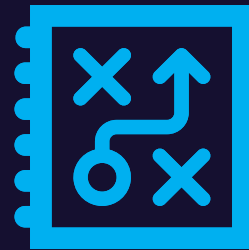# (d) 4.Information Technology Strategic Plan

Rob Lloyd, Chief Information Officer
Jerry Driessen, Assistant Chief Information Officer
Information Technology Department

November 5, 2020

"Be the most innovative city in North America in 2020."

Smart Cities
Roadmap

IT Strategic
Plan

Small
Wonders

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. **Secure** to manage evolving cybersecurity risks and operating requirements.
3. **Re-platform** onto current and responsive technologies and services as our foundation.
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 2017-2020

- **Customer Satisfaction** $\geq$80%
- **Projects Success** ~80%
- **IT Services Reliability** $\geq$99.9%
- **Employee Engagement** $\geq$50th %ile
- **IT as % of City Budget** $\geq$2.5%

IT Portfolio Map– 2017-2020
(Update: 9/2020)

	Active			Done					
Innovation Roadmap	Dev Services Transformation	Facebook Terragraph		Development System Upgrade	Business Tax Amnesty	New City Data Portal	2017-2020 IT Strategic Plan	My San Jose 1.X	Access East Side Phase 1
				Open Data Environment	Youth Violence Data Story	Emrg Response Data Story	Safe Streets Data Story	IT Advisory Board	Open Data Architecture
Powerful Team			Availability 99.1% ↗ 99.9%	Hire C3PO Division	ERP Staffing	Proj Success 5% ↗ 84%	Engagement 8%ile ➔ 27%ile	Vacancy 36% ➔ 18%	Cust Sat 74% ↗ 86%
Secure & Reliable City	Privacy & Data	Security Training Practices			Security Scanning	Cybersecurity Team	Secondary Data Center	PCI Compliance	Cyber Intel Alliance
	Cybersecurity RFP	Citywide PC Replacements			Mobile Mgmt	City Hall Wireless	Incident Response	Cloud Apps Architecture	Secure Card Processing
	Citywide Server Patching			Power Vuln Planning	Security Training Awareness	Bus Email Compromise Sol	Priority Anti-Malware	IT Disaster Recov Exercise	Critical Sys Contin Plans
Modernize & Execute	Productivity & Collaboration	FirstNet Pilot + Rollout		Bus Process Automation	eSig Policy & Ordin	Prod-Project Management	HR Mgmt Upgrade	Talent Mgmt System	Payroll Upgrade
	Modernization Fund			Infrastructure Modernization	Virtual PCs	Budget System	Treasury System	Revenue Mgmt System	Work Comp Sys/Vendor
New Priorities	COVID-19 Response	Access East Side Phase 3	Access East Side Phase 2	Electronic Time Clocks	Mobile Collab Platform	Microsoft Licensing	Utility Billing System	3-1-1/CRM System	Business Tax Registration
	911 to 311 Transition	SJC WiFi		Arcadia Ball Park	City Website Live	Data Engagmt Grant	Transp Analytics Platform	Smart Irrigation	Financials Upgrade
Audits	Tech Mgmt & Deployments	Mobile Comms & Devices		2016 Tech Deployments Audit	General Controls Audit	CAPUC Energy Audit	External Financials Audit	Cybersecurity Policy	Call Handling Audit
Queue	My San Jose 2.X (Hold)	Business Tax (Hold)	IoT Architecture (Hold)	City Intranet (Hold)	ERP Direction	Records Retention	Measure T & New EOC	Modern Reprographics	2021-2023 IT Strategic Plan

Information Technology Assessment

Customer Satisfaction
74% ↗ 89%

Project Success Rate
<5% ↗ >80%

IT Reliability
99.1% ↗ 99.9%

IT Employee Engagement
8%ile ↗ 27%ile

Service Response
8AM-5PM

Core IT % of City Budget
~1.2% ↗ 2.0%

Expired Hardware
71% ↗ ~21%

Vacant IT Positions
37% ↗ 14%

July 2016 → November 2020

Our Approach to the
IT Strategic Planning

Information Technology Planning

Feedback Loops

Assessment
- Technology Environment
- Audits + Projects
- Themes

Strategies
- Unifying Needs
- Mission + Vision
- Resource Optimization

Input
- Departments
- City Manager
- Council
- IT Experts

Resourcing
- Budget Process
- Multi-Year Funding Plan

Information Technology Planning

- CMO + Department Input
- Committee + Council
- Audits
- Trends + Risks
- Harvard – Digital Services
- IT Advisory Board
- Assessment w/ Expert Advisor

- Strategies and Core Metrics
- Governance and Optimization
- Resource Plan
- Objectives and Key Results
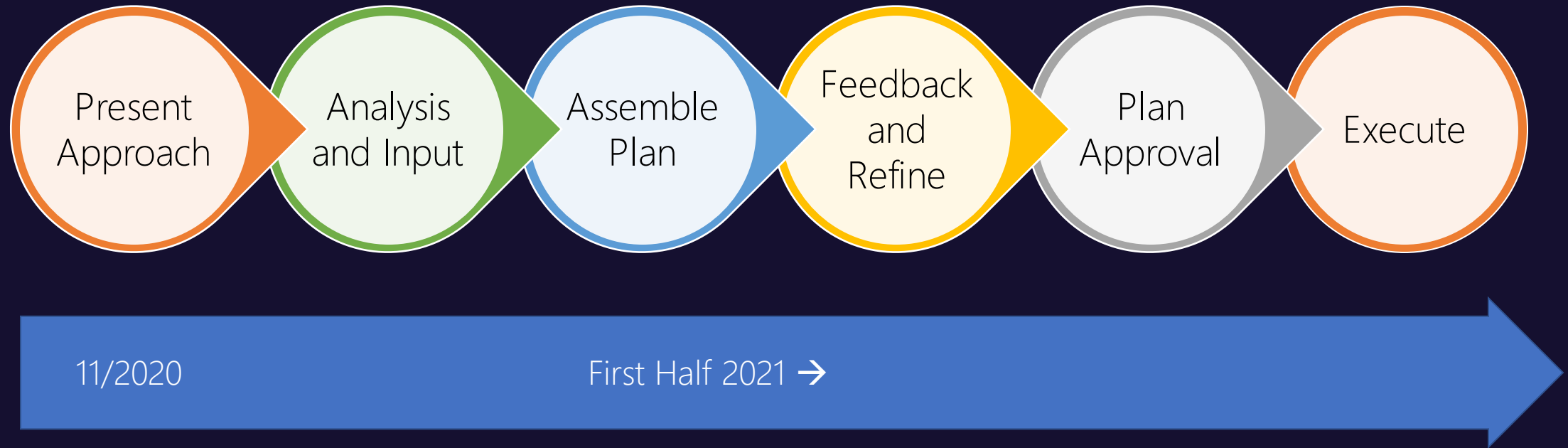
Information Technology Planning

Initial Priorities

1. Disaster Response and Recovery (incl. Pandemic)

2. Equity

3. Enabling with Cybersecurity, Digital Services, and Data

Structural Questions

1. If/How we merge Innovation and Technology

2. Optimizing Citywide Technology / Ongoing Resource Constraints

3. Positions, Funding, Cost Allocation

4. Accelerating Initiatives (Projects, Procurement, Contracts, et al)

Strategic Planning Timeline

Present Approach → Analysis and Input → Assemble Plan → Feedback and Refine → Plan Approval → Execute

11/2020

First Half 2021 →

San Jose 1-Page IT Strategic Plan

San Jose puts powerful tools and information in the hands of people to unleash their brilliance in service to our community. ITD delivers the technologies that help sustain an equitable, engaged, effective, and resilient city.

Strategic Direction

1. **Secure** the City to enable operations against increasing cybersecurity risks and impacts.
2. **[Verb]** goal narrative.
3. **[Verb]** goal narrative.
4. **[Verb]** goal narrative.
5. **Focus** on priorities:
   - Resilience: Pandemic Response & Recovery / Digital Services
   - Equity: BeautifySJ / Digital Inclusion
   - Other?

Underlying Assumptions
1. **Need**: Technology demands are core to operations. Needs increasing. Resource limits require concerted approach.
2. **Vision**: IT is the strategic multiplier for achieving the City's Vision and Enterprise Priorities.
3. **Priority**: Coordinate City IT investments supporting Equity, Resilience, Service Improvements, and Efficiency.
4. **Opportunity**: No city has better assets to make to be Equitable, Transformational, and Effective through technology.

IT Metrics 2017-2020

Customer Satisfaction
$\geq$80%

Projects Success
~80%

IT Services Reliability
$\geq$99.9%

Employee Engagement
$\geq$50th %ile

IT as % of City Budget
$\geq$3.0%

Committee Input

1. What did the Committee see in information technology that worked and did not work at a policy level from 2017 to 2020?

2. What is the appetite for high-level changes to technology oversight, purchasing, demonstration policy, and other processes on which Council has given past input?

3. Imagine we are in 2023. If you could say one sentence about San Jose's innovation and technology then, it would be…

Questions
And Feedback