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.

Performance Summary

50% Achieved & On Target

4 Goals, Milestones & Actions

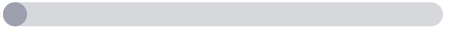|	
0% Achieved	0% Critical
50% On Target	25% Deferred
0% Off Target	25% Not Started

My Items

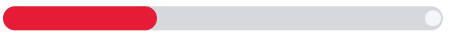| Item	YTD Actual
2.6.1.3: Design enterprise arch and domain specific arch	
2.6.5.4: Architects involved earlier in Bridges process to provide reviews, input on functional/technical requirements	100%
2.8: TECHNICAL DEBT: Identify and classify technical debt to successfully reduce it.	36.1%
2.8.1: Understand & Recognize Technical Debt	63%
2.8.1.1: Define criteria for critical technical debt	
2.8.1.2: Create TD Repository	100%
2.8.1.3: Define TD Approach	90%
2.8.2: Socialization/Educate Technical Debt (people)	40%
2.8.2.1: Create socialization approach	100%
2.8.2.2: Socialize Technical Debt across TSS	40%
2.8.2.3: Solicit input (interview/questionnaire) to identify potential hot spots	25%

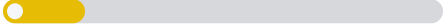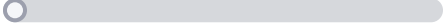| Item	YTD Actual
2.8.3: Integrate Technical Debt (process)	41.3%
2.8.3.1: Update TDR to account for TD	100%
2.8.3.2: Assessment of P2C to account for Technical Debt: Infrastructure Asset Lifecycle Management	25%
2.8.3.3: Updates to P2C to account for technical debt	
2.8.3.4: Track TD Indicators during AIM2 Dev	40%
2.11.3: Understand Current State	
2.11.4: Current State Redundany Assessment	
2.23: BLUEPRINT: Create and develop a process to maintain the blueprint of the County's business capabilities and technologies.	40%
2.23.1: Architectural Design Tool Selection	100%
2.23.3: Develop process to audit and maintain blueprint data	20%
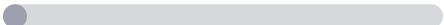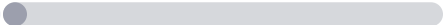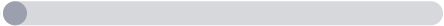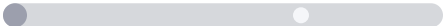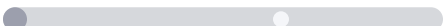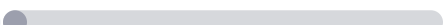
Goal
TECHNICAL DEBT: Identify and classify technical debt to successfully reduce it. (2.8)
Aligned to: #2 {OPERATE} Operational Excellence and Growth

	Owner	Measure	YTD Actual			YTD Target	
	Duane Wood	Percent Complete	**36.1%** YTD Actual	**0%** 04/05/21		YTD Target: 35%	**35%** 11/01/23

Milestone
Understand & Recognize Technical Debt (2.8.1)
Last comment: Dates for this CII may move based on reprioritization. (06/22/21)
Owner: Duane Wood | Measure: Percent Complete | **63%** YTD Actual | **0%** 04/05/21 | YTD Target: 20% | **100%** 09/30/22

Milestone
Socialization/Educate Technical Debt (people) (2.8.2)
Last comment: We are using the TDR and Conceptual review processes as a way to educate people about TD. This takes this from the conceptual to the tactical. (06/07/22)
Owner: Duane Wood | Measure: Percent Complete | **40%** YTD Actual | **0%** 03/14/22 | YTD Target: 50% | **50%** 09/30/22

Milestone
Integrate Technical Debt (process) (2.8.3)
Owner: Duane Wood | Measure: Percent Complete | **41.3%** YTD Actual | **0%** 03/01/22 | YTD Target: 50% | **50%** 09/30/22

Goal
REDUNDANT TECHNOLOGIES: Normalize the application and infrastructure portolios to remove redundant technologies. (2.11)
Aligned to: #2 {OPERATE} Operational Excellence and Growth
Last comment: 2.11.1 Must be rescoped, targets recast and started in FY23 (07/06/22)
Owner: Matt Woo | Measure: Percent Complete | **3.83%** YTD Actual | **0%** 01/01/21 | YTD Target: 66% | **66%** 12/31/23

Milestone
Understand Current State (2.11.3)
Last comment: Additional work on standards need to be completed before effort is applied to this task. (05/09/22)
Owner: Duane Wood | Measure: Percent Complete | YTD Actual | **0%** 04/01/22 | YTD Target: 62.1% | **62.1%** 12/31/22

Milestone
Current State Redundany Assessment (2.11.4)
Owner: Duane Wood | Measure: Percent Complete | YTD Actual | **0%** 11/01/21 | YTD Target: 33.1% | **33.1%** 10/31/23

Goal
BLUEPRINT: Create and develop a process to maintain the blueprint of the County's business capabilities and technologies. (2.23)
Aligned to: #2 {OPERATE} Operational Excellence and Growth
Owner: Duane Wood | Measure: Percent Complete | **40%** YTD Actual | **0%** 01/04/22 | YTD Target: 40% | **40%** 05/31/23

Milestone
Architectural Design Tool Selection (2.23.1)
Last comment: Reference checks are complete and final recommendation is submitted to procurement. Currently waiting for CC to be assigned. (06/07/22)
Owner: Duane Wood | Measure: Blueprint Tool Selected | **100%** YTD Actual | **0%** 01/04/22 | YTD Target: 100% | **100%** 08/31/22

Milestone
Develop process to audit and maintain blueprint data (2.23.3)
Last comment: The new EA Tool has built-in functions to prompt asset owners to validate their data is accurate. This data will be included in a dashboard for management review. (06/07/22)
Owner: Duane Wood | Measure: Percent Complete | **20%** YTD Actual | **0%** 04/01/22 | YTD Target: 25% | **25%** 03/31/23

Goal
DEI: Embrace diversity, equity, and inclusion! (1.10)
Aligned to: #1 {EMPOWER} Diverse and High Performing TSS Team

Last comment: CARRY FORWARD: Rescope due to changes at the county level. A new dept, the Office of Diversity, Equity, & Inclusion now determines applicable data and what data may be viewed and used. As it is a fairly new dept still ramping up, TSS may not be able to perform the previously planned work w/in next year as scoped. (07/05/22)

Owner
Edward Suess-Hassman

Measure:
Percent Complete

67%
YTD Actual

0%
11/01/21

YTD Target: 100%

100%
06/30/23
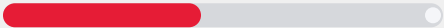
Milestone
Lay the ground work (1.10.1)
Last comment: Process halted due to ESA sensitivity of D.E.I. data. (05/19/22)

Owner
Edward Suess-Hassman

Measure:
Percent Complete

0%
YTD Actual

0%
11/01/21

YTD Target: 100%

100%
12/31/21

Action Item
Get the data (TSS, County, other technology organizations in the area) (note: Intake form update) (1.10.1.1)
Last comment: Process halted due to ESA sensitivity of D.E.I. data. My access to create, edit and obtain D.E.I. data for TSS has been removed. (05/19/22)

Owner
Edward Suess-Hassman

Measure:
Percent Complete

0%
YTD Actual

0%
11/01/21

YTD Target: 100%

100%
11/30/21

Action Item
Benchmarks (1.10.1.2)
Last comment: Process halted due to ESA sensitivity of D.E.I. data. (05/19/22)

Owner
Edward Suess-Hassman

Measure:
Percent Complete

0%
YTD Actual

0%
12/01/21

YTD Target: 100%

100%
12/31/21

Goal
ARCHITECTURE AS CHANGE: Utilize architecture to create the rules and assurances for technology change / integration. (2.6)
Aligned to: #2 {OPERATE} Operational Excellence and Growth

Last comment: Milestones to be refined as scope is confirmed. (07/06/22)

Owner
Ed Bagsik

Measure:
Percent Complete

44%
YTD Actual

0%
07/01/20

YTD Target: 25%

25%
03/31/23

Action Item
Develop API management Reference Architecture (2.6.1.1)
Last comment: Completed 2 work sessions with Microsoft on APIM reference architecture. (03/22/22)

Owner
Cathy Dong

Measure:
Percent Complete

65%
YTD Actual

0%
01/01/21

YTD Target: 70%

70%
10/31/22

Milestone
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 (2.6.3)
Last comment: 7/12/2022: Pending prioritization (07/12/22)

Owner
Swee Hor Teh

Measure:
Percent Complete

55%
YTD Actual

0%
03/01/21

YTD Target: 100%

100%
10/31/22

Action Item
Define TCO framework (2.6.3.1)
Last comment: 7/12/2022: Framework defined. TCO for feasibility analysis, proof of concept and solution assessment completed and available on Arch Center. Pending prioritization for next steps (07/12/22)

Owner
Swee Hor Teh

Measure:
Percent Complete

100%
YTD Actual

0%
04/12/21

YTD Target: 75%

75%
10/31/22

Action Item
Socialize TCO elements and calculation tool with OCIO (2.6.3.2)
Last comment: Team discussed the next steps to determine adoption, implementation and ownership. Next meeting on white boarding scheduled in June 2022 (04/10/22)

Owner
Wendy Collins

Measure:
Percent Complete

35%
YTD Actual

0%
04/01/21

YTD Target: 100%

100%
10/28/22

	Owner	Measure	YTD Actual	03/01/21		YTD Target	10/31/22

Action Item
Provide training for architects on how to understand overall TCO calculation during technical design review (2.6.3.3)
Owner: Swee Hor Teh — Measure: *Percent Complete* — **15%** YTD Actual — **0%** 03/01/21 — YTD Target: 79.8% — 10/31/22

Last comment: 7/12/2022: Completed TCO for feasibility analysis, proof of concept and solution assessment to provide cost confidence / accuracy of +/-95% with Innovation and architect teams. Pending prioritization to complete the TCO for project (one-time) and ongoing support for the overall TCO calculation with impacted teams/parties. (07/12/22)

Action Item
Review TCO framework in ARB (2.6.3.4)
Owner: Swee Hor Teh — Measure: *Percent Complete* — **0%** YTD Actual — 06/01/22 — YTD Target: 5% — 10/31/22

Last comment: 7/12/2022: Pending next steps on implementation and adoption, and prioritization (07/12/22)

Milestone
Architecture Reviews (2.6.5)
Owner: Matt Woo — Measure: *Percent Complete* — **88%** YTD Actual — **0%** 05/03/21 — YTD Target: 100% — **100%** 06/30/22

Action Item
Reporting metrics, post review for projects in PWA with Arch Involvement (2.6.5.3)
Owner: Matt Woo — Measure: *Percent Complete* — **75%** YTD Actual — **0%** 02/01/22 — YTD Target: 100% — **100%** 05/31/22

Last comment: Arch has been working with PM CoE to integrate a Conceptual Review and Requirements review into Bridges. As this rolls out, metrics related to Arch early engagement and review quality scores will be collected. (05/09/22)

Milestone
IT Standards (2.6.6)
Owner: Ed Bagsik — Measure: *Percent Complete* — **0%** YTD Actual — 07/01/20 — YTD Target: 72% — **72%** 03/31/23

Milestone
Community of Practice and Interest (2.6.8)
Owner: Ed Bagsik — Measure: *Percent Complete* — **0%** YTD Actual — 10/01/21 — YTD Target: 100% — **100%** 06/30/22

Action Item
Community of Practice and Interest process documented (2.6.8.1)
Owner: Ed Bagsik — Measure: *Percent Complete* — **0%** YTD Actual — 10/01/21 — YTD Target: 100% — **100%** 12/31/21

Action Item
Community of Practice and Interest governance established (2.6.8.2)
Owner: Ed Bagsik — Measure: *Percent Complete* — **0%** YTD Actual — 03/16/22 — YTD Target: 70% — **100%** 04/29/22

Action Item
Community of Practice and Interest process published and socialized (2.6.8.3)
Owner: Ed Bagsik — Measure: *Percent Complete* — **0%** YTD Actual — 04/01/22 — YTD Target: 100% — **100%** 06/30/22

Goal
REDUNDANT TECHNOLOGIES: Normalize the application and infrastructure portolios to remove redundant technologies. (2.11)
Owner: Matt Woo — Measure: *Percent Complete* — **3.83%** YTD Actual — **0%** 01/01/21 — YTD Target: 66% — **66%** 12/31/23

Aligned to: #2 {OPERATE} Operational Excellence and Growth

Last comment: 2.11.1 Must be rescoped, targets recast and started in FY23 (07/06/22)

Milestone
Roadmaps for Key Technology Domains: Key technology domain strategy aligned with business strategy - Strategy, Lifecycle & Roadmaps (2.11.2)
Owner: Ed Bagsik — Measure: *Percent Complete* — **0%** YTD Actual — 02/08/21 — YTD Target: 65.5% — **100%** 07/30/21

Action Item
Gap identification and recommendation (2.11.2.2)
Owner: Ed Bagsik — Measure: *Percent Complete* — **0%** YTD Actual — 03/15/21 — YTD Target: 100% — **100%** 07/31/21

Action Item
Document Creation (2.11.2.3)
Owner: Ed Bagsik — Measure: *Percent Complete* — **0%** YTD Actual — 08/01/21 — YTD Target: 100% — **100%** 10/30/21

Action Item	Owner	Measure:				
Milestone 4: Cadence for alignment (2.11.2.4)	Ed Bagsik	Percent Complete		**0%** YTD Actual 02/08/21	YTD Target: 100%	**100%** 10/30/21

Milestone	Owner	Measure:				
Create Design Traceability: Design Reviews assure that requirements trace to design elements #2.1.9 Technology Assurance, Technical Design Review (2.18.1) Last comment: Completed (01/07/22)	Swee Hor Teh	Percent Complete	**100%** YTD Actual	**0%** 04/01/21	YTD Target: 100%	**100%** 06/30/22

Action Item	Owner	Measure:				
Milestone 2: Develop definition, templates (2.18.1.2) Last comment: Completed (01/07/22)	Swee Hor Teh	Percent Complete		**0%** YTD Actual 05/01/21	YTD Target: 100%	**100%** 12/31/21

Action Item	Owner	Measure:				
Milestone 3: Training and operationalizing (2.18.1.3) Last comment: Completed (01/07/22)	Swee Hor Teh	Percent Complete		**0%** YTD Actual 07/01/21	YTD Target: 100%	**100%** 12/30/21

Action Item	Owner	Measure:				
Milestone 4: Refresh and Improvement (2.18.1.4) Last comment: Operationalized in Jan 2022 (01/07/22)	Swee Hor Teh	Percent Complete		**0%** YTD Actual 09/01/21	YTD Target: 100%	**100%** 06/30/22

Goal	Owner	Measure:				
CUSTOMER UNDERSTANDING: Develop deep understanding of our customer's capabilities, strategies, and challenges. (3.8) Aligned to: #3 {GROW} Thriving Relationships with Our Customers	Adesh Siddhu	Percent Complete	**40%** YTD Actual	**0%** 07/01/21	YTD Target: 100%	**100%** 06/30/25

Milestone	Owner	Measure:				
TSS Internal Alignment in place (3.8.1)	Matt Woo	Percent Complete	**100%** YTD Actual	**0%** 10/01/21	YTD Target: 100%	**100%** 06/30/22

Action Item	Owner	Measure:				
Alignment with TSS Leaders on the strategic goal (3.8.1.1) Last comment: Discussed at TSS Huddle. Got alignment and name of folks we need to work with to document TSS capabilities. (02/11/22)	Matt Woo	Percent Complete	**100%** YTD Actual	**0%** 02/15/22	YTD Target: 100%	**100%** 06/30/22

Action Item	Owner	Measure:				
Resources made available and dependencies resolved (3.8.1.2) Last comment: Alignment with TSS Leadership completed. (04/06/22)	Matt Woo	Percent Complete	**100%** YTD Actual	**0%** 10/01/21	YTD Target: 100%	**100%** 06/30/22

Milestone	Owner	Measure:				
Staffing in place (3.8.2)	Matt Woo	Percent Complete	**15%** YTD Actual	**0%** 01/03/22	YTD Target: 25%	**25%** 06/30/23

Action Item	Owner	Measure:				
EA identified for areas where there is none assigned currently (3.8.2.1) Last comment: Working with Kent to identify additional budget to convert the EA role to a Senior EA role. (04/06/22)	Matt Woo	Percent Complete	**15%** YTD Actual	**0%** 01/03/22	YTD Target: 50%	**50%** 06/30/23

Milestone	Owner	Measure:				
Complete Capability Model for HHS (3.8.3)	Matt Woo	Percent Complete		**0%** YTD Actual 10/01/21	YTD Target: 19.9%	06/30/24

Action Item	Owner	Measure:				
Complete capability model for SSA (3.8.5.1)	Adesh Siddhu	Percent Complete	**100%** YTD Actual	**0%** 10/01/21	YTD Target: 100%	**100%** 03/31/22

Milestone	Owner	Measure:				
Complete Capability Model for TSS (3.8.6)	Swee Hor Teh	Percent Complete	**43%** YTD Actual	**0%** 10/01/21	YTD Target: 30%	**30%** 03/31/25

Action Item	Owner	Measure:				
Complete TSS AIM2 Innovation (3.8.6.1) Last comment: 7/12/2022: Same comment as of 5/18/2022. (07/12/22)	Swee Hor Teh	Percent Complete	**49%** YTD Actual	**0%** 03/01/22	YTD Target: 65.8%	09/01/22

Action Item
Complete TSS AIM2 Solution Architect (3.8.6.2)
Last comment: 7/12/2022: Working on goals and roadmaps (07/12/22)

Owner
Swee Hor Teh

Measure:
Percent Complete

49%
YTD Actual

0%
03/01/22

YTD Target: 65.8%

09/01/22

Action Item
Complete TSS AIM2 Mod2 (3.8.6.3)
Last comment: 7/12/2022: Changes in management, working to validate capabilities (07/12/22)

Owner
Swee Hor Teh

Measure:
Percent Complete

40%
YTD Actual

0%
03/01/22

YTD Target: 65.8%

09/01/22

Action Item
Complete TSS AIM2 AI (3.8.6.4)
Last comment: 7/12/2022: Change in management and ownership of this. (07/12/22)

Owner
Swee Hor Teh

Measure:
Percent Complete

33%
YTD Actual

0%
03/01/22

YTD Target: 65.8%

09/01/22

Milestone
Complete Capability Model for PSJ (3.8.7)

Owner
Juan Gallardo

Measure:
Percent Complete

17%
YTD Actual

0%
10/01/21

YTD Target: 21.3%

03/31/25

Action Item
Complete capability model for Pre-Trial Services (3.8.7.1)
Last comment: Making good progress detailing capabilities. (03/25/22)

Owner
Juan Gallardo

Measure:
Percent Complete

50%
YTD Actual

0%
10/01/21

YTD Target: 74.7%

11/18/22

Action Item
Complete capability model for Sheriff's Office (3.8.7.2)
Last comment: Making good progress (03/25/22)

Owner
Juan Gallardo

Measure:
Percent Complete

25%
YTD Actual

0%
10/01/21

YTD Target: 49.8%

03/31/23

Action Item
Complete capability model for Department of Correction (3.8.7.3)
Last comment: making good progress (04/11/22)

Owner
Juan Gallardo

Measure:
Percent Complete

26%
YTD Actual

0%
10/01/21

YTD Target: 33.1%

12/31/23

Goal
DIGITAL TRANSFORMATION: Develop a comprehensive Digital Transformation Strategy. (4.4)
Aligned to: #4 {TRANSFORM} Innovation and Digital Government Transformation
Last comment: Scope to be clarified and plan revised accordingly. (07/06/22)

Owner
Matt Woo

Measure:
Percent Complete

45%
YTD Actual

0%
11/15/21

YTD Target: 100%

100%
06/30/23