# Strategic Planning

## Process

**Strategies**
- Unifying Needs
- Mission + Vision
- Resource Optimization

**Resourcing**
- Budget Process
- Multi-Year Funding Plan

- Technology Environment
- Audits + Projects
- Themes

**Assessment**

- Departments
- City Manager
- Council
- IT Experts

**Input**

# IT Advisory Board

**Feedback Themes**

- Strong Assessment
- Resources Do Not Support Original Plan
- Cybersecurity is Essential

**Suggestions**

- Embrace As-a-Service Models
- Manage Staff Transitions and Pressures
- Force Prioritize to Small Set of Business Cases
- Emphasize Investments that Meet Multiple Needs
- Engage Groups, Employees, and Leading Cities

# Strategic Initiatives

**20+ → 4 Non-Negotiables**

- Talented and Engaged Team
- Cybersecurity for Resilience
- Modern Infrastructure
- Superior Project Execution
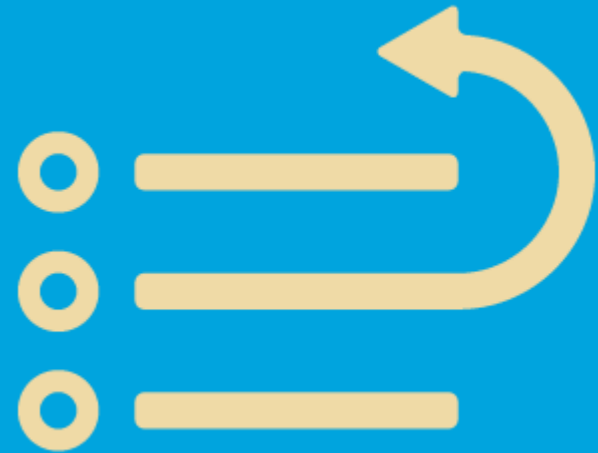
# Key Projects

## Strategic

- Hiring and Engagement Initiative
- City Information Security Office
- Portfolio-Products Management Office
- Customer Relationship Management System (CRM)
- Open Data and Smart Cities
- Business Process Automation
- Cloud-Hub Infrastructure and Cybersecurity Procurements

## Tactical

- Audits
- Policies Refresh
- Enterprise Architecture
- Content Management + eDiscovery

# Resourcing

## Funded in 2017-2018

- Hiring Initiative
- Cybersecurity
- Portfolio-Products Management
- Customer Responsiveness (CRM)
- Cloud-Hub Infrastructure

# IT Dashboard

Customer Satisfaction

**74% → TBD**

Project Success Rate

**<5% → 54%**

Infrastructure Reliability

**99.7% → 99.4%**

IT Employee Engagement

**8% → TBD**

Service Response

**7AM-6PM**

Core IT % of City Budget

**1.2% → TBD**

Expired Hardware

**71% → 70%**

Vacant IT Positions

**37% → 12%**

November 2016 → May 2017

# 1-Page IT Strategic Plan

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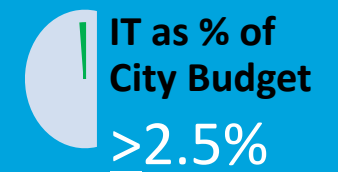
## Strategic Direction

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

**Customer Satisfaction**
~80%

**Projects Success**
~80%

**IT Services Reliability**
>99.9%

**Employee Engagement**
>50%

**IT as % of City Budget**
>2.5%

# IT Advisory Board

Satchit Dokras, US Leader, PricewaterhouseCoopers

Shesha Krishnapura, CTO, Intel

Todd Sander, Executive Director, Center for Digital Government

Bill Schmarzo, CTO for Big Data, Dell EMC

Velu Sinha, Partner, Bain

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