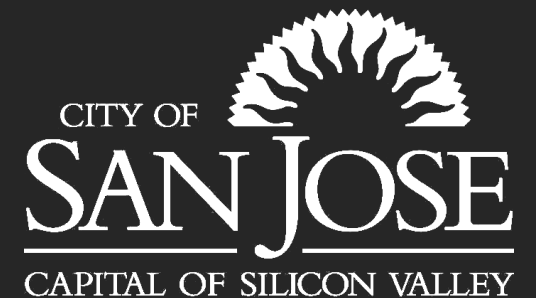# 2021-2023 Information Technology Strategic Plan

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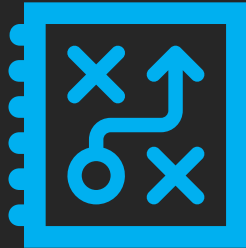Information Technology Department

May 6, 2021

CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

Our Approach to
IT Strategic Planning

City Roadmap

IT Strategic Plan

Annual IT Workplan

Employee Goals

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

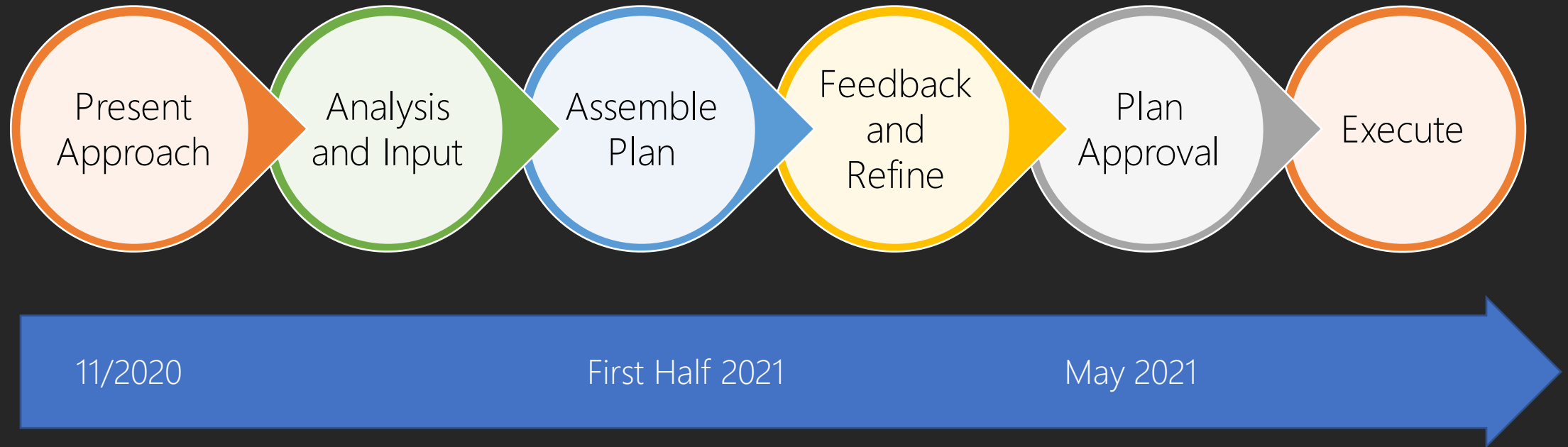**Resourcing**
- Budget Process
- Multi-Year Plans
- Sinking Funds

IT Strategic Plan Inputs + Products

- CMO + Department Input
- Committee + Council
- Audits
- Trends + Risks
- Performance Metrics
- Harvard – Digital Services
- Assessment w/ Expert Advisor

- Strategies and Core Metrics
- Governance and Optimization
- Resource Plan
- Objectives and Key Results
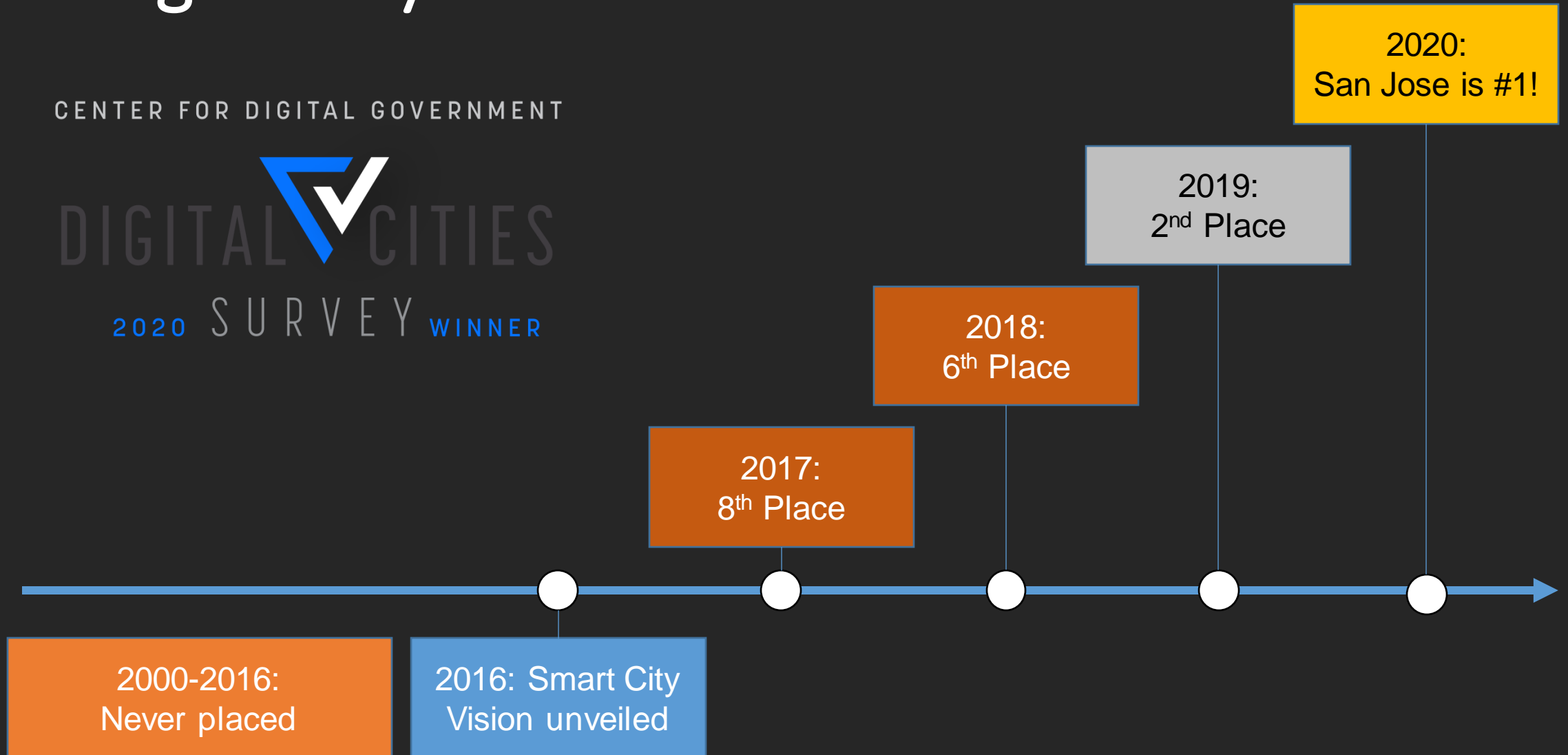
Strategic Planning Timeline

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

11/2020   First Half 2021   May 2021

City of San José Achievements

- <u>Center for Digital Government</u> – 4x Top-Ten Digital Cities, #1 in 2020
- <u>StateScoop</u> – Top Smart Communities / Top Cybersecurity Leaders
- <u>IDC</u> – Smart Cities North America Awards, 2x Finalist, #1 in 2019
  Smart 50 Awards, Tax Amnesty & Emergency Vehicle Pre-emption
- <u>American Planning Association</u> – 2019 Smart City Award of Merit
- <u>World Economic Forum</u> – 2020 Pioneer City

IT Portfolio Map– 2017-2020 *(Update: 3/2021)*

	Active		Done						
Innovation Roadmap	Dev Svcs Transform	Facebook Terragraph	SJ311 Language Support	Community Data Engmt Grant	Dev Services Transform A7	Business Tax Amnesty	New City Data Portal	IT Strategic Plan	My San Jose 1.X
				Open Data Environment	Youth Viol. Data Story	CEVP Data Story	Transport Data Story	IT Advisory Board	Open Data Architecture
Powerful Team			Full C3PO Division	ERP Staffing	Availability 99.1% ↑ 99.9%	Proj Success 5% ↑ 84%	Engagement 8%ile ↑ 27%ile	Vacancy 36% ↑ 18%	Cust Sat 74% ↑ 86%
Secure & Reliable City	COVID-19 Support	Citywide Server Patching	Cybersecurity RFP	Cybersecurity Training	Security Scanning	Cybersecurity Team	Secondary Data Center	PCI Compliance	Cyber Intel Alliance
			Privacy, Data, and Use Policy	Power Vuln Planning	Mobile Mgmt	City Hall Wireless	Incident Response Funct	Cloud Apps Architecture	Secure Card Processing
				Citywide PC Replacements	Security Training Awareness	Bus Email Compromise Sol	Priority Anti-Malware	IT Disaster Recov Exercise	Critical Sys Contin Plans
Modernize & Execute	Productivity + Collaboration	Modern Reprographics	Bus Process Automation Sys	Arcadia Ballpark Tech	eSig Policy & Ordin	Prod-Project Management	HR Mgmt Upgrade	Talent Mgmt System	Payroll Upgrade
			Infrastrcuture Systems Plan	Modern IT Infrastructure	Virtual PCs	Budget System	Treasury System	Revenue Mgmt System	Work Comp Sys/Vendor
New Priorities	SJC WiFi	IT Modernization Fund	911-311 Transition	Electronic Time Clock-In	Mobile Collab Platform	Microsoft Licensing	Utility Billing System	3-1-1/CRM System	Business Tax Registration
			FirstNet Pilot + Major Rollout	City Website Live	Data Engagmt Grant	Transp Analytics Platform	Smart Irrigation	2017 Flood Support	Financials Upgrade
					Recycle+ in SJ311	Access East Side Phase 2	Access East Side Phase 1	Access East Side Pilot
Audits	Tech Deploym.t Audit 2	Mobile Devices	911-311 Audit + Civ Gr Jury Rpt	Tech Deploym.t Audit 1	General Controls Audit	CAPUC Energy Audit	External Financials Audit	Cybersecurity Policy	Call Handling Audit
Queue	My San Jose 3.X (Hold)	IoT Architecture (Hold)	Business Tax System	One City Workspace New Intranet	ERP Direction	Records Retention	Measure T & New EOC		

Assess to **Support Direction**

San José City Roadmap | FY 2021-2022 | Approved by Council on March 16, 2021

Legend: COVID-19 Response (pink) | Enterprise Initiatives (purple)

Enterprise Priority	Project							Strategy		Policy
Emergency Management + Preparedness — C+ER: Community + Economic Recovery	Vaccination Taskforce	C+ER Food + Necessities Distribution	C+ER Digital Equity							Soft-Story Building Earthquake Retrofit Policy
Creating Housing + Preventing Homelessness — C+ER: Community + Economic Recovery	C+ER Rental Assistance	Emergency Housing Construction + Operation	Sheltering + Enhanced Encampment Services					North San José Strategy		Encampment Management + Safe Relocation Policy
Safe, Vibrant, + Inclusive Neighborhoods + Public Life — C+ER: Community + Economic Recovery	C+ER Re-Employment + Workforce Development	C+ER Small Business Recovery	C+ER Child Care Learning Pods	Police Reforms Work Plan	San José 311 - Service Delivery	Encampment Waste Pick-Up BeautifySJ	Vision Zero Traffic Safety	Equity Strategy Development	Neighborhood Services Access Strategy	Build Back Better + Recovery Taskforce + Al Fresco Forever
The Future of Downtown	Google Development							BART + High-Speed Rail Strategy		
Building the San José of Tomorrow: Private Development Services	Align Zoning with General Plan	Development Services Transformation	Major Real Estate Development Projects							
Smart, Sustainable, + Reliable City: 21st Century Infrastructure	Pavement, Fire, EOC, Transit Capital Improvements	Regional Wastewater Facility Capital Improvements	Electrical Service for Major Development	Climate Smart American Cities Climate Challenge				Lowering PG&E Above Market Costs for Clean Energy		

Enterprise Priority Foundational	Project					Strategy		Policy
Strategic Fiscal Positioning + Resource Deployment	Federal + State Stimulus Advocacy	Secure City Cybersecurity	Procurement Improvement	Pension Obligation Bond Analysis		Budgeting for Equity	City Roadmap Budgeting, Accountability, Performance	
Powered by People	Continuity of City Services	Workplace Safety	Employee Health + Wellness	Drive to Digital	Effective Teams	City Workforce Diversity + Skill Building		

Priority: Higher ⸺● Lower (Project) | Higher ●⸺ Lower (Strategy) | Higher ●●⸺ Lower (Policy)

Prioritized Backlog | FY 2021-2022

No.	Initiative/Policy Name (by points and alphabetized)	Points
1	Boost San José's Retail Sector (D1)	7
2	Update Council's Wage Theft Prevention Policy	7
3	Anti-Displacement Preference Ordinance	6
4	Local Hiring/Business/Apprentice Utilization Program	6
5	San José Surveillance Ordinance (D2) + Digital Privacy Policy Implementation	6
6	Traffic Calming Policy for Residential Neighborhoods	6
7	Urban Greening Implementation Plan	6
8	Universal Preschool Policy (D5)	5
9	Staffing Analysis (D7)	4
10	Universal Development Fee	4
11	Affordable Housing Construction Policy on City Land (D9)	3
12	Citywide Goals + KPI Dashboard (D10)	3
13	Private Percent for Art	3
14	Transit First Policy Framework	3

Source of Backlog Items	
Remaining, Unfinished FY 2020-2021 Council Policy Priorities [CP]	New Proposed FY 2021-2022 Council Policy Priorities [NP]
Referrals of Potential New Policies from FY 2020-2021 Rules Committee [RR]	Deprioritized FY 2020-2021 Enterprise Priority Initiatives [EP]

Audits

Themes:

- Mix of Weak Controls, Project Execution, Need to Optimize
- Brilliant at the Basics = Resolved 50+ Audit Recommendations in 4 years

I. City Fully Closed IT-Related Requirements from 6 Audits

   A. 10-04 Decentralized Cash Handling with 8 Recommendations (2 IT)

   B. 12-01 Office Supply Purchases with 5 Recommendations (1 IT)

   C. 12-02 Technology General Controls with 11 Recommendations

   D. 14-06 Customer Call Handling with 13 Recommendations

   E. 16-04 Tech Deployments: Resources with 9 Recommendations

   F. 2019 MGO External Audit: Resources with 5 Findings (3 IT)

   G. 19-01 9-1-1 and 3-1-1 with 19 Recommendations (4 IT)

II. 16-11 Mobile Devices: Improvements with 16 Recommendations | 8 Open

III. 19-10 Tech Deployments: Processes with 10 Recommendations | 9 Open

Lingering Tech Debt

Limiting Systems

- Budget System
- Financials Systems
- Human Resources and Talent Systems
- Payroll System
- Asset Management
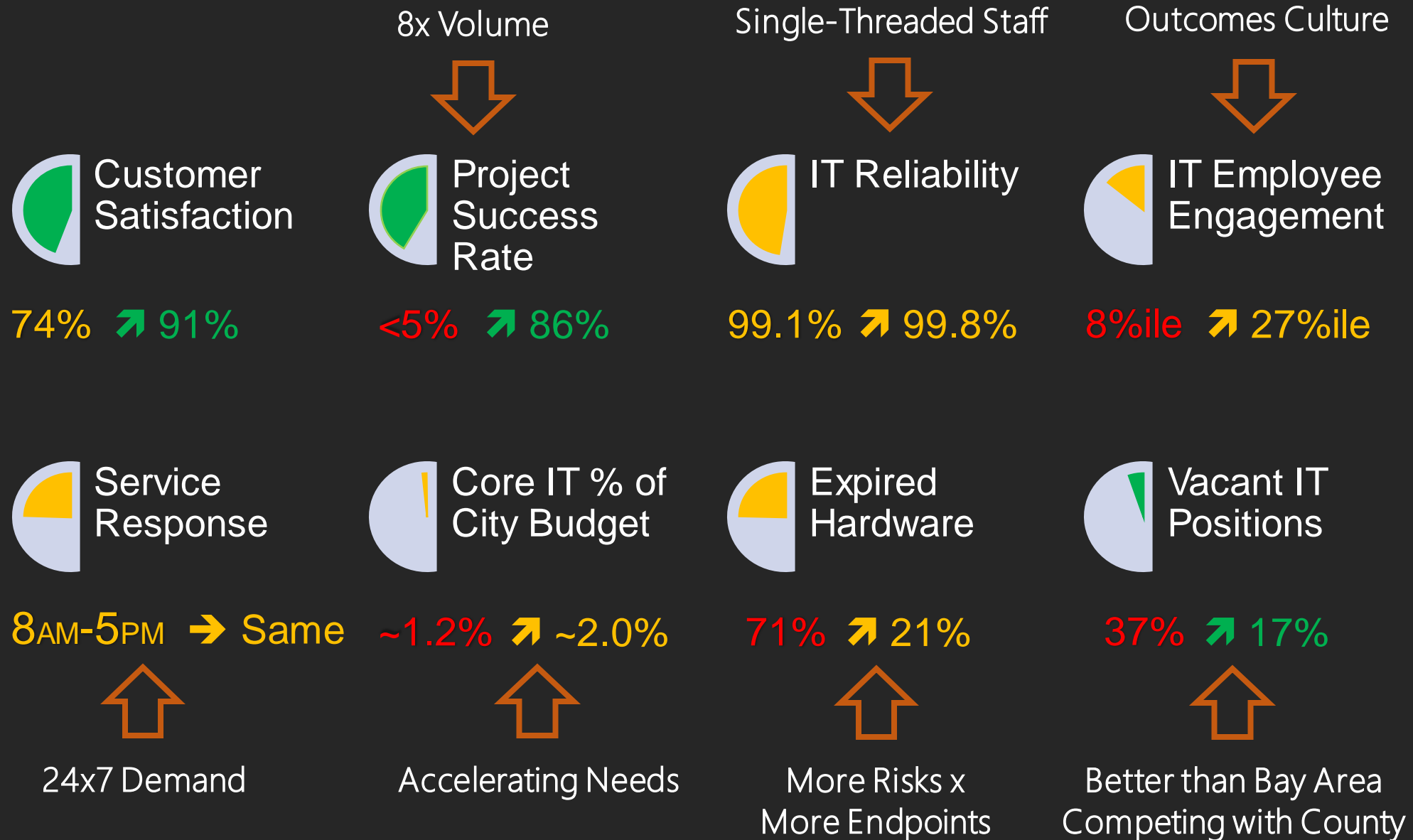
Slow and Incomplete Controls

- Asset and License Management
- Patching and Version Control

Resourcing

- Manual Work and Processes
- Lean Staffing = One-Deep + Continuity Risks

Visible IT

Tech Debt

Technology Services Metrics

8x Volume

Single-Threaded Staff

Outcomes Culture

Customer Satisfaction

74% ↗ 91%

Project Success Rate

<5% ↗ 86%

IT Reliability

99.1% ↗ 99.8%

IT Employee Engagement

8%ile ↗ 27%ile

Service Response

8AM-5PM ➔ Same

Core IT % of City Budget

~1.2% ↗ ~2.0%

Expired Hardware

71% ↗ 21%

Vacant IT Positions

37% ↗ 17%

24x7 Demand

Accelerating Needs

More Risks x More Endpoints

Better than Bay Area Competing with County

Voice of the Customer

What do you need from technology to support you in delivering the City Roadmap? How must we help your department be what it needs to be in three years?

Recurring Themes

- Equity will Reshape the City and Departments
- "New Normal" for Communication, Work, and Collaboration
- Time to Re-Design Services and Go Digital
- Harness Data for Decisions & Transparency
- Need More IT & More than Ever
- Security Important

Specific Imperatives

- Police Reform
- Development Services Transformation
- Fire IT Master Plan
- PRNS Data and Staff Support
- Grow Use of GIS / Grow Beyond GIS
- Leap in Industrial Control Management Tech
- Climate Smart Initiatives

The Gaps

- Clarity in How to Set and Meet Equity Goals
- Not Enough People w/ Skills to Harness Data
- Not Enough IT People for Support & Projects
- Investment to Manage *Better* in New Normal

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Smart City Vision & Council
Clear Enterprise Priorities
Dedicated & Diverse Team
Departmental Collaborations
Modernized Infrastructure
Demonstration Policy

Strengths

Opportunities

Readiness for Transformation
Focus on Equity & Resilience
Superior Access to Partners
New & Scalable Technologies
Procurement/Contracts Innovation

Innovation &
Technology
Assessment

Extreme Resource Limits
State of Security & Privacy
Fragmented IT Governance
Recruitment/Retention
Uncoordinated IT Services

Weaknesses

Threats

Cybercrime & Disasters
Economic Downturn
Compliance Demands
Talent Competition
Low Staffing Ratios

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Tech Trends

Technology Priorities for Cities
2020– Pre-COVID

Technology Priorities for Cities
2020– Post-COVID

1. Cybersecurity
2. Citizen Experience/E-Services provision
3. Disaster Recovery/Continuity of Operations
4. Business Intelligence/Analytics
5. Hire and Retain IT Personnel
6. Data Governance
7. Increased Agency/Department/IT Collaboration
8. Infrastructure Modernization
9. Cloud Computing
10. Mobility: Mobile Applications

1. Cybersecurity ↔
2. Budget and Cost Control ⬆
3. Citizen Engagement and Experience ⬇
4. Disaster Recovery/Continuity of Operations ⬇
5. Business Process Automation ⬆
6. Infrastructure Modernization ⬆
7. Business Intelligence/Analytics ⬇
8. Data governance; Transparency, Open Data ⬇
9. Networks: Broadband, Connectivity; Digital Divide ⬆
10. Hire/Retain Competent IT Personnel ⬇

Technology is really about Community...

Validating
Strategies

About Info-Tech Research Group

Info-Tech's Toronto Office
Masonic Temple

Info-Tech is a full-service professional IT Research, Advisory, and Professional Services firm, founded in 1997 with approximately 660 full-time employees throughout North America and Australia, largely in Ontario, Canada. Our U.S. office is located in Las Vegas, NV. Our corporate head office is located in London, ON Canada with a secondary location in Toronto, ON Canada. We recently opened our first office outside of North America in Sydney, Australia.

Our services include technology based business research, industry-specific reporting, best practice methodologies, benchmarking, market analysis research, and consulting. Info-Tech offers a practical approach to complex IT and business issues. Our consultants, including veteran IT professionals and CIOs, work side-by-side with you and your team in a co-operative approach that delivers results and leaves you with the tools needed for continued success.

We are the world's fastest growing information technology research and advisory company, proudly serving over 30,000 IT professionals. For more details on who we are, please refer to www.infotech.com.
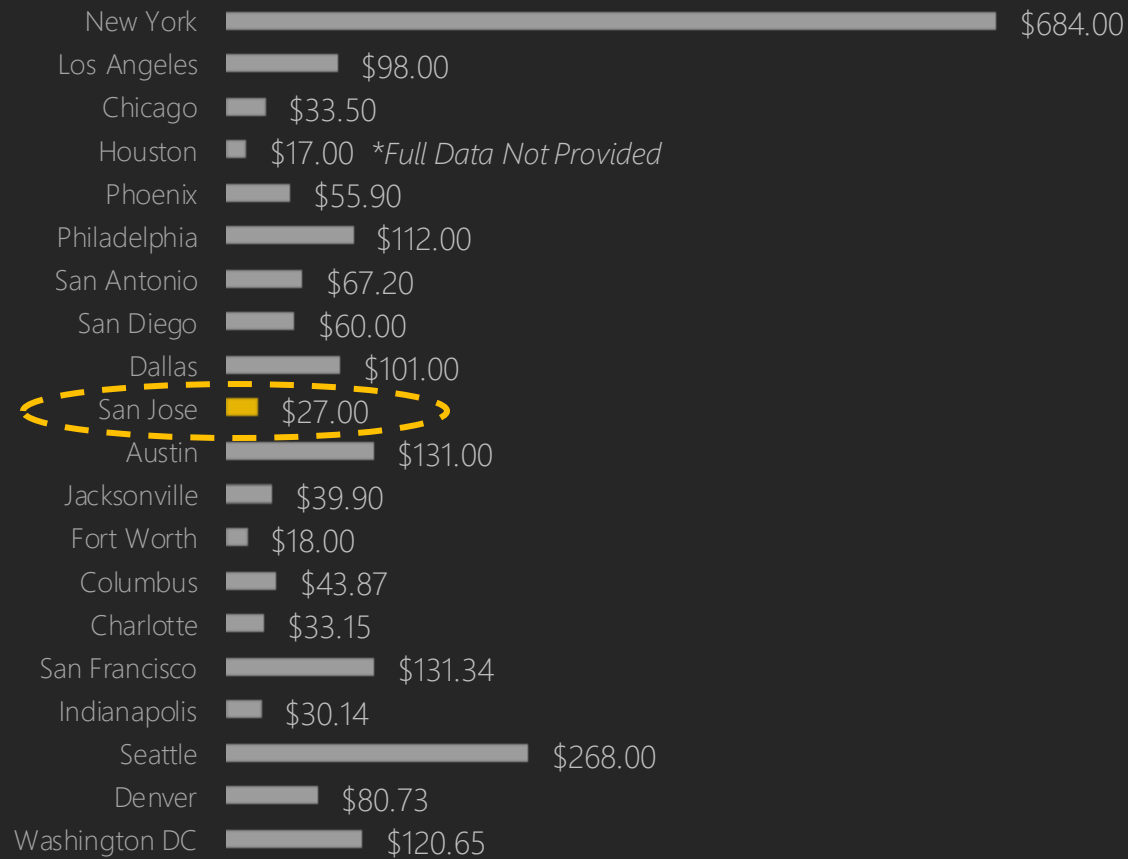
How Does San Jose Compare?

Sample Size: US Cities (by population)

Top 20 US Cities (by population)
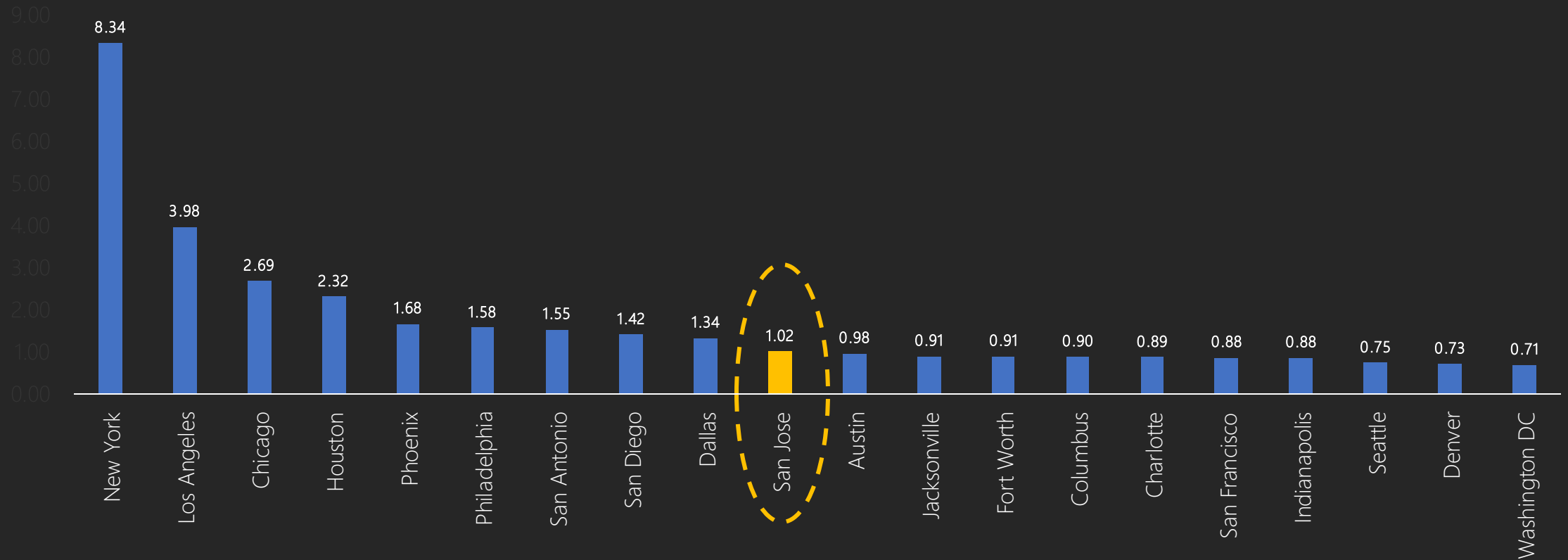
TOP 20 US Cities in M (by population, 2019 US Census)

IT Spend Benchmarking of Top 20 Cities

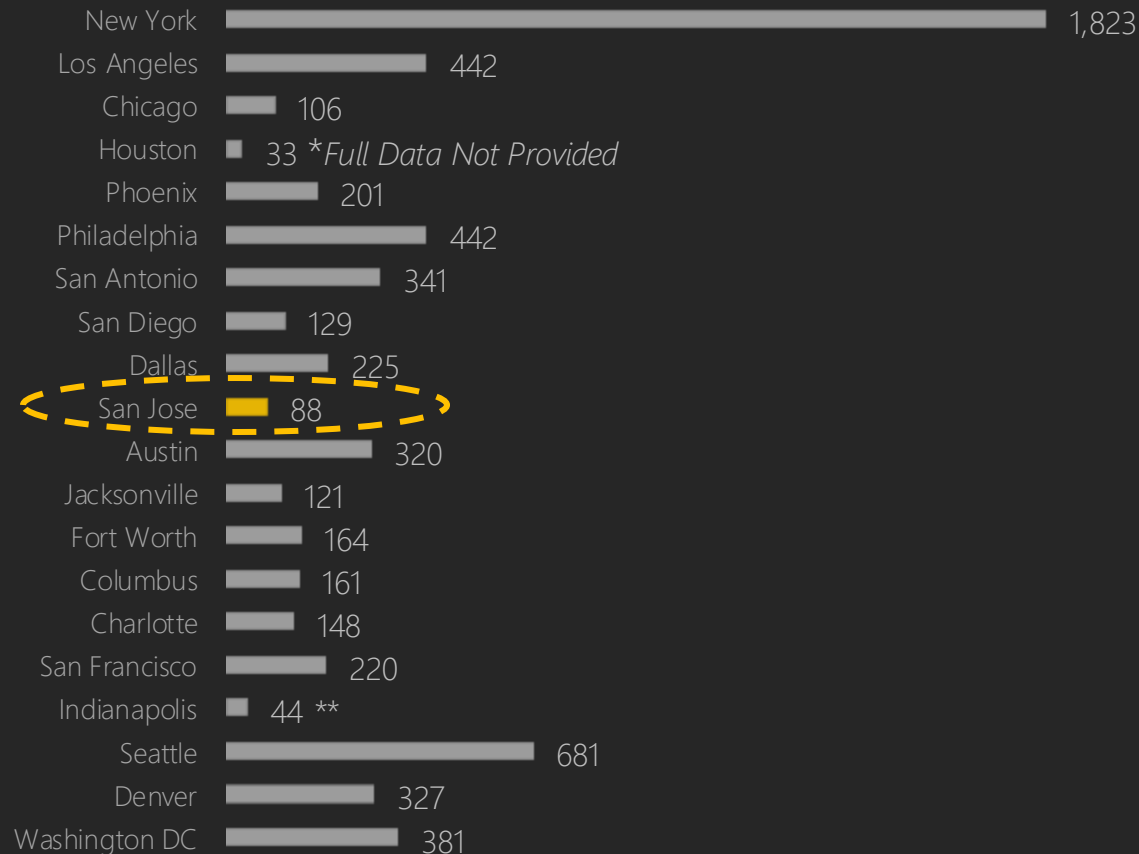| City	2020 IT Budget ($M)
New York	$684.00
Los Angeles	$98.00
Chicago	$33.50
Houston	$17.00 *Full Data Not Provided
Phoenix	$55.90
Philadelphia	$112.00
San Antonio	$67.20
San Diego	$60.00
Dallas	$101.00
San Jose	$27.00
Austin	$131.00
Jacksonville	$39.90
Fort Worth	$18.00
Columbus	$43.87
Charlotte	$33.15
San Francisco	$131.34
Indianapolis	$30.14
Seattle	$268.00
Denver	$80.73
Washington DC	$120.65

2020 IT Budget (in $M) for Top 20 US Cities
(population based on 2019 Census)

- Analysis of budgets for top 20 US cities
- Key trends:
  - For cities with population of more than 1M residents, IT spend was between **$17M to $684M, with average US IT spend of $133M**.
  - For cities comparable to San Jose (population between 0.9M to 1.5M), **average comparable cities IT spend is $52.5M**
  - Three lowest IT spend in top 20 were:
    1. Houston: $17M*
    2. Fort Worth: $18M
    3. **San Jose: $27M**

- Gartner Research estimates **2020 Average IT Budget Rate for State/Local governments for organization over $1B in revenue is 4.10%**

Houston's IT Budget detail is not fully accessible and verifiable
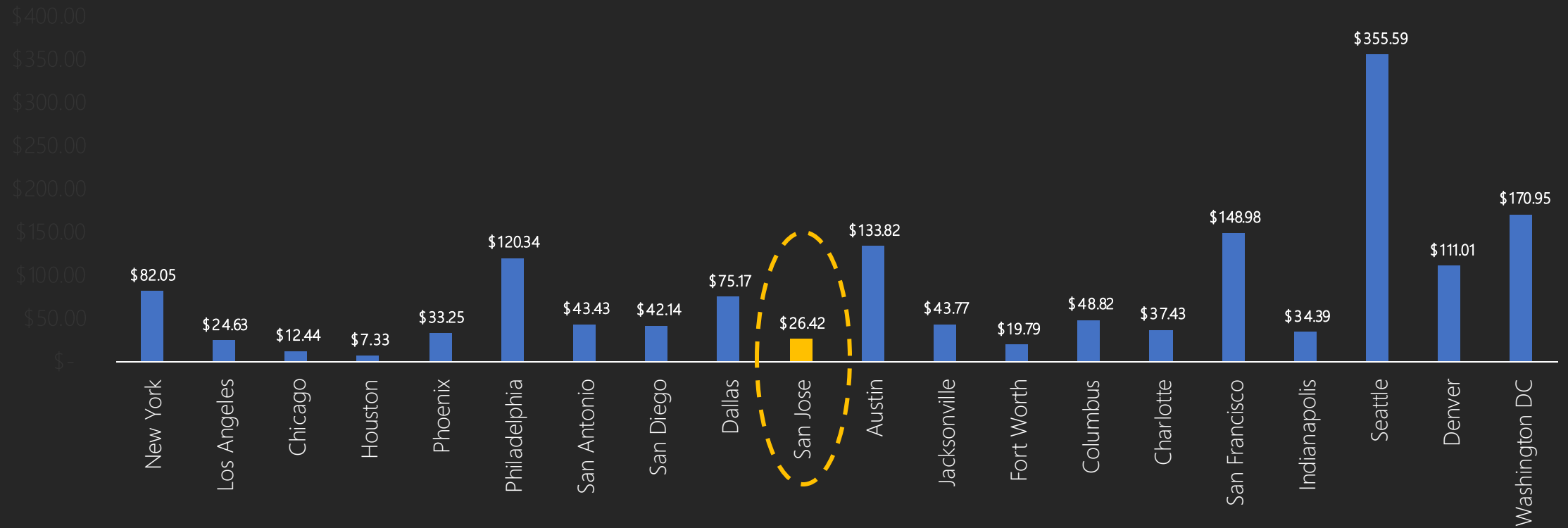
24

IT Staffing Benchmarking of Top 20 Cities

2020 IT Staffing for Top 20 US Cities
(population based on 2019 Census)

City	FTE
New York	1,823
Los Angeles	442
Chicago	106
Houston	33 *Full Data Not Provided
Phoenix	201
Philadelphia	442
San Antonio	341
San Diego	129
Dallas	225
San Jose	88
Austin	320
Jacksonville	121
Fort Worth	164
Columbus	161
Charlotte	148
San Francisco	220
Indianapolis	44 **
Seattle	681
Denver	327
Washington DC	381

- Analysis of staff head count for top 20 US cities
- Key trends:
  - For cities with population of ≥1M residents, staffing of 33 – 1,823. **Average Large US City IT Staffing of 383 FTE.**
  - For cities comparable to San Jose (population .9M – 1.5M), **average comparable Large US City IT Staffing of 175FTE.**
  - Three lowest IT budgets in top 20 were:
    1. Houston: 33 FTE*
    2. Indianapolis: 44 FTE**
    3. **San Jose: 88 FTE**
  - Anomaly: San Jose FTE Count Includes 13 FTE in SJ311
- Population data was gathered by US 2019 Census and city budgets were analyzed from respective city reports

*Houston's IT Budget detail is not fully accessible and verifiable; ** City-County Shared Service*

IT Spend/City Population Analysis

IT Budget by City Population (2020)

$82.05	$24.63	$12.44	$7.33	$33.25	$120.34	$43.43	$42.14	$75.17	$26.42	$133.82	$43.77	$19.79	$48.82	$37.43	$148.98	$34.39	$355.59	$111.01	$170.95
New York	Los Angeles	Chicago	Houston	Phoenix	Philadelphia	San Antonio	San Diego	Dallas	San Jose	Austin	Jacksonville	Fort Worth	Columbus	Charlotte	San Francisco	Indianapolis	Seattle	Denver	Washington DC

TOP 20 US Cities in M (by population, 2019 US Census)
2020 IT Budget from respective City Budget documents

Key Indicators of Effectiveness

Key Indicators Outlined

- **Projects**: Budget, Schedule, Scope, **Value**

- **Applications**: Uptime, Downtime, System Performance

- **Infrastructure (Systems & Network)**: Uptime & Availability, Performance

- **Customer Support:**
  - On hold
  - Abandonment rate
  - Outages

- **Customer Satisfaction**

- **Cybersecurity**
  - # of Trainings
  - # of Risk Assessments

- Our assessment outlined the following indicators as the common indicators across most strategic plans

- San Jose provides reporting on the key metrics outlined plus value and outcome measures

- Additionally, *the vacant IT staffing indicator* is a critical metric for San Jose as it competes with talent in the Bay Area

- Cybersecurity also covered by San Jose (internal)

Assessing the City's Analysis…

Key Trends Identified

01. Enabler vs. Solution Provider
- ❖ Develop a Strategy for the City of San Jose and align strategic initiatives towards digitization
- ❖ Establish integrated service design and deliver policy for UX

02. Personalized Services
- ❖ Improve connection with citizens of San Jose through single sign-ons
- ❖ Increase levels of trust between government and citizens
- ❖ Develop roadmap integrating essential government service

03. Processes and Governance
- ❖ Establish a federated governance model with a breakdown of capabilities to be centralized, decentralized across the organization

04. Digital Services
- ❖ Adopt a Digital Transformation Strategy for the City of San Jose and identify areas to collect and re-use data
- ❖ Adopt digital first strategy

05. Equity
- ❖ Engage with non-profits and other organizations outside of government to gain insight into their needs and identify potential solutions

06. Service Delivery
- ❖ Implement an HR plan to increase resources for various IT services
- ❖ Implement HR policies to track skills development and employee engagement

07. Cybersecurity
- ❖ Build cybersecurity office with an advisory board and workplan
- ❖ Build a Secure City initiative through partnering with cybersecurity leaders

08. Smart Government
- ❖ Utilize IoT to distinguish duties of various departments

Priority #1: Support City Equity Initiatives

Identify areas of lower income and prioritize. Build awareness around current available resources. Create programs to provide families in need with additional devices given current climate with COVID-19

1

Prioritize Residents

2

Training

Train for digital literacy across the City (internally and externally) and develop local broadband mapping tools
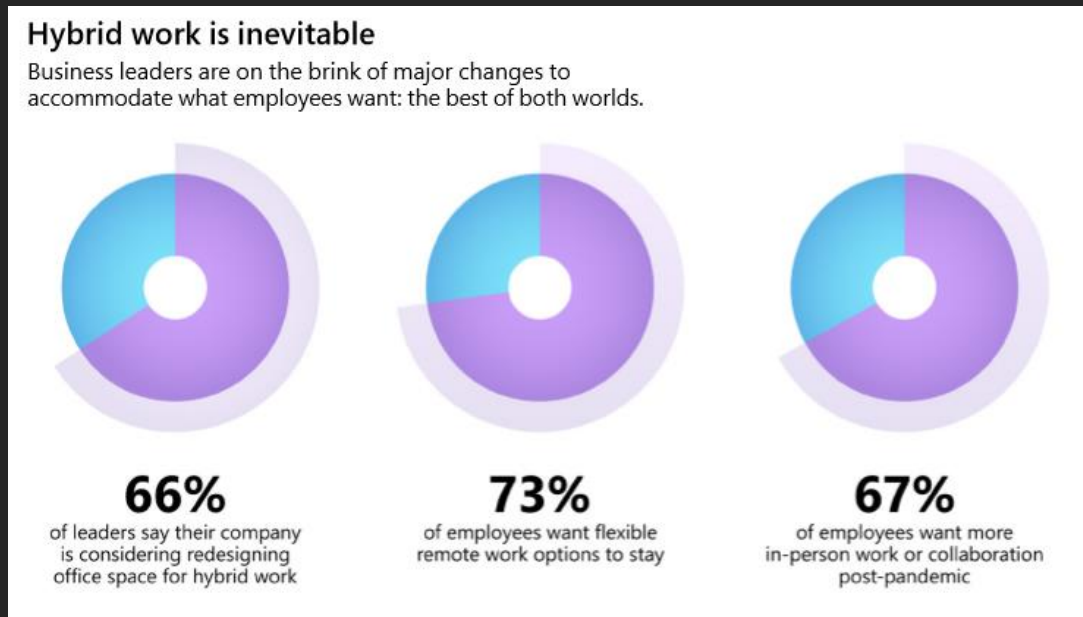
Align with internal teams to be an effective equity player

4

Internal Partnerships

3

External Partnerships

Partner with community based organizations and non-profits

Priority #2: Manage a Hybrid Organization

Hybrid work is inevitable

Business leaders are on the brink of major changes to accommodate what employees want: the best of both worlds.

66% of leaders say their company is considering redesigning office space for hybrid work

73% of employees want flexible remote work options to stay

67% of employees want more in-person work or collaboration post-pandemic

- The data is clear.

- Extreme flexibility and hybrid work will define the post-pandemic workplace. Employees want control of where, when, and how they work, and expect businesses to provide options.

- The decisions business leaders make in the coming months to enable flexible work will impact everything from culture and innovation to how organizations attract and retain top talent.

Priority #3: Double Down on Digital Services

01.

Ensure greater transparency, openness and inclusiveness of government processes and operations

- ❖ Adopt open and inclusive processes
- ❖ Accountability and transparency regulations
- ❖ Address existing digital divides

02.

Encourage engagement and participation of public, private and civil society stakeholders in policy making and public service design and delivery

- ❖ Address citizen, organization and resource allocation issues
- ❖ Identify and engage non-government organizations

03.

Create data driven culture in the public sector

- ❖ Develop frameworks to enable, guide and foster access to use, and re-use of increasing levels of data and statistics

04.

Risk Management approach to address digital security and privacy issues

- ❖ Increasing confidence in government services
- ❖ Engage relevant stakeholders and integrate digital government strategy in overall public administration reforms

Info-Tech Assessment…

Info-Tech Findings

Info-Tech's supported San Jose's IT Department by conducting an independent assessment of San Jose IT Department's strategic process, resourcing, and draft IT Strategic Plan. Some key findings noted by Info-Tech:

❖ No local government has a record of higher achievement per dollar of technology investment.

❖ San Jose is a leader in strategic planning by aligning strategy development with the agile nature of modern IT. While other cities/counties continue to use the outmoded waterfall IT Strategy process and emphasize new technology features, San Jose's IT strategy focuses on alignment and provides a mechanism to match IT efforts to evolving demands.

Info-Tech Findings

(Part 2)

❖ San Jose's IT strategy process accounts for both departmental needs and resident needs, guided by City Council/City Manager priorities. This approach is vastly different from other cities, which struggle to align with their departments. The process also positions the IT team to be true to its most important customers – the residents of San Jose.

❖ Digital services will be a key driver in the future. San Jose's IT team has already positioned to support the city through this transformation ahead of others and has emerged as a leader in the space through robust planning and partnerships

Info-Tech Findings

(Part 3)

❖ Post-COVID 19, managing a remote organization will be critical for the success of cities.

❖ San Jose competes with an extreme SF Bay Area Technology market for employees. Ability to hire and retain staff should be a focus.

❖ San Jose must address IT resource optimization and adding resources where needed to achieve its March 2021 City Roadmap. Demands outstrip current and projected resources. The City's IT Governance approach should reduce redundancies/inefficiencies to reassign resources.

Addressing Governance…

Governance Approaches

A tradeoff exists between the three models of IT Governance

Centralized

Federated
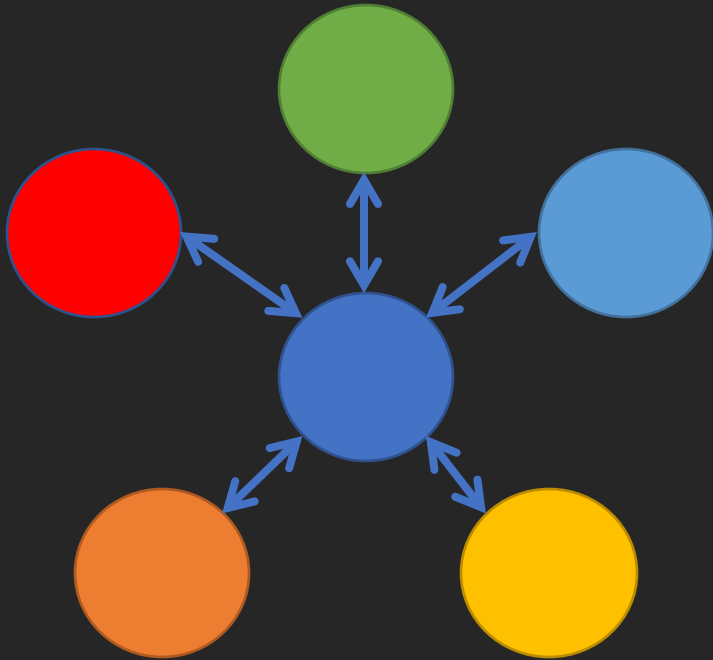
Decentralized

Centralized IT function provide operational speed and simplicity

Federated models provide flexibility around common processes, tools, and technologies
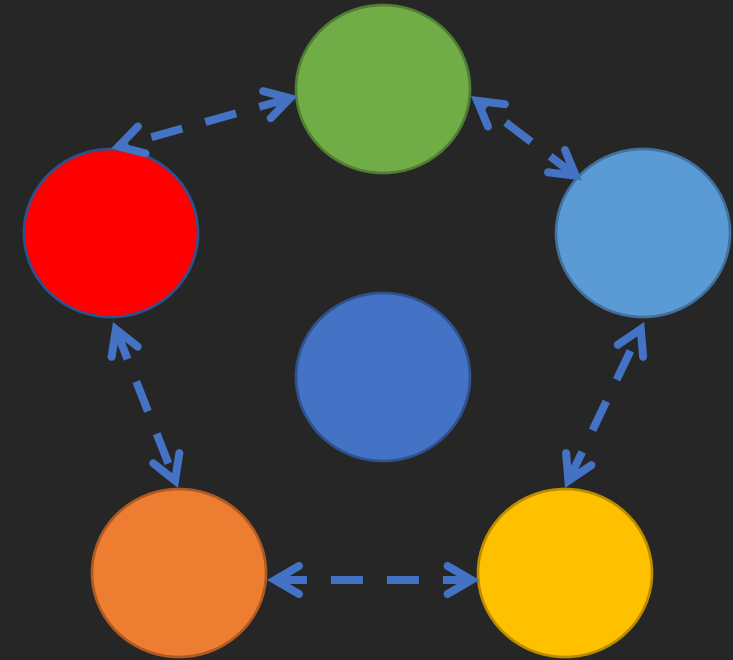
Decentralized provides autonomy to departments to innovate w/ "creative waste"

Principles for Federated Governance Model

Directive and Standard driven

Empowered and Delegated

Govern towards enterprise goals

Integrate with Portfolio

Risk is integrated

San Jose IT Leadership should set the directives and standards for the Federated Governance Structure

Business Owners/Product Owners are responsible for following the directives

Empower the business owners to control the roadmap, strategy and product vision, as well as prioritization of work for respective departments

Both centralized and decentralized governance models will ensure that the **products meet enterprise needs**, based on business goals and strategy

Roadmap **must be integrated with enterprise strategy and the larger portfolio for San Jose** Alignment to architectural direction is critical and governed by IT leadership

Risk and compliance information must be **embedded in the process or included in product design**.

Recommendation: Governance for San Jose

01 Strategy & Governance	IT Governance	Strategy	Performance Measurement	Policies	Quality Management	Innovation	
02 People & Resource Mgmt	Stakeholder Management	Resource Management	Financial Management	Vendor Selection & Contract Management	Vendor Portfolio Management	Workforce Strategy	Strategic Communications	Organizational Change Enablement
03 Enterprise Architecture Capabilities	Enterprise Architecture	Telecom Architecture	Systems Architecture	Data Architecture	Application Architecture		
04 Service Portfolio Mgmt	Operations Management	Service Portfolio Management	Release Management	Service Desk & Incident Management	Problem Management	Change Management	Demand Management
05 Infrastructure Portfolio Mgmt	Asset Management	Infrastructure Portfolio Management	Availability & Capacity Management	Network & Infrastructure Management	Configuration Management	Storage/Cloud	Compute & Virtualization
06 Information Security & Risk	Cybersecurity Standards & Operations	Identify, Protect & Detect	Prevention & Training	Incident Response & Recovery	Compliance, Audit & Review	Continuity Planning & Drills	Intelligence Sharing w/ Joint Response
07 Application Capabilities	CORE APPS / Enterprise APPS	Fiscal and Budgeting / Application Management	People Systems / Systems Integration	Productivity / Application Development	Content Mgmt. / User Testing	Specialized Systems / Quality Assurance	Monitoring Systems / Application Maintenance
08 PPM & Projects	Portfolio Management	Requirements Analysis	Project Management				
09 BI & Reporting	Data Catalog	BI & Reporting	Data Quality & Governance	Database Operations	Enterprise Content Management		

Note (callout top right): Hybrid functions are contextual – if clear standards must be met, we recommend centralized IT governance, otherwise decisions can be made at business departments level
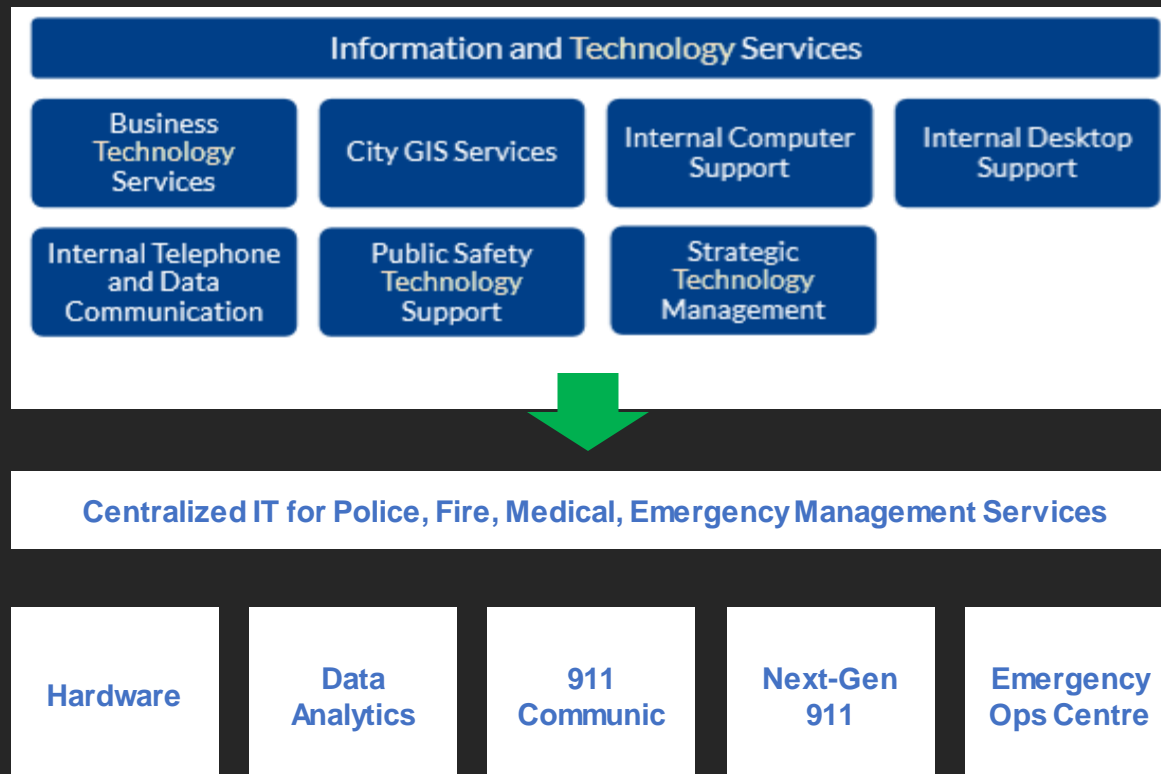
Note (callout mid right): Applications should be assessed on outcomes: Core Apps and SJC wide apps should be centralized, and Enterprise apps should be decentralized

Legend
- Hybrid (green)
- Centralize (light blue)
- Decentralize (yellow)

Recommendation: Public Safety Technologies

Type of Model

Centralized IT for Police, Fire, Medical, Emergency Management Services

| Hardware | Data Analytics | 911 Communic | Next-Gen 911 | Emergency Ops Centre |

- Based on San Jose's current limited budget and resourcing, Info-Tech recommends setting up an *emergency services technology office within the current ITS department*

- Multiple cities either already have this model or are implementing this model. Some of such examples include:
  - City of Dallas
  - City of Philadelphia
  - City of Los Angeles

Committee Input &
Continue to June Committee Meeting