MANAGEMENT: Organizations and individuals are not formally requesting and tracking all changes being performed. (Technology Change Management) (2.9)
- REDUNDANT TECHNOLOGIES: Normalize the application and infrastructure portolios to remove redundant technologies. (2.11)
- ESTABLISH PROBLEM INCIDENT MANAGEMENT (PIM): Major incident and problem management task force in place #6.1.1 Incident Management. (2.12)
- SOFTWARE TRACKING: Centralize software license tracking to understand liabilities, and model future demand. (2.14)
- SYSTEM EVENTS: Proactively monitor and detect system events and prevent service impacts. (2.15)
- SERVICE CATALOG: Launch the Operational Service Catalog (2.16)
- ASSET INVENTORY: Create and manage a centralized and comprehensive technology asset inventory. (2.17)
- AUTOMATE TESTING: Continue to automate software testing to reduce delivery time and improve quality. (2.18)
- AGILE: Continue to shift traditional software development methodologies to Agile approaches. (2.21)
- CITIZEN DEVELOPMENT: Develop strategy to increase the usage of low-code/no-code tools to enable faster solution development. (2.22)
- BLUEPRINT: Create and develop a process to maintain the blueprint of the County's business capabilities and technologies. (2.23)
- CLEAN UP BACKLOG: Identify low quality active projects for review by ITGC. (2.24)
- SKIP LEVELS: Embrace mentoring and skip-level meetings. (2.25)
- IT POLICIES: Simplify Access to Clear IT Policies (2.26)
- IT COMMS PLAN: Operationalize the IT Communications Plan. (2.27)
- POLICY VIOLATIONS: Eliminate Accidental Policy Violations (2.28)
- PWA SHARED SERVICES: Implement resource management across TSS (Shared Services) to effectively deliver projects using MS PWA. (2.29)
- STREAMLINE PROCESSES: Continue to reengineer, develop and streamline the value streams in Bridges and operationalize our core internal IT processes (intake, project etc.). (2.30)
- CORE PROCESSES: Continue to reengineer, streamline and automate our core internal IT processes (intake, project etc.). (2.31)
- DEMAND MANAGEMENT: Create accurate asset demand forecasts to better manage inventories. (2.32)
- PROCUREMENT: Collaborate with Procurement to speed up technology and service acquisition. (2.33)
- CONFIG DEPLOYS: Automate configuration deployment to reduce manual work and errors. (2.34)
- PROCESS: Increase adoption of strategic reporting framework. (Program Health) (2.46)
- PERFORMANCE: Increase rate of strategic milestone delivery. (Program Health) (2.47)
- ALIGNMENT: Develop deep understanding of our customer's capabilities, strategies, and challenge. (2.49)

3

{GROW} Thriving Relationships with Our Customers

- ORG KPI: General Satisfaction with TSS Services: % County customers that would use TSS as IT provider if given the choice (3.1)
- COMPLETE SINGLE POINT INTAKE: Single point of work intake process for new services or service changes or projects 1.2.1 Business Relationship Management. (3.2)
- CREATE DEMAND MANAGEMENT PROCESS: Mature process in place including Small Change/Feature Request process. Better wording: Mature demand/intake process. - IT Program a Project... (3.3)
- IT GOVERNANCE: Revitalize IT Governance to engage our stakeholders in the IT investment decisions. (3.5)
- TRANSITION REVIEWS: Tighten Operational Transition Reviews to assure production-ready solutions (3.6)
- CUSTOMER UNDERSTANDING: Develop deep understanding of our customer's capabilities, strategies, and challenges. (3.8)
- PE CoP: Establish the Process-engineering Center of Excellence. (3.9)
- TIME TRACKING: Reengineer time tracking to simplify the process and gain high quality data. (3.10)
- KEY PROGRAMS: Deliver on our key programs and provide brilliant technological solutions. (3.11)
- COLLABORATIONS: Establish strong trust-based collaborative relationships with County agencies (3.12)
- BRM PRACTICE: Build a high-functioning Business Relationship Management practice. (3.13)
- CLIENT SAT SURVEY: Gather data on client satisfaction to monitor service quality and quantify satisfaction. (3.14)
- CHARGEBACK MODEL: Establish an efficient and understandable charge-back/show-back model. (3.15)
- MEASURE VALUE: Measure potential and realized business value when IT products or services delivered. (3.16)

4

{TRANSFORM} Innovation and Digital Government...

- INSPIRE YOUTH: Work with local schools to inspire youth to use technology to serve the community (4.1)
- DREAM BIG: Encourage TSS staff to dream big by inviting to speak about their technology innovations. (4.2)
- 10X ROI: Seek out 10x opportunities by completing over 25 proofs-of-concept per year. (4.3)
- DIGITAL TRANSFORMATION: Develop a comprehensive Digital Transformation Strategy. (4.4)
- AUTOMATE INNOVATE: Invest in automation to gain better outcomes and shift our teams' focus to innovation. (4.5)
- CLOUD: Advance the County's Cloud Transition. (4.6)

Leigh Abbot

- Current State Documented
- Pilot OM Framework
- Scale
- Kick off ConOps
- % Milestones (incl. CIs) with current progress reported
- % Action Items with forward motion across the entire stack
- % Milestones meeting or exceeding targets
- % Milestones Planned-to-Done within program increment
- Stand Up CoP
- TSS / PRC Phase 1
- TSS/PRC Phase 2 (Oracle renewal)
- ESA/PRC (TBD?)

Pomi Amjad

- Discovery
- Develop KPIs

Ed Bagsik

- IT Standards
- Community of Practice and Interest
- Roadmaps for Key Technology Domains: Key technology domain strategy aligned with business strategy - Strategy, Lifecycle & Roadmaps

Dan Baldree

- Establish reporting and policy
- Develop document standard

Rinky Bhattacharyya

- Education & Training
- Analyze gaps in the current Bridges program
- Comprehensive end to end view of the Bridges program
- Socialize Bridges Program across verticals
- Measure Project Health Indicators: Project health indicators available near real-time (with Umesh) #4.1.1 IT Program and Project Management

Ivy Casuga

- Milestone 1: Process definition and artifacts
- Milestone 2: Socializing SCCLab and PoCs across TSS
- Milestone 3: Execute PoC

Indira Choudhuri

- Establish KPIs to be measured

Hilson Chua

- Ensure ORR for ARB: Operational Transition Reviews in place - Solution & Service Transition into Production #3.5
 - Milestone 4: Complete Capability Model for FES*
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Nina D'Amato

- Solve the Problem
 - Decision to Procure
 - Strengthen TSS Operating Models: Clearly defined TSS and department level Operating Models (Concepts of Operations/Management Systems) #1.1.2 IT Strategy & Alignment with Business Strategy
 - Discovery
 - Conduct monthly skip level meetings and mentoring sessions
 - IT Steering Committee
 - Track all projects and sprints in PWA
 - Establish Communities of Practice
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Cathy Dong

- Create Integration Framework: Framework for system integration utilized (standards, design patterns, guidelines...) #4.1.3 System Integration.
-

Patrick Fujii

- Discovery
 - Governance
-

Juan Gallardo

- Complete Capability Model for PSJ
-

Lisa Golkar

- Evaluate Knowledge Management
 - Build CMDB: Build out a robust, maintainable, and usable CMDB
 - Create Customer Facing Service Catalog: Operational Service Catalog (Business Service Catalog) in place #5.1.2 Service Portfolio Management #5.1.2 Service Catalog Management
 - Discovery
 - Implement Randomized Cherwell Survey
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Rebecca Hernandez

- Conduct engagement/outreach sessions (CA) via brown bags, all hands recognition, and awards.
-

James Jones

- Conduct Workshops
- Identify gaps
- Closing the gaps

Lori Kenepp

- Develop Governance and Standards for TSS Intranet sites
- Initial TSS Climate Survey (Annual)
- CIO Reporting Tool

- Email Communications Tool w/ Analytic Capabilities
- Milestone 5: Presentation Skills Training for Executives
- Milestone 6: Train staff to write for non-technical audience
- Milestone 7: Develop MVP TSS Intranet

Daryl Kobashigawa

- Facilitate knowledge transfer in FES

- Implement Measures of Value for FES FY 22

Ritesh Koickel

- Gain understanding of inflight work

Vijay Kumar

- Milestone 1: Plan, organize and develop artifacts/materials for youth engagement and county brand.
- Milestone 2: Develop and deliver collaborative technology solutions

- Milestone 1: Identify, develop and deliver a media sharing platform.
- Milestone 2: Conduct engagement/outreach sessions via brown bags, all hands recognition and awards.

Nhan La

- Discovery

- CMS Redesign Phase II - New Portal UX Designs

Teresa Lee

- Develop test automation standards

- Assessment

Jimmy Liang

- Reporting & Dashboards

Kent Mitchell

- Contract recruiting services authorized for hard to fill technical roles
- Fully implement a general IT entrance exam collaboratively created to screen candidates
- Discovery

- Develop Process
- Document Coverage Areas
- Discovery
- Define CA Portolios (Project Portfolio, Operational Portfolio) - Needs dependencies resolved

Ameen Moslehi

- PSJ - Address SPOCs with an emphasis on contractors
- PSJ - Realign roles and organization structure
- PSJ - Ongoing Meetings
- PSJ Bi-Annual Employee Engagement Survey
- PSJ - Continue to deliver on key projects
- PSJ - Empower managers and staff to strengthen/foster relationships

Jean Olson

- Discovery -
- Complete vendor evaluation
- Select vendor and fund
- Plan pilot
- Roll out 6-month pilot
- Discovery
- Manage communications/advertisements and utilization metrics for available FY22 training credits in partnership with the VMO team.

Umesh Pol

- Discovery
- Execute
- Create
- Simplify TSS Time Tracking: Lean TSS-wide time-tracking process - IT Cost Management

Ida Rosenblum

- Established IT Policy Library
- Created best practices for IT Policies (Policy Policy)
- Defined process and frequency IT Policy review
- Implemented IT Policy Review Process

Neelam Saini

- Training & user adoption
- Implement in Cherwell
- Discovery
- Milestone 2: Establish Service structure

Earl Sgambati

- Milestone 1: Establish Project plan
- Milestone 2: Analysis
- Milestone 3: Implementation
- Establish Operational Transition Reviews: Operational Transition Reviews in place - Solution & Service Transition into Production

Scott Shamblen

- 100% License Management & Renewal: Centralized license renewal schedule and license renewal management #8.1.3 IT Software and Hardware Asset Management
- Discovery
- Improve Hardware Asset Management: Centralized and comprehensive technology asset inventory - ITAM
- Discovery
- Discovery

Adesh Siddhu

- Milestone 5: Complete Capability Model for SSA

Sanjeev Singla

- Discovery
- Discovery
- Complete the POC Network Switch Upgrades

Sandy Stier

- Review SSA-specific data already collected
- Conduct planning workshop
- Capture data on decision-making
- Share successes and progress with SSA and TSS Partners
- Engage staff in DEI actions (Social, Hiring, Education)
- Formalize skill development via position shifting
- Formalize skip level meetings
- Automate software testing where possible in SSA
- Connect TSS Leadership with SSA Leadership
- Formalize Feedback
- Formalize feedback and value measurement
- Establish early adoption opportunities for staff

Edward Suess-Hassman

- Create Delivery Method for Insight into Status of Recruitments
- Managers aware of the responsibility to review Recruitment Reports and track their recruitments
- Establish Continuous Update Access & Procedures
- Lay the ground work

Swee Hor Teh

- Embed TCO Optimization Plan: Design Reviews assure that TCO optimized, the solutions are well engineered, supportable and future-proof #2.1.9 Technology Assurance, Technical Design Review
- Create Design Traceability: Design Reviews assure that requirements trace to design elements #2.1.9 Technology Assurance, Technical Design Review
- Complete Capability Model for TSS

Tom Tilmant

- Proactively Monitor Events: Event Management prevents system outages by proactive problem detection and mitigation #5.1.4 Service & Operational Level Monitoring & Management
- Discovery

Khalid Turk

- Create knowledge sharing processes
- Conduct a qualitative review of the talent pipeline among Managers and Senior Managers
- Completion of nine box and ongoing topic at leadership meetings
- Train, mentor and empower ITMs and Sr. ITM enabling them to decision making
- Promote employees' contributions
- Make diversity, equity, and inclusion a part of hiring process
- Devise a strategy to automate Healthcare testing
- Establish a baseline of project methodology in Q1 FY22.
- Complete an assessment of low-code/no-code opportunities in Health System by the end of Q2 FY22.
- Assess current processes of production deployment and identify manual work.
- Hold Interdisciplinary meetings to gain understanding of establish governances
- Create and deploy surveys
- Identify areas of focus
- Develop HealthLink automation strategies

Aisha Wahab

- Identify Problems

Matt Woo

- Participate in job-related training/conference across staff
- Facilitate knowledge transfer in CTO
- Architecture Reviews
- Discovery
- Develop plans and Automate Software testing in Mode 2 where possible
- Continue to train staff on agile tools and utilize when possible
- Invest in Training
- Proliferate to use no-code and low-code tools within development team
- TSS Internal Alignment in place
- Staffing in place
- Complete Capability Model for HHS
- Assess value after Mode 2 application delivery

Duane Wood

- Understand & Recognize Technical Debt
- Socialization/Educate Technical Debt (people)
- Integrate Technical Debt (process)
- Understand Current State
- Current State Redundant Assessment
- Architectural Design Tool Selection
- Develop process to audit and maintain blueprint data