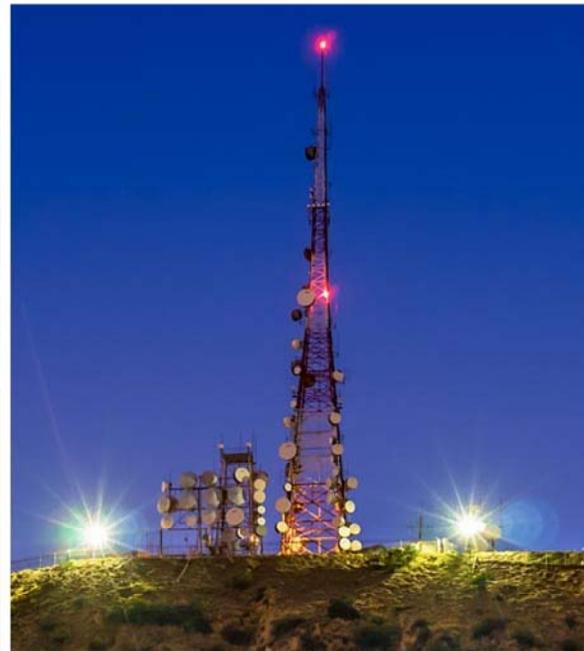


STRATEGIC PLAN | 2019-2021



Introduction

"All successful organizations resemble one another. They possess a shared sense not just of what they make, but who they are and want to be."

--Laszlo Bock, Work Rules!

Under the leadership of Mayor Eric Garcetti, the Information Technology Agency (ITA) and our City of Los Angeles partners work to develop world-class Information Technology (IT) infrastructure and applications that provide our residents, businesses, and visitors with the secure digital services they expect from a leading global city. From machine learning to virtual assistants, technology continues to transform the ways we can engage, serve, and benefit Angelenos. The ITA recognizes our unique role as both technology leaders and technology facilitators across L.A. government. Our efforts to keep Los Angeles at the forefront of government accessibility, reliability, and innovation have been acknowledged. L.A. has been globally recognized among industry leaders in the use of digital technologies to deliver services and publish data for transparency and utility. Since 2016, the City of Los Angeles earned 31 national technology awards, including being a three-time winner of #1 Digital City in America (see *Appendix A - Key Accomplishments*). But for all of our accomplishments, our City still remains far from the ultimate vision of becoming a *fully digital and connected city*. Therein lies the importance of strategic planning.

Through effective strategic planning and execution, the ITA focuses its resources on overcoming key challenges to enable the City of Los Angeles to meet its full potential. As described by famed UCLA professor, Richard Rumelt, "Good strategy works by focusing energy and resources on one, or a very few, pivotal objectives whose accomplishment will lead to a cascade of favorable outcomes." This document seeks to summarize our pivotal objectives for the next two years and the challenges they overcome. Unlike some strategic plans, this is not intended to be a comprehensive listing of what we do, our accomplishments, or upcoming projects. Simply put, this document strives to succinctly summarize our environment, our focus, and our strategic priorities for 2019-21, using what we call "*Responsive, Responsible, and Excellent Tech.*"

Ted Ross
General Manager and CIO
City of Los Angeles, Information Technology Agency



ITA Strategic Plan... At A Glance

- The City of L.A. endeavors to be fully digital and connected to improve the lives of 4 million residents, 48 million tourists, and 503,000 businesses.
- The Information Technology Agency (ITA) comprises 455 IT professionals in 19 divisions delivering 374 different technology services.
- The ITA believes the single most important success factor is an in-depth understanding of our customers.
- The ITA has 10 areas of focus that Empower L.A.'s Workforce, Serve L.A.'s Residents, Businesses, and Visitors & Transform L.A.'s operations.
- ITA's vision is to become a best-in-class technology department that demonstrates Responsive, Responsible, and Excellent Technology.
- ITA's vision is delivered through:
 - IT Services ("what we do")
 - IT Projects ("what we build")
 - IT Metrics ("how well we do it")
- ITA is an integral part of making L.A. a "Smart City" that uses data, tech, and resources to improve the lives of residents, businesses, and visitors.
- These key challenges significantly hinder the City's technology vision and require strategic coordination to resolve:
 - Challenge #1 - Inconsistent Quality in City Digital Services
 - Challenge #2 - Excessive Focus on Internal IT Service Delivery
 - Challenge #3 - Aging Technology Infrastructure
 - Challenge #4 - Rapidly Retiring IT Workforce
- To overcome these challenges, the ITA has developed objectives and projects, known as 'Our Strategic Priorities for 2019-21':
 - Priority #1 - Transform Use of Tech By Every City Department
 - Priority #2 - Apply Technology to Directly Improve Public Welfare
 - Priority #3 - Build Next Generation IT Infrastructure and Capabilities
 - Priority #4 - Recruit and Develop Top-Tier IT Human Resources

Our Environment

"We are stuck with technology, when what we want is just stuff that works"
--Douglas Adams, The Salmon of Doubt

Our Services

The Information Technology Agency (ITA) is comprised of 455 IT professionals organized into 19 divisions with an annual operating budget of \$105 million. Unlike the "traditional" government IT department, the ITA is responsible for a broad spectrum of services. Our 19 divisions deliver 374 different technology services to both internal and external customers. These range from classic IT services, such as computer support, enterprise applications, data networks, and a 24/7 data center to progressive digital services, such as a TV station (LA Cityview), 3-1-1 Call Center, public safety radio/microwave communications, helicopter avionics, enterprise social media, and more. The breadth of our services necessitates close management to ensure integration and efficiency between our divisions, while maintaining a clear focus on specific customer groups and their unique needs.

Our Customers

The ITA believes the single most important success factor in IT service delivery, is an in-depth understanding of our customers.

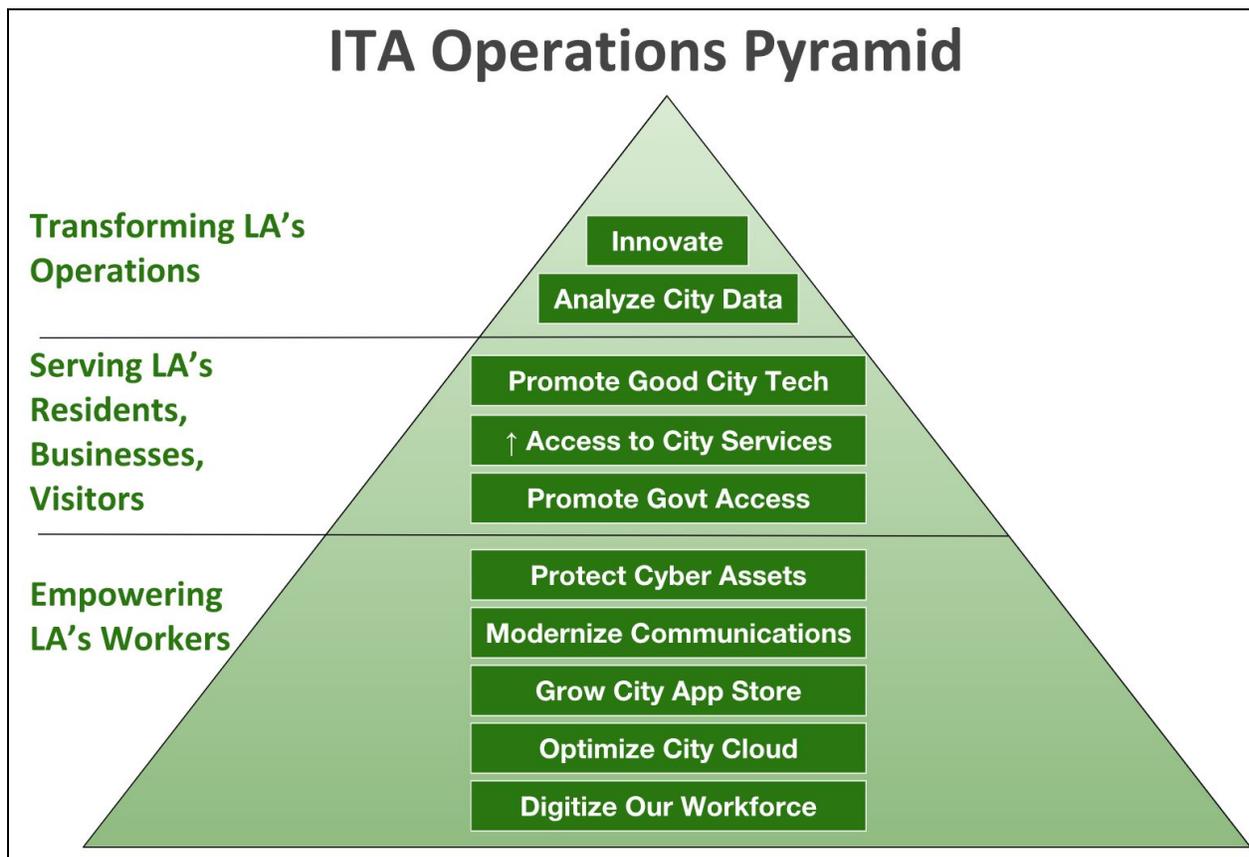
Depending on the specific ITA service, our customers are:

- Internal within City government
 - 18 elected officials
 - 46,000 City employees
 - 44 City departments
- External to City government
 - 4 million L.A. residents across 469 square miles
 - 503,000 L.A. businesses
- Transitory to the City of Los Angeles
 - 48 million tourists a year
- Targeted Populations
 - Veterans, homeless or nearly homeless, domestic violence victims, L.A. youth seeking employment, older Angelenos, universities, etc.

Since our department serves a very broad constituency, we organize the ITA into divisions allowing us to better align specific IT services with customers and stakeholders. For example, our Public Safety Communication Services Division works very closely with police, fire, and emergency management personnel to align our services with their unique needs for field and dispatch communications. In contrast, our 3-1-1 Call Center engages closely with community groups, Neighborhood Councils, and the public-at-large, to understand the needs of residents and businesses seeking City of Los Angeles information or services. As such, a critical success factor for the Information Technology Agency is our ability to fully identify our customers, understand both needs and wants, and deliver IT services that maximize the outcomes they desire. This in turn, influences our strategic priorities, investments, and service offerings.

Our Focus

The following pyramid summarizes what we do and who we serve on a day-to-day basis:



Our Philosophy

”Failure isn’t a necessary evil. In fact, it isn’t evil at all. It is the inevitable consequence of doing something new.”

--Ed Catmull, Creativity Inc.

Our Vision

ITA’s vision is to make Los Angeles a fully digital and connected city.

Our Mission

To best serve the City of Los Angeles, the Information Technology Agency (ITA) works to be a best-in-class technology department that demonstrates *Responsive, Responsible, and Excellent Information Technology*:

- **Responsive Tech** - Delivers business outcomes for every City department by leveraging agile, flexible services that digitally engage citizens and employees



- **Responsible Tech** - Advocates technologies that promote sustainable choices and offers opportunities for a highly skilled, diverse, and representative workforce



- **Excellent Tech** - Achieves excellence in core IT infrastructure, innovation, and cybersecurity to protect the City’s digital assets



How We Accomplish Our Mission?

ITA's mission is achieved through:

- **IT Services** → Daily operations... “what we do”
- **IT Projects** → Initiatives greater than 80 hours... “what we build”
- **IT Metrics** → Key performance indicators... “how well we do it”

Through the use of modern tools and practices, the ITA manages its operations, projects, and metrics. The following summarizes the frameworks used by ITA in these areas:

We Manage IT Services

On a daily basis, ITA staff implement new IT services, repair existing ones, or develop enhancements. In fact, the ITA supports and maintains a staggering amount of software applications, network and server infrastructure, VoIP and cellular phone communications, computer support, public safety radio and microwave systems, 3-1-1 requests, LA Cityview TV programming, etc. Towards the fulfillment of our vision, the ITA utilizes leading practices in our daily support operations (ITIL), software development (Agile), and customer focus (Voice of the Customer).

- **Information Technology Infrastructure Library (ITIL)** - ITIL is a global standard in IT Service Management. These leading practice principles and processes are used by ITA in ServiceNow (aka SNow) to help align our IT services with the needs of our stakeholders. These principles are formalized into our internal operations, such as the ServiceNow IT service management system. Service requests are entered daily by ITA teams and resolved in a timely basis. Details about ITIL can be found here: <https://www.axelos.com/best-practice-solutions/itil/what-is-itil>
- **Agile Software Development** - Agile software development is a progressive approach to the creation and enhancement of applications. These processes are used by ITA to develop software that is engaging, effective, minimalist, and responsive to our customer needs. Our software developers emphasize:
 - Individuals and interactions *over* internal processes/tools
 - Working software *over* mockups
 - Customer collaboration *over* rigid requirements
 - Responding to changes *over* strictly following a plan

Details about Agile can be found here: <http://agilemanifesto.org/>

- **Voice of the Customer (aka House of Quality)** - Voice of the Customer (VoC) are techniques to capture customer expectations and requirements. The ITA deploys some of these techniques to improve alignment of our IT services with customer needs and wants. Details about VoC can be found here: https://en.wikipedia.org/wiki/Voice_of_the_customer

We Manage IT Projects

The ITA defines projects as a temporary effort to create a new or substantially changed product or service. Generally, our IT projects are greater than 80 hours in staff investment, has identified customer benefits, and a defined start/stop. Towards the fulfillment of our vision, the ITA manages these efforts as projects using ServiceNow Project Management module and use leading practice principles (PMBOK and Lean Six Sigma) to both maximize City resources and project benefits to the customers.

- **Project Management Institute (PMI)** - The Project Management Institute (PMI) is a global leader in providing tools and processes to successfully initiate, manage, and close IT projects. ITA uses principles from their Project Management Book of Knowledge (PMBOK) during the management of large projects (>80 hours), with “At Risk Projects” reviewed in a weekly ITA Project Review meeting. Details about the PMI and PMBOK can be found here: <http://www.pmi.org/>
- **Lean Six Sigma** - Lean Management and Six Sigma provide proven principles to optimize business processes. The ITA uses Lean Six Sigma principles before the introduction of new projects or software. ITA staff and customer partners are periodically sent to complete the PerformLA training facilitated by the Mayor’s Office of Budget and Innovation. Details can be found here: <http://asq.org/learn-about-quality/six-sigma/overview/overview.html>

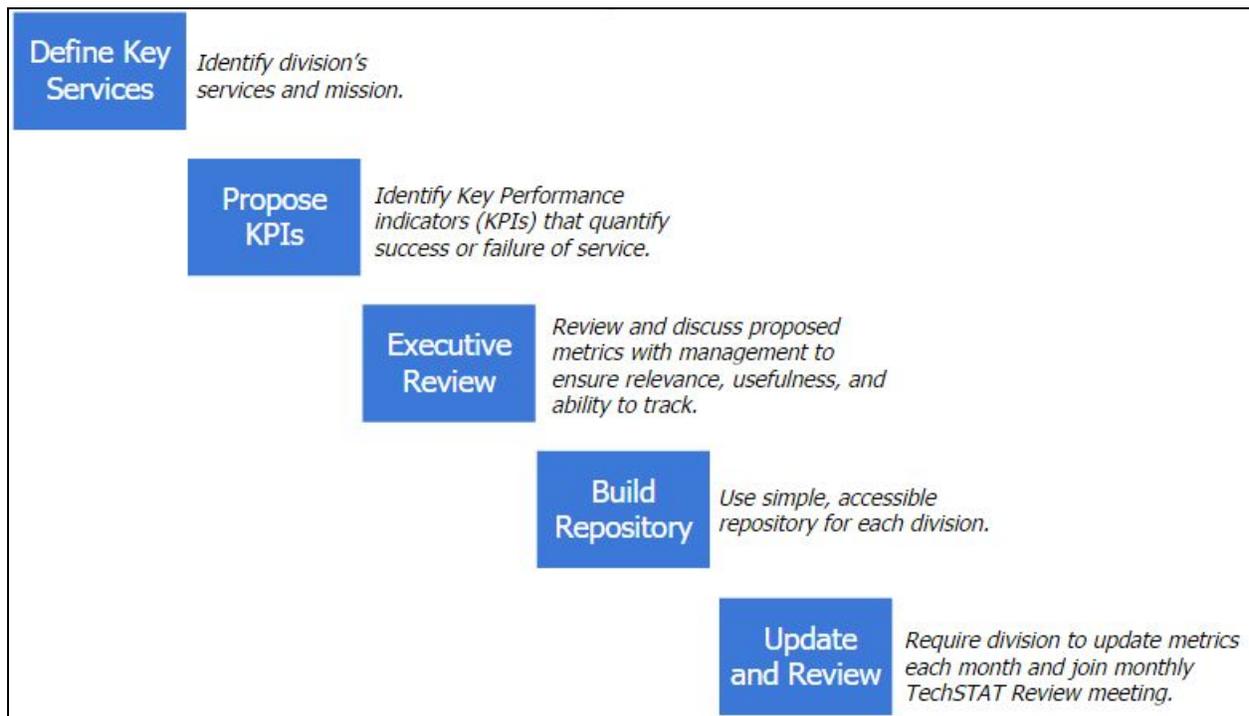
We Define Success Through Metrics

If services are what we do and projects are what we build... then metrics are how well we do it. The Information Technology Agency (ITA) is passionate about the measurement and active management of key services through performance management. In 2013, Mayor Eric Garcetti required all City of Los Angeles departments to establish their own performance management program modeled after the highly successful LA Police Department COMPSTAT program. Since

that time, the ITA has experimented and refined a monthly, collaborative program, known as TechSTAT. By shortlisting key goals and targets, identifying Key Performance Indicators, reviewing accurate and timely data, and active management of results, the ITA has made considerable improvements to its operations.

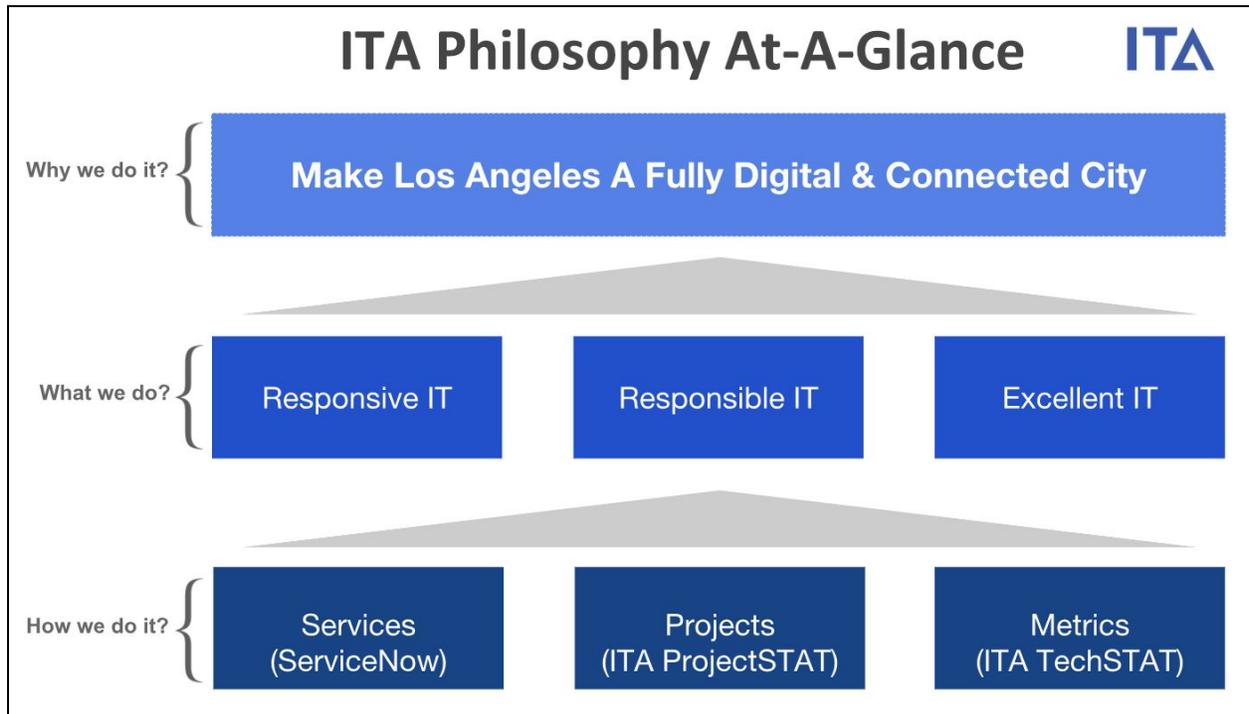
Each year, the ITA re-assesses its metrics for strategic priorities and daily operations. This includes the following:

1. Define key services and strategic priorities
2. Identify KPIs that measure success or “health” of those priorities
3. Review the proposed KPIs across the management team
4. Gather data into a central ITA repository for easy access and sharing
5. Update and review KPIs each month in TechSTAT meeting



At our monthly TechSTAT meeting, every division manager is accountable to know their metrics, have a theory of change for positive or negative results, a plan of action for improvement, and can request assistance from other divisions or executive team. In short, by each priority and each service, we define success. We also conduct a ProjectSTAT meeting focused entirely on projects.

The diagram below summarizes the ITA Philosophy detailed in the above section:



Los Angeles as a “Smart City”

Cities, such as Los Angeles, have been using technology for over 100 years. For example, the first traffic signal in Los Angeles, a big technology innovation at the time, was installed in 1920 at the corner of Figueroa and Meridian (Highland Park neighborhood). However, the pace of technology advancement over the last 10 years has been unprecedented, thus the digital opportunities to transform and improve Los Angeles as a “Smart City” have exponentially increased. Our inter-department Smart City Committee has defined a smart city as one that “Efficiently and ethically uses secure technology, data, & resources to improve services and quality of life for our residents, businesses, and visitors.” Through our Smart City Committee and various Council Committees, the ITA and partner departments further the investments, coordination, and cohesion of technology projects towards our Smart City goals around infrastructure, data practices, digital services/automation, digital inclusion, and governance. Please see our Los Angeles Smart City Strategy document online for additional details.

Key Challenges

"Good strategy almost always looks simple and does not take a thick deck of PowerPoint slides to explain. Instead, an organization identifies the critical issues in a situation, the pivot points that can multiply the effectiveness of effort, and then focuses action and resources on them."

--Richard Rumelt, Good Strategy, Bad Strategy

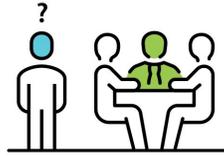
Needless to say, there are many challenges faced by large organizations, such as the City of Los Angeles and the Information Technology Agency (ITA). However, the following are key, current strategic challenges that substantially hinder the City's technology vision and require strategic coordination to resolve.

Challenge #1 - Inconsistent Quality of City Digital Services



Technology investments continue to permeate across the City. However, effective technology requires strategic planning and shrewd implementation. As such, the ITA continues to directly engage, coordinate, and advise other departments in the use of their technology. City of L.A. departments are varied in their technology prowess. Some departments have limited technology expertise or investments. Others have large investments, but prioritize legacy enterprise systems with limited attention to new services. No longer simply the venue of the “technology department”, technology has become ubiquitous in just about all business processes. As such, it is critical for all City departments to become effective users of technology for the good of L.A.’s residents, businesses, and visitors. Leveraging lessons learned by top-performing departments, the ITA establishes shared technology platforms (such as Drupal web CMS, APIs, case management CRMs, and the MyLA311 app), consulting engagements, technology planning, annual budget review, quality assurance, and IT governance to transform technology delivery across the entire City.

Challenge #2 - Excessive Focus on Internal IT Service Delivery



Technology that directly benefits the City’s most important stakeholders (residents, businesses, visitors, and vulnerable populations) is one of our most impactful contributions. Historically, the ITA delivered most of its services to other City departments. While many of these services are critical to City operations, this can also result in an unbalanced focus of mission and stakeholders (i.e. ITA would serve “City of Los Angeles” employees and not the entire city of Los Angeles!). Based on stakeholder feedback, the ITA has rapidly diverted investments and resources to services that directly engage and benefit L.A.’s residents, businesses, visitors, and targeted populations (e.g. homeless, veterans, startups). The ITA has unique capabilities to engage Angelenos through award-winning applications (e.g. MyLA311 Mobile), websites (<https://LACity.org/>), or open system-to-system interfaces, APIs (<https://data.lacity.org/>). As technology is increasingly pervasive, the ITA has an opportunity to extend its reach and benefit the public directly in a wider variety of areas.

Challenge #3 - Aging Technology Infrastructure



Effective IT infrastructure is fundamental to technology advancement and innovative City services. Due to the Great Recession of 2008, the City of Los Angeles, like most municipal governments, saw a dramatic reduction in IT infrastructure investments with deferred maintenance expenses in both existing infrastructure and replacement projects. Investments under Mayor Eric Garcetti and City Council have made substantial IT infrastructure improvements. However, IT infrastructure is still a major factor in the success of many digital services and technology opportunities (e.g. Smart City) around Los Angeles. Effective and modern IT infrastructure provides the foundation necessary to transform City services, increase the effectiveness of our workforce, and improve the quality and reliability of L.A.’s digital services.

Challenge #4 - Rapidly Retiring IT Workforce

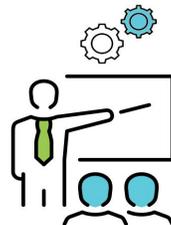


Quality human resources are the most important asset for a modern IT organization. The ITA has been undergoing the “silver tsunami” of City retirements. In 2017, over 50 percent of ITA staff were eligible for retirement. In fact, 11% of all ITA staff were brand new hires in FY2018-19. The ITA is committed to the modernization of IT services and the long-term recruitment, development, and retention of high quality resources to manage City technology. The mass exodus challenges IT operations and succession planning, but also provides a unique opportunity to transform how the City delivers technology through an influx of new staff and skillsets.

Our Strategic Priorities for 2019-21

”Plans are just intentions unless they immediately degenerate into work.”
--Peter Drucker, The Five Most Important Questions

Based on the challenges listed above and our pivotal objectives, the following summarizes our strategic priorities and samples of key projects for 2019-2021:



Priority #1 - Transform Use of Technology By Every City Department (Digital Transformation)

<Addresses Challenge #1 - Inconsistent Quality in City Digital Services>

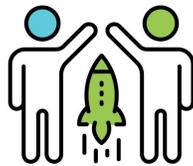
The Objective

Digitizing City departments and transforming their use of technology to tackle traditional challenges continues to be a very high priority at the City. We have

been addressing this objective by assisting departments with technology plans, participating directly in technology requests in the budgeting process, and the development of cross-department tools (e.g. shared platforms, code libraries, API libraries, etc). As ITA has observed a growing condition of anxiety around technology and its social impacts, these efforts will include digital transformation training, a Digital Code of Ethics to mitigate concerns around emerging technologies, and a Smart City Strategy that summarized the many Smart City initiatives we have been undertaking.

Key Project Samples for 2019-21

- ❑ *Develop 'Digital Code of Ethics' to codify how to use advanced technologies while avoiding negative ethical side effects (privacy, automation, etc)*
- ❑ *Develop 'Smart City Strategy' detailing vision, goals, guidelines, and strategy for Los Angeles Smart City initiatives in preparation for 2028 Olympics*
- ❑ *Perform 30 unique technology consulting engagements for departments in the areas of technology planning, analysis, or deployment*
- ❑ *Perform 'Digital & Data Transformation Training' that reaches over 1,000 City employees in-person with various types of seminars and workshops*
- ❑ *Increase use of Google Drive and Sites by City employees using roadshows*



Priority #2 - Apply Technology to Directly Improve Public Welfare (Public Engagement)

<Addresses Challenge #2 - Excessive Focus on Internal IT Service Delivery>

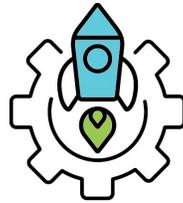
The Objective

Technology that *directly* benefits the City's most important stakeholders (residents, businesses, visitors, and vulnerable populations) is one of our most impactful contributions. We intend to build on this objective by establishing a

unified customer service measurement across key public services and establishing a unifying digital ID for residents and businesses.

Key Project Samples for 2019-21

- ❑ *Begin measuring 'Net Promoter Score' across key public services (LACity.org, 311, LABAVN, etc) as a unified, best practice customer experience metric*
- ❑ *Establish 'One Digital City' as a unifying digital ID for residents and businesses for City applications, websites, and services*
- ❑ *Reduce 3-1-1 call center average wait time to ≤ 2 minutes*
- ❑ *Increase LA CityView TV station original programming by 20% to \uparrow viewers*



Priority #3 - Build Next Generation IT Infrastructure and Capabilities (NextGen Infrastructure)

<Addresses Challenge #3 - Aging Technology Infrastructure>

The Objective

Effective IT infrastructure is fundamental to technology advancement and innovative City services. We intend to build on this objective by expanding high-speed, pervasive WiFi throughout City facilities, expanding the use of Cloud infrastructure, replacing aging public safety radio communications, reducing end-of-life telephone systems with VoIP or smartphones, continuing Internet of Things (IoT) “Smart City” projects, and delivering a reliable ‘Citywide Cloud Pipeline’ and shared ‘Data Analysis Platform’ for City departments.

Key Project Samples for 2019-21

- ❑ *Establish 'Citywide Cloud Pipeline' for ultra-high speed, secure, and redundant department connectivity to Cloud vendors*

- ❑ *Automated ‘LACyberSafe’ portal for 49,000 employees to confirm malware in suspicious emails or files within one hour of request*
- ❑ *Citywide ‘Data Analysis Platform’ for data scientists across the City of Los Angeles to effectively share findings, tools, projects, and data*
- ❑ *Implement Cloud-hosted Identity Management Platform for City apps to authenticate users securely and resiliently*
- ❑ *Continue IoT Smart City pilots with partner departments in the cityscape*



Priority #4 - Recruit and Develop Top-Tier IT Human Resources (Succession Planning)

<Addresses Challenge #4 - Rapidly Retiring IT Workforce>

Our Objective

As the ITA continues its “silver tsunami”, the recruitment and development of ITA staff remains a key priority to provide capable IT employees and contractors that deliver modern, efficient, and innovative technology outcomes for the City. We intend to build on this objective by deploying a social networking platform for IT staff, active recruitment at universities and Targeted Local Hire programs, and providing recommendations for a new IT classification structure to our Personnel Department.

Key Project Samples for 2019-21

- ❑ *Provide new IT Classification Structure for City IT staff to Personnel Department*
- ❑ *Draft two IT class specifications to allow Targeted Local Hire (TLH) candidates without four-year degree, but IT certification, to compete for City IT job*
- ❑ *Social networking platform for City IT employees to engage, grow skills, and foster modern work culture*

❑ Perform recruitment events at colleges, academies, hackathons, HBCU

❑ Improve use of ServiceNow software for ITA Knowledge Warehouse

The diagram below summarizes ITA’s Strategic Priorities in the context of ITA’s Philosophy:



Acknowledgements

"None of us is as smart as all of us."

--Ken Blanchard, High Five!

We would like to acknowledge the truly progressive leadership of Mayor Eric Garcetti and the Mayor's Office of Budget & Innovation (MOBI) to both transform the digital presence of L.A. government and the L.A. tech scene as a global hub for startups, green technologies, and innovation.

We would like to acknowledge the energy and support of our City Council who represent the diverse communities that make up Los Angeles and work tirelessly to improve City government for all Angelenos.

We would like to acknowledge the City's IT Council Committee (ITGS), specifically Councilmembers John Lee (Chair), Bob Blumenfield, and Monica Rodriguez who ask the tough questions and expect excellence from the Information Technology Agency.

We would like to acknowledge City Controller Ron Galperin and his staff for always asking "Why?" and "Why not?" for the digital betterment and transparency of City government.

We would like to acknowledge City Attorney Mike Feuer and his staff for their effective advocacy for L.A. residents and businesses, as well as, their efforts to improve privacy and educate the public on cyber crimes & cybersecurity.

We would like to acknowledge the hard work and diligence of ITA staff and City departments to provide Angelenos with the best possible digital experience, all the while navigating the various budgetary and administrative constraints of municipal government.

We would like to acknowledge our vendor partners who work tirelessly along with us in the trenches, while waiting patiently for contracts to be approved, payments to be received, and background checks to be processed.

Appendices

Appendix A - Key Accomplishments for Last Period (2016-18)

Received 31 National Technology Awards, including:

- 1st Place Digital City (Government Tech Magazine - 2016, 2017, 2018)
- 1st Place Open Data City (Code 4 America & Sunlight Foundation - 2016)
- City in the Cloud Award (Amazon Web Services - 2016)
- Best Public Safety App (Public Technology Institute - 2017)
- Citizen Engaged Community Award (Public Technology Institute - 2017)
- Best Cybersecurity Team (SC Magazine - 2017)
- Gender Equity Award (L.A. City First Lady Amy Elaine Wakeland - 2017)
- Best Weekly News Show + 3 other awards (NATOA Conference - 2017)
- Emmy Award (Academy of Television Arts & Sciences - 2018)
- What Works Cities Gold Award (Bloomberg Foundation - 2018)
- Webby Award Honoree (International Academy of Digital Arts - 2018)
- Digital Equity National Award (NATOA - 2018)
- Amazon Dream Big Award (Amazon Web Services - 2018)
- Digital Edge 50 (CIO Magazine - 2018)
- National 311 Customer Service Award (Engage311 - 2018)
- Smart City Award for ShakeAlertLA (IDC Smart City - 2019)
- Best Magazine Show + 8 other awards (SCAN NATOA - 2019)
- City of LA tech featured in The Economist, Fortune, a16z Summit, Wall Street Journal, Wired, Harvard University, Rutgers University, and multiple government trade publications

Superior Access to 3-1-1 & City Services:

- Reduced 3-1-1 call wait times from 5+ minutes to under 2 (2018 vs. 2019)
- Doubled list of 311 homeless services and provided 120+ mobile devices to connect homeless with digital resources
- Increased Channel 35 original programming by 20% (2018 vs 2019)

Unprecedented Technology Innovation and Startup Engagement:

- Launched revolutionary ShakeAlertLA earthquake early warning app, which received 900,000 downloads in its first 10 months
- First large U.S. city to launch chatbot (reaching 1,500 conversations/week)
- First large U.S. city to launch Amazon Alexa skill (includes Council info, local event calendar, earthquake info, etc)
- Hosted six-week Google Innovation Lab at Google with 60 civic leaders
- Active participation at Hack for LA, Data & Donuts, and Civic Tech Hub

City Workforce Transformation:

- Mobile Worker Program replaced 2,000+ desk phones with smartphones
- Increased City employee usage of Google Drive by 44% (2017 vs 2018)
- Launched social networking tool for City IT staff to engage and develop
- Established first Data Analysis Team and new civil service classification

Protecting City's Digital Assets (Cybersecurity):

- Launched LACyberLab, nation's first public-private partnership that delivers no-cost cyber threat education and intelligence to LA businesses
- Implemented weekly cyber vulnerability scans & fixes for City apps & sites
- Developed City's first Information Security policy and standards
- Produced world-class Integrated Security Operations Center (ISOC), consolidating department data for centralized, 24/7 CICC monitoring

Insulating City Data and Systems from Disaster:

- Established City's first IT Disaster Recovery Policy for City systems
- Running 165 City applications through Cloud hosting (disaster resilience)
- Established City's first always on "hot site" for enterprise applications (Financials, Payroll, Purchasing, LATA, Banking) alongside LADWP
- Moved Alternate Emergency Operations Center (AEOC) to Cloud

Reduced City Energy Consumption and E-Waste:

- Leadership contributions to UN Sustainability (SDG) & LA Green New Deal
- Refurbished and distributed 3,200 computers to families in need (2016-18)
- Reduced data center server consumption by 38% (FY16 vs FY19)
- Power reductions across 23,450 City computers (96% less power at rest)

Promoting Equity and Diversity in the IT Workforce:

- Participated in over 22 diversity recruitment events, including Michelle Obama Empowering Women & Girls and UCLA Women in Tech.
- 4 of 7 (57%) ITA Executive positions held by qualified women
- Attained 46% female representation in ITA management positions
- Onboarding 25 to 35 diverse interns each summer (LA Hi-Tech)
- 1st City to join Tracy Chou Programmer Diversity Listing (#21 of 238)

Improving Reliability and Capability of IT Infrastructure:

- Achieved 99.93% network availability
- Achieved 83.6% virtualized or Cloud hosted servers
- Reached 165 applications hosted in the Cloud
- Consolidated City of L.A. call centers onto shared, cloud-hosted system

Appendix B - ITA Management Team (as of July 2019)

"Getting the right people and the right chemistry is more important than getting the right idea."

--Ed Catmull, Creativity, Inc.



INFORMATION TECHNOLOGY AGENCY MANAGEMENT TEAM



Appendix C - Additional L.A. City Resources

- ITA Internet Site - <https://ita.lacity.org>
- ITA Jobs - <https://ita.lacity.org/careers>
- City of L.A. Internet Site - <https://www.lacity.org>
- L.A. Business Portal - <https://business.lacity.org>
- City of L.A. Contracting Opportunities - <https://labavn.org>
- L.A. Open Data Portal - <https://data.lacity.org>
- L.A. GIS Open Data Portal - <http://geohub.lacity.org>
- ControlPanel LA Financial Data - <https://controllerdata.lacity.org>
- City of L.A. Budget - <http://cao.lacity.org/budget>
- Get Involved - <https://volunteer.lamayor.org>