



## STRATEGIC DRIVERS

- **Accelerate Modernization** – Modernize applications to provide digital government and sustainable technology.
- **Build Economical Efficient IT Infrastructure** – Invest in infrastructure and technologies that delivers a reliable, secure digital government.
- **Ensure Security & Resiliency** – Securing and safeguarding City systems, assets, data and capabilities.
- **Increase Value to Client Departments** – Optimize, reduce costs, increase efficiencies, decrease redundancy, streamline systems.

## MISSION STATEMENT

To provide innovative, reliable, and secure technology solutions that support and empower CCSF agencies and departments in their delivery of high-quality government services for the public.






## VISION STATEMENT

We envision being a trusted leader in providing innovative technology services and solutions to all CCSF agencies and the people of San Francisco.

## VALUES STATEMENT

- **Culture:** Foster a culture of caring that values dignity and respect for our people and clients.
- **Teamwork:** Make decisions in the best interest of our customers.
- **Excellent Customer Service:** Deliver a high degree of results-focused technical and professional standards.
- **Performance:** Getting to DONE on time, on budget and with high quality.
- **Accountability:** Take ownership and responsibility for our actions.
- **Transparency:** Report clear, concise and complete methods, resources and outcomes.

## STRATEGIC AREAS OF FOCUS

	<b>INFRASTRUCTURE &amp; OPERATIONS</b>	Improve performance, increase resiliency, and facilitate the current and future demands of City operations, through thoughtful investments in infrastructure, network and data storage.
	<b>CYBERSECURITY</b>	Secure the City's infrastructure, network, and data by establishing strong policies and practices while integrating superior cybersecurity tools.
	<b>SHARED SERVICES</b>	Maximize the business value of the DT service portfolio through enterprise applications, system integration, and data governance.
	<b>SERVICE DELIVERY</b>	Support client departments with technology services and projects to enable process modernization and automation while delivering excellent customer service.
	<b>AGILE &amp; SUPPORTED WORKFORCE</b>	Increase the performance of the organization across all areas through our people, our processes and measured, evidenced-based improvement.

# FOCUS AREAS

# STRATEGIC OBJECTIVES

# INITIATIVES

\* COIT +CAPITAL



## INFRASTRUCTURE & OPERATIONS

**1.1 NETWORK:** Increase connectivity for the benefit of the public and the City employees that serve them.

- Establish Software Defined Network\*

**1.2 DATA CENTER OPTIMIZATION:** Improve the efficiency of citywide data centers by centralizing and streamlining operations Enable citywide migration of data to the cloud to decrease maintenance costs and enhance security, redundancy, and stability.

- Evolve City Cloud & DPR3\*
- Transform Citywide data centers
- Improve servers & database management
- Exit Mainframe\*

**1.3 CITY TELECOM MODERNIZATION:** Transform the City's telephony and internet connectivity to provide higher levels of resiliency and availability to departments while simplifying overall architectural complexity.

- Deprecate telephony infrastructure\*
- Launch collaboration application
- Refresh telephony billing applications
- VOIP in the Cloud POC\*

**1.4 PUBLIC SAFETY:** Improve the City's public safety through improving networking, connectivity and communication infrastructure.

- Upgrade wireless emergency call boxes
- Public housing broadband+
- Complete radio replacement
- Wireless protection POC
- Enhance SFMTA infrastructure
- Increase facility connectivity



## CYBERSECURITY

**2.1 IDENTIFY:** Identify cybersecurity risk to City systems, assets, data, and capabilities.

- Cyber risk management
- Payment Card Industry (PCI) remediation\*
- SF Cybersecurity Campaign

**2.2 PROTECT:** Safeguard delivery of City services.

- Secure and Reliable Access
- Resilient security architecture
- Vulnerability Management
- Trained and vigilant workers

**2.3 DETECT:** Detect cybersecurity weaknesses and events.

- 24/7 cyber defense
- Continuous defense testing

**2.4 RESPOND:** Respond to cybersecurity events and limit their damage.

- Cyber breach preparedness
- Incident response preparedness

**2.5 RECOVER:** Ensure resilience and restoration of City services after a cybersecurity or disaster event.

- Business continuity/disaster recovery



## SHARED SERVICES

**3.1 SFGOVTV:** Expanding open government access.

- Expand IPTV system reach
- Expand production services & programs
- Enhance access to LIVE video feeds

**3.2 ENTERPRISE APPLICATIONS & INTEGRATIONS:** Develop, configure, integrate, enhance, and support Citywide applications.

- Architect integrations between enterprise applications
- Lead evaluation of JUSTIS Architecture, Data, and Applications\*



## SERVICE DELIVERY

**4.1. SERVICE SUPPORT:** Deliver technology-focused services that drive efficiencies, cost savings, and allow client departments to focus on delivering services to constituents.

- Integrate customer communications into ServiceNow
- Offer Service Desk as a Service
- Enhance NOC Monitoring Services

**4.2. GOVERNANCE:** Improve overall department governance of client engagements, projects and deployed technology.

- Implement IT Governance Process
- Deploy new CIO Review

**4.3 PMO:** Use best-in-class project management practices to deliver projects on-time, within budget and exceeding client expectations.

- Increase capacity of PMO to Level IV

**4.4 COMMUNICATION:** Continue to enhance the department's internal and external communication to staff and key stakeholders.

- Increase public awareness
- Expand CCSF/Citywide communications
- Enhance internal communications



## AGILE & SUPPORTED WORKFORCE

**5.1 PEOPLE:** Attract, retain and develop our talent to enable the department's long-term sustainability.

- Ensure Continuity of Operations and formal Succession Plans
- Consistent, relevant department-wide training

**5.2 FINANCE:** Proactively support the department's financial management and effective resource utilization.

- Enhance sourcing & vendor management
- Enhance Asset Management Tracking

