



Information Technology



FY26–FY30 IT Strategic Plan



Vision

Opportunity in every neighborhood, excellent service for every San Diegan.

Mission

Every day we serve our communities to make San Diego not just a fine city, but a great city.

Priority Areas

Create Homes for All of Us
Protect & Enrich Every Neighborhood
Advance Mobility & Infrastructure
Champion Sustainability
Foster Regional Prosperity

City Strategic Plan

Operating Principles

Customer Service

We value our residents, customers, and employees by designing solutions and services that put people first.

Equity & Inclusion

We value equity by taking intentional action to create equal access to opportunity and resources.

Empowerment & Engagement

We value a “Culture of Yes” where we empower employees to creatively solve problems and offer solutions.

Trust & Transparency

We value transparency by using data to make better-informed decisions and build trust with the public.



Introduction

The Department of Information Technology provides IT services to the City of San Diego spanning over 30 City departments, over 400 locations, more than 12,900 employees, and the 1.4 million residents of the City of San Diego.



Staffing for City technology services is supported by 93 City IT professionals and 40 public-safety radio engineers and support staff. In addition to City IT staff, the services are supported by contracts with CGI (Application Development and Maintenance), Zensar Technologies (Data Center, Help Desk, Deskside Services, Network) along with other highly specialized and trained consultants to deliver and enable citywide technology solutions for City services and the public.

The Department of IT manages five funds for Citywide IT services:

1. General Fund: The General Fund supports the General Fund PC Replacement Program and SD Access 4 All digital equity program.
2. IT Fund: The IT Fund supports centralized IT operations for the City including network, voice, applications, help desk, cyber security, IT strategic planning, IT operational policies and standards, IT contracts, IT governance, IT budgets, and the City's website.
3. Enterprise Geographic Information Services (GIS) Fund: The GIS Fund supports spatial data analytics, workflows and provisioning GIS technologies for departments across the City. The GIS Fund also supports San Diego Geographic Information Source (SanGIS).
4. OneSD Support Fund: The OneSD Support Fund includes Systems, Applications and Products (SAP), web environments, and citywide content management.
5. Wireless Communication Technology Fund: The Wireless Communication Technology Fund supports the service delivery for public safety wireless radio communications technologies.

Information Technology Fund

49 FTE

CITY STAFF

Zensar

CGI



Data Center Cloud Help Desk Deskside Support Cross Functional

Enterprise Applications



Cyber Security



Service Management Office



eDiscovery



Web Team



Fiscal Services



Contracts



Digital Strategy

Major Supporting Contracts

DataBank Data Center

DLT Cloud AWS

CALNET Network



Network and Voice



Security Operations Center

Wireless Fund 40 FTE



Public Safety Wireless

GIS Fund 11.27 FTE



Geographic Information System

OneSD Fund 29.15 FTE



SAP Team

General Fund 4 FTE



Access 4 All

Dept of IT by the Numbers



70,000

Annual Help Desk Tickets



15,145

Devices



14,237

Users



108,000,000

Annual Email Messages



1,231

Servers



721

Applications



343,693

Annual Paychecks Issued



1,500

GIS Data Sets



6,935,000,000

Annual Blocked Cyber Threats



29,000,000

Annual Website Page Views



5,287,000

Annual Credit Card Payments



140,000

Monthly 911 Calls for Radio Dispatch



10,500

Radios



7

Mountaintop Radio Towers



3,000,000

Annual Public Wi-Fi Sessions

IT Services Teams

Help Desk

Help Desk and Deskside Support services are provided by Zensar and provide technical support for the thousands of City employees who use more than 15,100 devices in the City’s inventory. The Help Desk receives more than 70,000 calls annually.

Network and Voice

Network and Voice Team services are provided by Zensar Technologies. Services include internet, phone services, network, WIFI, data circuits, WAN, LAN, and network infrastructure.

Data Center & Cloud

Data Center and Cloud services are provided by Zensar. The City’s data center and cloud services manages hundreds of applications that provide City services and support City operations.

Digital Strategy

Digital Strategy Team services include management of the IT Governance process, business relationship management, and facilitation of the Strategic Technology Advisory Committee (STAC) process.

Cyber Security

Cyber Security Team services protect the City’s data and technology and manages the business risk of City IT operations through the use of tools, policies, and security awareness.

Contracts

Contracts Team oversee 100+ technology contracts worth over \$50 million annually. They manage RFPs, service level agreements, procurement, contract negotiations, enterprise licenses, and assess financial penalties when warranted.

Apps

Applications Development, Maintenance, and Support services are managed by CGI and include the development, maintenance, upgrades, applications, roadmaps, and support of hundreds of City applications and operational systems and services for the public.

IT Services Teams

Service Mgmt Office

Service Management Office (SMO) manages the City's end user computer hardware and software standards and enterprise change governance. The SMO manages the contract for Workplace Services, IT Help Desk and Desktop Support functions, the City's ServiceNow platform and develops citywide IT Service Delivery best practices

Financial Services

Financial Services Team works with the Dept of Finance to manage the complex annual citywide IT budget process and allocations. The unit also monitors and reports on citywide IT expenditures, department payroll operations, personnel documents, invoices, and purchase requisitions.

Web Services

Web Team manages and updates the City's public website (www.SanDiego.gov), intranet site (CityNet), and SharePoint collaboration site. The Web Team's responsibilities include maintaining and enhancing the City's web content management system, establishing web design standards and guidelines, and supporting the web content

GIS

GIS Team provides core citywide mapping and spatial analytics support for hundreds of City applications and the SanGIS Joint Powers Authority (JPA) for the City and the County of San Diego responsible for maintaining a regional geographic information system

SAP

SAP Team works with City departments to design, optimize, and execute critical business processes including City employee payroll, vendor and customer payments, citywide budgeting, accounting and financial transactions and reporting, monitoring of budgeted expenditures and many other critical functions.

Wireless

Public Safety Wireless Team provides radio services to more than 3,000 first responders in the Police and Fire-Rescue Departments and supports 22 radio sites along with mountaintop towers in San Diego County. The division also installs radio equipment in public safety and City vehicles.

IT Governance

The Department of IT teams operate with a governance process to ensure that the IT services are aligned with the City’s business and technical requirements.

IT Governance exists to ensure that needs and options are evaluated, approved (if appropriate), and prioritized based on the strategic objectives of the organization while monitoring compliance and performance against agreed-upon direction. Administrative Regulation 90.68 documents the IT Governance process and aligns with the IT Infrastructure Library (ITIL) framework of IT best practices.

The Strategic Technology Advisory Committee (STAC) ensures proposed solutions are aligned to the City’s technology standards and roadmap.

STAC is comprised of every City Department Director and also includes DoIT staff. STAC established the following mission:

- Provide business value with each approved City technology initiative; and
- Provide transparency and citywide prioritization of technology requests in the City’s annual budget process.

There are three levels of governance for IT initiatives. Each level serves a specific purpose and is executed at a different time in the IT lifecycle.

- **Executive Level IT Governance:** STAC: This level evaluates the strategic fit and business risk of the City’s proposed IT budget. The purpose of this level of governance is to ensure there is sufficient business value in each proposed technology initiative to outweigh the risks, while providing transparency and citywide prioritization of technology requests. The STAC determines if the proposed initiative should be undertaken from a business perspective, and if so, where it should be prioritized within the available funding.
- **Department of IT Level Governance:** This level covers the governance in assessing, selecting and approving technology solutions. The process in Administrative Regulation 90.68 is used to assess the technology in relation to the City’s IT roadmap and technical landscape and evaluate Cyber security and technology risk. The Department of IT’s technical alignment process will ensure the City is selecting the right technology tools.
- **Operational Department Level of IT Governance:** City Departmental Project Staff: This level of governance is responsible for project execution. Risk is assessed at the project level.

Strategic Planning Process

The Strategic Planning Process began with the operating principles and priority areas from the City’s Strategic Plan:

Operating Principles

Customer Service – We value our residents, customers, and employees by designing solutions and services that put people first.

Empowerment & Engagement – We value a “Culture of Yes” where we empower employees to creatively solve problems and offer solutions.

Equity & Inclusion – We value equity by taking intentional action to create equal access to opportunity and resources.

Trust & Transparency – We value transparency by using data to make better-informed decisions, answer questions, and build trust with the public.

Priority Areas

Create Homes for All of Us – Ensuring every San Diegan has access to secure, affordable housing.

Protect & Enrich Every Neighborhood – Connecting communities to safe public spaces that offer opportunities to learn, grow, and thrive.

Advance Mobility & Infrastructure – Offering high-quality infrastructure and mobility options that are efficient, safe, and convenient.

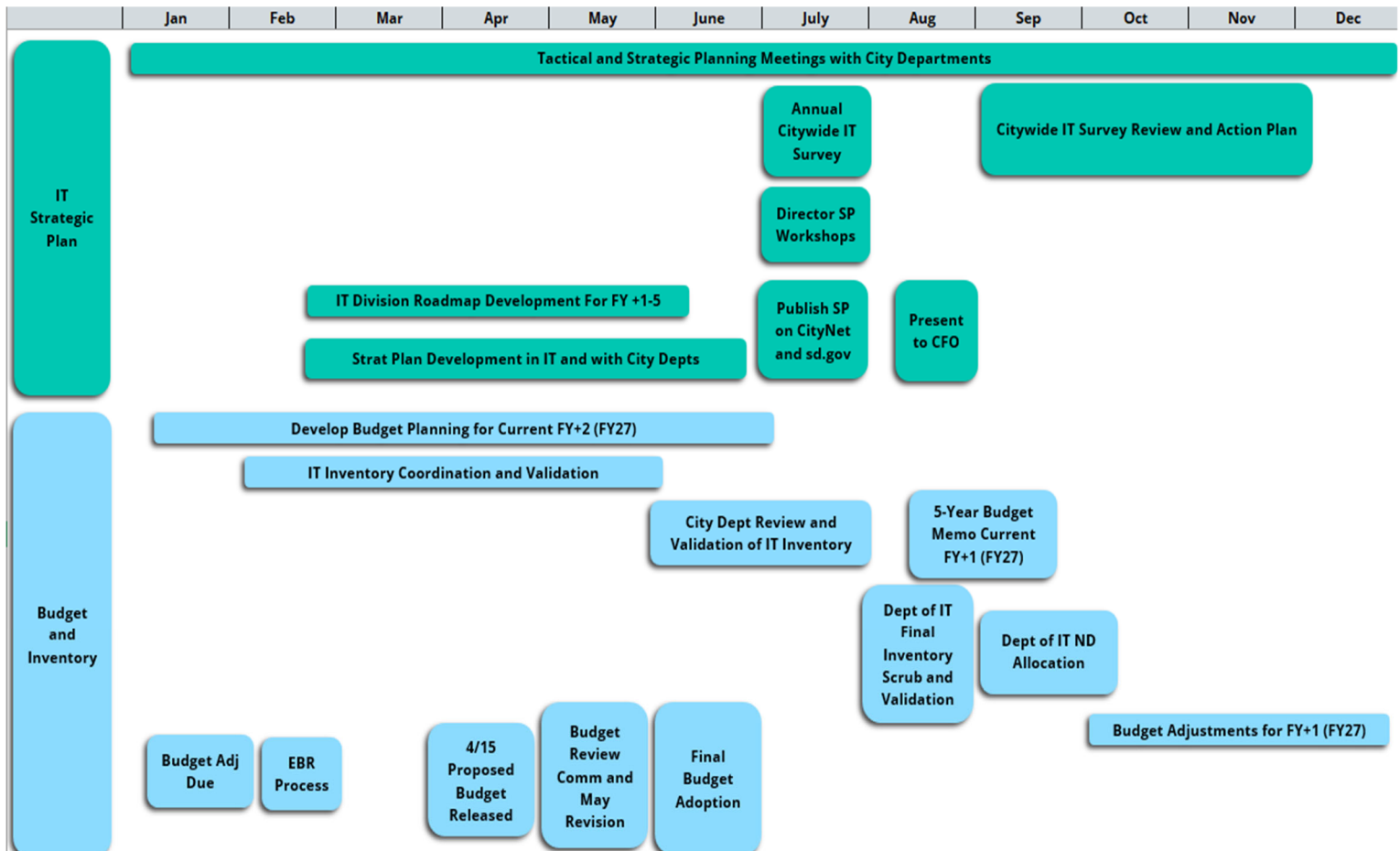
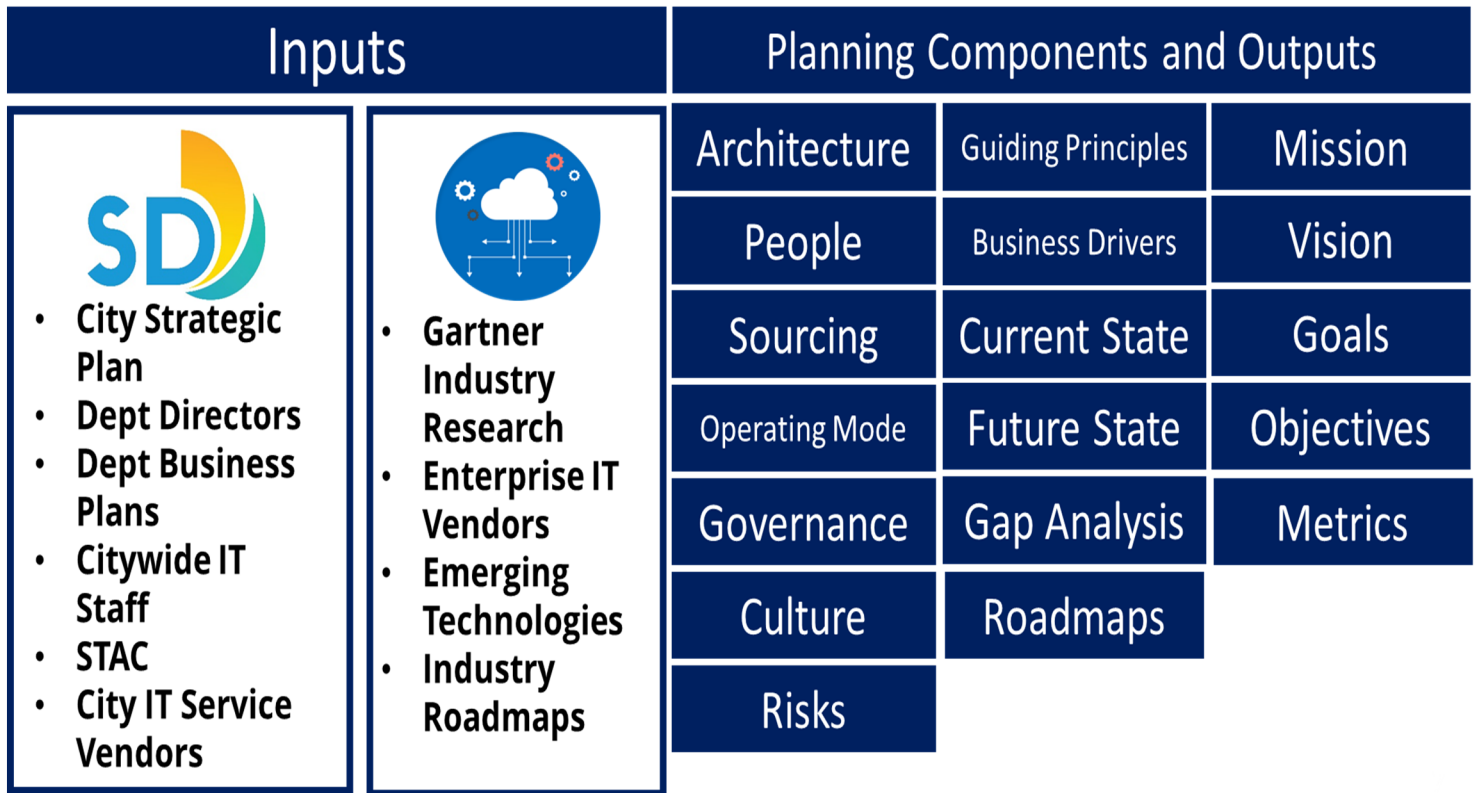
Champion Sustainability – Creating livable, sustainable communities for all San Diegans, now and in the future.

Foster Regional Prosperity – Promoting economic growth and opportunity in every community, for every San Diegan.

The Strategic Planning Process is based on best practices from The Open Group Architecture Framework (TOGAF) to provide IT service delivery, financial transparency, and interoperability. The planning process includes analyst meetings and tools from Gartner Research, a leading IT industry research and analysis firm.

City departments provided input about their highest priorities, pain points, any gaps in services, suggestions for improvements, and where opportunities existed to improve services to their customers. The Dept of IT conducts an annual survey of City departments to maintain visibility of changing needs and priorities.

Strategic Planning Process



Strategic Planning Process

Strategic planning included:

- The feedback from City stakeholders was gathered for each area of service and compiled to define the current state of services, the planned future state of services, and identified gaps between the two.
- Technology Roadmaps from the IT vendor community and emerging technologies that will impact how IT services are delivered in the future.
- Gartner Research information and a roadmap for the IT industry and benchmarks for local governments .
- The planning process evaluated each gap and proposed a solution to arrive at the desired future state of services and placed the solution into the appropriate area's roadmap.

The roadmaps contain hundreds of projects that keep the City's systems current, target cost reductions, enhance security, improve efficiencies, accelerate mobile and cloud adoption, drive innovation, modernize services, and increase automation. These roadmaps represent projects and initiatives outside of the significant amount of daily operational support by IT staff to keep 400 City locations connected, over 700 applications operational and available, 15,100 computers and 1,231 servers secure and patched, thousand of phones operational for calls, and public-safety radio services available for our first responders.



Mission and Vision

Mission:

To provide high value, equitable, secure, and resilient technology solutions and public safety wireless radio services through strategic innovation and partnerships with City and regional stakeholders.

Vision:

To be an innovative technology leader and strategic partner for San Diego.



Guiding Principles

Innovation

**Business Continuity
and Resiliency**

**Usability,
Responsiveness,
and Advocacy**

Citywide Perspective

Security

**Transparency,
Standards, and
Efficiencies**

Digital Equity

**Employee
Empowerment**

Value

Guiding Principles

To fulfill the mission and vision, and align goals with City departments and the City of San Diego Strategic Plan, DoIT combined a citywide perspective with industry best practices for our Guiding Principles.

The nine Guiding Principles for the FY26–FY30 IT Strategic Plan:

- **Innovation** – Innovation drives continuous improvement and efficiencies into City operations and services.
- **Business Continuity and Resiliency** – Modernizing the City’s IT infrastructure provides resilient and scalable networks and applications.
- **Usability, Responsiveness, and Advocacy** – Provide a high quality user experience and responsive services while advocating for all stakeholders.
- **Citywide Perspective** – An IT roadmap with standards and platforms built on a citywide perspective maximizes the value and the return on investment for IT solutions.
- **Security** – Protect the City’s data and information assets while providing confidentiality, integrity, and availability.
- **Transparency and Standards Efficiencies** – Implement IT Best Practices and IT Governance through the IT Infrastructure Library (ITIL), Project Management Institute, (PMI), and The Open Group Architecture Framework (TOGAF) to provide IT service delivery, financial transparency, and interoperability.
- **Digital Equity** – includes access to devices, broadband access, digital literacy, and an environment conducive to learning and work.
- **Employee Empowerment** – Empower our employees to reach their fullest potential through development and training opportunities.
- **Value** – A focus on value drives continuous improvement to the IT ecosystem to maximize the value received on IT investments.

Business Drivers

**Technology
Modernization**

Resiliency and Cloud

**Data and IT
Governance**

**Technology Access
and Customer
Engagement**

Digital Payments

**Digital Services
Anywhere**

**Regulatory
Compliance**

Digitization

**Collaboration and
Efficiencies**

**High Availability of
Public Safety Radios**

**Security and Risk
Management**

Value

Business Drivers

The business drivers for the IT Strategic plan were developed with citywide stakeholders during the planning process and include:

- **Technology Modernization** – Continuous modernization is required to ensure City systems and data are properly protected and the user experience is optimized.
- **Resiliency and Cloud** – Enable agility and business continuity.
- **Data and IT Governance** – The process of managing the availability, classification, usability, integrity and security of the data..
- **Technology Access and Customer Engagement** – Continuous engagement enables usability and access improvements.
- **Digital Payments** – Payment Card Industry (PCI) compliance of City applications and infrastructure is required for ease in doing business with the City.
- **Digital Services Anywhere** – Access from anywhere.
- **Regulatory Compliance** – Digital transformation must be aligned with regulatory compliance requirements.
- **Digitization** – must meet trusted system requirements.
- **Collaboration and Efficiencies** – Continuous improvement and collaboration drives efficiencies into City processes and services.
- **High Availability of Public Safety Radio Services** – Infrastructure requirements, radio coverage, and network capacity are required to meet 99.999% availability (less than 6 minutes of downtime per year) of the City’s public safety radio systems.
- **Security and Risk Management** – City services require appropriate security controls and risk management to ensure continuity of operations and services.
- **Value** – A focus on value drives continuous improvement to City applications to maximize the value received on IT investments.

Goals and Objectives

Goal #1

Secure the City's Data and Technology Assets and Mitigate Risk

Goal #2

Collaborate with Stakeholders to Optimize Technology Services Driving Business Value and Resiliency

Goal #3

Standardize and Modernize City Technologies and Processes Driving Innovation, Security, and Efficiency

Goal #4

Advance IT Service Delivery by Enhancing Technology for Transparency, Oversight, Operational Value, and Excellence

Goal #5

Advance Digital Equity for City Employees and Residents

Goal #6

Train, Develop, and Increase Employee Satisfaction and Retention of Department of IT Staff

Goal #1

Secure the City's Data and Technology Assets and Mitigate Risk



**Security Information and Event
Monitoring**



Security and Risk Governance



Optimize Network Architecture



MULTI-STATE
Information Sharing
& Analysis Center™

Partnerships



Goal #1 Secure the City's Data and Technology Assets

- Enhance the automation of cyber security with Security Information and Event Management (SIEM) tools across the City
- Ensure security is a key decision point for all contracts, RFI/RFP processes, product selection, adoption, and use.
- Optimize the City's network architecture to increase availability and improve security.
- Modernize, maintain evaluate, and improve existing security tools both on-site and in the cloud.

How is Goal 1 being completed?

- 24/7/365 monitoring by the Security Operations Center.
- Centrally managed end-point (desktop, tablet, laptop) security solutions to consolidate current tools and innovate and enhance end-point security.
- Data classification and data governance.
- Cloud-security tools to provide confidentiality, integrity, and availability of the City's cloud data.
- Enhance citywide Cyber Security training and awareness.
- Continued partnerships with the San Diego Regional Cyber Lab and local, state, and federal law-enforcement and security agencies to share information and best practices.
- Maintain compliance with regulatory standards for data.

Goal #2 Collaborate with Stakeholders to Optimize Technology Services Driving Business Value and Resiliency



Leverage Cloud Services



Citywide Platform Strategy



Expand Mobility and Ease of Use



Technology Access and Customer Engagement



**High Availability Public Safety
Wireless Communications**

Goal #2 Collaborate with Stakeholders to Optimize Technology Services Driving Business Value and Resiliency

- Expanded cloud services provide agility, resiliency, enhanced security, and availability.
- A citywide platform strategy leverages common standards to maximize business value and reduce costs.
- Expand adaptability and agility for public-facing and City workforce applications to improve efficiency and ease-of-use.
- Standardization and integration of the centralized technology ecosystem will reduce training and support costs, accelerate development, and improve data analytics and security.
- Enhance public safety wireless communications coverage and provide redundancy and resiliency.

How is Goal 2 being completed?

- Cloud migration projects to provide resiliency of services and reduce hardware maintenance and costs.
- Cloud-based disaster recovery provides greater resiliency and reduces the City's hardware maintenance and costs.
- Cloud call center services provide resiliency and improved customer experience.
- Network infrastructure modernization to increase security, network speeds and efficiency of City applications and cloud services.
- Redundant radio infrastructure providing radio coverage for first responders.
- Online web forms to replace paper and PDF forms for continued digitalization of City services to City employees, residents, and businesses.
- Replacement of City computer desktops with laptops and docking stations for a mobile workforce to allow the City workforce to work from any location.
- Digital signatures improve efficiency of city document workflows and reduce paper costs.
- Expanded desktop support for mobile devices and applications.

Goal #3 Standardize and Modernize City Technologies and Processes Driving Innovation, Security, and Efficiency



Standardized IT Services



Standardized Digital Transformation



Service Management Improvements



Data Governance

Goal #3 Standardize and Modernize City Technologies and Processes Driving Innovation, Security, and Efficiency

- Standardized IT services drive efficiencies and economies of scale with common standards, security, and governance requirements.
- Standardized digital transformation ensures alignment with City technologies, support contracts, training, data governance, and security.
- Improved service management through business relationship management, technology automation, and industry best practices.
- Data governance ensures the availability, usability, integrity and security of the data in enterprise systems.
- **How is Goal 3 being completed?**
 - Enhancement and standardization of Geographic Information Systems (GIS) services through insourcing and reducing dependency on outside vendor services.
 - Platforms like ServiceNow, Accela, SAP, Microsoft Azure, AWS, Salesforce, Google GSuite, and .Net will be leveraged for appropriate workloads, services, and functions to reduce one-off solutions.
 - Continuation of IT Infrastructure Library (ITIL) best practices in City IT processes.
 - AR 90.68 sets standards for IT Governance to ensure new technology is secure, supported, and available.
 - IT service management is centralized in the City's ServiceNow system and all incidents and vendor reporting comes from a single source of truth.

Goal #4 Advance IT Service Delivery by Enhancing Technology for Transparency, Oversight, Operational Value, and Excellence



Engage City departments to make improvements to contract SLA's to promote innovation and meet changing business requirements



Enhance the long-term roadmap of the City's IT contracts and RFP's with agility to adopt to the rapid pace of technology change

Goal #4 Advance IT Service Delivery by Enhancing Technology for Transparency, Oversight, Operational Value and Excellence

- Engage City departments to make improvements to contract SLA's to promote innovation and meet changing business requirements.
- Enhance the long-term roadmap of the City's IT contracts and RFP's with agility to adopt to the rapid pace of technology change.
- Develop contracts to improve cross-functional delivery and contract compliance.

How is Goal 4 being completed?

- Implementation of the City's ServiceNow system as a single source of truth to manage vendor performance service levels and monitor citywide technology projects.
- Digital transformation of legacy departmental applications to meet changing business requirements and improve the user experience.
- Optimizing contracts for the City's data center, cloud, network, help desk, desktop support, and application development and maintenance services.
- Contracts require continuous digital transformation and innovation. 19,000 baseline hours have been added for annual modernization in the City's ADM contract.

Goal #5 Advance Digital Equity



Increase free Wi-Fi utilization with a focus on low-income communities



Increase laptops and mobile hotspots available from City libraries



Work with community outreach partners to get San Diegans connected



Partner with nonprofits to provide digital equity training and access

Goal #5 Advance Digital Equity

How is Goal 5 being completed?

- Free Wi-Fi internet access has been expanded to over 350 outdoor locations, including libraries, recreation centers and street level hotspots in low-income neighborhoods. The expansion provided access to over 240,000 unique users
- Hundreds of laptops have been purchased for use at City libraries as well as 4,000 mobile hotspots that patrons can check out and use to establish free at-home internet service.
- The IT and Communications departments created a website for the “SD Access 4 All” program with an interactive map to find free Wi-Fi locations throughout the city.
<https://www.sandiego.gov/sdaccess>
- Digital literacy training is being provided at various City locations.
- A Digital Navigator program provides 1:1 support for residents who need help navigating the digital world.
- Partnered with SANDAG in developing a Regional Digital Equity Plan.
- The Department of IT annually donates the City’s end-of-life computers to nonprofits to be refurbished and provided to low-income San Diegans. Estimates average 800 computers each year.
- A Broadband Master Plan is being developed to expand broadband access to underserved communities.

Goal #6 Train, Develop, and Increase Employee Satisfaction and Retention of Department of IT Staff



ITIL Certification



Training and Development



Apprenticeship Program



Teleworking and Work Life Balance

Goal #6 Train, develop, and increase employee satisfaction and retention of Department of IT staff

How is Goal 6 being completed?

- All IT staff in service delivery are required to obtain ITIL certification for IT best practices. Over 90% of staff have completed the certification.
- Continue offering training opportunities to IT staff in cyber security, project management, cloud, IT procurement, GIS, SAP, network, digital equity, and other IT disciplines to grow in their careers and take advantage of promotional opportunities.
- The Wireless Division Apprenticeship Program offer opportunities to receive on-the-job training in installing, maintaining, adjusting, evaluating, troubleshooting, and repairing mobile, portable and fixed radio communication receivers, transmitters and microwave/data network systems.
- Teleworking opportunities offer improved work/life balance and reduce commute times and improved employee productivity while contributing the to City Climate Action Plan Goals.

Key Performance Indicators

Key Performance Indicators

DoIT tracks over 140 monthly and quarterly key performance indicators (KPI's) within the service level agreements for the major IT service provider contracts. The 4 KPI's in the IT Strategic plan measure these goals to modernize technology, advance IT service delivery from our IT service providers, and innovate and operate securely.

Performance Indicator	Definition	Baseline	FY2025 Performance	Goal
Mission Critical Application Availability	99.9% Annual Mission Critical Application Availability	99.9%	99.9%	99.9%
Connection of Public Wi-Fi in Priority Digital Equity Areas	Connecting 80% of the identified Priority Digital Equity Public Wi-Fi Locations	80.0%	93.8%	90.0%
Public Safety Wireless Radio System Availability	The US standard for availability of public safety radio systems is 99.999%.	99.999%	99.999%	99.999%
Cyber Security Incident Percentage	Less than 1% average of cyber security incidents for all active users	<1%	<1%	<1%

Milestones

In 2025 the City of San Diego was recognized as a North American Winner of the IDC Smart City Awards for its leadership with the San Diego Regional Cyber Lab for its AI solution that helped to bolster cyber security for small agencies and businesses in the region.

In 2024 the City of San Diego's SD Access 4 All digital equity program was honored as a Digital inclusion Visionary Trailblazer by the National Digital inclusion Alliance. The award recognized the City of San Diego's program accomplishments including public Wi-Fi at more than 350 locations including select libraries, parks, recreation centers, schools and other popular spots in neighborhoods across the City. The program also provides laptops and cellular hotspots available for checkout from City libraries, digital literacy training, free tech support and internet navigation tutorials. The public Wi-Fi has over 240,000 unique users.

The City of San Diego was ranked first for digital services nationwide for cities with populations of over 500,000 residents in the Digital Cities Awards. The Center for Digital Government recognized San Diego for using technology to meet city goals and priorities, improving the digital experience for residents and business partners, enhancing citizen engagement, achieving cost savings through new efficiencies, boosting transparency, enhancing cybersecurity and proactively addressing citizen expectations.

San Diego was also honored with the Government Experience Awards as a 2024 Overall Winner for cities with populations over 500,000 residents for radically improving the experience of government and pushing the boundaries of how citizen services are delivered.

