2019 – 2020 STRATEGIC PLAN

Mission Statement – What is our core purpose?
To provide innovative, reliable, and secure business solutions that support and empower CCSF agencies and departments in their delivery of high-quality government services for the public.

Vision Statement – Where are we headed?
We envision being a trusted leader and global example in providing innovative technology services and solutions to all CCSF agencies, the people of San Francisco and worldwide.

Guiding Principles – What guides our work?

1. STRIVE FOR SIMPLICITY – We build disciplined processes, streamline organizational structures, improve managerial practices, and simplify service portfolios to deliver quality services with greater scope and speed.

2. DELIVER EXCELLENT CUSTOMER SERVICE – We leverage technology to improve communication, increase transparency, deliver efficient and economical technology.

3. BE INNOVATIVE – We deliver new services and technology that anticipate the demands from a City-wide perspective.

4. FOCUS ON OUTCOMES – We are flexible, responsive, results-oriented facilitators of success, who overcome constraints to achieve our objectives.

5. OWN IT – We demonstrate accountability through transparency, self-evaluation, openness to feedback and the pride we take in our work.

6. TAKE A CITY-WIDE PERSPECTIVE – We provide solutions that will thrive within our federated model.
**Transforming City Technology Infrastructure**
Enable City services by building high-performing, sustainable technologies.

- 49SVN Permit Center – Install Next Gen Network, new phone system, software, and provide cloud service for permit departments.
- Install City’s new Next Generation Network to support business applications and mobility, increase security, and respond faster to department needs.
- Replace City’s phone system to support a mobile workforce, offer enhanced communications and collaboration, and decrease costs to consumers.
- Build cloud services to support organizational collaboration, applications, and workforce mobility, while tightening security, and decreasing costs through consolidation of City data centers.
- JUSTIS – Build an optimized data platform to inform decision making, improve transparency, and solidify accountability across the criminal justice system, while decreasing legacy technology costs.

**Ensuring Secure Services**
Securely manage and protect assets, services and information with advanced cyber security across CCSF.

- Upgrade Identity Access Management to protect City employees, suppliers, and citizens – improving security and usability while reducing maintenance.
- Prepare City for a cyber emergency – people, process, tools in place and planned stress testing to ensure City business can rebound and recover.
- Implement Risk Assessment Program across enterprise, aiming to quantify cyber risks – propelling investment in mitigation and management.
- Develop cybersecurity standards for enterprise to securely buy, build, and operate technology.

**Delivering Quality Services**
Deliver high quality City services enabled by technology, data access, and streamlined processes.

- Build a business data platform to empower users with advanced analytics and insights that drive evidenced based decision making.
- Connect City’s affordable housing to internet to erode the digital divide within the City.

**Promoting a Digital City**
Partner with Departments and the business community to drive innovation, becoming a smarter, digital City.

- Drive innovation and partner with business community.
- Examine all existing communications assets in public right of way to inform new investments in modern sustainable technology.

**Building a Dynamic Workforce**
Increase organizational performance and service delivery to achieve goals for the City.

- Increase cost transparency of IT services, while streamlining management of technology services across the City by implementing Technology Business Management software.
- Establish Enterprise Skills Academy to provide tech certifications for CCSF employees in critical technology skill sets.