

# ITD PEOPLE PLAN 2026



people. service. innovation.

# OUR PEOPLE PLAN - About

The ITD Workplan is revisited annually as part of the ITD Strategic Plan refresh. The People section and the KPI's are evaluated to determine focus areas for the following year. We are proud of our organization's culture of shared purpose and perpetual improvement, which drives us to create solutions that benefit both our community and our people. Our review spans a broad spectrum, from refining recruitment processes to aligning with industry-leading talent acquisition, retention, and "future of work" strategies. This commitment has kept our voluntary turnover rate at just 4%—about half the industry average year after year.



# OUR PEOPLE PLAN

## Our Differentiators

### Diversity

- 82% diverse background
- ITD workforce = 9% Gen Z, 27% Millennial, 50% Gen X, 14% Baby-Boomer

### Community Focus

- Intern Programs: SSA, ITD Summer Intern Program
- Children's book drive, Pet supply drive, Senior Center card & gift drives
- Engagement – Combined Charities, PRIDE Month, Earth Day, Black History Month, Women's Hall of Fame
- Alameda County Community Food Bank: Food drive, Donations, Volunteering

### Our Goal Progress

- Turnover decreased this year to 7%, significantly lower than the industry average.
- 13 external candidates hired / 26 employees promoted / 30 employees converted to tenured/permanent.
- Focus on ITD job descriptions: review, revise & create = improved points of entry, increased growth opportunities, better employee retention

# OUR PEOPLE PLAN

## Plan

- Build & maintain a high-performance team that is skilled and adaptable to changing technologies.
- Review Strategic Plan



## Attract

- **Socially conscious**
- Collab. & modern work environment
- **Stability during volatile job market**
- Excellent benefits, competitive compensation
- **Cutting edge tech**



## Recruit

- **Post broadly and leverage positive reputation**
- Network with industry and County forums
- **Leverage Intern programs**
- Onboard efficiently



## Assess

- Performance Evaluation
- **Leadership Assessment**
- New technology skills gap
- **Regularly scheduled employee/supervisor 1:1s**



## Develop

- Extensive training plans
- **Participate in technical forums and conferences**
- Architecture Review Board
- **Numerous training opportunities**



## Retain

- **Provide career paths & opps. for growth/advancement**
- Practice 'Herzberg'
- **Celebrate success**
- Encourage Community Service
- **Foster environment of engagement**



## Transition

- **Succession planning**
- Knowledge sharing
- **Exec Mgmt Strategic meetings**
- Embrace ITD's culture

# OUR PEOPLE PLAN - Recruit

ITD's recruitment program aligns with industry-leading talent acquisition, retention, and "future of work" strategies, including:

- Regular evaluation of recruitment methods and platforms to ensure that ITD's employment opportunities are getting in front of talented, qualified and interested individuals.
- Remaining a top employment choice for former Interns, who return to start their careers.
- In a volatile industry with layoffs and high turnover facing the employees of our private-sector competitors, County Government Tech remains a stable, consistent place to work.
- Leveraging our creativity and exceptional employees to get the word out at job fairs, through our vendors, and by networking.



A collage of ITD recruitment posters. The top poster is for a "NETWORK SERVICES MANAGER" position, featuring a group photo of employees and the text "JOIN OUR TEAM". Below it is a poster for a "FULL-STACK DEVELOPER" position, which includes a "WE'RE HIRING" banner, a QR code, and details about the role and benefits. The bottom poster features the ITD logo and the slogan "Find your career. Find your purpose." with a colorful bar.

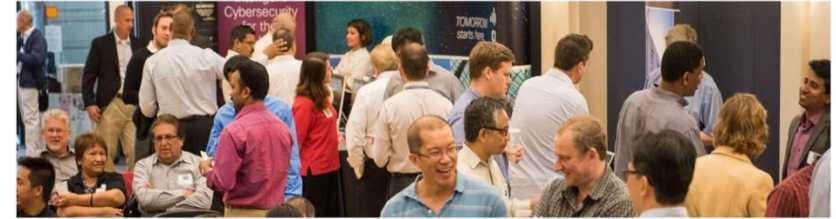
# OUR PEOPLE PLAN - Retain

**CIO Meet and Greet** - All new employees attend a session led by the CIO and his management team to learn about Government, the County, ITD and a bit about each other! Exposing our employees to the bigger picture and County-wide perspective is an important step in the retention piece of our greater initiative.

We focus on **Promotional Opportunities** through regular review of career ladders, succession plans and ITD's ever growing and changing organization

ITD keeps job/classification specifications updated, revising when needed and creating new descriptions as necessary **Prioritize Internal Growth** opportunities.

We **Celebrate ITD Successes**, recognize achievements and strive to provide meaningful work.



CIO Meet and Greet

TIM DUPUIS, CIO/REGISTRAR





# OUR PEOPLE PLAN - Develop

The **Architecture Review Board (ARB)** is an ITD forum to review new projects for compliance with ITD Enterprise Reference Architecture, architectural best practices and security best practices. It encourages participation by project leads and developers, both to present their projects, and to review other ITD projects in a round table setting.



**ARCHITECTURE  
REVIEW BOARD**

Through **Cross-Training & Collaboration**, ITD Encourages knowledge sharing and skill diversification. Our Client Services team were cross-trained with different agencies, and internal teams gained expertise in Public Works and Community Development programs. 3 critical retirees were partnered with back-up staff to train and take over when they leave ensuring a smooth transition.

# OUR PEOPLE PLAN – Engagement, Progress, Accomplishments

ITD hosted a number of events that challenge us to reimagine the way we work challenging us to find ways to achieve our goals:

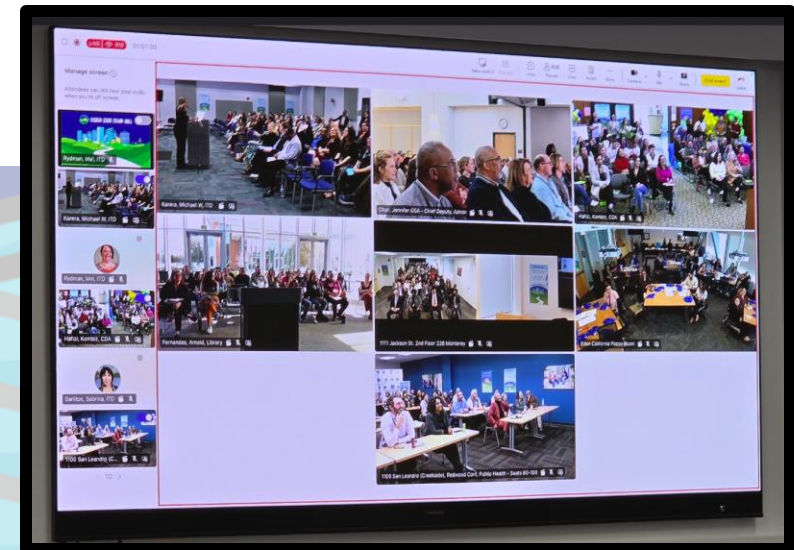
Hack-A-Thons - **Rethink AC 2026** This event encouraged 120+ AC employees to find creative ways to enhance customer service and improve how we work through collaboration, innovation and technology. Participants worked in cross-department teams to brainstorm ideas and solutions to better serve our clients and improve the way we do business.



# OUR PEOPLE PLAN – Engagement, Progress, Accomplishments

## The Road Ahead for Alameda County: A Bold Future Begins Now

Employees from all over Alameda County gathered at watch parties and watched online as we launched Alameda County’s Vision 2036 with a Town Hall meeting. The event, *the largest and most attended in the County’s history*, focused on how Vision 2036 serves as a unifying framework to guide decision-making, align departmental efforts, and advance equitable outcomes for residents over the next decade. Presentations outlined the vision’s core focus areas, including equity, sustainability, service effectiveness, and innovation. **Data, technology, and community engagement** play a critical role in addressing complex challenges such as housing stability, public health, climate resilience, and access to services.



# OUR PEOPLE PLAN – Engagement, Progress, Accomplishments



ITD increased the County’s **Cybersecurity Awareness Month (CAM)** presence in October, with the aim to boost our employees’ knowledge and readiness against cyber threats. Throughout the month, ITD offered a variety of activities including training sessions, helpful tips, videos, and expert talks, all focused around helping County employees become ‘cyber ready’.

ITD continues the successful **Data Center and Building Tours** to get people from different teams together to learn about our facilities.



# OUR PEOPLE PLAN – Engagement, Progress, Accomplishments

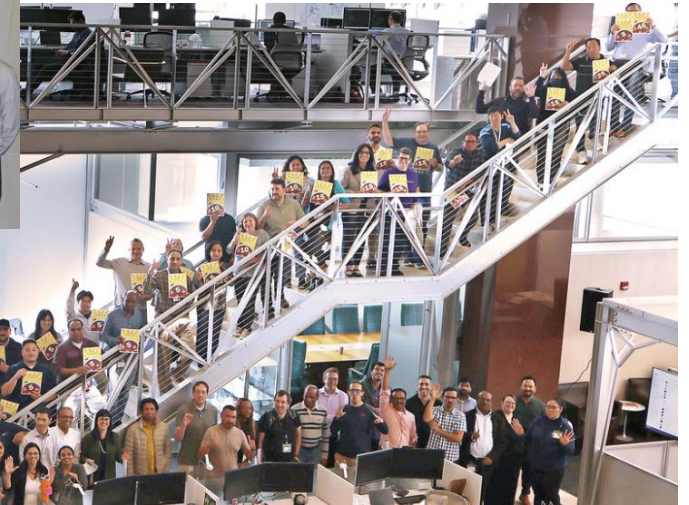
We recognize our employees with the **ITD Awards Celebration**, highlighting the numerous awards our teams garner throughout the year. These awards are a tribute to all the people of ITD and reflect our commitment to excellence in everything we do.



# OUR PEOPLE PLAN – Engagement, Progress, Accomplishments

**Employee Appreciation:** ITD organized a **spring BBQ and ice cream party** to appreciate our amazing team. In addition to appreciation, we recognized our employees who celebrated milestone work-anniversaries.

Additionally, throughout the year we had **Retirement Parties** to honor our retirees and acknowledge their contributions.



# OUR PEOPLE PLAN – Engagement, Progress, Accomplishments

Our culturally diverse team have many rich traditions and customs. A group of ITD employees coordinate an annual **Diwali** event to share this beautiful holiday with their ITD colleagues. There was a ceremony, dancing, music and wonderful food.



# OUR PEOPLE PLAN – Engagement, Progress, Accomplishments

ITD's employee annual events culminate with our **Festive Holiday Party**. The whole department convenes for a delicious lunch at ITD HQ, which has been decorated for the occasion.

There are games and contests for team members to engage in friendly competition, including a gingerbread house contest, scavenger hunt, video games and dessert contest.

Our CTO and Managers give brief speeches to appreciate our employees, and the day is finished with a raffle.



# OUR PEOPLE PLAN – Engagement, Progress, Accomplishments

Through our **ITD Cares initiative**, we seek opportunities to give back to our community through service, donations and volunteering. True engagement can be found when people are genuinely invested through multiple outlets.

- Children’s Book Drive / Pet Supply Drive for Shelters / LA Fires Supply Drive & Donations
- Interacting with our Senior Community with Valentines cards and Mother’s Day gifts
- PRIDE Month
- Black History Month
- Earth Day – Lake Merritt Clean-up
- AC Women’s Hall of Fame Event
- Science in the Park



#itdcares



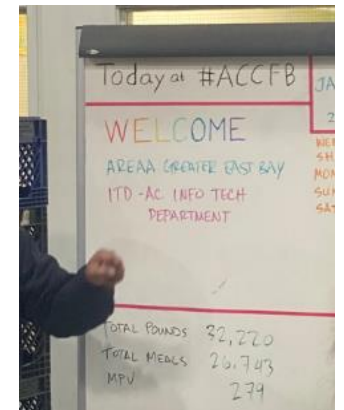
And our ongoing partnership with Alameda County Community Food Bank...

# OUR PEOPLE PLAN – Engagement, Progress, Accomplishments


ITD's partnership with the AC Community Food Bank grew in 2025.

Through our holiday season food & donation drive, we collected 712 pounds of food, donated nearly \$1,000, equaling a total of 2,417 meals!

ITD also began volunteering on a regular basis at the ACCFB facility, which is a fantastic opportunity not only to serve our community in a meaningful way, but to team-build with our coworkers and clients.



# OUR PEOPLE PLAN – In Summary



ITD's consistent prioritization of **Our People**, which includes our goals to **Plan, Attract, Recruitment, Assess, Retain, Develop** and **Transition**; along our focus on employee **Engagement, Progress** and recognition of **Accomplishments**, sets our team up for success. A highly engaged, talented team ensures smoother transitions, effective knowledge transfer, alignment with our evolving goals and furthers our culture of innovation.

With our continued preparation for change through strategic planning and resource allocation, ITD will continue contributing to Alameda County's success, making it a better place to live, work and do business.