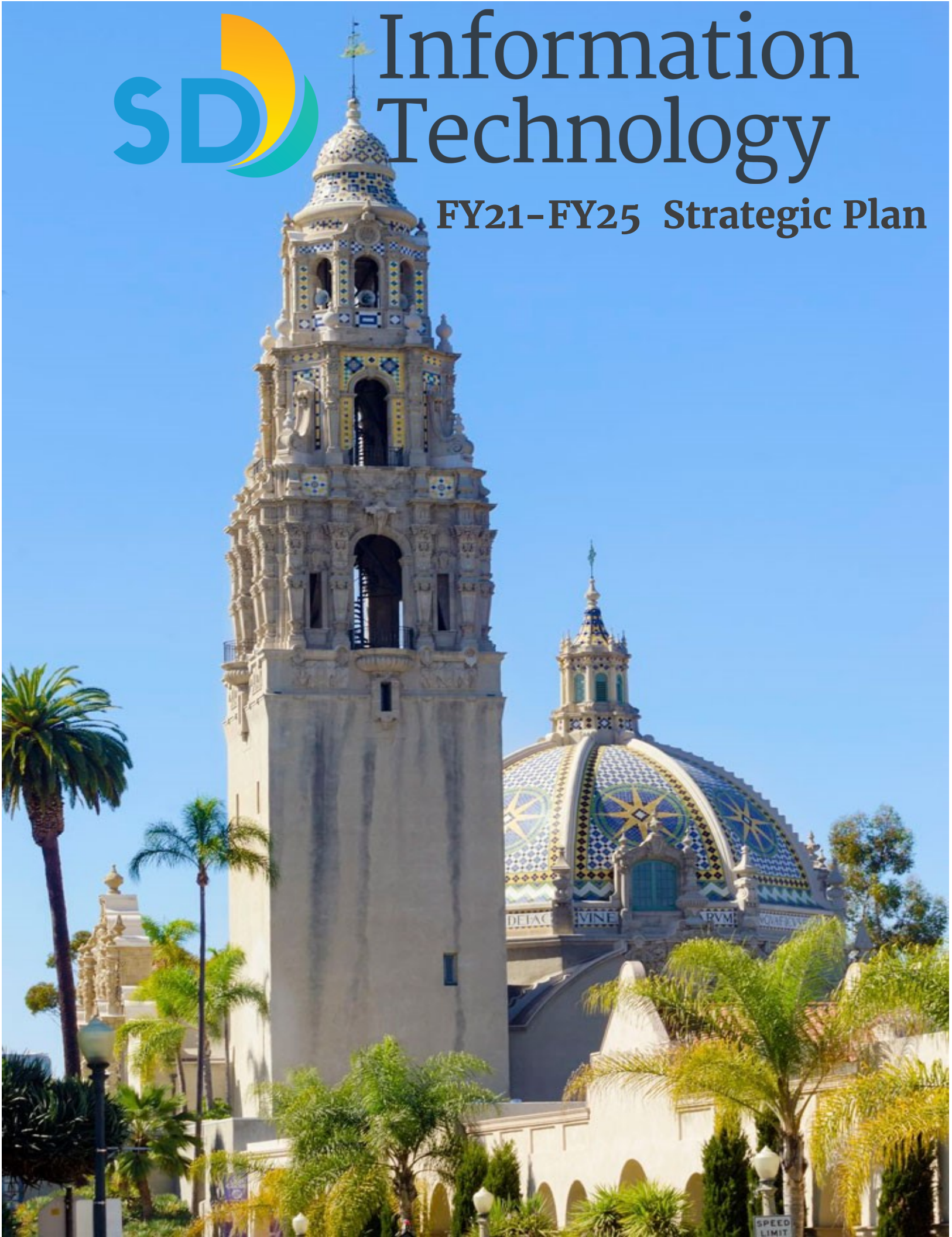
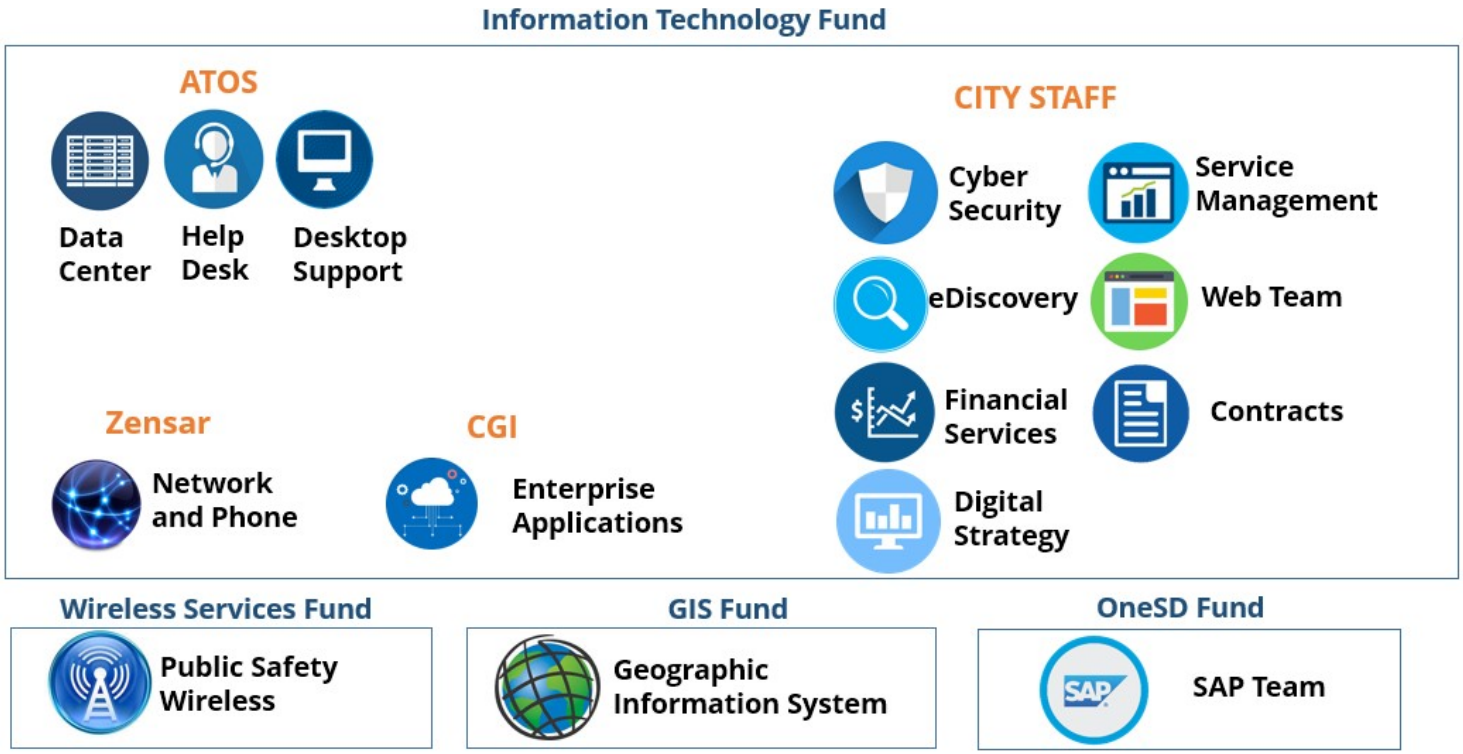
Information Technology

FY21-FY25 Strategic Plan



Introduction

The delivery of the City's technology services spans 31 City departments, over 300 locations, more than 11,500 employees, and the 1.4 million residents of the City of San Diego. Staffing for City technology services is supported by 71 City IT professionals and 45 public-safety radio engineers and support staff. In addition to the City staff members, the services are supported by contracts with CGI (Application Development and Maintenance), Atos (Data Center, Help Desk, Deskside Services,) and Zensar Technologies (Network/Security) along with other highly specialized and trained consultants, as needed to fulfill the needs of the City's IT requirements.



Help Desk and Deskside Support This service has been provided by Atos since 2012. The Help Desk provides technical support for the thousands of City employees who use the more than 15,000 devices in the City's inventory. The Help Desk receives more than 60,000 calls for assistance annually. The budget for FY 2021 Help Desk and Deskside services including transition costs for the FY21 IT Services RFP is $10.1 million.

Network and Phone Team This service has been provided by Zensar Technologies since 2018. Services include internet, phone services, network, WIFI, data circuits, WAN, LAN, and network infrastructure. The budget for FY 2021 for network and phone services is $18.7 million.

Data Center and Cloud Team The City's Data Center services have been provided by Atos since 2012. The City's data centers operate the City's 380 applications including financial information, customer records, web services, and historical records and email. The budget for FY 2021 for data center operations including transition costs for the FY21 IT Services RFP is $14.8 million.

Digital Strategy Team The Digital Strategy Division partners with City departments to develop innovative strategies to expand citywide digital services, streamline applications through web and mobile channels, and oversee the use of Public, Education and Government (PEG) fees to deploy state-of-the-art technologies for public access to cable television broadcasts.

Cyber Security Team The City averages more than one cyber-attack each second. The Cyber Security team is paramount to protect every aspect of the City's IT systems 24/7. The Cyber Security Team protects the City's data and technology and manages the business risk of City IT operations. The budgeted for FY 2021 cyber security services is $4.4 million.

eDiscovery Team. In conjunction with the Cybersecurity team the eDiscovery team manages electronic discovery searches for CA Public Records Act (PRA) requests, investigations, subpoenas, and legal discovery requests. The eDiscovery Team work resulted in reviewing and returning more than 6 million emails per year through this process.

Contracts Team. The Contracts Team is a crucial component of the DoIT as they execute and manage extremely large and complex agreements for City's IT functions. The Contracts team handles all aspects of the Request for Proposals (RFP) processes, service level agreements, procurement activities, contract negotiations, enterprise license agreements and assess financial penalties when warranted. The team manages more than 100 technology contracts valued at $50 million annually.

Applications Team These services have been contracted to CGI since 2012 after the dissolution of the San Diego Data Processing Corporation. This service manages the development, maintenance, upgrades, applications, roadmaps, and support of over 300 City applications including electronic payments, tax systems, emergency response systems, docketing systems, electronic permits, bid processing, golf systems, and all other City's operational systems and services to the public.

Service Management Office The Service Management Office Division manages the City's end user computer hardware and software standards and enterprise change governance. The SMO manages the contracts for Application and Development, IT Help Desk and Desktop Support functions, the City's ServiceNow platform and develops citywide IT Service Delivery best practices and processes.

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

Web Team The 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 editors of City departments.

Public Safety Wireless Division 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.

GIS Team The City's Geographic Information System (GIS) team provides core citywide mapping and spatial analytics support for many of the City's 380 applications. In July 2019, the City and the GIS team was awarded the ESRI President's Award for innovation and leadership in GIS services out of 150,000 global customers.

SAP Team The SAP Team are dedicated to ensuring that SAP is working seamlessly to meet the City's business requirements. The 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 revenues, expediting procurement of supplies and services, enterprise asset maintenance, and many other critical functions.

IT Governance

The DoIT teams operate with an IT governance process to ensure that the IT services are aligned with the City's business and technical requirements. With all the initiatives, demands and priorities combined with limited financial and personnel resources, how does DoIT or the City determine which requests or demands come first? These questions provide the genesis of the IT Strategic Plan and IT Governance.

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.

The City's IT governance is overseen by the Strategic Technology Advisory Committee (STAC) which was formed as an evolution of the former IT Business Leadership Group and governance process. The former steering group process had gaps and inefficiencies that created delays in the start of IT projects and required rework to ensure proposed solutions were aligned to the City's technology standards and roadmap.

STAC created a forum where city technology projects could be vetted, and private sector and other public-sector input could be leveraged. In August 2015, work began to transform the existing group and processes into efficient, value-added services. STAC is comprised of every City Department Director along with DoIT staff and external experts including Chief Information Officers (CIO) of the County of San Diego the Sheriff's CIO and the CIO of Illumina. STAC reformulated out of date processes and 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: CIO: This level covers the governance in assessing, selecting and approving technology solutions. The purpose of this level is to assess the technology in relation to the City's IT roadmap and technical landscape. Cyber security and technology risk are assessed at this level. 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.

While executing Executive Level IT Governance, the role of STAC is to prioritize and approve discretionary budget in excess of $50,000. STAC will have robust discussions regarding the prioritization of limited budget and staff resources for General Fund and multi-department projects.

The value created by STAC's function is that proposed budget requests are vetted before they are approved in the budget process to ensure they provide value to the City and are prioritized in relation to other requests across the City. With this process it has streamlined the approval process for departments to move forward with approved projects after being funded. Since the STAC process was implemented in 2016, it reduced the delay time of approval to implementation by an average of 25 days.

The establishment of cross-departmental priorities will reduce the occurrence of projects in a vacuum. Organizational silos in the IT space will dissipate because departments will proactively agree to move forward together on projects that can be leveraged.

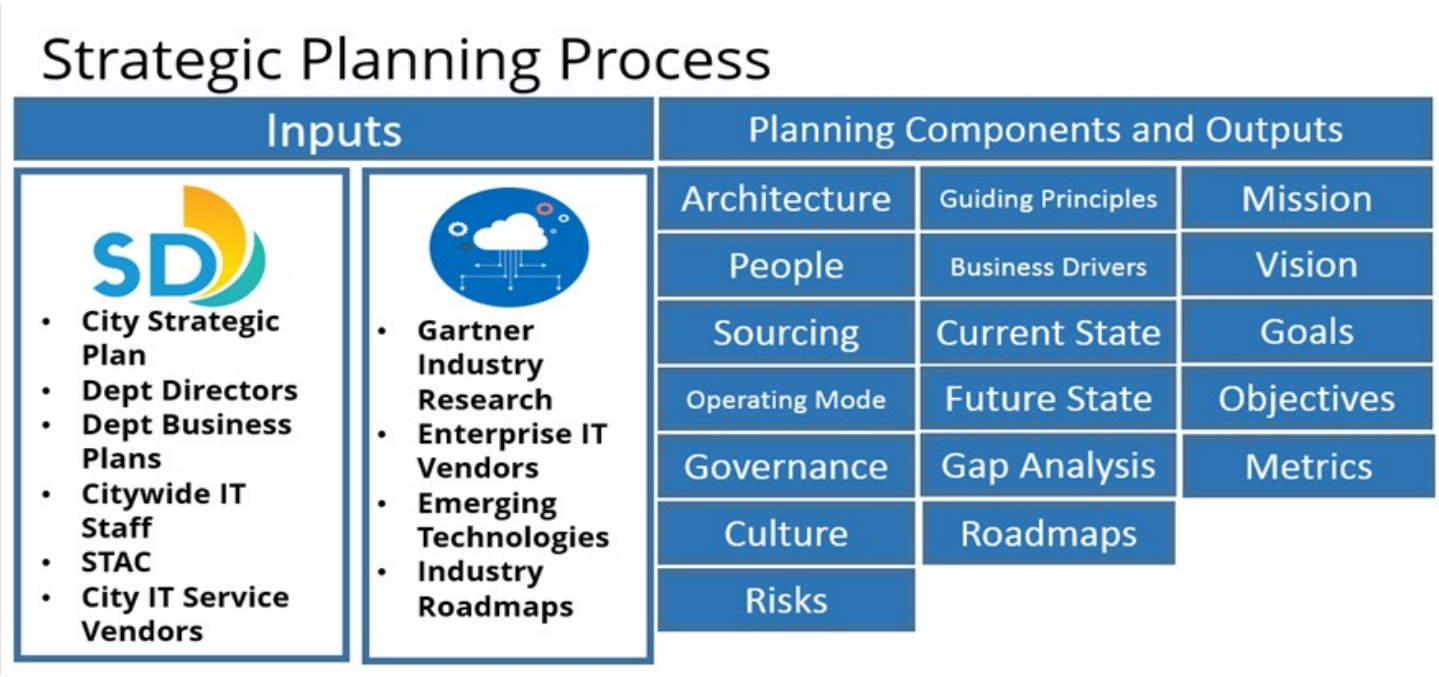
Strategic Planning Process

The Strategic Planning Process began with the three goals from the City's Strategic Plan:

1) Provide high quality public service

2) Work in partnership with all of our communities to achieve safe and livable neighborhoods

3) Create and sustain a resilient and economically prosperous City with opportunity in every community.



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 was initiated with 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.

Planning also included roadmaps from the IT vendor community and emerging technologies that will impact how IT services are delivered in the future. Gartner Research provided a roadmap for the IT industry and benchmarks for local governments that were used in the planning process. 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. 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.

Roadmaps were developed for each major area of service. 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 to each other and on the internet, keep 380 applications operational and available, 13,000 desktops and laptops secure and patched, 9,000 phones operational for calls, 1,100 servers operational, patched, and secure, 11,000 email accounts functional, and public-safety radio services available for our first responders.

Milestones

The City of San Diego was honored with the Digital Cities Award in November 2019 and ranked first for digital services nationwide for cities with populations of over 500,000 residents. 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 in September 2019 and ranked second nationally 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.

The City of San Diego received international recognition in July 2019 receiving the 2019 Presidents Award from ESRI. ESRI, a global market leader and supplier of GIS software, selected the City out of its 150,000 worldwide customers for its leadership and innovation in GIS technology. Former award winners include the American Red Cross, UPS, FEMA and the National Audubon Society.

Many of the modernizations and technology improvements aren't directly visible when City employees log into their computers or email each day, but they are part of an important overall ecosystem of City technology that must work seamlessly to help the City innovate and drive down costs.

The expansion of mobile device support was a department goal and much of the groundwork for expanded mobile and remote capabilities had already been completed before the COVID-19 pandemic. The COVID-19 public health orders required a large expansion of teleworking capabilities by City employees to support the continuity of City operations. The Dept of IT rapidly developed a virtual desktop solution to support over 2,000 additional City staff in providing essential operational support for City services.

The FY21-FY25 IT Strategic Plan is a comprehensive plan that aligns with the Citywide Strategic Plan, modernizes the City's networks, infrastructure, and applications, and integrates IT industry best practices with the delivery and contracting of technology services. The plan accelerates the move of City applications to cloud services and enhances the resiliency of the City's application portfolio. Mobile applications for City employees and residents will continue to expand to improve efficiency and make it easier to do business with the City. Cyber Security will remain a priority in all technology services and IT governance will ensure new applications and technologies maximize business value and reduce costs with common standards.

Gartner Research, a leading IT research and analysis firm provided 2020 benchmarks for average budget and IT investments for state and local governments. As demonstrated below, the City's award-winning IT services were provided with a lean budget that is less than the national average when compared to state and local government averages while achieving national averages in investment per employee.

Gartner Research – 2020 Average IT Budget for State/Local Governments for Organizations over $1 Billion in Revenue	US Average	City of San Diego
Avg IT Budget as Percent of Overall Budget	4.10%	3.70%

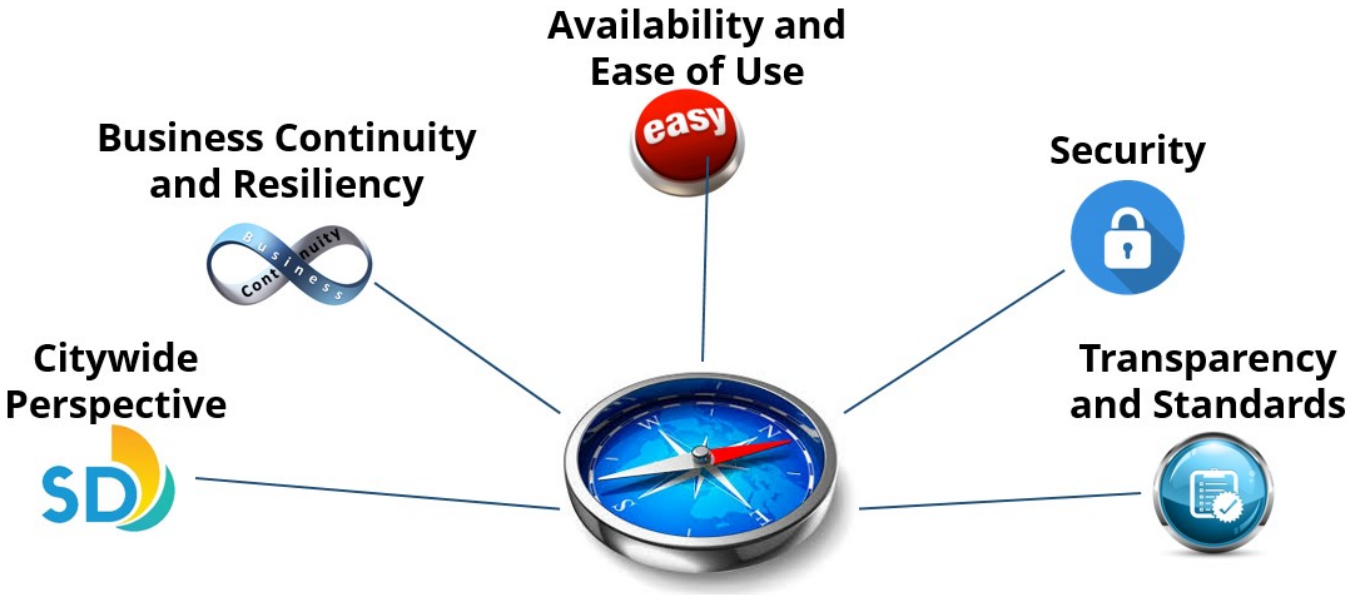
The Mission and Vision

Mission

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

Vision

To be a national municipal leader and strategic business partner for innovative technology solutions.



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 City benefits most from services that are designed for citywide use and provide economies of scale. The plan incorporates security at the highest level to ensure City services are delivered securely for City employees and the public. We'll continue expanding services from the City website and broaden support for mobile apps to make it easier to do business with the City and provide information to the public. Transparency and IT standards are the backbone of the IT services we provide.

The five Guiding Principles for the FY21-FY25 IT Strategic Plan:

- Citywide Perspective – Build an IT roadmap with standards and platforms from a citywide perspective that maximizes value and the return on investment for IT solutions.
- Business Continuity and Resiliency – Modernize the City's IT infrastructure to provide resilient and scalable networks and applications.
- Availability and Ease of Use – Provide our employees, residents, and businesses core services available from any location that support mobile devices and ease of use.
- Security – Protect the City's data while providing confidentiality, integrity, and availability.
- Transparency and Standards – 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.

Business Drivers

The business drivers for the IT Strategic plan were developed with citywide stakeholders during the planning process. City departments want to continue expanding mobile services to make their employees more efficient and provide more mobile apps and 24/7 services to the public. The rapid pace of technology change requires City IT staff to continue training in new and emerging technologies to keep the City's technology current and drive innovation. Technology changes need to be incorporated into existing IT services contracts to keep the services innovative and current. The cloud is transforming how businesses adopt new solutions and drive shorter implementation cycles.

Cashless payment options for City services will continue to grow and make it easier to do business with the City. Technology modernization will be continuous to support mobile apps, streaming video, tablets, smart city projects, and emerging technologies like 5G networks, blockchain, and artificial intelligence. Security is a core business driver to reduce risk for the City, protect the City's data, and operate securely. Critical public-safety services rely on comprehensive radio coverage that is always available.

Business Drivers

The primary business drivers identified by City stakeholders include:

- Governance and IT Service Delivery – Efficient and transparent delivery of IT services will be provided through an IT Service catalog, IT asset inventory, contract performance, data governance, and enterprise platform requirements.
- Cloud – City departments will continue to deploy cloud-based applications that meet their unique business needs. Examples of cloud services used by the City are the City website running in Amazon Web Services, Office 365 running in the Microsoft Azure Cloud, and the City's Get it Done app running in the Salesforce Cloud.

Business Drivers

- Technology Modernization, Security, and Resiliency – Data Center, network, and applications need to be kept current to keep pace with business and technology requirements. The City faces increasing threats to its systems and data and continuous modernization is required to ensure City systems and data are properly protected.
- Cost Optimization – New technologies should be standardized, securely implemented, and integrated into the City's support model while optimizing costs.
- Mobility – City departments and constituents require mobile access to provide and consume City services efficiently. Examples of City mobile apps include the Get it Done app, the SAP mobile time entry app, and the City website mobile apps.
- Cashless Payment – Payment Card Industry (PCI) compliance of City applications and infrastructure is required for ease in doing business with the City. The City accepts credit card payments for a variety of services like golf courses and City Treasurer functions.
- Citywide IT Staff and Support – Training, development, and availability of Citywide IT resources is required for innovation, support, and sustainability of the City's application portfolio.
- 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.

Goals and Objectives

DoIT created goals and objectives to help the City reach its target future state for IT services. The purpose of technology is to support business and operations allowing customers to operate more efficiently, provider better data for decision-makers, and drive higher customer satisfaction for stakeholders. In order to achieve these goals, the City will need to continue modernizing its software applications and hardware. The complexity and speed of technology change continues to increase at a rapid pace and the support model for all of these services will become more fragmented with a growing number of IT service and cloud providers. It is important to continue training the City IT workforce in new technologies and evolving best practices to support the changing landscape of cloud services that require comprehensive business requirements and project management for new technology implementations.

The City's major IT service contracts will need agility to rapidly adopt new technologies and benefit from the advantages of faster and cheaper technology options. Cyber security will continue to evolve with the expanded use of cloud technology, Software as a Service (SaaS), Smart City Internet of Things (IOT) projects, mobile apps, and the rapid increase of threats and vulnerabilities.

Goal #1 – Modernize and Maximize the Business Value and Resiliency of Technology Services

Strategic Plan Goal 1: Modernize and Maximize the business value and resiliency of technology services

- Create a citywide platform strategy to leverage common standards to maximize business value and reduce costs.
- Leverage cloud services for agility, resiliency, enhanced security, and availability.
- Expand mobility of public-facing and City workforce applications to improve efficiency and ease-of-use.
- Modernize the City's application portfolio
- Increase cyber security awareness and practices citywide.
- Enhance public safety wireless communications coverage and provide redundancy and resiliency.

How is Goal 1 being completed?

- Amazon Workspaces added to provide cloud VDI access to City remote workforce.
- Amazon Web Services project to move City servers and workloads to Amazon Cloud.
- Replacement of tape backup systems with disk and cloud-based backups to provide greater resiliency of data center services.
- Data center modernization to enhance resiliency, agility, and adopt a hybrid cloud operating model.
- Network infrastructure modernization to increase security, network speeds and efficiency of City applications and cloud services.

Strategic Plan Goal 1: Modernize and Maximize the business value and resiliency of technology services

- Redundant radio infrastructure to provide resilient radio coverage for first responders.
- Mesh Data Communication System for Police and Fire helicopters to provide video downlink and distribution.
- 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 for a mobile workforce.
- Added docking stations to allow the City workforce to work in multiple locations.
- Digital signature project to improve efficiency of city document workflows and reduce paper costs.
- Expand desktop support for mobile devices and applications.
- Expanded collaboration tools to make the remote workforce more connected and productive.
- Cloud migration projects to provide resiliency of services and reduce hardware maintenance and costs.

Goal #2 – Deliver and Support City technologies by optimizing the skills, training, and organizational structure of City staff to drive innovation and citywide best practices. Improve customer satisfaction through customer feedback and improvements.

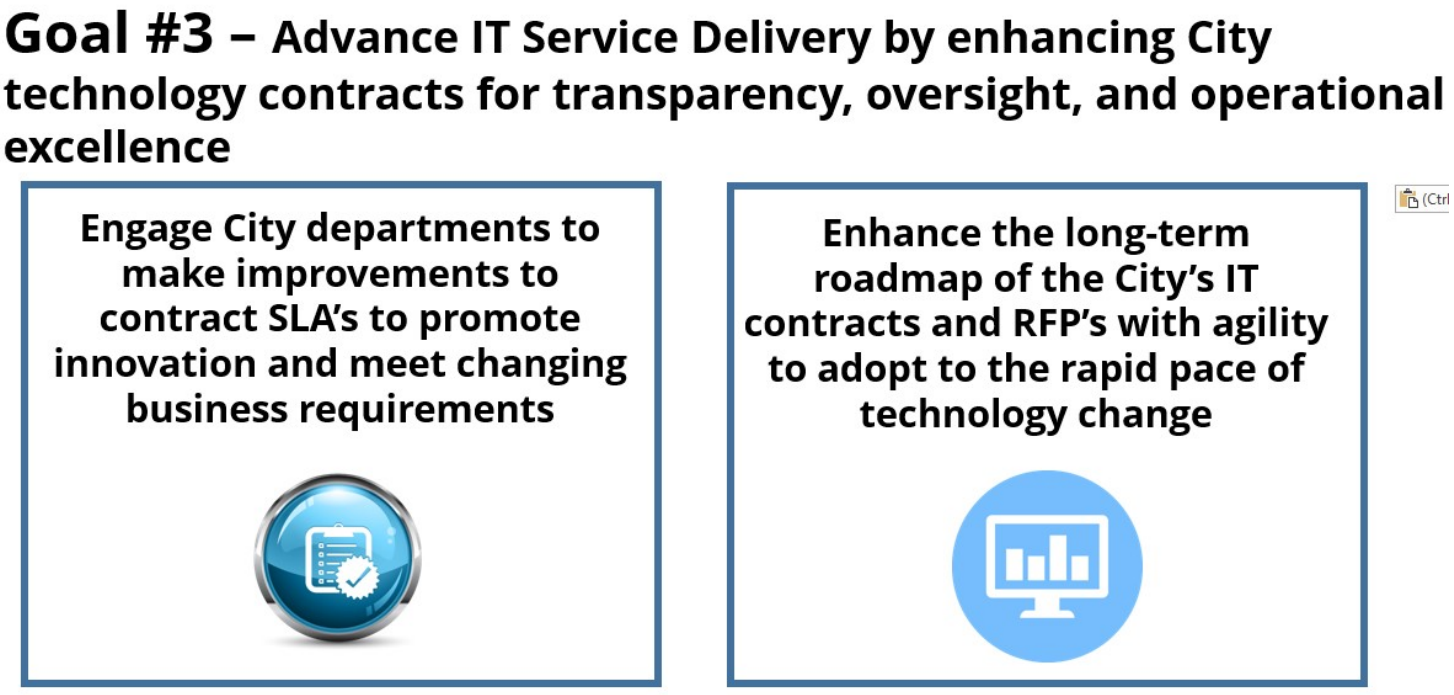
Strategic Plan Goal 2: Deliver and Support City technologies by optimizing the skills, training, and organizational structure of City staff to drive innovation and citywide best practices. Improve customer satisfaction through customer feedback and improvements.

- Enhance the skills of City departmental IT staff in project management, cloud, contracts, security, and as business analysts.
- Improve service management through business relationship management, technology automation, and industry best practices.
- Manage the availability, usability, integrity, and security of the City's data.

How is Goal 2 being completed?

- Continue annual citywide Cyber Security training.
- Continue IT Infrastructure Library (ITIL) training and certification for IT staff.
- Continue Project Management Institute (PMI) training and certification for Department of information Technology staff and City department IT staff.
- Enhancement and standardization of Geographic Information Systems (GIS) services through insourcing and reducing dependency on outside vendor services.
- Evaluation and recommendation of updates to the Information System Analyst (ISA) job classification.
- Streamlining IT procurement to improve efficiencies and adopt common standards.

Strategic Plan Goal 3: Advance IT Service Delivery by enhancing City technology contracts for transparency, oversight, and operational excellence



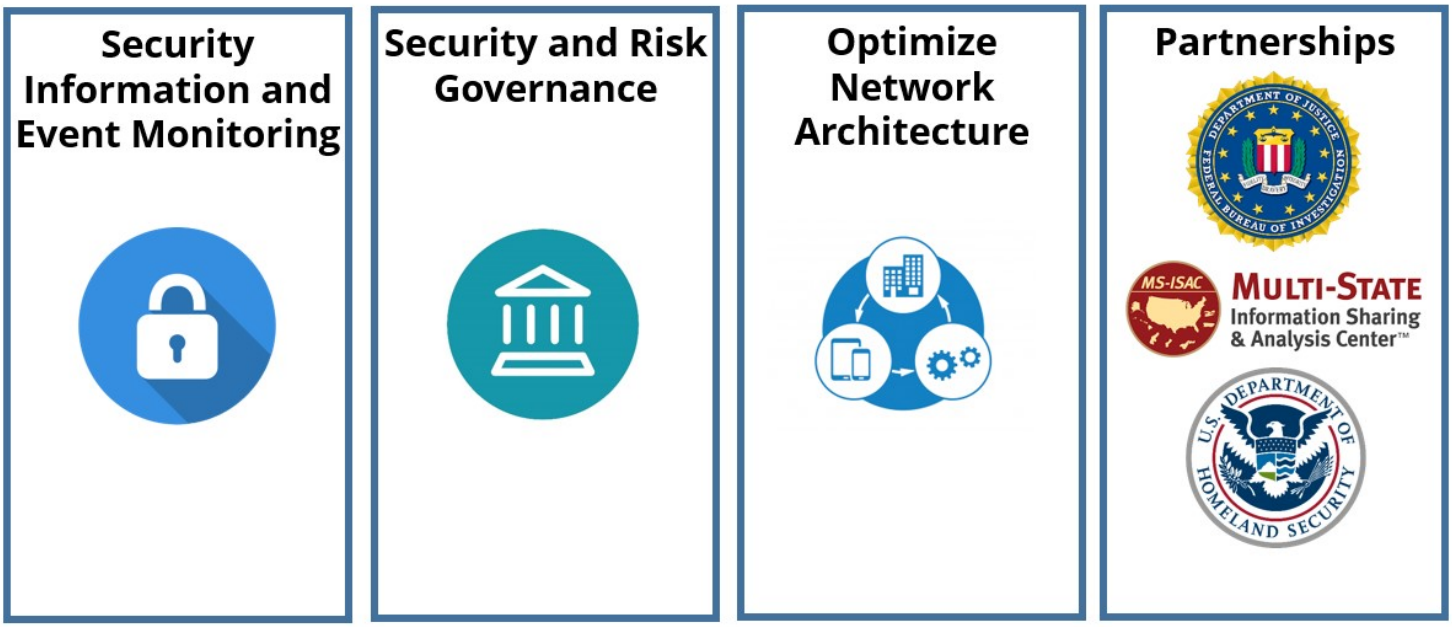
Strategic Plan Goal 3: Advance IT Service Delivery by enhancing City technology contracts for transparency, oversight, and operational excellence

- 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 technologic change.
- Develop contracts to improve cross-functional delivery and contract compliance.

How is Goal 3 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.
- Evaluation of desktop printing models to reduce costs and provide the best print options to meet departmental business requirements.
- Release of RFP's for the City's data center, help desk, desktop support, and application development and maintenance services.
- Develop a plan for contracted services that provides continuous digital transformation and innovation.

Goal #4 – Secure the City's data and technology

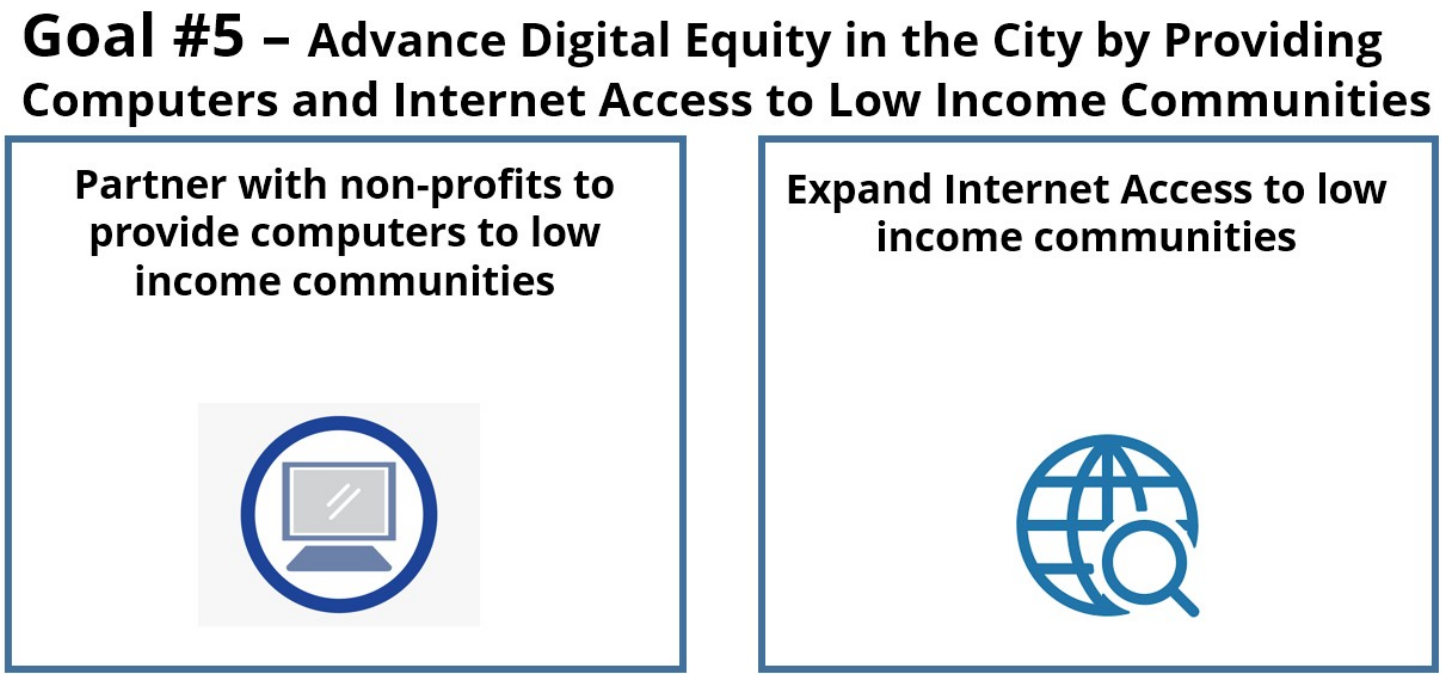


- Enhance the automation of cyber security with Security Information and Event Management (SIEM) tools across the City
- Ensure security is a key decision point for all contracts, RFI/RFP processes, product selection, adoption, and use.
- Optimize the City's network architecture to increase availability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

Goal 4: Secure the City's data and technology

How is Goal 4 being completed?

- Evaluation and implementation of an end-point (desktop, tablet, laptop) security solution to consolidate current tools and innovate and enhance end-point security.
- Expand automation and enhancements to a data solution for data classification and security.
- Implementation of new cloud-security tools to provide confidentiality, integrity, and availability of the City's cloud data.
- Enhance citywide Cyber Security training and awareness.
- Continue partnerships with local, state, and federal law-enforcement and security agencies to share information and best practices.
- Maintain compliance with regulatory standards for data.



Goal 5: Advance Digital Equity in the City by Providing Computers and Internet Access to Low Income Communities

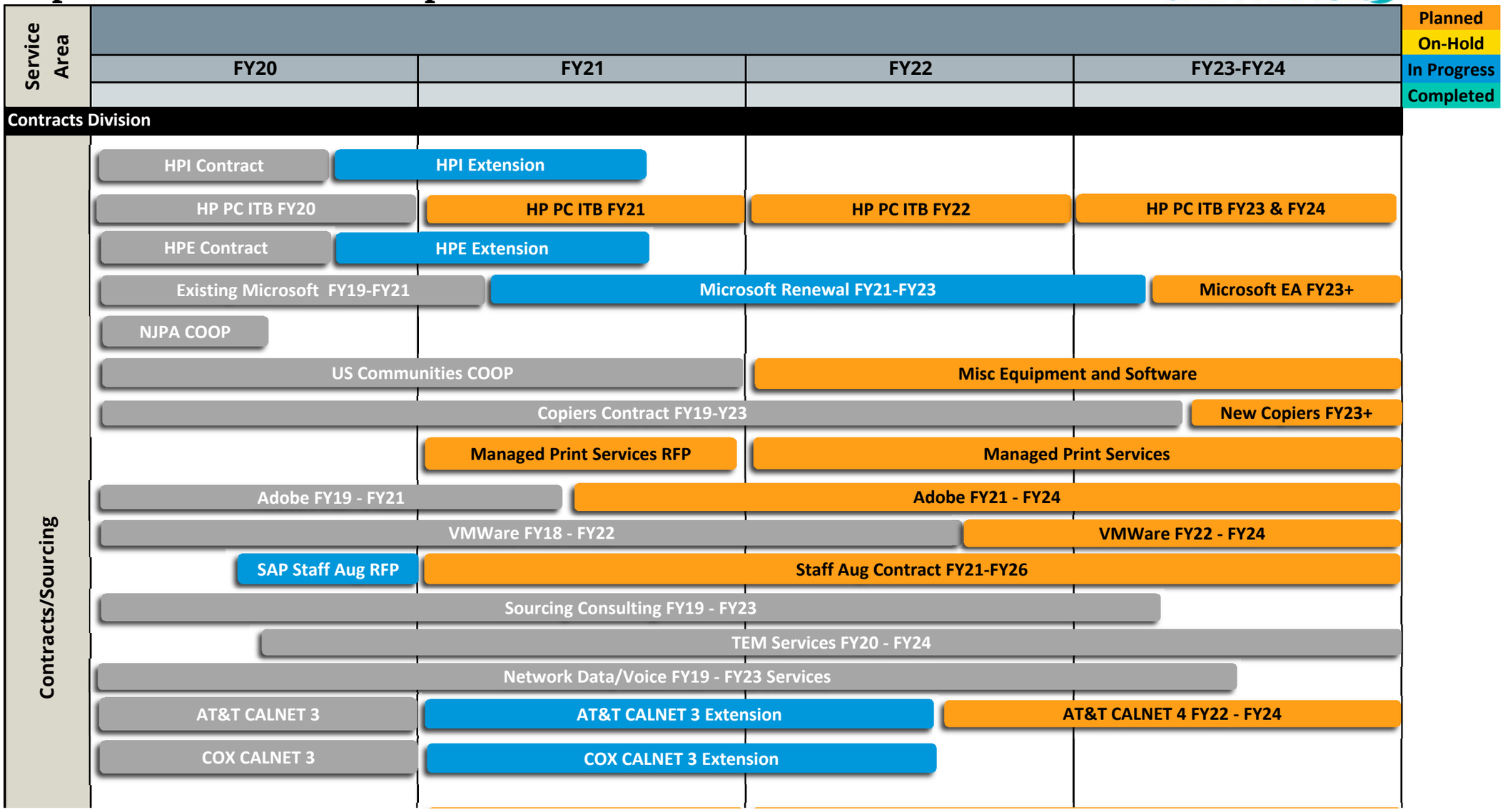
How is Goal 5 being completed?

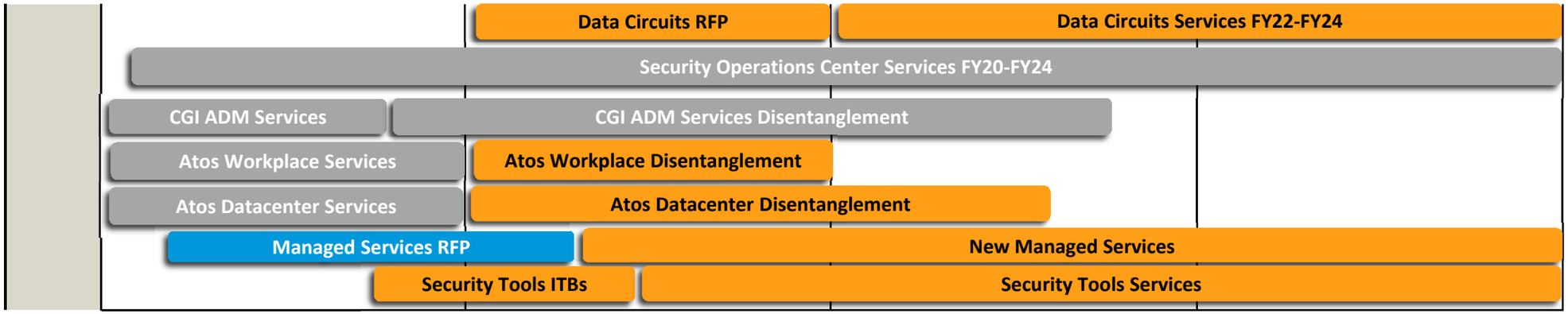
- The Dept of IT will donate end of life computers to non-profits to be refurbished and provided to the low income community.
- Internet access will be expanded at City facilities and other channels for access will be evaluated to expand internet access to low income communities.

Key Performance Indicators

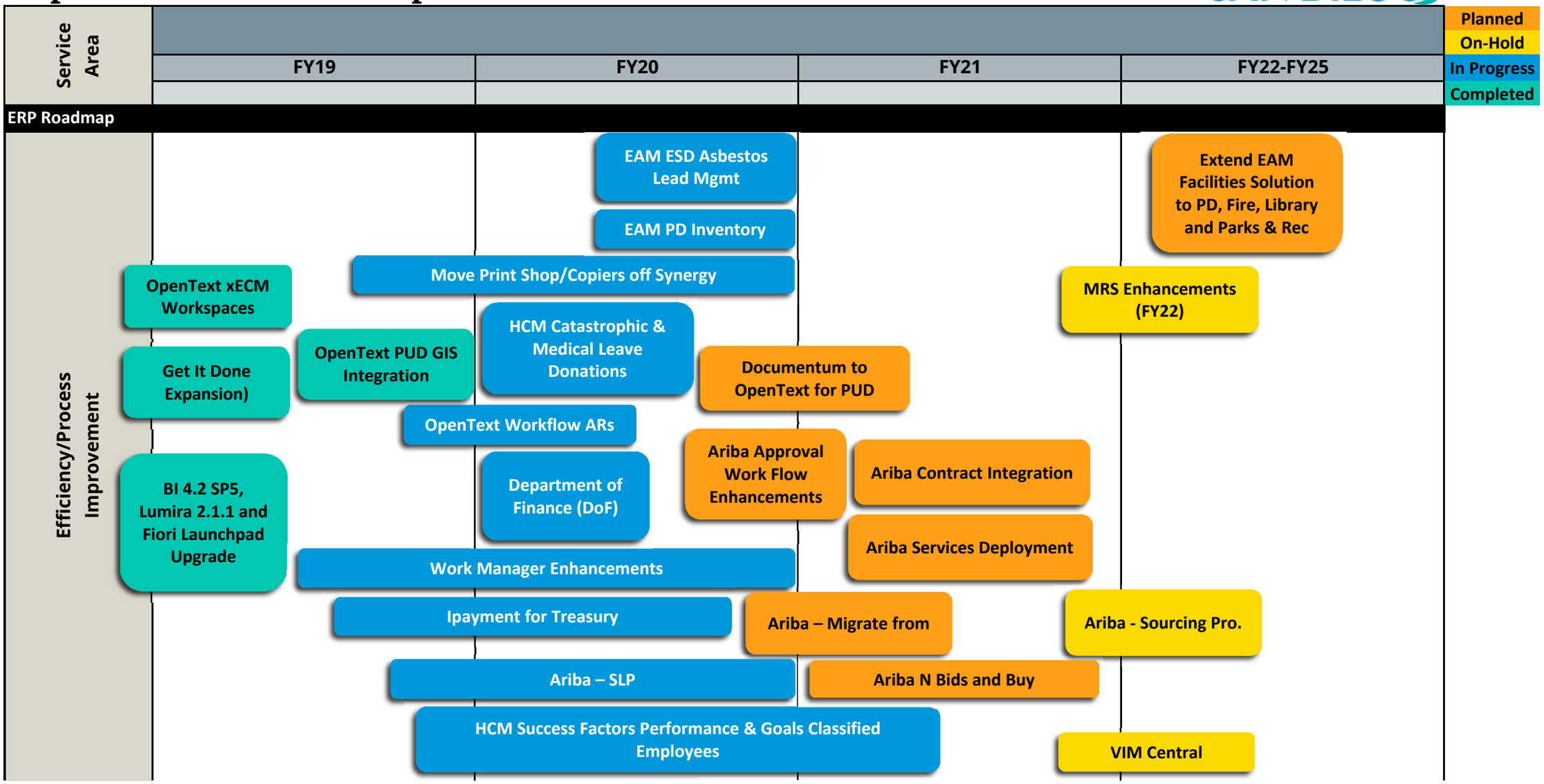
DoIT tracks over 140 monthly and quarterly key performance indicators (KPI's) within the service level agreements for the major IT service provider contracts. The 3 KPI's in the IT Strategic plan measure these goals to modernize technology, advance IT service delivery from our IT service providers, and innovate and operate securely.

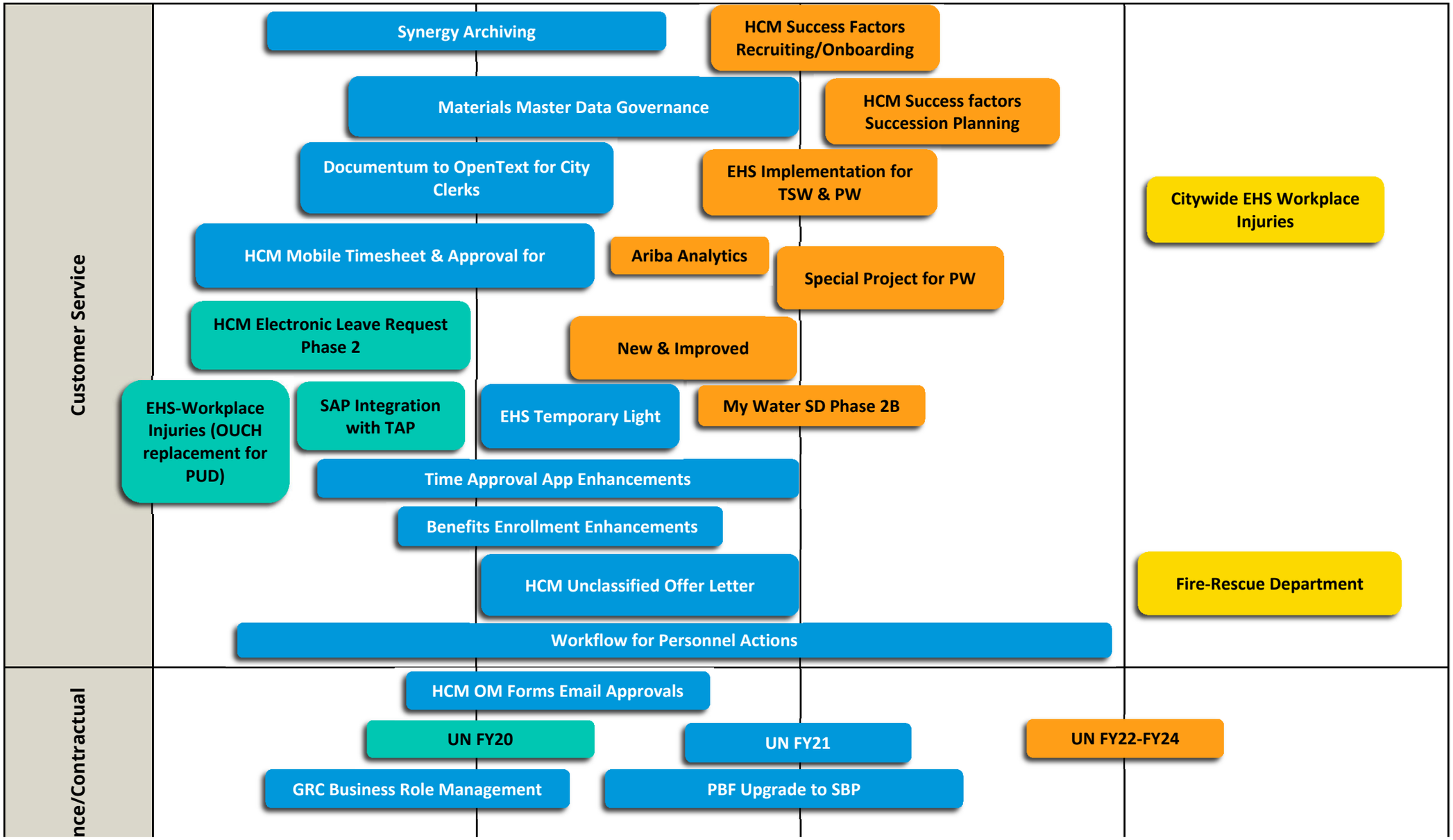
Department of IT Roadmap Contracts Division

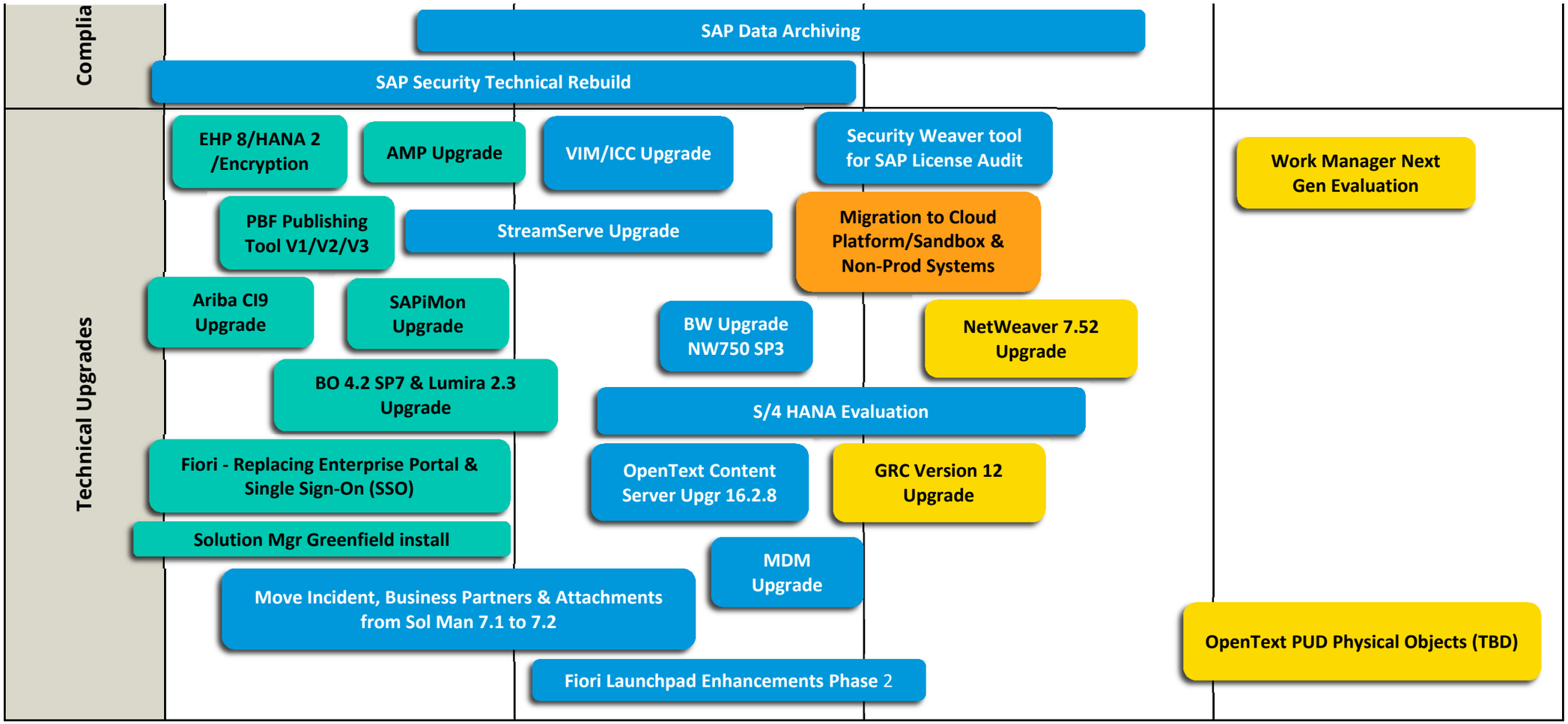



Data Circuits RFP
Data Circuits Services FY22-FY24
Security Operations Center Services FY20-FY24
CGI ADM Services
CGI ADM Services Disentanglement
Atos Workplace Services
Atos Workplace Disentanglement
Atos Datacenter Services
Atos Datacenter Disentanglement
Managed Services RFP
New Managed Services
Security Tools ITBs
Security Tools Services

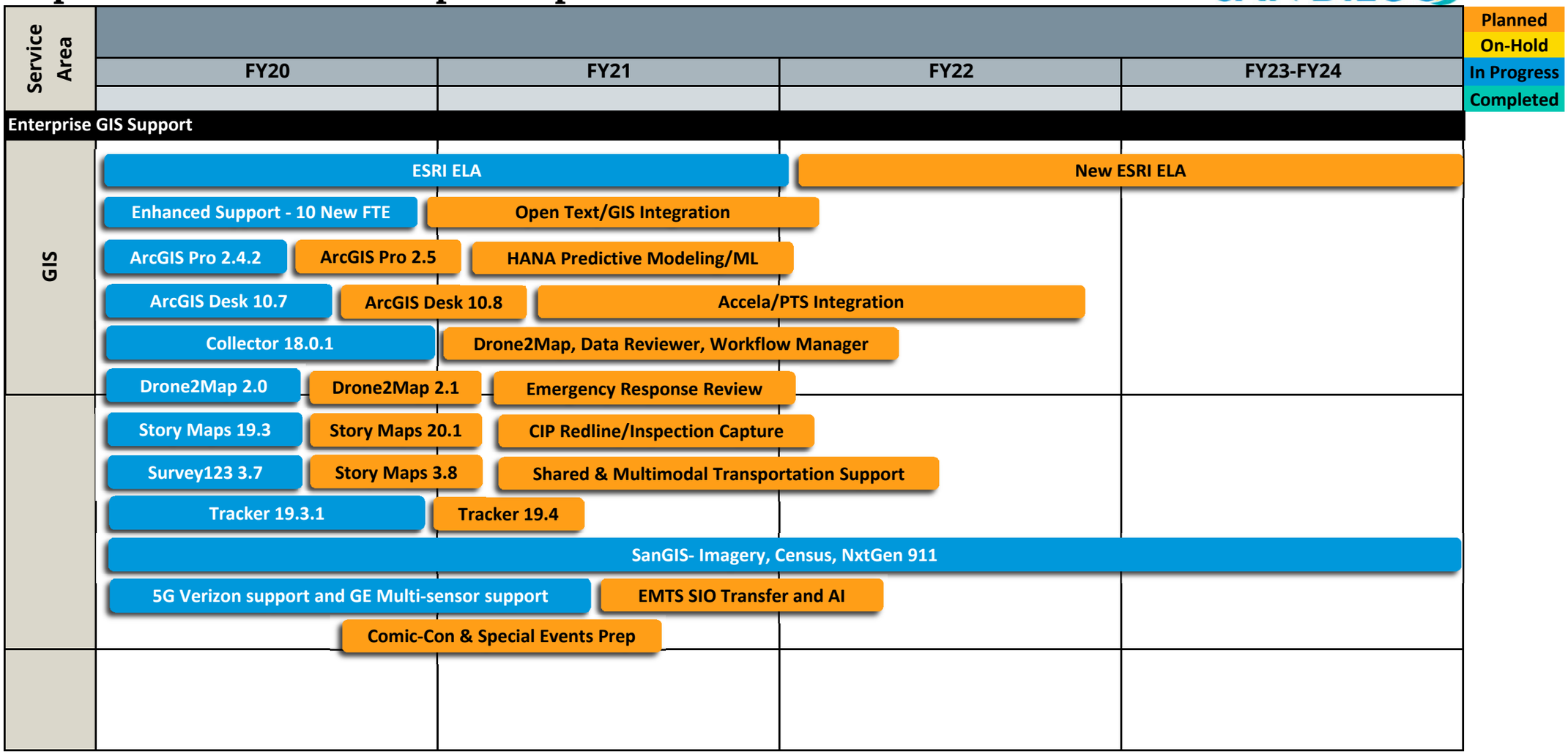
Department of IT Roadmap ERP Division



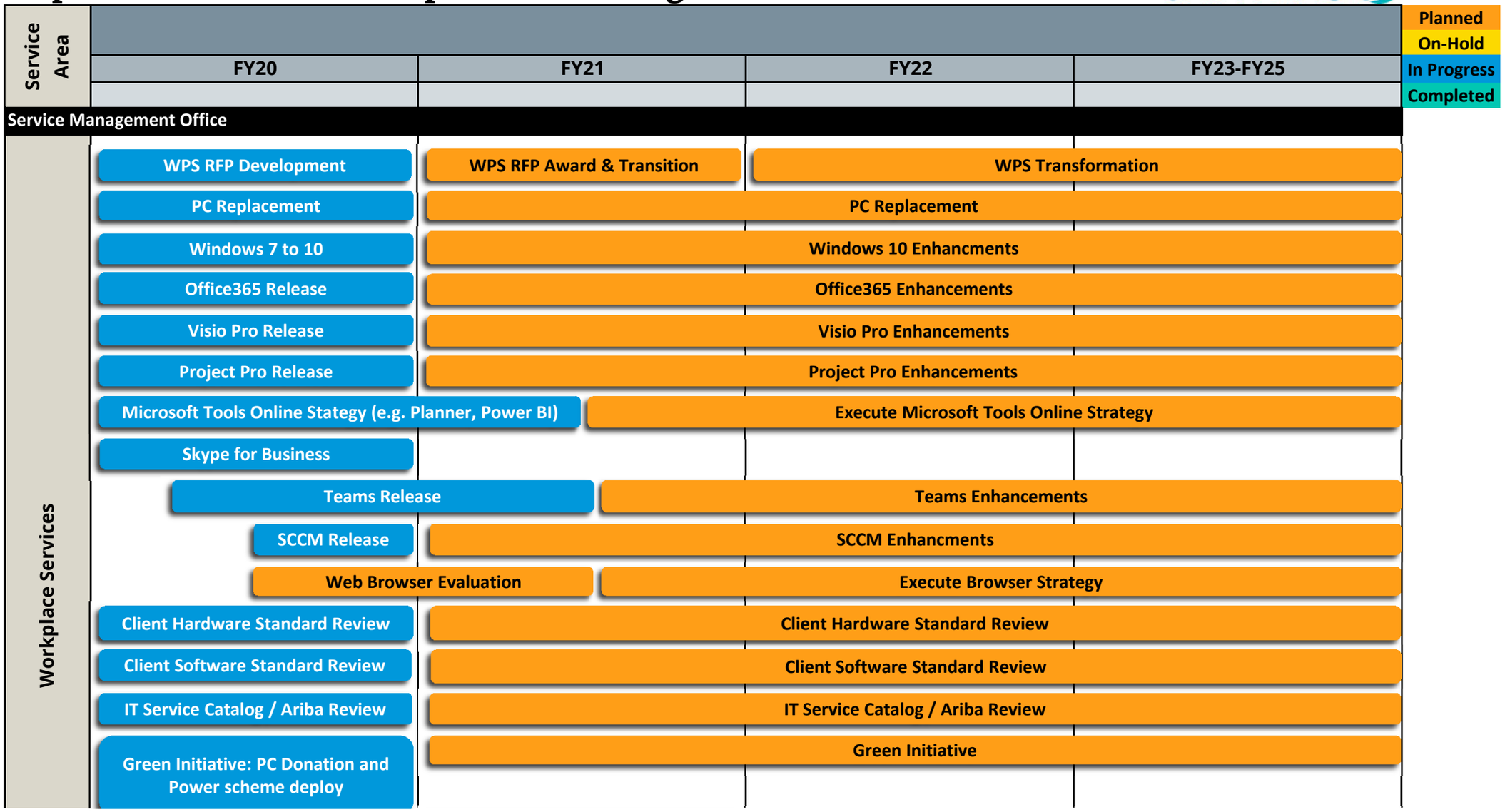

Customer Service
Synergy Archiving
HCM Success Factors Recruiting/Onboarding
Materials Master Data Governance
HCM Success factors Succession Planning
Documentum to OpenText for City Clerks
EHS Implementation for TSW & PW
Citywide EHS Workplace Injuries
HCM Mobile Timesheet & Approval for
Ariba Analytics
Special Project for PW
HCM Electronic Leave Request Phase 2
New & Improved
EHS-Workplace Injuries (OUCH replacement for PUD)
SAP Integration with TAP
EHS Temporary Light
My Water SD Phase 2B
Time Approval App Enhancements
Benefits Enrollment Enhancements
HCM Unclassified Offer Letter
Fire-Rescue Department
Workflow for Personnel Actions
nce/Contractual
HCM OM Forms Email Approvals
UN FY20
UN FY21
UN FY22-FY24
GRC Business Role Management
PBF Upgrade to SBP

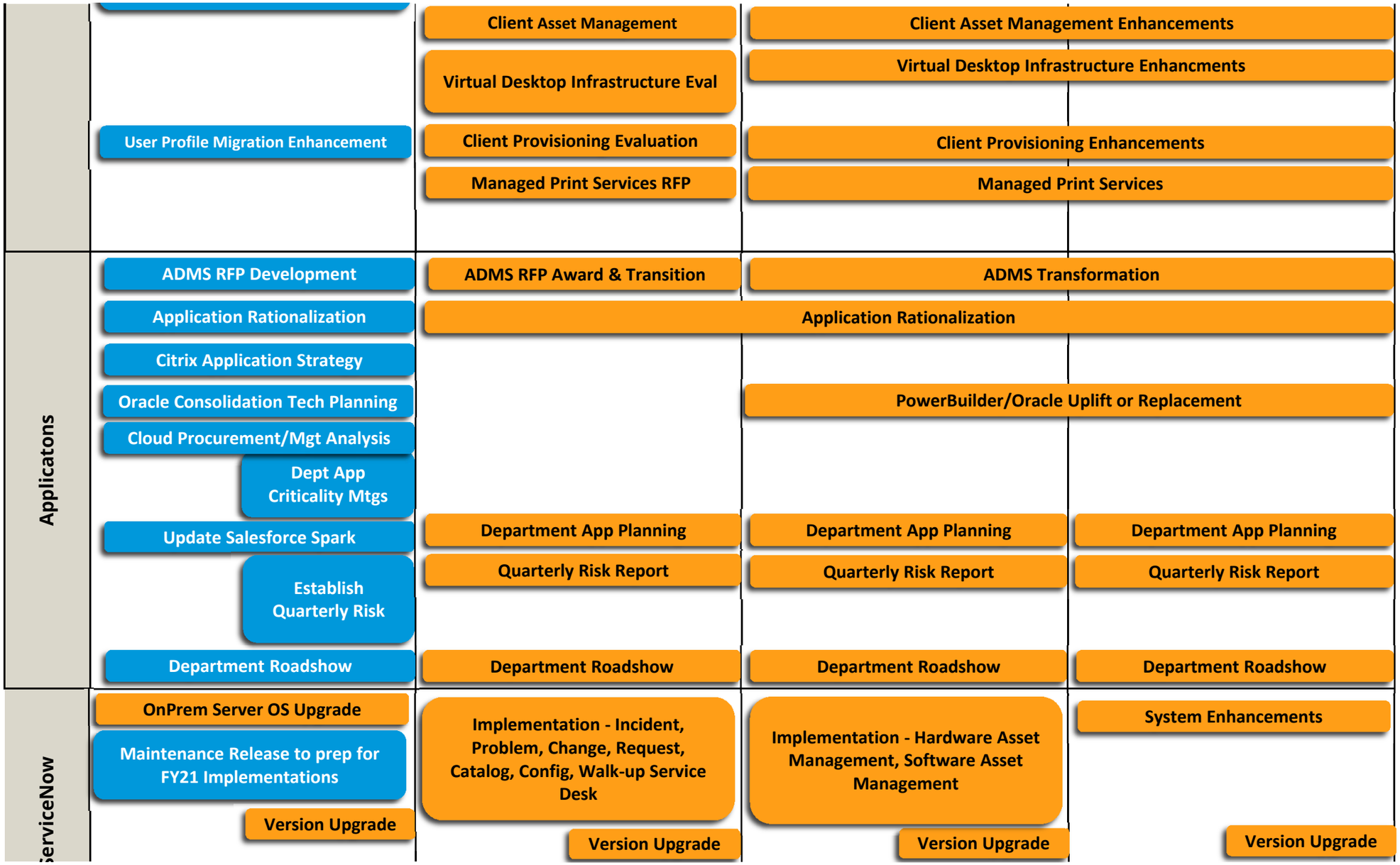

Compliance
SAP Data Archiving
SAP Security Technical Rebuild
Technical Upgrades
EHP 8/HANA 2 /Encryption
AMP Upgrade
VIM/ICC Upgrade
Security Weaver tool for SAP License Audit
Work Manager Next Gen Evaluation
PBF Publishing Tool V1/V2/V3
StreamServe Upgrade
Migration to Cloud Platform/Sandbox & Non-Prod Systems
Ariba CI9 Upgrade
SAPiMon Upgrade
BW Upgrade NW750 SP3
NetWeaver 7.52 Upgrade
BO 4.2 SP7 & Lumira 2.3 Upgrade
S/4 HANA Evaluation
Fiori - Replacing Enterprise Portal & Single Sign-On (SSO)
OpenText Content Server Upgr 16.2.8
GRC Version 12 Upgrade
Solution Mgr Greenfield install
MDM Upgrade
Move Incident, Business Partners & Attachments from Sol Man 7.1 to 7.2
OpenText PUD Physical Objects (TBD)
Fiori Launchpad Enhancements Phase 2

Department of IT Roadmap Enterprise GIS



Department of IT Roadmap Service Management Office




Client Asset Management
Client Asset Management Enhancements
Virtual Desktop Infrastructure Eval
Virtual Desktop Infrastructure Enhancments
User Profile Migration Enhancement
Client Provisioning Evaluation
Client Provisioning Enhancements
Managed Print Services RFP
Managed Print Services
Applicatons
ADMS RFP Development
ADMS RFP Award & Transition
ADMS Transformation
Application Rationalization
Application Rationalization
Citrix Application Strategy
Oracle Consolidation Tech Planning
PowerBuilder/Oracle Uplift or Replacement
Cloud Procurement/Mgt Analysis
Dept App Criticality Mtgs
Update Salesforce Spark
Department App Planning
Department App Planning
Department App Planning
Establish Quarterly Risk
Quarterly Risk Report
Quarterly Risk Report
Quarterly Risk Report
Department Roadshow
Department Roadshow
Department Roadshow
Department Roadshow
OnPrem Server OS Upgrade
Implementation - Incident, Problem, Change, Request, Catalog, Config, Walk-up Service Desk
Implementation - Hardware Asset Management, Software Asset Management
System Enhancements
Maintenance Release to prep for FY21 Implementations
Version Upgrade
Version Upgrade
Version Upgrade
Version Upgrade

	Create Service Portfolio List			
Cross-Functional		IT Service Portfolio Development ITSM Development UX Analytics Development Self-Service Development	IT Service Portfolio Enhancements ITSM Enhancements US Analytics Enhancements Self-Service Enhancements	

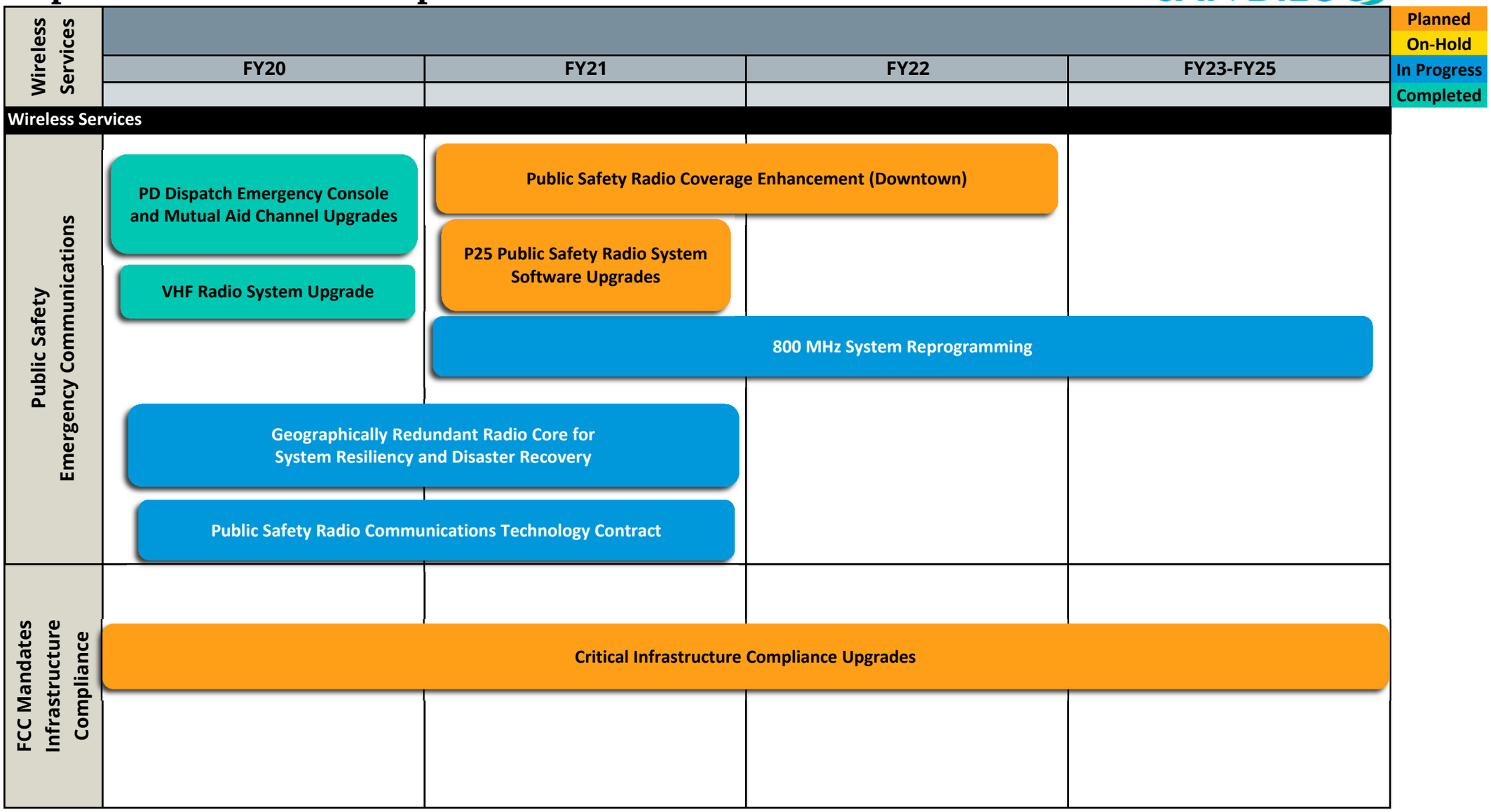
Department of IT Roadmap Web Team

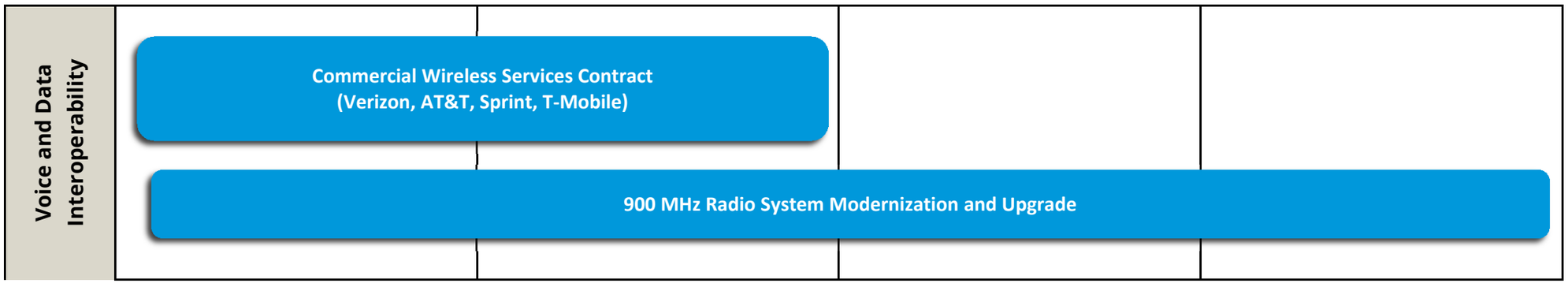
The City of SAN DIEGO

Service Area	FY20	FY21	FY22	FY23-FY24
Web Team				
Web Services	Solr 6 Upgrade Pools Website Engineering Drawings Website Drupal Support/Maintenance RFP Fire-Rescue Website Golf Website Skate Parks Website Solr 8 Upgrade Drupal 8 Upgrade Recreation Centers Website Interactive Legislative Calendar	Parks Website	SharePoint Online Migration	Solr 10 Upgrade Drupal 9 Upgrade
	Civil Service Commission Minutes WelcomingSD Website Citynet Wellness Website Citynet Recycling			

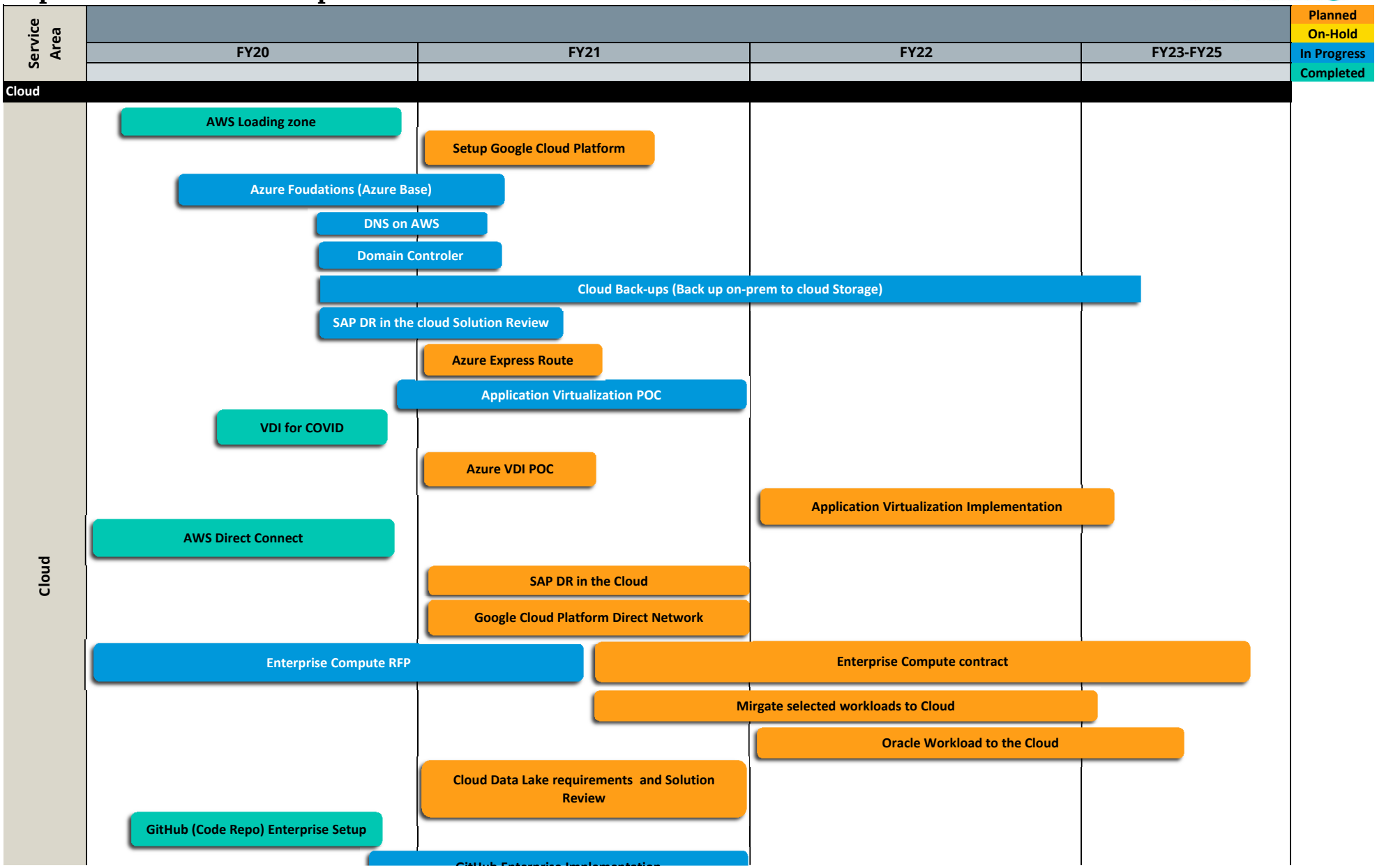
Planned
On-Hold
In Progress
Completed

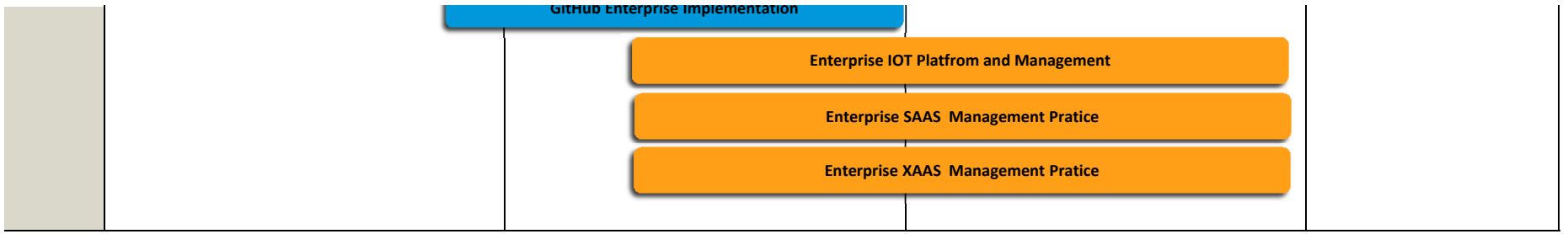
Department of IT Roadmap Wireless Service



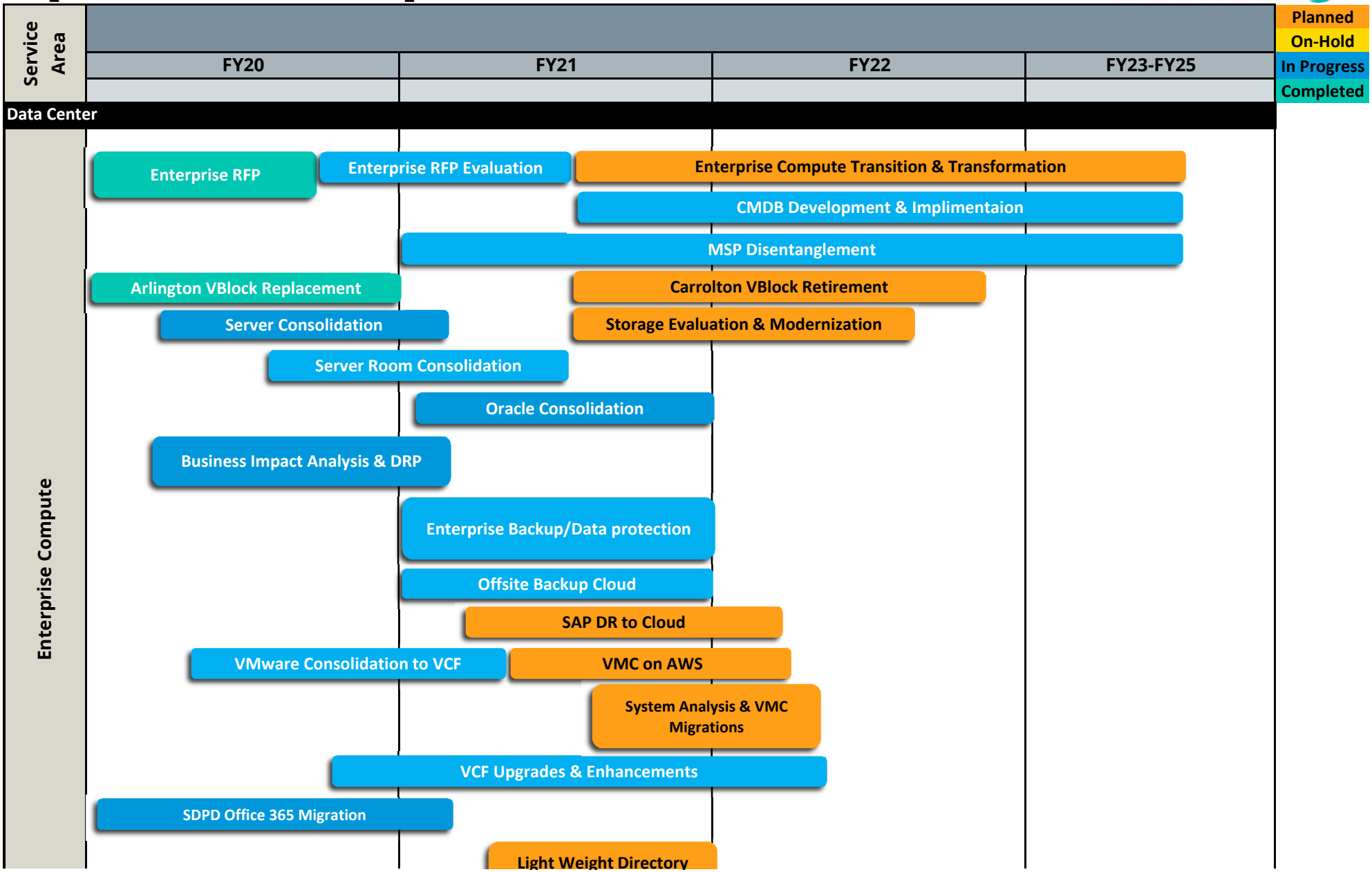

Voice and Data Interoperability
Commercial Wireless Services Contract
(Verizon, AT&T, Sprint, T-Mobile)
900 MHz Radio System Modernization and Upgrade

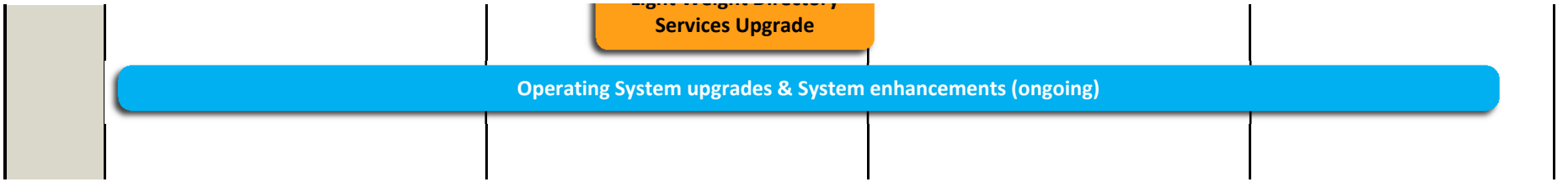
Department of IT Roadmap Cloud



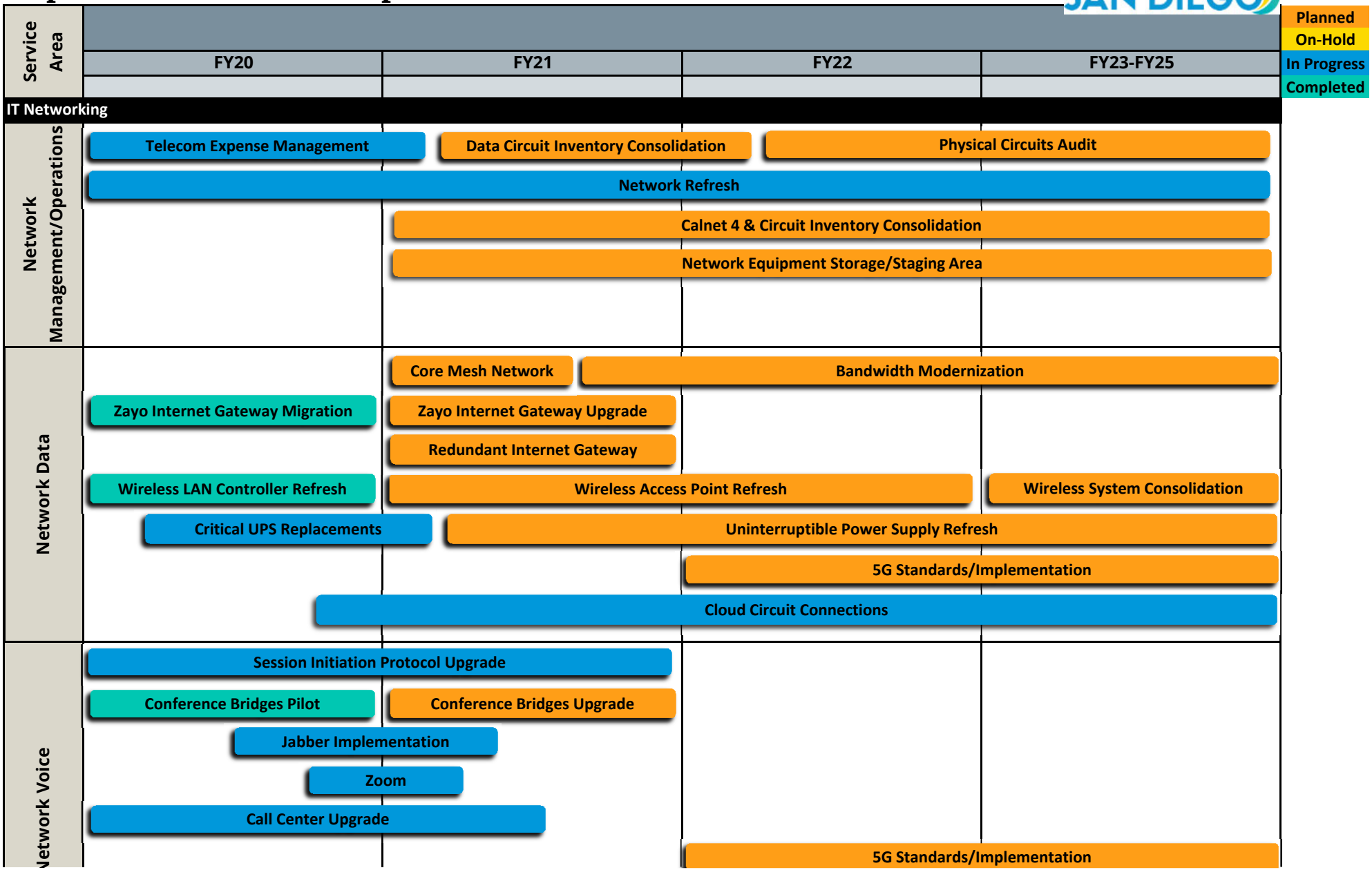

GitHub Enterprise Implementation
Enterprise IOT Platfrom and Management
Enterprise SAAS Management Pratice
Enterprise XAAS Management Pratice

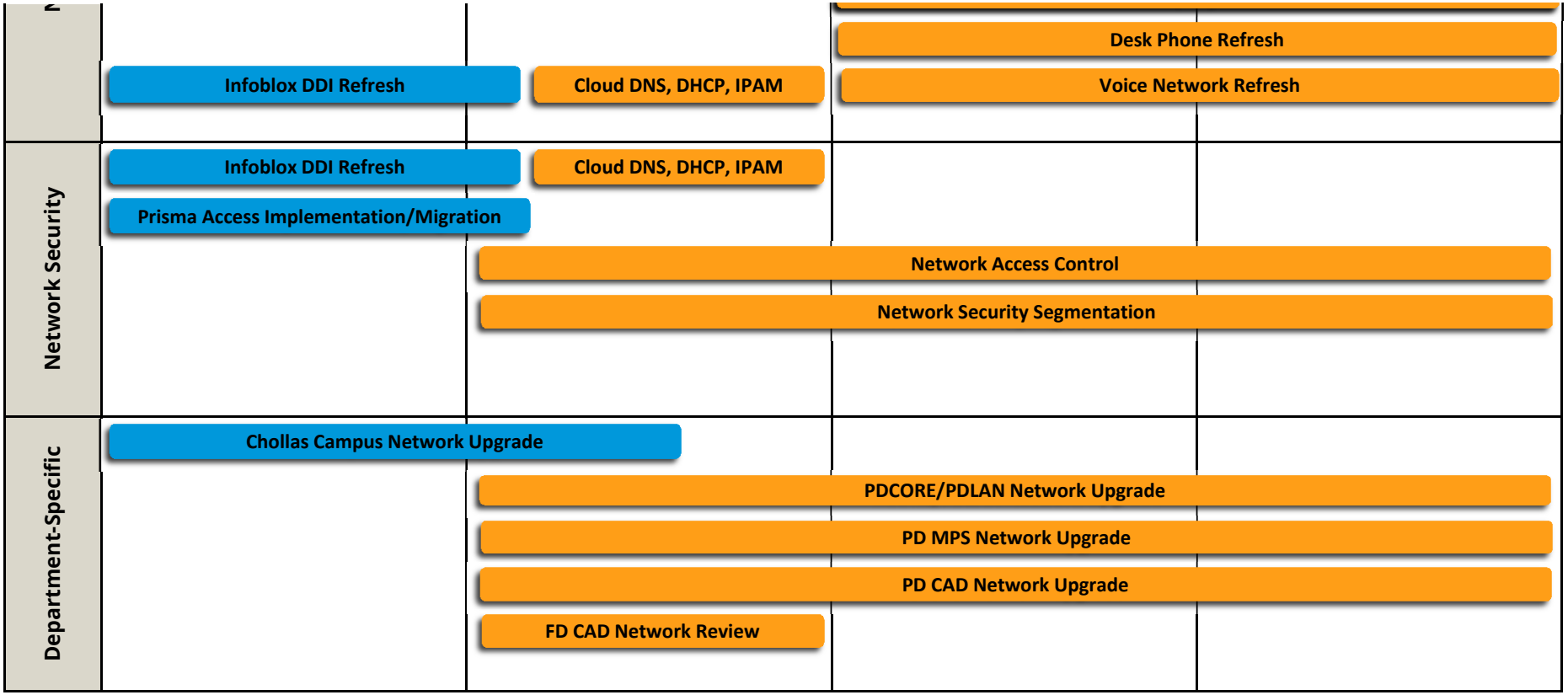
Department of IT Roadmap Data Center




Services Upgrade
Operating System upgrades & System enhancements (ongoing)

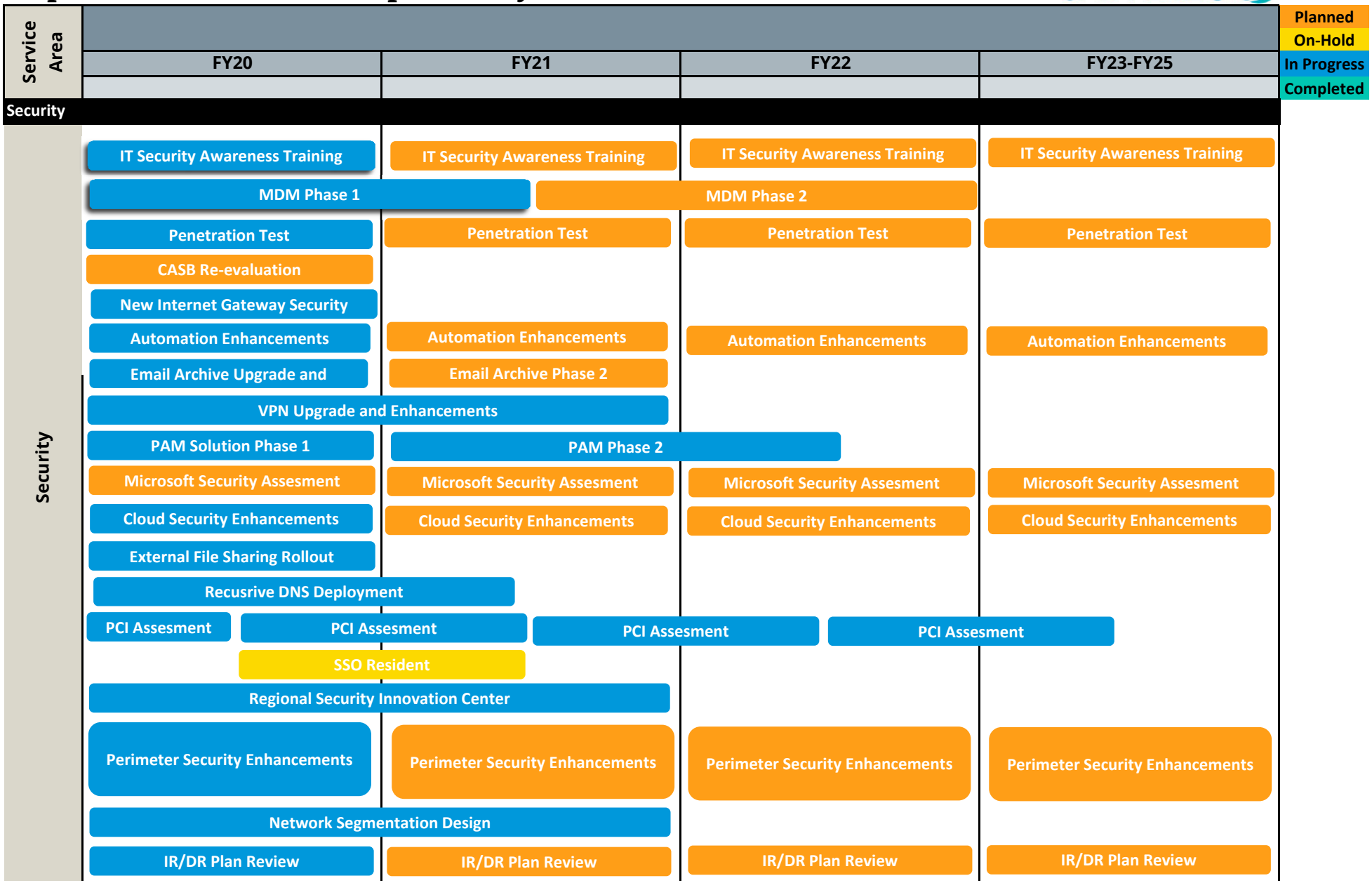
Department of IT Roadmap Network

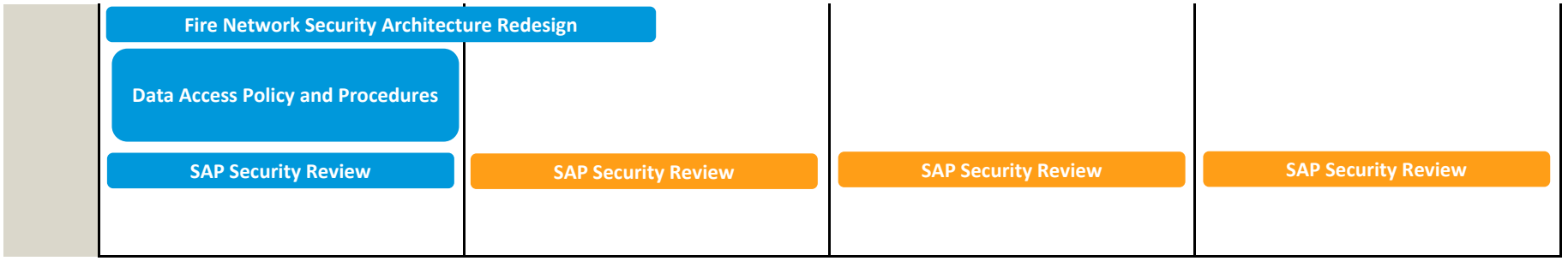



Desk Phone Refresh
Infoblox DDI Refresh
Cloud DNS, DHCP, IPAM
Voice Network Refresh
Network Security
Infoblox DDI Refresh
Cloud DNS, DHCP, IPAM
Prisma Access Implementation/Migration
Network Access Control
Network Security Segmentation
Department-Specific
Chollas Campus Network Upgrade
PDCORE/PDLAN Network Upgrade
PD MPS Network Upgrade
PD CAD Network Upgrade
FD CAD Network Review

Department of IT Roadmap Security

The City of SAN DIEGO




Fire Network Security Architecture Redesign
Data Access Policy and Procedures
SAP Security Review
SAP Security Review
SAP Security Review
SAP Security Review

Strategic Technology Advisory Committee (STAC) Charter

Feb 15, 2017

Table of Contents

Background

The Strategic Technology Advisory Committee (STAC) was formed as an evolution of the City of San Diego's IT Business Leadership Group and governance process. The existing process had gaps and inefficiencies that created delays in the start of IT projects in the City and required rework to ensure proposed solutions were aligned to the City's technology standards and roadmap. In addition, the Mayor's 100 day roadmap recommended the creation of a forum where city technology projects could be vetted and private sector and other public sector input leveraged. In August, 2015, work began to transform the existing group and processes into efficient, value-added services. Through a six month facilitated process, the group reformulated its processes and its team into the STAC, whose mission is to:

- 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.

Role and Value of STAC in IT Governance

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.

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. Each level is outlined below.

- 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: CIO: This level covers the governance in assessing, selecting and approving technology solutions. The purpose of this level is to assess the technology in relation to the City's IT roadmap and technical landscape. Cyber security and technology risk are assessed at this level. 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.

While executing Executive Level IT Governance, the role of STAC is to prioritize and approve discretionary budget requests over $50,000. The STAC will have an honest discussion about prioritizing limited budget and staff resources for General Fund and multi-department projects. The STAC will facilitate prioritization agreements on efforts when there are cross-departmental impacts. The value created by the STAC's function is that proposed budget requests will be vetted before they are approved in the budget process to ensure they provide value to the City and are prioritized in relation to other requests across the City. The new process streamlines approval for departments to move forward with projects after being funded.

The establishment of cross-departmental priorities will reduce the occurrence of projects in a vacuum. Organizational silos in the IT space will dissipate because departments will proactively agree to move forward together on projects that can be leveraged.
Finally, a transparent citywide view of General Fund IT project prioritization will be available for consideration by the executive team during the annual budget process.

Role and Value of Department of IT in Supporting STAC

The Department of IT's Governance & Portfolio Management (ITG&PM) team will be engaged with City departments early in the budget request cycle to understand their business needs and provide meaningful guidance in solving their business problems through the use of technology that aligns with the City's IT Roadmap and Strategic Plan. The ITG&PM will work together with departments to gather detailed information and cost estimates on proposed initiatives in the budget.
The value created by this process is that improved and more detailed information than before will be available to make decisions on project funding and prioritization.
In addition, the Department of IT Tower leads will review all discretionary IT budget requests regardless of dollar amount prior to the STAC review. This initial review by the technical team helps to flush out details of the requests, identify requests that are not aligned with the IT Roadmap, and assist in capacity planning.

STAC Process

The STAC will follow this high-level process in performing its function of reviewing, approving, and prioritizing discretionary budget requests. Detailed process flow diagrams are attached as Appendix A of this document.

1. The ITG&PM will work with City departments to gather detailed information on IT-related needs for the future. The ITG&PM will conduct research to determine if any existing systems can be used to fill the need or if other City departments have similar needs. The ITG&PM will support departments in the evaluation of potential solutions available in the marketplace, estimate costs, and obtain recommendations from industry experts for leading solutions. Each request will be scored based on objective criteria (attached as Appendix B of this document.)
2. After departments have completed their budget entry cycle in the IT Budget tool, the Department of IT technical leads will review all requests and resolve questions or issues.
3. No later than November 30, the STAC will meet to review, approve and prioritize the accumulated list of IT budget requests for all discretionary items over $50,000. During the meeting, the STAC will discuss the validity of the requests and the scores, make any appropriate adjustments, and ensure cross-departmental cooperation for projects that impact multiple departments.
4. This review will be conducted through the assistance of three subcommittees, IT Maintenance, IT Upgrades, and IT Investments. No later than October 31, each subcommittee will receive a pre-scored list of requests in its purview. Each subcommittee team is made up of three STAC members with one acting as Administrator. Subcommittees will be supported by one Financial Management liaison and one Department of IT technical liaison.

5. This process will culminate in a full STAC meeting to review each subcommittee's recommendations, lessons learned and adopt the prioritized list officially into the budget process.
6. After the list is adopted by the full STAC, the ITG&PM will provide the prioritized list of requests to the Financial Management Department as a draft internal document for evaluation in the annual budget process.
7. Following budget approval the Department of IT Governance and Portfolio Management team will move the approved projects onto the City's ServiceNow IT Project Management System STAC report. This report can be accessed in real time to view detailed cost estimates, expenditures, and scheduled complete dates for approved projects.
8. The City's mid-year budget adjustment process will be used for any adjustments required to the funding of project initiatives.
9. Any new department projects over $50k that are outside of the budget cycle will be distributed by the ITG&PM to the STAC electronically for review and awareness (eSTAC). If funding has not been secured, the requesting department will work with Financial Management to secure the funding, or wait until the following budget cycle to begin the project.

10. All projects over $50K regardless of funding source:
    a. Must have an experienced Project Manager assigned to manage the entire scope of the project (business and technical tasks).
    b. Must be managed in the City's IT project management system, ServiceNow, and in accordance with ITG&PM's project governance process.
    c. Any project without an approved Charter and ROI will be flagged for STAC review prior to the start of any technical work.
    d. Will be reviewed on a monthly basis by the STAC. Project status will include, planned and actual start and end dates, percent complete, phase, and budget to actual expenditures.
    e. Budget and expenditures will be subject to Financial Management's Quarterly Budget Monitoring Process.

STAC Participants

Participation in STAC is mandatory for all Directors of Mayoral departments. Participation is optional by the City Attorney and City Clerk.
Directors may identify a consistent senior staff delegate that may attend meetings on their behalf, if such designee is approved by the appropriate DCOO-level or higher.
The chairperson of the STAC will serve for two years starting at the beginning of a fiscal year and be responsible for convening and conducting the meetings and serving as the liaison between the STAC and the City's executive leadership. The chairperson will be selected bi-annually by the STAC no later than July 31. In the event of a vacancy, an interim Chair will be selected to complete the remainder of the term. The Department of IT CIO will act as Vice Chair on an ongoing basis.

Meeting Logistics and Topics

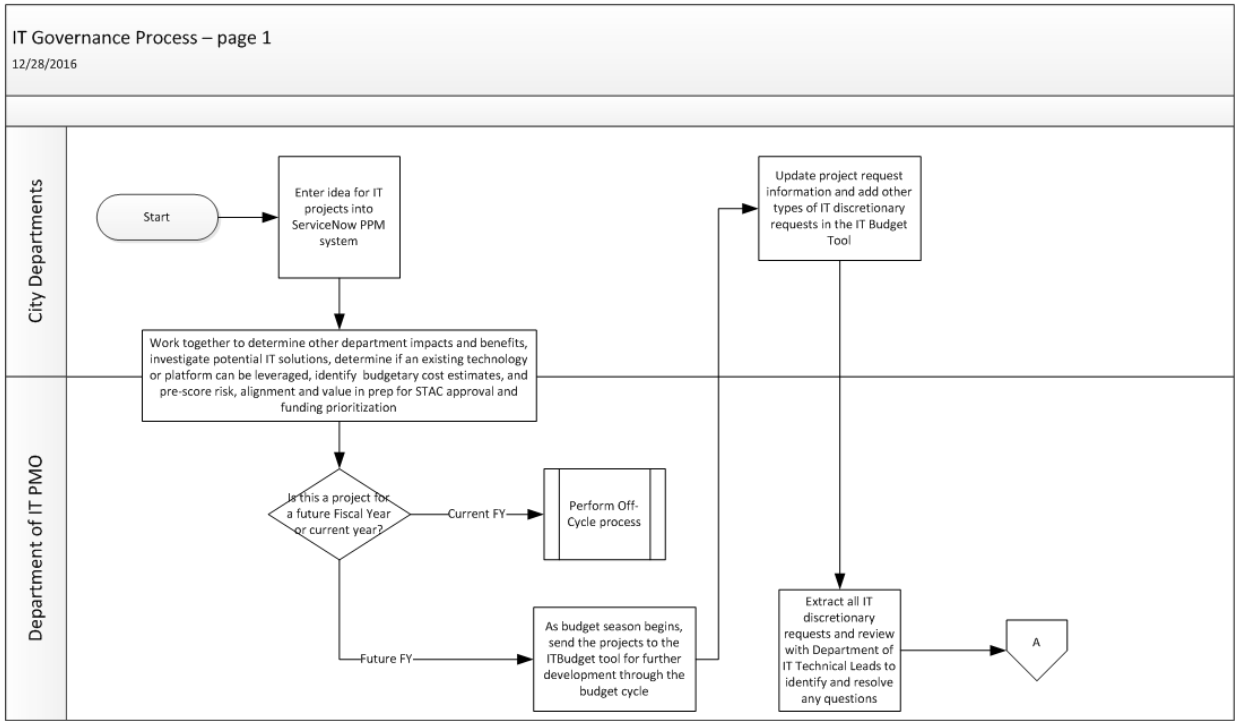
The STAC will have three meetings per year, and has the ability through the chairperson to call ad-hoc meetings if required. The meetings will facilitate performing the processes documented in Appendix A.

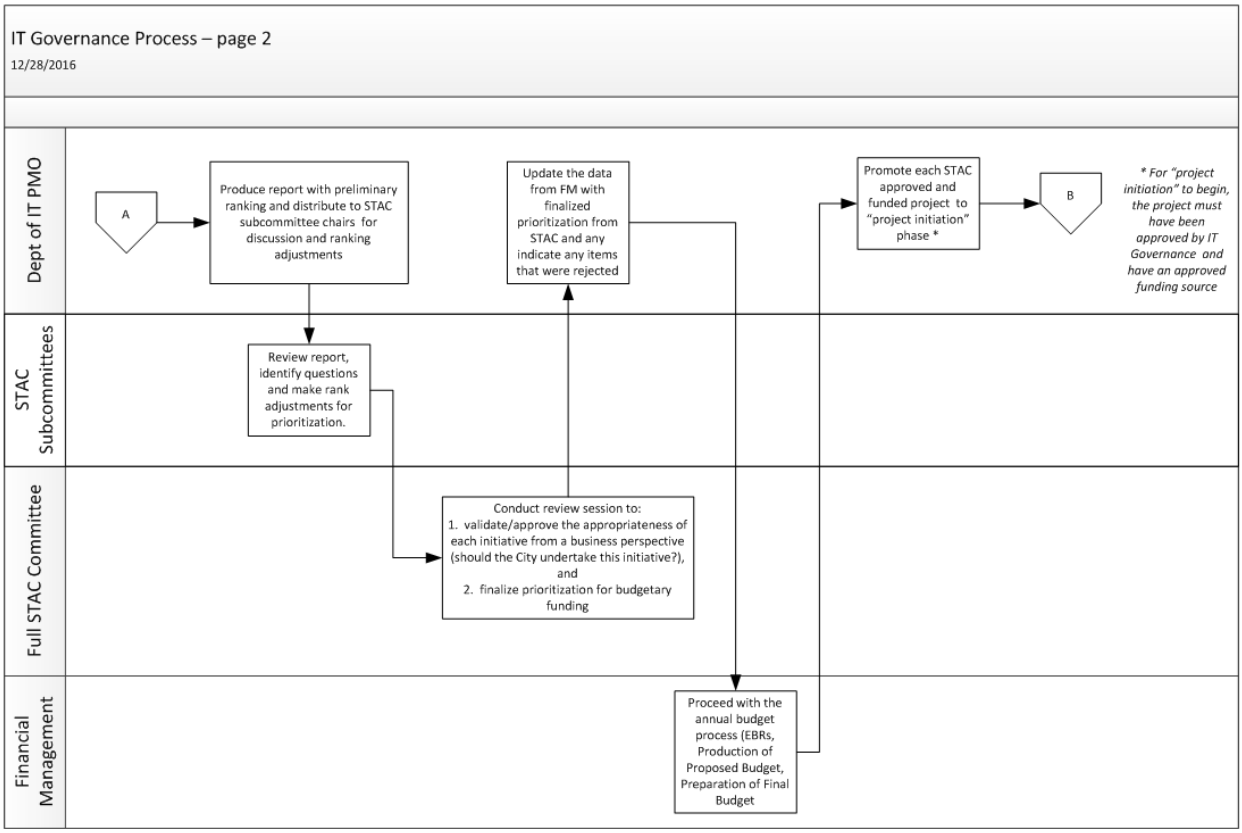
1. Fiscal Year Q1 Meeting: Annual review of the Department of IT technology roadmap and a forum with an external CIO Technology Advisory Committee to discuss key initiatives and opportunities to improve IT services.
2. Budget Prioritization Meeting Q2: Review, Approval and Prioritization of IT discretionary budget requests over $50,000, and discussion of any mid-year IT budget adjustments (if any are required). Note: any off-cycle requests will be processed electronically and will not require additional meetings.
3. Fiscal Year Q4 Meeting: Touchpoint for IT budget requests prior to release of the May Revise.

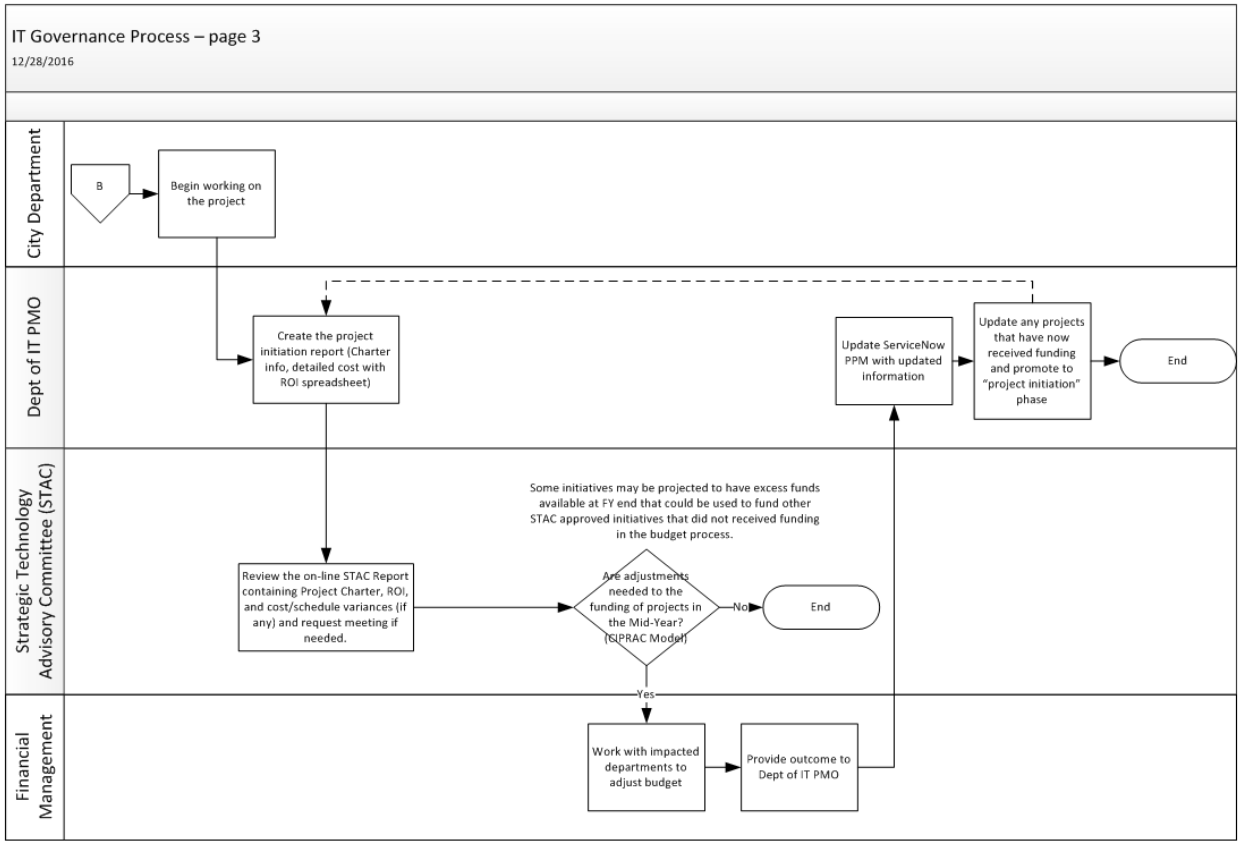
Document Revision History

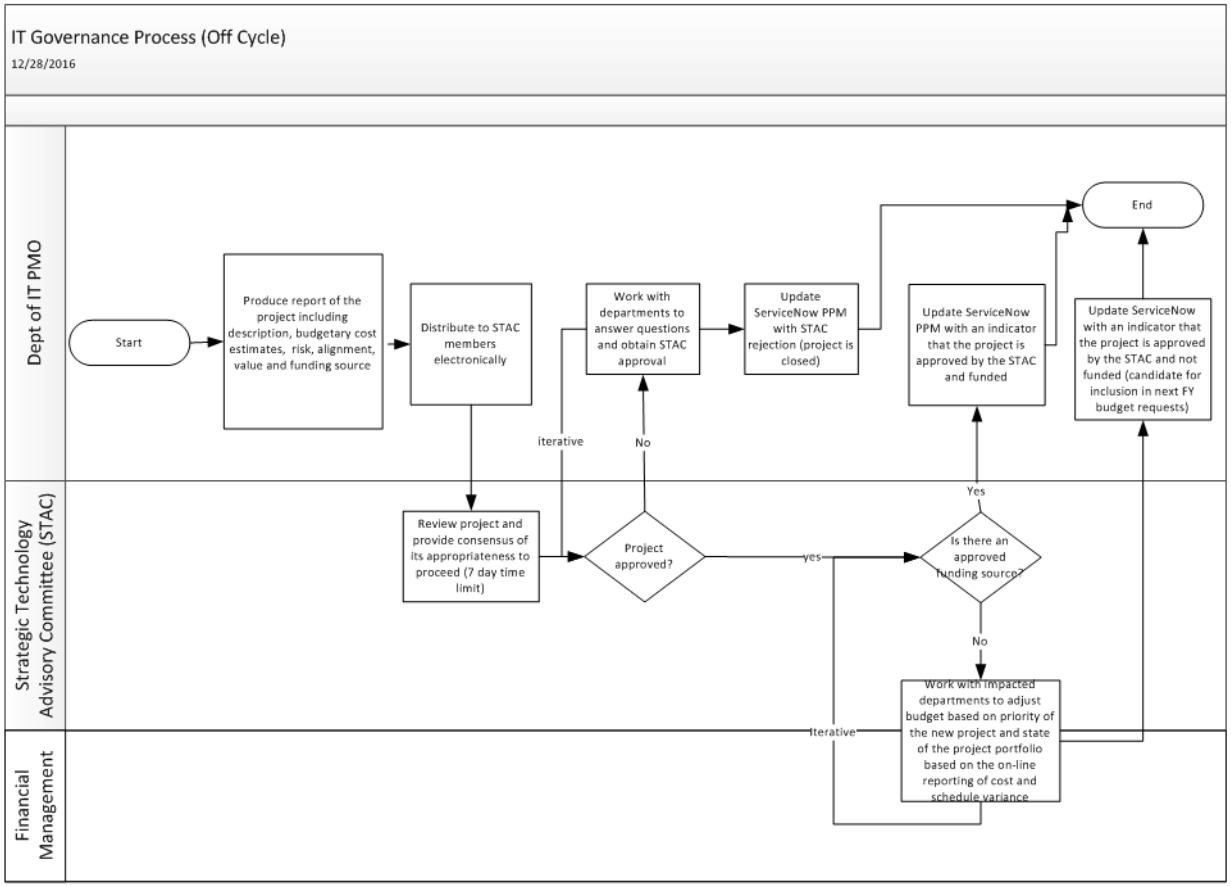
Charter Modification	Date Proposed	Date Approved	Updated by
Participants: changed from only Directors to include Senior level staff (appointed by the director)	7/29/16	7/29/16 by full committee	Margo Sanchez
Charter process to include all discretionary budget items over 50k and introduction of sub committees	11/1/16	12/1/16 by Chair	Margo Sanchez
Revise number of annual meetings from 4 to 3	1/15/18	1/15/18 by chair	Margo Sanchez
Updated previous group name of PMO to the new name of the group to IT Governance and Portfolio Management (ITG&PM)	2/15/18	2/15/18 by Jonathan Behnke	Margo Sanchez

Appendix A – Detailed Process Flow Diagrams






IT Governance Process – page 3
12/28/2016
City Department
Dept of IT PMO
Strategic Technology Advisory Committee (STAC)
Financial Management
B
Begin working on the project
Create the project initiation report (Charter info, detailed cost with ROI spreadsheet)
Update ServiceNow PPM with updated information
Update any projects that have now received funding and promote to "project initiation" phase
End
Some initiatives may be projected to have excess funds available at FY end that could be used to fund other STAC approved initiatives that did not received funding in the budget process.
Review the on-line STAC Report containing Project Charter, ROI, and cost/schedule variances (if any) and request meeting if needed.
Are adjustments needed to the funding of projects in the Mid-Year? (CIPRAC Model)
No
End
Yes
Work with impacted departments to adjust budget
Provide outcome to Dept of IT PMO



** For "project initiation" to begin, the project must have been approved through IT Governance and have an approved funding source*

Appendix B –Scoring Criteria

IT discretionary requests are initially scored/ranked per the following criteria:

IT Category	Initial Prioritization Criteria	FY17 Examples
Annual Maintenance Agreements	**High:** Existing system will stop functioning without this item **Medium:** System can still function without this item but system will be unsupported by manufacturer **Low:** System can still function without this item and break/fix support is available through T&M agreement	**High:** Salesforce **Medium:** SAP **Low:** Drupal
Embedded Vendor Resources	**High:** Existing process would stop functioning **Medium:** Existing process would be less efficient/effective **Low:** Supplements daily operations	**High:** EAM reporting staff support. **Medium:** Maintenance, support and analysis of video security network (SANNET) for optimal performance to prevent criminal activity or destruction at water facilities. **Low:** Resource from CGI to support non project activities such as Fire-Rescue's GIS grant-reimbursable activities.
Enhancements	**High:** Required for known critical business changes (Mandates, regulatory, new business unit) **Medium:** Needed to increase efficiencies/effectiveness **Low**: Needed for minor changes and cosmetic screen improvements	**High:** Enhancements to systems that need to be made in order to comply with PCI audit findings. **Medium:** SharePoint Application Support to upgrade and rewrite SharePoint 2007 workflows used within Public Works' Contracts Information Management system for CIP delivery. **Low:** Update screens on the IT Budget tool to capture additional prioritization information.
Modernization/ Updates	**High:**- System is currently unsupported by manufacturer **Low:** System is currently supported by manufacturer	**High:** 150 PCs for refreshing out of warranty systems over 4 years old. **Low:** Upgrade System Center Configuration Manager (SCCM) which would increase ability to deploy software.

IT Projects are scored in the Service Now system using Stakeholder Assessments to evaluate risk and strategic alignment.

Scoring Component	Explanation	Score Values (use a sliding scale from 0 to 10)	Weight
Strategic Alignment	Does this effort fulfill one or more of the City's Strategic Plan Goals and Objectives or the Department's Tactical Plan/Goals?	Scored from 1-10 via Stakeholder survey in ServiceNow	25%
Risk & Known Threat Reduction	Changes that are mandated or required to avoid future deferred maintenance.	Scored from 1-10 via Stakeholder survey in ServiceNow	25%
Benefiting Audience	Public Safety, Multi-Dept, Citizens, etc. - if multi-department benefit, it must be acknowledged as such by other departments	10 = public safety/health and/or external customers 5 = multiple departments 0 = single department	25%
Increase to Efficiency/Effectiveness	Based on estimated return on investment	Based on high level ROI in ServiceNow	10%
Technology/Ability to Support	Aligns to the City's Technology Roadmap and has a proven record of supportability	10 = yes 5 = unknown at this time (technology not selected yet) 0 = no	10%
Restrictive Funding	Is there a funding source already identified that is restrictive/can only be used for this one purpose?	10 = yes funding is restricted to this specific budget item, for example a grant that must be used for a specific IT item 5 = funding is restrictive due to it being an Internal Service Fund or Special Fund 0 = General Fund impactive - no grants or other funding besides General Fund	3%
Politically Charged	Is this item publicly volatile, media visible, or of special interest to elected officials?	10 = yes 5 = somewhat 0 = no	2%