

(d) 3. Information Technology Strategic Plan Update

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Information Technology Department

April 4, 2019

2017-2019 IT Strategic Plan

Spring 2019 Update

4/4/2019



When we last left our IT heroes...



We began with
Clarity



San José Smart City Vision

Just as the world looks to Silicon Valley to provide the most creative, impactful technologies to disrupt industries and transform lifestyles, so too can San José become a global leader for civic innovation. Becoming a “smart city” means that game-changing technologies and data-driven decision-making will drive continuous improvement in how City Hall serves our community, and to promote concrete benefits in safety, sustainability, economic opportunity, and quality of life for our constituents.

- Mayor Sam Liccardo

The core of San Jose's approach

CHAMPION
THE
CUSTOMER

LEARN
THROUGH
DATA

ITERATE
TO
IMPROVE

2016 → 2020

**Toward
Innovation in
Action**

Strategy: None → Roadmap → Cycles

**Traditional Government
Customer Experience**

**Delightful
Customer Experience**

**Inefficient
Processes**

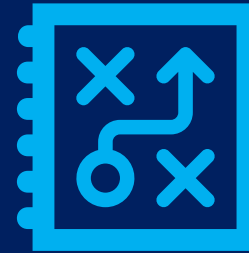
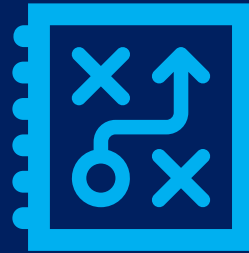
**Agile
Processes**

**Outdated
Technologies**

**Enabling
Technologies**

**Exhausted
People**

**Engaged
People**



Innovation IT Strategic IT Strategic
Roadmap Plan Plan

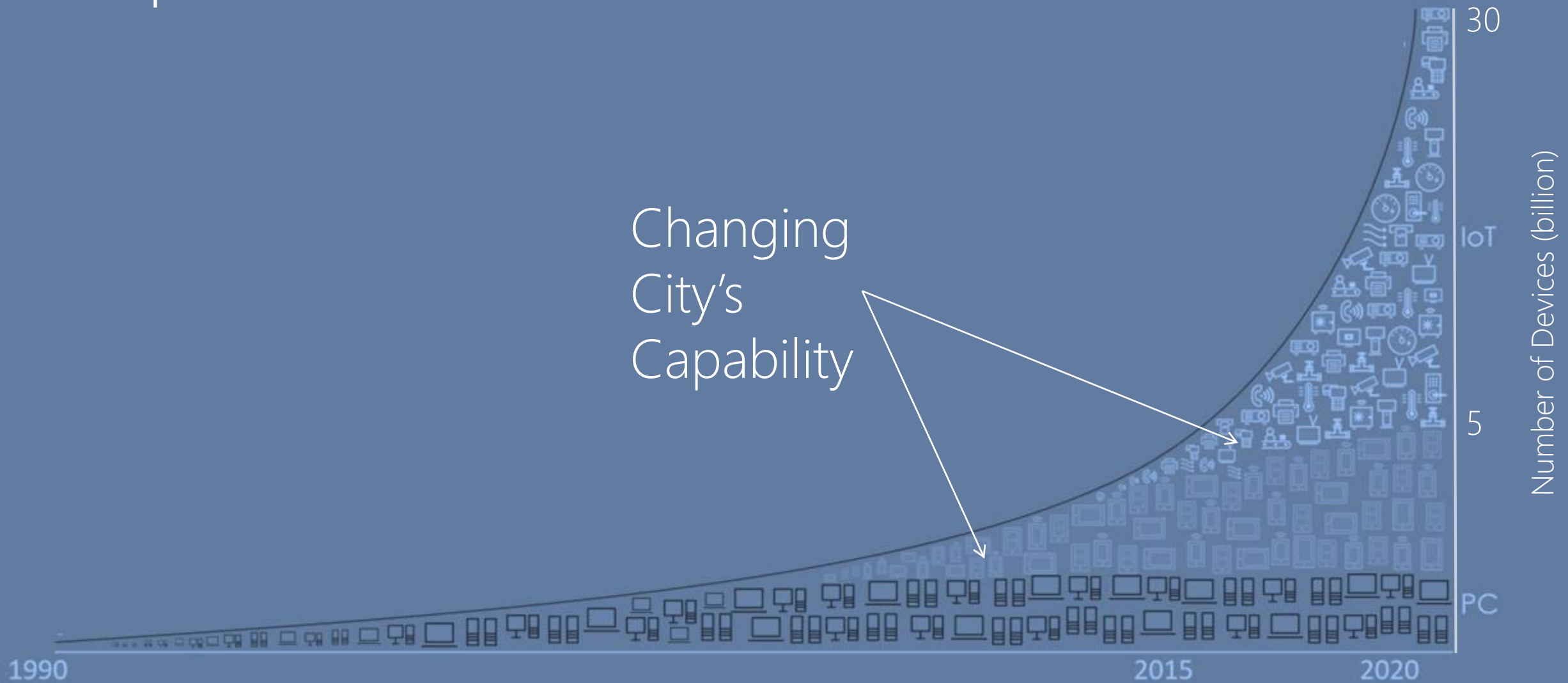
We conducted our
Analysis and Planning

Innovation & Technology Planning

Feedback Loops

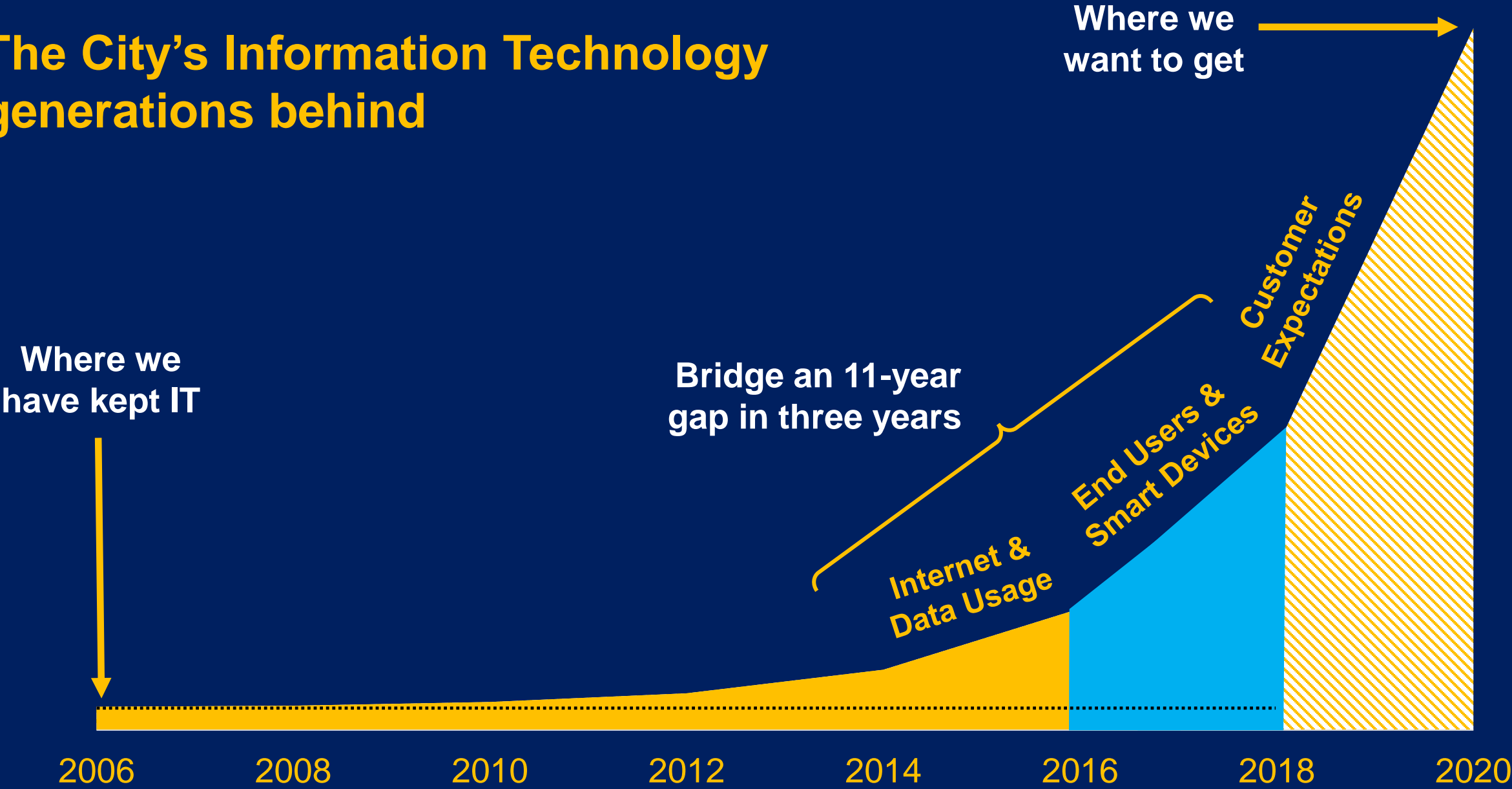


Importance of Data to Smart Cities



A Decade of Disinvestment

The City's Information Technology generations behind



Innovation & Technology Assessment

Audit Findings

- Financial Statements
- Technology Deployments
- Mobile Devices
- Call Handling
- 911/311 Handling

Project Management

- 0 Project Management FTE
- ~240% Over-Allocated on Project Staffing
- 16/33/33 Projects Complete/Active/Queued
- 132 Projects In Backlog



Innovation & Technology Assessment



74%



<5%



99.1%



8th %ile



8AM-5PM



~1.2%



71%



37%



Powered
By People

Average 36% Vacancy

Smart City Vision & Council
Innovation Cabinet Focus
Dedicated & Diverse Team
Departmental Collaboration
Core Upgrades
Demonstration Policy

Strengths

Opportunities

Willing Partners
Silicon Valley
Stable Economy
Scalable + Efficient Technologies

Innovation & Technology Assessment

Tech Debt
Major Resource Limits
Information Security
Talent Recruitment
Project Execution
Uncoordinated IT

Weaknesses

Threats

Cybercrime & Cyberdisasters
Economic Downturn
Compliance Demands
Talent Competition

We set our
Strategies and Direction

IT Strategic Plan SuperEpics



Brilliant at the Basics

- Reduce Tech Debt
- IT Staffing + Training
- Cybersecurity
- Core Performance
- Data & Integration



Win Our Races

- Customer-Centric IT
- Product Execution
- Retention + Skills
- Budgeting + Purchasing
- Partnerships

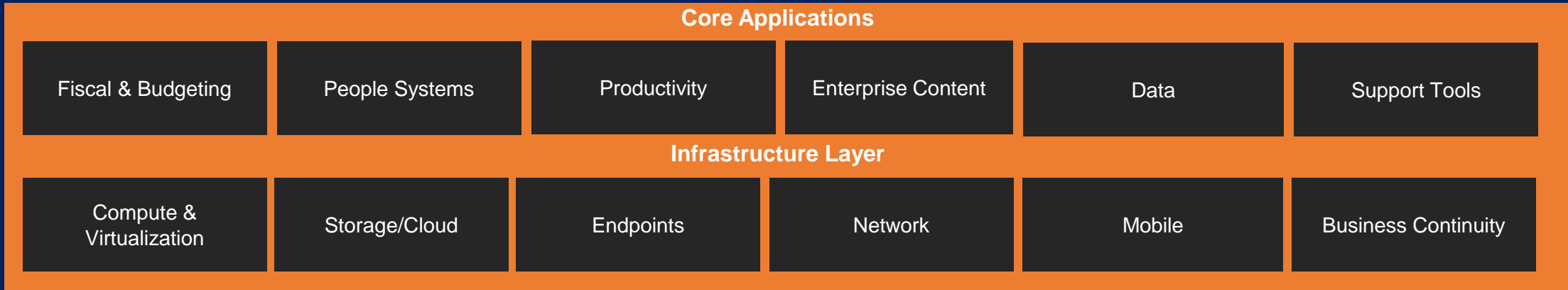
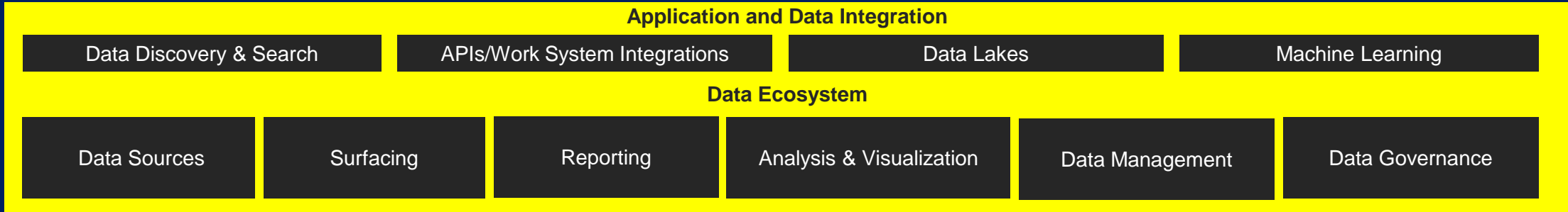
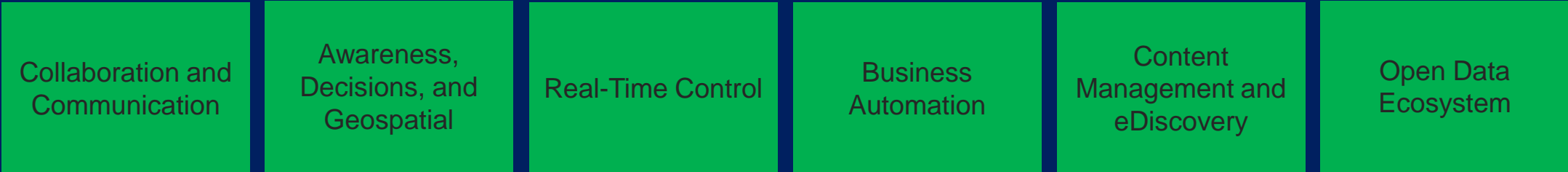


Change the Game

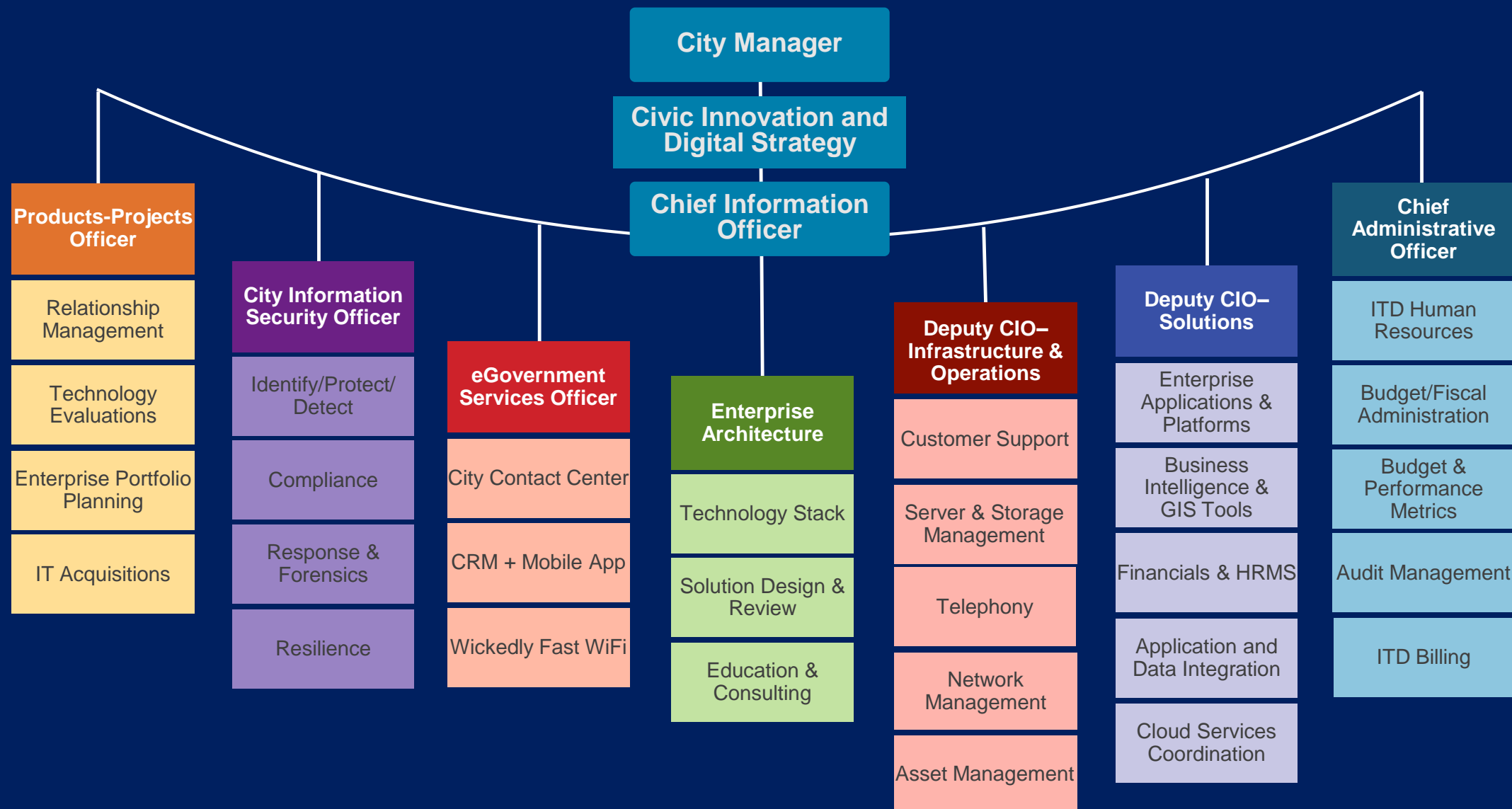
- IT @ Scale + Speed
- Secure City
- Digital Inclusion
- Unifying IoT Platforms
- Intelligent Automation
- Powered by People + Data
- Privacy

Innovation & Technology Blueprint

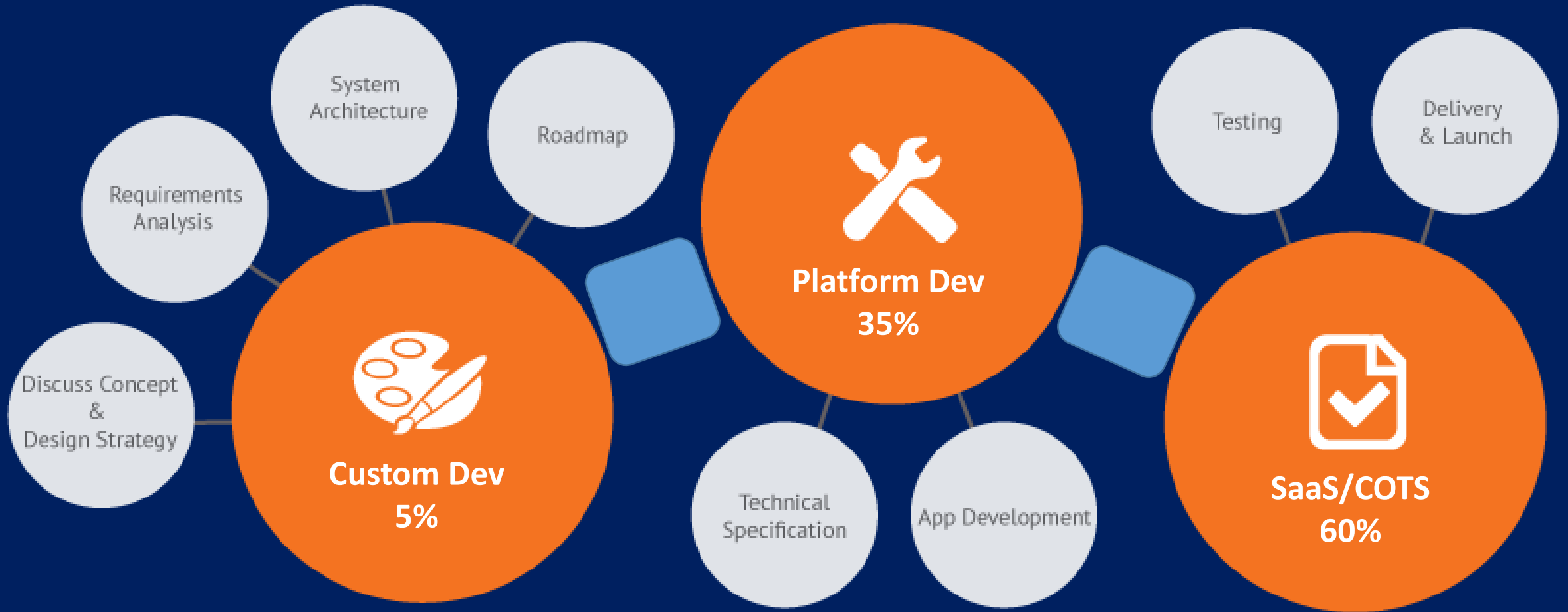
Enabled Business



Innovation & Technology Blueprint

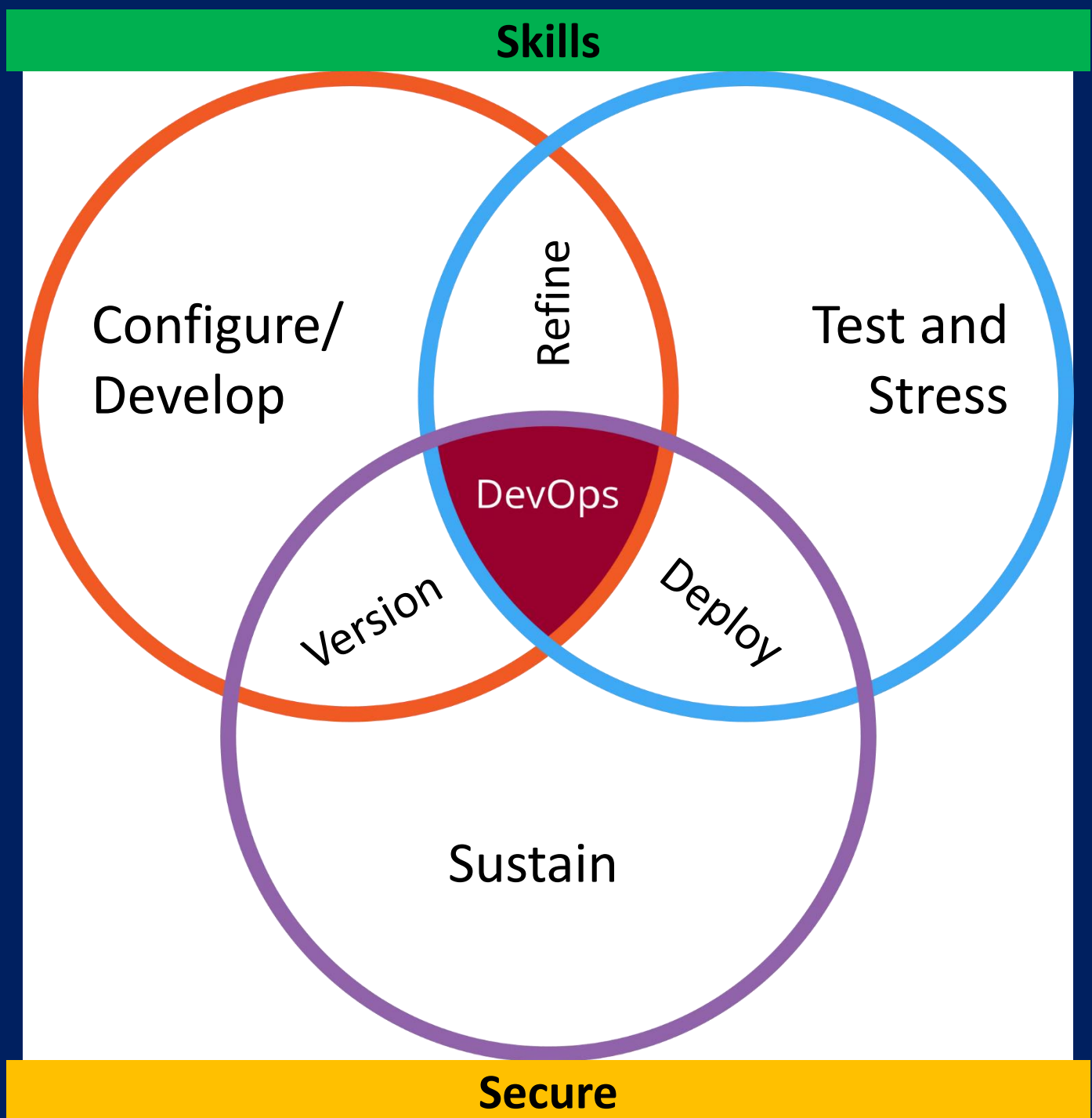


Business Solutions Strategy



DevOps 2.0

SaaS/Platform/Dev
+
Product at Scale
+
Versions Value
+
Secure



IT Portfolio Map– 2017-2019

(Initial)

	Active						Done	
Innovation Roadmap	Business Tax System	CRM/My San Jose	Integ Permit System	IT Strategic Plan	City Data Environment			
	Facebook Terragraph	Access Eastside 1	Access Eastside 2 + 3	IT Advisory Board	Open Data Architecture			
Team	Availability 99.7%	Proj Success 5%	Engagement 8%ile	Vacancy 36%	Cust Sat 74%			
Secure	Cybersecurity Office	Privacy, Data, and Use	Cybersecurity Policy	PCI Compliance	Cyber Intel Alliance	Cyber Aware Month		
	Incident Response Plan	Continuous Education	Cybersecurity RFP	Cloud Apps Architecture	Secure Processing	Secondary Data Center		
Modernize & Execute	Prod-Project Management	HR Mgmt Upgrade	Bus. Process Automation	Workers' Comp System	3-1-1/CRM System	Business Tax Registration		
	Talent Mgmt System	Payroll Upgrade	Infrastructure Modernization	Utility Billing System	Microsoft Licensing	Server Upgrades		
	Budget System	Revenue Mgmt System	Treasury Mgmt System	Data Portal	Virtual PCs	Modernization Funding		
Audits	Technology Deployments	Mobile Devices	General Controls	External Financials	Call Handling Audit			

1-Page IT Strategic Plan



Out of a decade of disinvestment, execute, secure, and sustain the civic solutions that allow the San José community to thrive.

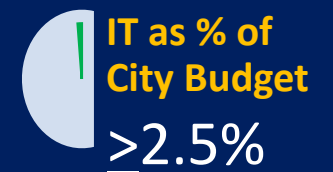
Strategic Direction

1. **Engage** an exceptional team defined by our solutions, service, & growth.
2. **Re-platform** onto current and responsive technologies and services as our foundation.
3. **Secure** to manage evolving cybersecurity risks and operating requirements.
4. **Maximize Investments** through project management and user-centric approaches.
5. **Accelerate** the City's ability to execute and sustain innovation.
6. **Focus** on prioritized business needs
 - Customer Relationship Management
 - Use of Data for Decision-making
 - Business Process Automation

Underlying Assumptions

1. **Need:** Technology demands are core to operations and are increasing.
2. **Vision:** The San José Smart City Vision identifies IT as a strategic multiplier for our future.
3. **Priority:** The City aims to coordinate its increasing IT investments.
4. **Opportunity:** No city has better assets to make Smart Cities part of a successful community.

IT Metrics 2017-2019



IT Advisory Board

Feedback Themes

- Excellent Assessment
- Goals Insufficiently Resourced
- Cybersecurity is Essential

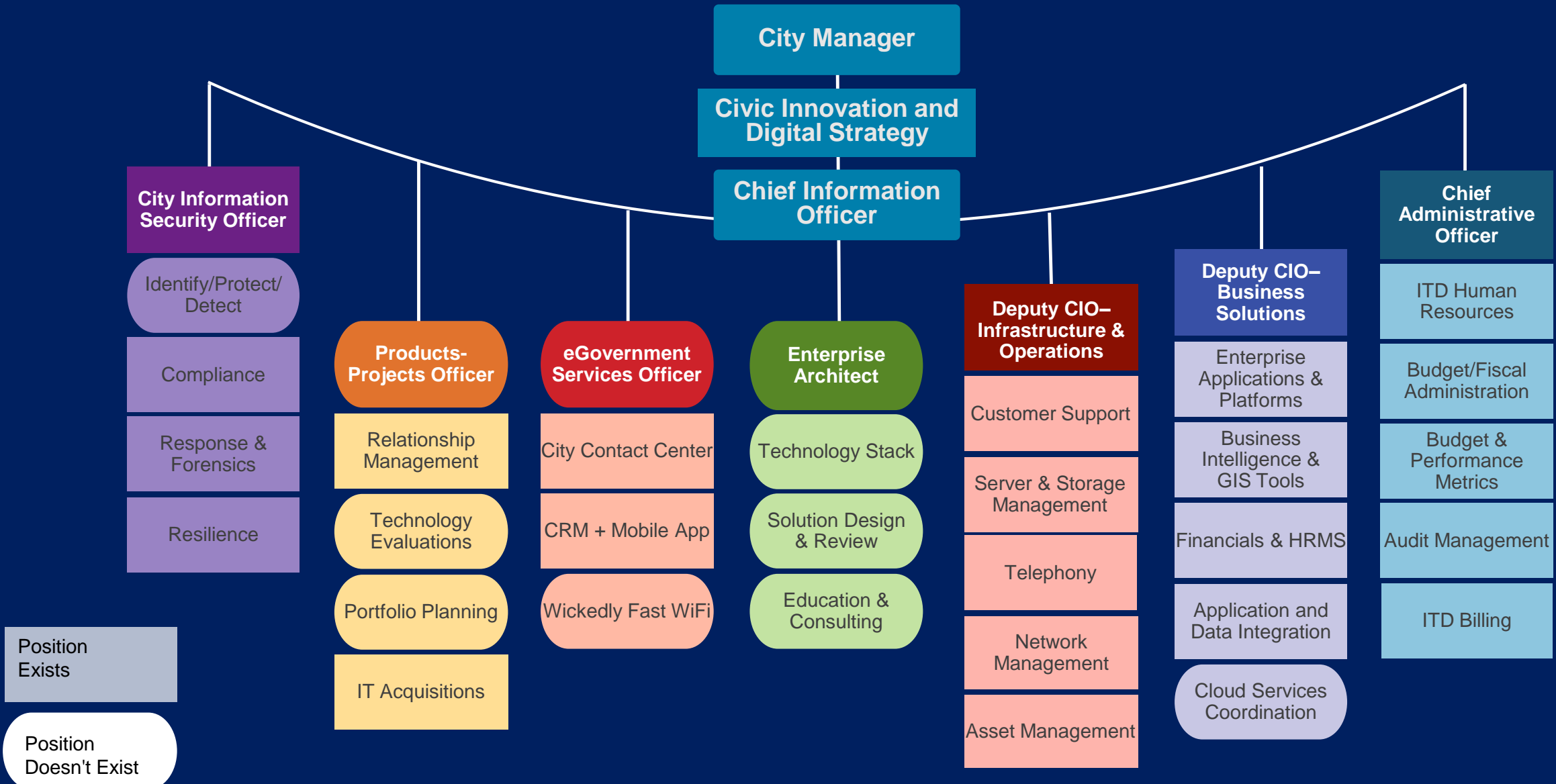
Suggestions

- Force Prioritize to Core Needs
- Embrace As-a-Service Models
- Manage Staff Transition Pressures
- Emphasize Investments that Meet Multiple Needs
- Engage Groups, Employees, and Other Leaders

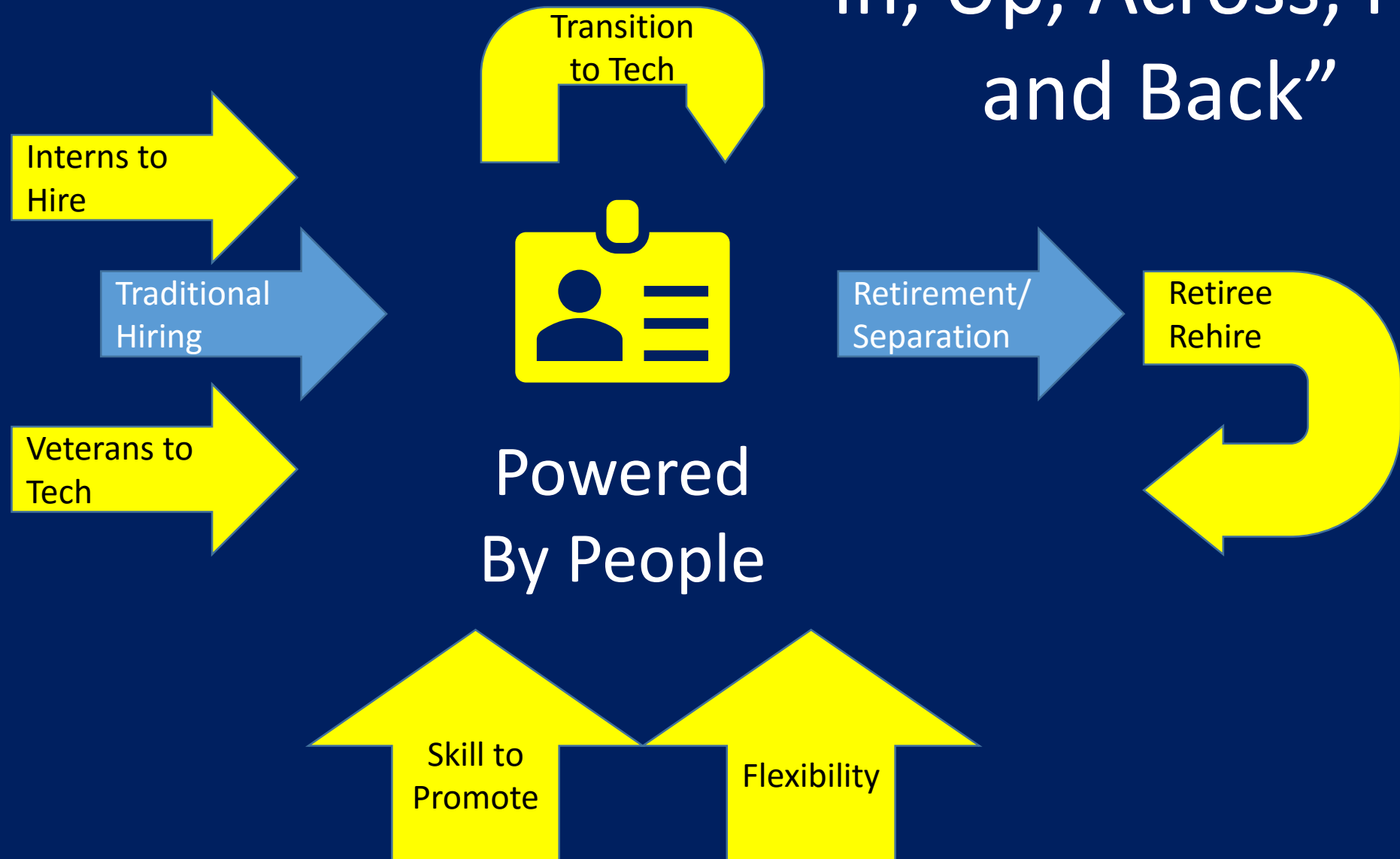


After two years
Our Results

Innovation & Technology Blueprint



“In, Up, Across, Flex,
and Back”



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IT Portfolio Map– 2017-2019

(Update: 3/2019)

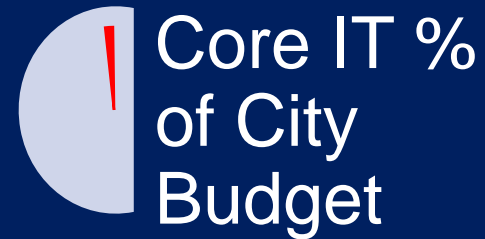
	Active				Done				
Innovation Roadmap	Business Tax System	Integ Permit System	Open Data Environment	Business Tax Amnesty			IT Strategic Plan	My San Jose 1.X	Access Eastside 1
	Facebook Terragraph	My San Jose 2.0	Data Portal and Stories	IoT Architecture			Transportat Data Story	IT Advisory Board	Open Data Architecture
Team	Skills Plans				ERP Staffing	Proj Success 5% ↗ 79%	Engagement 8%ile ↗ 29%ile	Vacancy 36% ↗ 12%	Cust Sat 74% ↗ 96%
Secure / Reliable	Privacy, Data, and Use	Cybersecurity Policy			Security Scanning	Cybersec.y Team	Secondary Data Center	PCI Compliance	Cyber Intel Alliance
	Cybersecurity RFP	Security Training	Availability 99.1% ↗ 99.4%		Mobile Mgmt	City Hall Wireless	Incident Response	Cloud Apps Architecture	Secure Processing
Modernize & Execute	Bus Process Automation	Infrastructure Modernization			eSig Policy & Ordin	Prod-Project Management	HR Mgmt Upgrade	Talent Mgmt System	Payroll Upgrade
					Virtual PCs	Budget System	Treasury System	Revenue Mgmt System	Work Comp Sys/Vendor
New	Reprographic Management	New EOC	Smart Irrigation	Productivity & Collaboration	Mobile Collabor.	Microsoft Licensing	Utility Billing System	3-1-1/CRM System	Business Tax Registration
	Enterprise Content Mgmt	Records Retention	911/311 Audit	Modernization Fund					Financials Upgrade
Audits	Technology Deployments	Mobile Devices	General Controls	External Financials					Call Handling Audit

Progress

Projects

- ✓ Support Systems – HRIS, Payroll, Talent Upgraded; On Cloud
- ✓ My San Jose 1.x – Live; Audit closed; Digital Services now running
- ✓ Workers' Comp – System live; Items resolved State audit; Moved to Vendor
- ✓ Utility Billing – Recovery project completed; Live
- ✓ Revenue Management – System migrated; Live
- ✓ Treasury Management – System migrated; Live
- ✓ Compliance – PCI compliance updated; Scanning; Incident Response
- ✓ Budget System – System live; Supported FY2019 budget process
- ✓ Financial Systems – System live; Provides time
- ✓ Clean Energy Customer Handling – Procured; Activated and live with vendor
- Infrastructure Modernization – RFP in award
- Cybersecurity Advanced Services – RFP ready for release; Multi-gov
- ❖ Business Tax – Project recovery; Supporting ballot and revenue goals

Innovation & Technology Assessment



Amazing Partners



facebook

Bloomberg
Philanthropies



DELL EMC

ORACLE®

AST
CORPORATION

Microsoft

box



KNIGHT
FOUNDATION

NUTANIX®



verizon✓

