



County of Santa Clara

Technology Services and Solutions



150 West Tasman Drive | San Jose, California 95134 | (408) 918-7127

MEMORANDUM

DATE: September 22, 2020

TO: Honorable Board of Supervisors
Jeffrey V. Smith, County Executive

FROM: Imre Kabai, Interim Chief Information Officer DS
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SUBJECT: Off Agenda Report Regarding Technology Costs and Services that may be Delayed, Deferred, or Reevaluated

On September 1, 2020 (Item No. 38), the Board approved a request from Supervisor Simitian for Administration to provide an off-agenda report to the Board of Supervisors (BOS) before September 22, 2020 relating to technology costs and services that may be delayed, deferred, or reevaluated.

TSS impacts a broad range of technology services supporting the County user community. Technology service applications have been developed and deployed to enable citizens to conduct self-serve services (i.e. SSA, Property Taxes, Vital Records) reducing expenses for the County and the citizens. There are many public-facing websites that are maintained and updated by TSS staff to ensure continuity of business for Countywide departments and agencies. TSS has led the integrations of many diverse software solutions, deployments of equipment and infrastructure upgrades related to the acquisition of two hospitals and a medical center into the existing HHS system.

The work performed by TSS in these unprecedented times of COVID-19 has enabled the use of technology by the County to respond and meet the needs of the County and the citizens. A few examples are:

- Enabled 10,000+ County staff to work remotely
- Launched dashboards to provide services and information on COVID-19
- Assisted State of California to provide accurate data for citizen COVID-19 reporting
- Enabled technology solution for Contact Investigation/Contact Tracing
- Assisted in opening largest COVID-19 testing site in Northern California
- Public facing portal for Social Distancing Protocol Attestation
- Deployed several video conferencing solutions

Technology Service and Solutions (TSS) has evaluated over 140 possible proposed solutions, focus areas and process changes which could result in delayed, deferred, or reevaluated costs to the County. These proposals were evaluated using the following criteria:

- Financial Benefit
- Time to Implement
- Organizational Risk
- Technical Risk
- Investment Required



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In addressing current budgetary constraints, TSS has initiated work on several of the proposed focus areas. Highlighted below are a few examples:

Extend Refresh Cycle for Personal Computers and Computer Accessories

Opportunity	Financial Benefit	Time	Organizational Risk	Technical Risk	Investment Required
Lengthen the refresh cycle for PCs AND PC accessories (monitors, keyboards, mice etc) to 5 years.	High	Low	Moderate	Moderate	Moderate

Recommendation: Extend IT equipment refresh cycle from 4 years to 5 years. Do not extend support to 5th year, as this is a high cost with little return. The small percentage of device failures in 5th year can be handled as replacements as needed. BOS Item #38 on the September 1, 2020 meeting has been deferred with a date uncertain to resubmit for BOS consideration after an in-depth analysis by TSS of the funds needed to provide the minimum amount of funding needed through the remainder of contract term ending July 31, 2021. A revised Leg File will be submitted and presented to the BOS prior to December 2020 representing a reduction in the request to add funding to the HP Inc. Agreement.

Conversion of Paper Based Instruments to Electronic

Opportunity	Financial Benefit	Time	Organizational Risk	Technical Risk	Investment Required
Convert paper based instruments to electronic: Electronic Document Signatures, online W-2's; other areas to be identified	Moderate	Low	Low	Low	Low

DocuSign Amendment August 2020 completed. DocuSign Usage has increased due to remote work as well as countywide adoption of use in several departments/agencies. A further reduction of 10% of unit cost has been negotiated for the next 12-months term. A net new savings of \$112,000 per year to the County was obtained in this negotiation. Non-Labor Cost savings based on \$0.98 saved in print/scan/mail costs per document will result in an additional savings of \$686,000 annually for the estimated 700,000 units anticipated usage. Total annual savings is estimated to be \$798,000.

A more detailed assessment has started for the online W-2. Recommendation: Incorporate W2 documents into an online version, which will save money on printing, consumables costs, postage, labor cost, hard copy document retention and storage costs. Next steps are to analyze the actual technology required, the applicable process to convert W2s into online documents, timeframe required to transition to this format and rollout online distribution of W2s county wide.



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Telecom and Network Billing Circuit Audit

Opportunity	Financial Benefit	Time	Organizational Risk	Technical Risk	Investment Required
Telecom/Network Billing and circuit audit.	Moderate	Low	Low	Moderate	Low

A Telecom/Network Billing and Circuit Audit solicitation is currently being discussed with Procurement. This will be a direct benefit to all countywide departments and agencies because of the reduction in the number of circuits and cost of circuits which will equate to savings that will be generated through the collaborative efforts of TSS, Procurement and countywide agencies. The County anticipates identification of \$750K to \$1M in realized annual savings.

GIS Data Source

Opportunity	Financial Benefit	Time	Organizational Risk	Technical Risk	Investment Required
GIS: Use city-sourced address point data instead of County staff maintained address points	Moderate	High	Low	Low	Moderate

Collaborate with cities to utilize city-sourced address point data instead of county staff-maintained address points. This will provide savings in County staff time to maintain this data and allow for staff to perform other critical work.

Deactivation of User Licenses Not Accessed in over 6-Months

Opportunity	Financial Benefit	Time	Organizational Risk	Technical Risk	Investment Required
Create process to remove licenses (i.e. O365) by deactivating accounts that haven't been accessed for over six months.	High	Low	Low	Moderate	Moderate

Create process to remove licenses (i.e. O365, Adobe) by deactivating accounts that have not been accessed for over six months. Process has been implemented for County staff. In April 2020, TSS deactivated Countywide Microsoft accounts, excluding Health and Hospital System (HHS), which resulted in \$1.20M annualized savings and cost avoidance for future years. A further reduction for HHS accounts is being analyzed which could result in approximately \$912K of annualized savings and future years cost avoidance. Total annual savings if process is implemented across all County Departments/Agencies is estimated to be \$2.11M.



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Improved Vendor Management of Contracts

Opportunity	Financial Benefit	Time	Organizational Risk	Technical Risk	Investment Required
Improve Vendor management and oversight – put contingencies and penalties for vendors who cannot deliver on time, quality of their contracts.	Low	Low	Low	Low	Low

Increase accountability and vendor management oversight based on their Service Level Agreements (SLAs) established when contracts are negotiated. The established SLAs allows the County to invoke penalties for failing to deliver as contractually required which includes reimbursement from vendors who cannot deliver on time and/or poor quality of the services delivered per the contract agreement. This is standard practice for SLAs and allows TSS to be more proactive in holding the vendor accountable for their performance-based milestones and delivery requirements as included in payments schedules.

Contract Scope of Work Reviews

Opportunity	Financial Benefit	Time	Organizational Risk	Technical Risk	Investment Required
Review contracts to ensure correct scope of work/service and efficient utilization of that scope	Moderate	High	Low	Low	Low

TSS Technical and Vendor Management Office teams will perform contract reviews to evaluate the scope of work (SOW) to ensure the County is efficiently utilizing applications and resources. Clear and quantifiable milestones will be examined more closely in SOWs to validate the County receives the applicable work or services it has contracted to receive. TSS-Technical and Vendor Management Office teams review of SOW's prior to award of work will yield better end results of projects and provide for appropriate analysis of risk to mitigate properly. This work is being implemented currently.

cc: Miguel Márquez, Chief Operating Officer
Megan Doyle, Clerk of the Board of Supervisors
Gene Clark, Chief Procurement Officer
Chiefs of Staff to the Honorable Board of Supervisors
Graham Bennett, Deputy Chief Information Officer