



STRATEGIC DRIVERS

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

MISSION STATEMENT

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






VISION STATEMENT

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

VALUES STATEMENT

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

STRATEGIC AREAS OF FOCUS

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

FOCUS AREAS

STRATEGIC OBJECTIVES

INITIATIVES

*COIT +CAPITAL



INFRASTRUCTURE & OPERATIONS

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

- Establish Software Defined Network*

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

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

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

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

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

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



CYBERSECURITY

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

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

2.2 PROTECT: Safeguard delivery of City services.

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

2.3 DETECT: Detect cybersecurity weaknesses and events.

- 24/7 cyber defense
- Continuous defense testing

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

- Cyber breach preparedness
- Incident response preparedness

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

- Business continuity/disaster recovery



SHARED SERVICES

3.1 SFGOVTV: Expanding open government access.

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

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

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



SERVICE DELIVERY

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

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

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

- Implement IT Governance Process
- Deploy new CIO Review

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

- Increase capacity of PMO to Level IV

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

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



AGILE & SUPPORTED WORKFORCE

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

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

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

- Enhance sourcing & vendor management
- Enhance Asset Management Tracking

