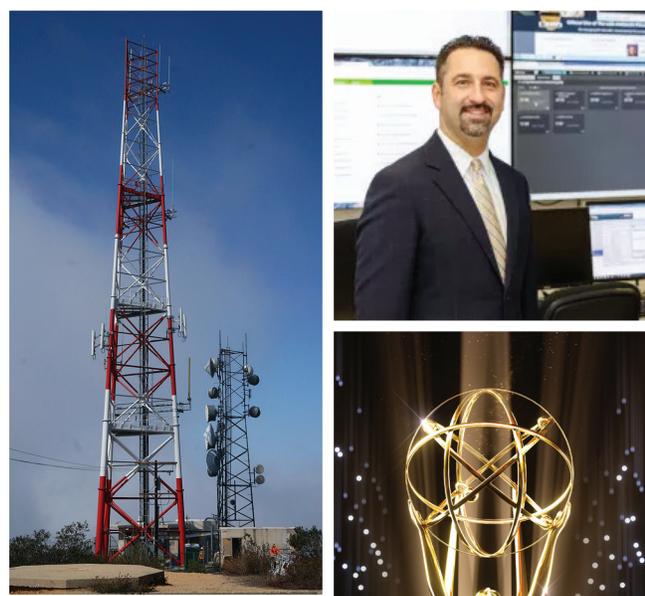


ITA

Information Technology Agency
City of Los Angeles



STRATEGIC PLAN

2022-2023

Introduction

"A good organization offers excellent services. A great organization offers excellent services, but also strives to make the world a better place."

--Philip Kotler, Doing the Most Good for Your Company

Los Angeles is a world class city. With over 4 million residents and 500,000 businesses spread across 469 square miles, the City of Los Angeles has the enormous responsibility of ensuring the safety, sanitation, public services, utilities, transportation, and recreation of a large metropolis. Moreover, these responsibilities are even more difficult in a modern age full of urban challenges: from racial injustice to natural disasters. To help address these challenges, the City of Los Angeles looks to technology. While not a silver bullet, technology uniquely provides solutions unavailable to the generations before us. The power of these technology solutions was on display during the COVID-19 pandemic.

In response to COVID-19, the Information Technology Agency (ITA) partnered with other departments to digitally convert 97 different department services, migrate 18,173 City staff to telework, and develop brand new COVID response solutions to Angelenos. From building the region's first COVID testing app, to supporting the nation's largest vaccination site at Dodger Stadium, to a rent relief app that distributed \$350 Million to families in need, technology delivered lifesaving benefits at scale. These accomplishments were even recognized by Harvard University's "Civic Innovation During the Pandemic" award.

And while the virus has had many terrible consequences for Angelenos, the pandemic has also been a catalyst for improving digital government services. This ITA Strategic Plan has been developed at a critical time in the history of Los Angeles, building on the progress made during the pandemic towards a "new better" (not just a "new normal"). To accomplish this, we must further digitally transform City department operations, provide new "smart city" solutions for the benefit of diverse L.A. communities, deliver next generation infrastructure for our remote teleworkers, and recruit top-tier IT human resources during the Great Resignation. Unlike some strategic plans, this document is not intended to be a comprehensive listing of everything we do. Simply put, this plan summarizes our environment, focus, key challenges, and strategic priorities for 2022-23, 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, 51 million tourists, and 549,000 businesses.
- The Information Technology Agency (ITA) leverages the insight & expertise of 423 IT professionals across 19 divisions to deliver 396 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 - Existence of Manual or Poorly Digitized Processes
 - Challenge #2 - Lack of Technology to Solve Urban Issues (Smart City)
 - Challenge #3 - Aging & Antiquated Technology Infrastructure
 - Challenge #4 - Acquiring a Talented, Diverse IT Workforce
- To overcome these challenges, the ITA has developed objectives and projects, known as 'Our Strategic Priorities for 2022-23':
 - Priority #1 - Transform City Services Using L.A.'s Digital Strategy
 - Priority #2 - Build Smart City Using SmartLA 2028 Plan
 - Priority #3 - Build Next Generation IT Infrastructure and Capabilities
 - Priority #4 - Recruit and Develop Top-Tier IT Human Resources

Our Environment

"People don't want to buy a ¼ inch drill. They simply want a ¼ inch hole. "
--Clayton Christensen, The Innovator's Solution

Our Services

The Information Technology Agency (ITA) is composed of 423 IT professionals organized into 19 divisions with an annual operating budget of \$120 million. Unlike the "traditional" government IT department, the ITA is responsible for a broad spectrum of services. Our 19 divisions deliver 396 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 35), 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:

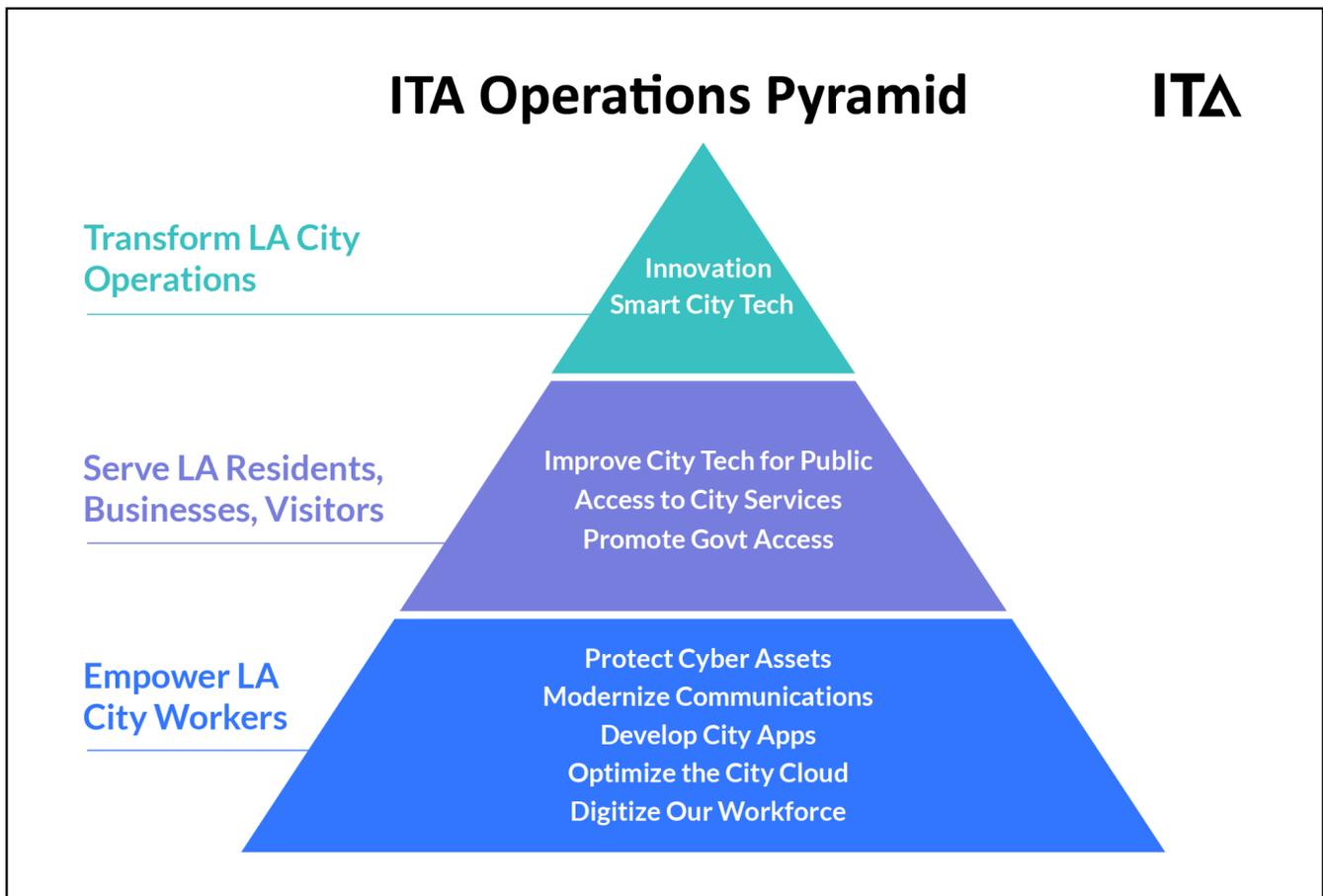
- Internal within City government
 - 18 elected officials
 - 49,000 City employees
 - 45 City departments
- External to City government
 - 4 million L.A. residents across 469 square miles
 - 549,000 L.A. businesses
- Transitory to the City of Los Angeles
 - 51 million tourists a year
- Targeted Populations
 - 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 for a given service, understand both the needs and wants of those customers, and deliver IT digital services that maximize the outcomes they desire. This understanding in turn influences our strategic priorities, investments, and future service offerings.

Our Focus

The following pyramid summarizes the customer groups and services we provide on a day-to-day basis. We call it the “ITA Operations Pyramid”.



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 securely 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 residents 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, digital services, 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 wide variety 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 (User Centered Design).

- **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 and resolved on a timely basis (~55,000 per year). 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/>

- **User Centered Design** - User Centered Design is an iterative design process in which our developers focus on users and their needs in each phase of the design process. Through a mix of investigative methods and generative tools, we understand user context, identify requirements, design solutions, and evaluate results for the purpose of building better digital services. Details about User Centered Design can be found here: <https://www.interaction-design.org/literature/topics/user-centered-design>

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 (about 340 each year) using ServiceNow Project Management module and using 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 monthly ITA ProjectStat 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 periodically complete the PerformLA training facilitated by the Mayor’s Office. 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 2015, 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 ITA 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. Today, the ITA has over 298 KPIs across 76 ITA service areas.

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

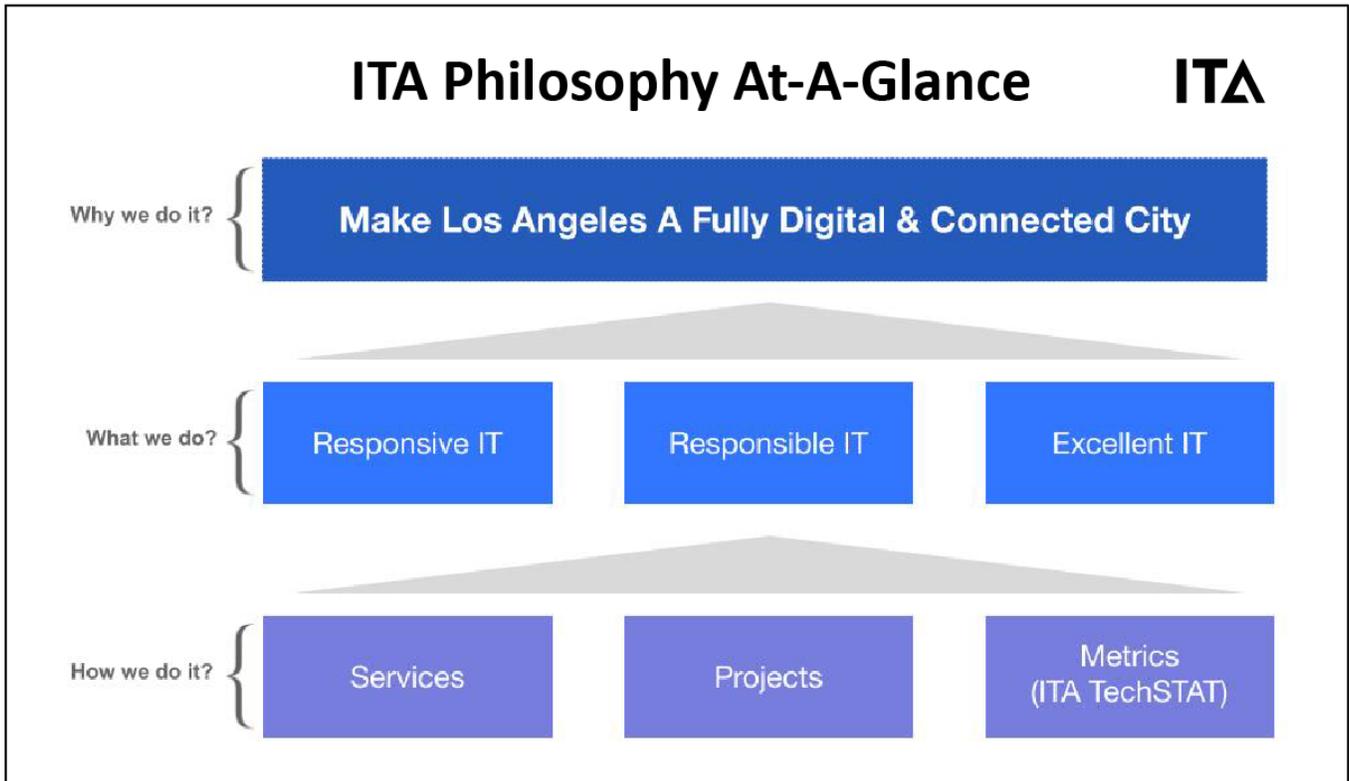


At our monthly TechSTAT meeting, every division manager is accountable for the following:

1. Know their metrics,
2. Have a theory of change for positive or negative results,
3. Have a plan of action for improvement,
4. Requesting assistance, when needed, from other divisions or the executive team

In short, by each priority and each service, we define success through KPIs, measure the results, monitor the results each month, and apply corrective actions where necessary. We also conduct a similar ITA ProjectSTAT monthly meeting focused entirely on existing ITA projects.

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



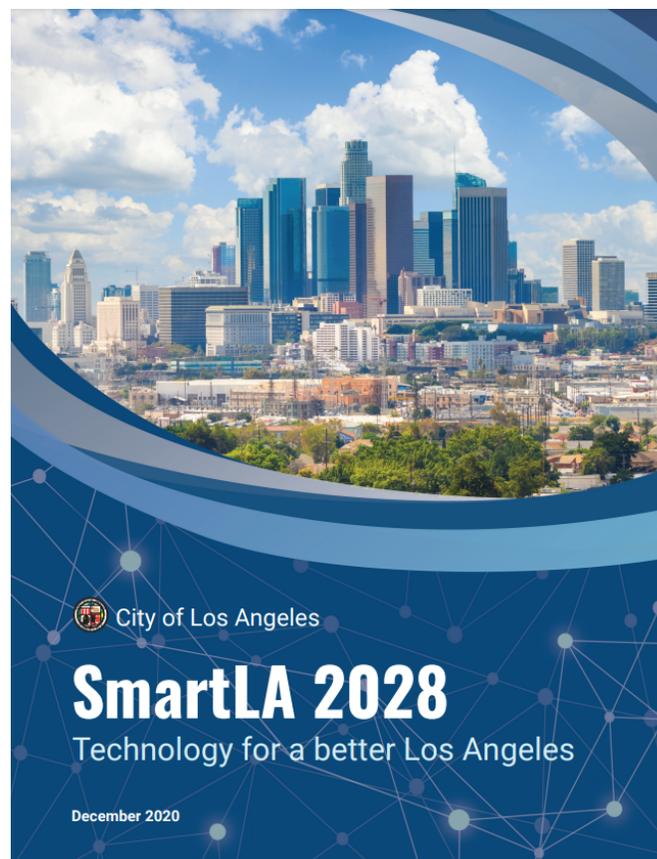
Los Angeles as a “Smart City”

Technology enables the City of Los Angeles to efficiently and ethically improve the quality of life for our residents, businesses, and visitors. In other words, when done right, technology makes us “smarter”. This is why the City of Los Angeles strives to be a “smart” city. In 2019, the Information Technology Agency convened its Smart City Committee, composed of 24 departments and elected officials. While Los Angeles has become a civic technology leader (winning #1 U.S. Digital City award for three straight years), the continued growth of new technologies and increasing public expectations requires new levels of coordination to realize our vision. Our Smart City Committee came to the following conclusions:

1. Smart cities are multi-faceted and not just IT infrastructure
2. Smart cities are evolving, which requires both near-term and long-term goals that adhere to an overarching set of Smart City values
3. Smart cities require collaboration, where individual departments work together to deliver best-in-class services to the public

4. Smart cities require local resident and business participation, especially in light of major social movements, such as protests for racial justice and social impacts of the COVID-19 pandemic
5. Smart cities don't happen by accident; they require careful strategic planning and investment to become intelligent urban ecosystems designed for the humans that live there.

Understanding the importance of technology for the modern city, the ITA drafted and published the SmartLA 2028 as a concise smart city strategy as a guide and roadmap for LA City's efforts. In SmartLA 2028, the City of Los Angeles both builds on our previous accomplishments and imagines a new way to live, work, and play on the way to 2028 when we host the world in the 2028 Summer Olympics & Paralympics. Details can be found here: <https://ita.lacity.org/news/ita-publishes-smartla-2028-smart-city-strategy>



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), especially during this critical time in the history of Los Angeles. Technology will be instrumental to digitally transform the operations of City departments for our "contactless" government, provide needed services to L.A.'s diverse communities, deliver new "smart city" solutions on the road to the 2028 Olympics, and provide the critical infrastructure and cyber security needed for City of Los Angeles teleworkers and expanded operations. The following key challenges are the result of meetings with City of Los Angeles elected offices, departments, and ITA managers. In addition, the ITA has assessed emerging technology opportunities and analyzed over 145,000 ITA support requests received in the last three years. Through our analysis, the following are four key strategic challenges that are hindering the City of Los Angeles during this critical time and require our strategic coordination to resolve.

Challenge #1 - Existence of Manual or Poorly Digitized Processes

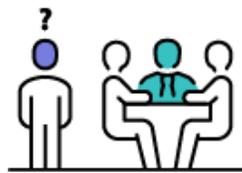


Digital transformation is not a new priority for the City of Los Angeles. Under the leadership of our Mayor, Controller, City Attorney, and our tech-savvy City Council, Los Angeles has transformed much of its use of apps, data, social media, communications, websites, infrastructure, and television/radio. From the first large U.S. 5G city to the award winning ShakeAlertLA earthquake early warning app, City of Los Angeles technology has been featured in The Economist, Fortune Magazine, Wall Street Journal, Wired Magazine, a16z Summit, Harvard University, Rutgers University, and multiple government trade publications. However, the COVID-19 pandemic has uniquely increased the demand for "contactless" government services and stressed the importance of user experience (UX) for existing digital

services. So, our accomplishments of the past must be re-examined in light of the “new normal” and anticipated needs in the future.

In other words, it doesn’t matter where the City of Los Angeles was in our digital journey when COVID-19 started, the City of Los Angeles is challenged to rapidly advance its digital services roadmap in this increasingly online world. Hence, the Information Technology Agency (ITA) and other City of Los Angeles departments came together in Fall 2020 through our Information Technology Policy Committee (ITPC) to re-think our digital services and establish an updated digital strategy of key technologies that enable City of L.A. services to be online, full-featured, and easy to use. The resulting *City of Los Angeles Digital Strategy: From COVID-19 & Beyond* (<https://ita.lacity.org/news/ita-publishes-city-los-angeles-digital-strategy-covid-19-pandemic-beyond>) details this challenge and the strategic solutions to meet this challenge (summarized in Priority #1 later in this document).

Challenge #2 - Lack of Technology to Solve Urban Issues (Smart City)



Technology that directly benefits the City’s most important stakeholders (residents, businesses, visitors, and vulnerable populations) is one of the greatest challenges and opportunities for the City of Los Angeles. Historically, the City of Los Angeles delivered much of its services within the government itself with the intent of improving government operations. While many of these services are critical to City operations, this also misses unique opportunities for these services to directly benefit our stakeholders. This opportunity has been magnified by the exponential growth in digital “smart city” technologies that can provide tremendous improvements to urban issues impacting the lives of L.A.’s residents, businesses, and visitors. From accessibility to transportation to public safety, smart city technologies can provide real, tangible benefits to Angelenos (e.g. reduced commute times, faster public safety response times, increased access to government services across underserved communities, etc).

As stated above in the Los Angeles as a Smart City section, technology enables the City of Los Angeles to efficiently and ethically improve the quality of life for our residents, businesses, and visitors. In other words, when done right, technology makes us “smarter”. This is why the City of Los Angeles strives to be a “smart” city.

So much so, in 2019, the ITA convened its Smart City Committee, composed of 24 departments and elected officials to take advantage of the exponential increase in technology and the need for new levels of coordination to realize our vision. The resulting *SmartLA2028 Smart City Strategy* (<https://ita.lacity.org/news/ita-publishes-smartla-2028-smart-city-strategy>) details this challenge and the strategic solutions to meet this challenge (summarized in Priority #2 later in this document).

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 over 5+ years with deferred maintenance expenses in both existing infrastructure and replacement projects. In addition, antiquated IT infrastructure lacks critical features and functions expected in the modern era. For example, employees expect access to data when they need to make a decision (not requesting others or waiting for the information) and the public expects access to City services through their smartphones (not requiring a full-size desktop computer). These expectations require modern infrastructure. IT infrastructure is still a key 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 - Acquiring a Talented, Diverse IT Workforce



Quality human resources are the most important asset for a modern IT organization. As a result of early retirement incentives and the COVID-19 pandemic, the ITA lost over 11% of its already strained workforce within a single year. Delays in the government hiring process and competition for candidates during the Great

Resignation require strategic focus and attention from ITA management to compete for and develop ITA staff. As the ITA is committed to the modernization of IT services, then the long-term recruitment, development, and retention of high quality resources to manage City technology becomes a critical challenge.

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Our Strategic Priorities for 2022-23

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

ITA’s strategic priorities come from the result of meetings with City of Los Angeles elected offices, departments, and ITA managers. In addition, the ITA has assessed emerging technology opportunities and analyzed over 145,000 ITA support requests received in the last three years. Based on the challenges listed above and our pivotal objectives, the following summarizes our strategic priorities and samples of key projects for 2022-2023:

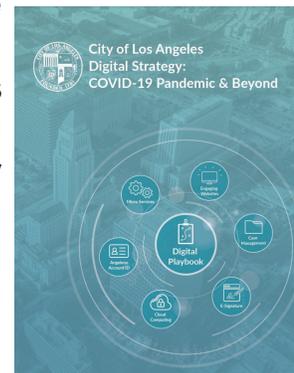


Priority #1 - Transform City Services Using L.A. Digital Strategy

<Addresses Challenge #1 - Existence of Manual or Poorly Digitized Processes>

The Objective

The ITA is resolved to partner with City departments and utilize the City of Los Angeles Digital Strategy (<https://ita.lacity.org/news/ita-publishes-city-los-angeles-digital-strategy-covid-19-pandemic-beyond>) to both digitize manual LA City processes and improve the quality of existing legacy digital processes using the 13 best practice technologies found in the strategy’s digital playbook. The benefits of digital services are many, ranging from more efficient, less costly operations that free up critical resources to a greatly improved resident experience and means to engage our diverse communities. Moreover, digital solutions have rapidly improved in the last few years, so previously digitized solutions may be in dire need for upgrade and improvement. Using the recent lessons learned from the COVID-19 pandemic and the analysis performed in the L.A. Digital Strategy, the ITA is well poised to work with City departments through



the citywide Information Technology Policy Committee (ITPC) to identify, analyze, and improve City services used between departments or for the public.

Key Digital Transformation Projects for 2022-23

- Digitize City of Los Angeles Paper Based Processes - Identify and perform 10 different technology consulting engagements for LA City departments to convert manual, paper-based processes into streamlined digital workflows using websites, case management solutions, e-signature, virtual counters, online payment solutions, etc.

Through this project, key manual business processes will be transformed into streamlined, smart digital processes that are faster, less expensive, and more user friendly for every L.A. community.

- Improve User Experience of Existing City of L.A. Digital Services - Identify and perform 10 different technology consulting engagements for LA City departments to improve the user experience (UX) of existing digital services using website improvements, net promoter score, social media, the Angeleno Account identity management solution, etc.

Through this project, the user experience of existing, aging digital services will be greatly improved to improve customer satisfaction and accessibility. Results will be demonstrated through our survey tools (e.g. Net Promoter).

- Improve Department Capacity and Efficiency Thru Digital Solutions - Identify and perform 10 different technology consulting engagements for LA City departments to improve their capacity or efficiency using Google Workspace, interactive voice response (IVR), interfaces (APIs) and micro services, Cloud services, by building a culture of digital thinking, etc.

Through this project, the efficiency and capacity of select City departments will be greatly improved by digitizing and enhancing key processes using modern technologies.

- Transform Employee Hiring, Development, and Management Thru Workday - Go live and build on our Workday Human Resources & Payroll (HRP) system to digitize and transform LA City human resources and payroll processes.

Through this project, the human resources and payroll processes that affect over 50,000 LA City employees will be greatly improved with reduced workloads for HR support and payroll staff and improved employee recruitment and retention.

- Raise Our Digital IQ Through Training - Perform digital skills training seminars and workshops that reach over 3,000 City employees on topics such as advanced GMail, Google Calendar, building websites, data analysis, data visualization, and cybersecurity.

Through this project, the digital capabilities and knowledge of modern tools of at least 3,000 LA City employees will be greatly improved, resulting in more efficient LA City operations and new services for the public.

- Replace Aging MyLA311 System - Implement a modern 311 CRM solution to replace the legacy MyLA311 system (with over 1.6 Million requests per year).

Through this project, the systems and processes of over 2.1 million 311 service requests will be improved for better resident experience and department effectiveness.

- Empower Teleworkers with Improved Telework Platform - Launch a new Connect2LACity 2.0 telework platform to enable long-term productivity of LA City teleworkers, including comprehensive access to department apps, shared drives, sites, and office computers.

Through this project, the digital capabilities of teleworkers will improve resulting in better department efficiency and business continuity when natural disasters occur.

- Enable Employee Digital Access Thru One-City Google Directory - Expand our Google identity management platform across all LA City employees to ensure easy and secure remote access to apps, drives, sites, and systems.

Through this project, LA City employees will have much better system access and security across various LA City apps (especially teleworkers).

- Train Supervisors to Better Engage Teleworkers - Provide online training for supervisors in the skills required to effectively engage and manage teleworkers using our “Best Practices for Supervising Teleworkers” guidelines.

Through this project, the effectiveness of supervisors in supervising and managing remote workers will be improved, resulting in better work performance for 18,173 LA City teleworkers.

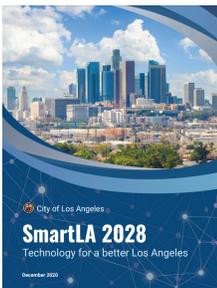


Priority #2 - Build Smart City Using SmartLA 2028 Plan

<Addresses Challenge #2 - Lack of Technology to Solve Urban Issues (Smart City)>

The Objective

Los Angeles residents experience an improved quality of life when the City of Los Angeles leverages technology to meet urban challenges. The effective identification and usage of smart technologies can improve traffic, community planning and development, resident engagement, digital inclusion, public safety, and more. In contrast to internal or administrative uses of technology that enable City operations, Smart City technology offers direct benefits to the City’s most important stakeholders (residents, businesses, visitors, and underserved communities) and is highly valuable. Through the coordination of existing and emerging technologies, the City of Los Angeles can transform the way we live, work, and move around L.A., especially important in preparation for the 2028 Summer Olympics and Paralympics. This is further detailed in our SmartLA 2028 Smart City Strategy (<https://ita.lacity.org/news/ita-publishes-smartla-2028-smart-city-strategy>).



Key Smart City Projects for 2022-23

- Enable Internet of Things (IoT) Data Sharing - Revise the City of Los Angeles Information Security Policy to include IoT and infrastructure data sharing.

Through this project, policies will ensure the secure sharing of IoT data across City systems, improving data-driven decisions and Smart City automation.

- ❑ Protect Angeleno's Privacy Rights Through Digital Code of Ethics - Adopt a Digital Code of Ethics with standards for privacy and smart infrastructure to ensure it does not discriminate against specific communities.

Through this project, the City of Los Angeles will establish data privacy rules for the public's data and guidelines for ethical uses of Smart City technology.

- ❑ Multiply Electrical Vehicle (EV) Charging - Facilitate the installation of 10,000 public electric vehicle chargers to promote smart alternative energy use.

Through this project, electric vehicle ownership and electric transit will multiply through access to charging stations in preparation for the Olympics.

- ❑ Incentivize Fiber Optic Build Out - Inventory fiber optic assets and incentivize fiber build out to maximize bandwidth for LA 2028 and beyond.

Through this project, high-speed fiber optic assets for Smart City initiatives will become available to the City of Los Angeles through incentives to be adopted through City government.

- ❑ Deploy Regional Procurement Portal - Build and deploy a Regional Procurement Portal for L.A. businesses to identify and compete for City of L.A. and regional partner contracts, including LA28 Olympic contracts.

Through this project, local and disadvantaged business enterprises will have access to online bidding for over \$2 Billion in L.A. government contracts (plus additional private sector and public contracts).

- ❑ Connect Communities to Internet Programs Through Web Portal - Establish a centralized web portal for residents to access low-cost and no-cost Internet connectivity based on their home address to reduce the Digital Divide.

Through this project, disadvantaged L.A. communities will have much better accessibility to no-cost and low-cost Internet access and computers.

- ❑ Deploy Crypto Technology for Contracting - Design and deploy blockchain as an emerging crypto technology for smart contracting and small business registration to provide an innovative, secure record keeping system.

Through this project, smart tools are utilized to protect the privacy of Angeleno businesses, which can also later be leveraged in other projects.

- ❑ Deploy Robotic Process Automation (RPA) Technology - Design and deploy RPA as an emerging technology for intelligent document processing, beginning with entry of vendor invoices.

Through this project, the City adopts automation technologies that reduce cost, increase efficiency, and improve employee satisfaction for routine tasks.



Priority #3 - Build Next Generation IT Infrastructure and Capabilities

<Addresses Challenge #3 - Aging Technology Infrastructure>

The Objective

Effective IT infrastructure is fundamental to technology advancement and innovative City services. The digital services we deliver to Angelenos often require underlying technology infrastructure that enables those services (e.g. public wifi requires a reliable LA City data network infrastructure). Key infrastructure initiatives are critical to deliver reliable and modern digital solutions to the public and the LA City workforce.

Key NextGen IT Infrastructure Projects for 2022-23

- ❑ Improve 9-1-1 Fire & Medical Dispatch Thru Modernized Infrastructure - Upgrade end-of-life 9-1-1 dispatch equipment to enable modern features.

Through this project, 9-1-1 dispatch tools will be improved to reduce response times and improve public safety for our diverse L.A. communities.

- ❑ Share Internet of Things (IoT) Sensor Data Via I3 Platform - Migrate existing LA City datasets into the University of Southern California Intelligent IoT Integrator (I3) platform, allowing real-time data sharing and new public/private digital services.

Through this project, real-time data between public and private sectors L.A. organizations can be shared to provide Smart City solutions (e.g. traffic management, public safety, environment, economic development, etc)

- ❑ Enable Teleworkers with Modern Communication Devices - Eliminate traditional landline desk phones and connect 6,000 employees with smartphones (aka Mobile Worker Program) to enable modern, flexible communication tools (chat, text, apps, remote access to Google Drive, etc).

Through this project, LA City employees will have more ways to communicate (call, text, chat, video), mobile access to apps, easy access to information when they need it, and improved emergency communications during a disaster, providing even further improved City services to the public.

- ❑ Promote Department Data Sharing Using Citywide Data Lake - Build a “L.A. City Data Lake” for cross-department human and machine-to-machine (M2M) data sharing using an easy-to-use Cloud-hosted environment.

Through this project, City departments will have automated access to data that will greatly improve their decision making and services (e.g. planning, permitting, community solutions, street services, etc).

- ❑ Protect City Data & Systems Thru Endpoint Protection Software - Deploy modern endpoint protection software to all LA City devices to monitor suspicious activity and prevent ransomware (and other malware).

Through this project, the City of L.A. will greatly improve the security of its employees and systems, ensuring the protection of public data and Smart City solutions.

- ❑ Modernize Cybersecurity Through “Zero Trust” Security Architecture - Rebuild the City of Los Angeles cyber security model from traditional perimeter network defense model to “zero trust” approach that allows much greater security for

teleworkers, microsegmentation of users, and much improved security against cyber threats.

Through this project, the City of L.A. will overhaul its traditional security model to ensure the protection of public data and the security of Smart City solutions, while also reducing the risk of a costly data breach.

- ❑ Modernize Radio Systems for Critical LA City Operations - Replace and upgrade the STRS P-25 Voice Radio Infrastructure core to ensure reliable, robust communications for sanitation workers, traffic officers, parks, street crews, etc.

Through this project, the radio system utilized by over 9,000 field employees will become more reliable and effective, thereby improving park operations, sanitation routes, street repairs, traffic management, etc.

- ❑ Improve Public Safety Radio System Uptime - Improve reliability of Police and Fire radio systems through critical repairs in antenna towers, HVAC, electrical and emergency power (UPS, DC power, etc)

Through this project, critical LAPD and LAFD radio systems used by public safety will become more reliable and effective, improving the safety of L.A. communities and first responders alike.

- ❑ Increase Access to Apps Thru Redundancy in Citywide Cloud Connection - Build redundant connections in the existing 'Citywide Cloud Pipeline' to ensure ultra-high speed, secure, and redundant department connectivity to Cloud vendors is always available to LA City employees and residents.

Through this project, the reliability, security, and performance of low-cost Cloud solutions is improved through a high speed, redundant Cloud connection.



Priority #4 - Recruit and Develop Top-Tier IT Human Resources

<Addresses Challenge #4 - Acquiring a Talented, Diverse IT Workforce>

Our Objective

Information Technology (IT) is much more than software, hardware, communications, and Internet connectivity. It requires an intelligent, diverse team of people to identify trends, deliver solutions to our customers, troubleshoot problems, and keep operations running smoothly. This responsibility falls on the talented, but strained, employees of the ITA. Over the last two years, an already thin IT workforce (ITA was reduced by 40% staffing between 2008 and 2015) was reduced by another 15% due to the harsh economic conditions of the COVID-19 Pandemic. In addition, the macroeconomic environment of the Great Resignation makes the recruitment and hiring of new staff difficult, especially within the constraints of government civil service and budgetary requirements. The recruitment, development, promotion, and retention of a diverse IT workforce is a critical ITA priority.

Key IT Staff Recruitment & Development Projects for 2022-23

- ❑ Recruit Diverse IT Job Candidates at Colleges and Academies - Perform recruitment events at local colleges, academies, hackathons, national HBCU, etc, targeting the specific recruitment of underrepresented African-American, Latino/Latina, and female candidates.

Through this project, the City will expand the diversity of job candidates for LA City IT positions to improve the quality of our services through diverse perspectives and to promote a workforce representative of Los Angeles itself.

- ❑ Recruit Diverse IT Job Candidates Through Web and Social Media - Publish web, TV, and social media marketing for specific recruitment of underrepresented African-American, Latino/Latina, and female candidates.

Through this project, the City will expand the diversity of job candidates for LA City IT positions to improve the quality of our services through diversity.

- ❑ Update LA City IT Positions & Job Descriptions to Improve Recruitment - Provide new IT Classification Structure and job descriptions for City IT staff to the Personnel Department to improve recruitment efforts and solicit modern IT skills.

Through this project, IT positions and descriptions will be modernized to improve interest in City positions and recruit modern IT skill sets.

- ❑ Nurture Collaboration of IT Staff Thru Social Platform - Establish a series of Google Spaces or Slack Channels (“LA’s IT Anti-Social Social Club”) to engage, grow skills, facilitate collaboration, and foster modern work culture between LA City IT staff.

Through this project, the collaboration, engagement, and expertise of LA City IT staff will increase (especially for teleworkers) using a modern, social format.

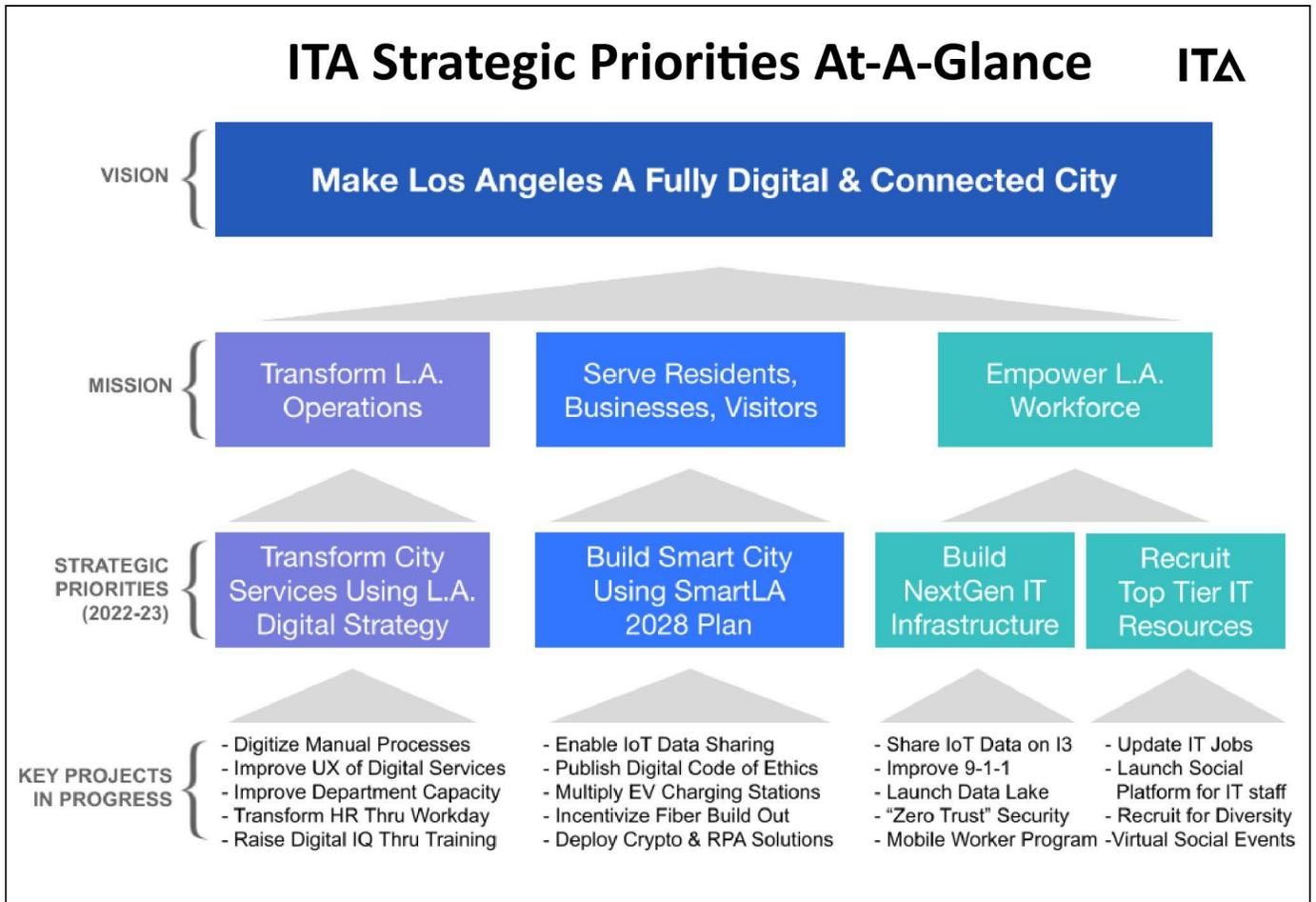
- ❑ Engage IT Employees Thru Virtual Social Activities - Establish a series of LA City IT employee activities to promote social interaction and mental health, including video game tournaments (“ITA Summer Smash”), virtual lunches, LA Tech Toastmasters, management book discussions, virtual Happy Hours, etc.

Through this project, LA City IT employees are engaged, connected, and challenged to promote mental health, community, and job performance whether working remotely or in the office.

- ❑ Develop IT Staff Skills Thru LA City Knowledge Warehouse Tool - Improve the usage of our ServiceNow (“SNow”) software as a Knowledge Warehouse for IT troubleshooting and issue resolution.

Through this project, the ITA expands the use of SNow as a knowledge warehouse (repository for troubleshooting and acquired knowledge) and issue resolution tool to reduce turnaround time of service tickets.

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 leadership of Mayor Eric Garcetti 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 Nithya Raman (Chair), Bob Blumenfield, and Curren Price 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 Awards

Received 42 National Technology Awards, including:

- 1st Place Digital City (Government Tech Magazine - 2016, 2017, 2018)
- 1st Place Open Data City (Code 4 America & Sunlight Foundation - 2017)
- 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 - 2018)
- Emmy Award (Academy of Television Arts & Sciences - 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 - 2019)
- City in the Cloud Award (Amazon Web Services - 2019)
- Government Experience Award (Center for Digital Government - 2019)
- National 311 Customer Service Award (Engage311 - 2019)
- Smart City Award for ShakeAlertLA (IDC Smart City - 2019)
- Artificial Intelligence & Cognitive Computing Award (Digital Edge 50 - 2019)
- Civic Innovation During the Pandemic award (Harvard University - 2020)
- Best Practices in Social Media and AI (Facebook - 2020)
- Human-Centered Tech Award (CA Senators Ben Allen & Richard Bloom-2020)
- Public Service Team of the Year nomination (Apolitical - 2020)
- What Works Cities Gold Award (Bloomberg Foundation - 2018, 2019)
- What Works Cities Platinum Award (Bloomberg Foundation - 2020)
- Best of California Award (Center for Digital Government - 2021)
- Best Community Event Coverage + 9 other awards (SCAN NATOA - 2021)
- City of LA tech featured in The Economist, Fortune, a16z Summit, Wall Street Journal, Wired, Harvard University, Rutgers University, and multiple government trade publications

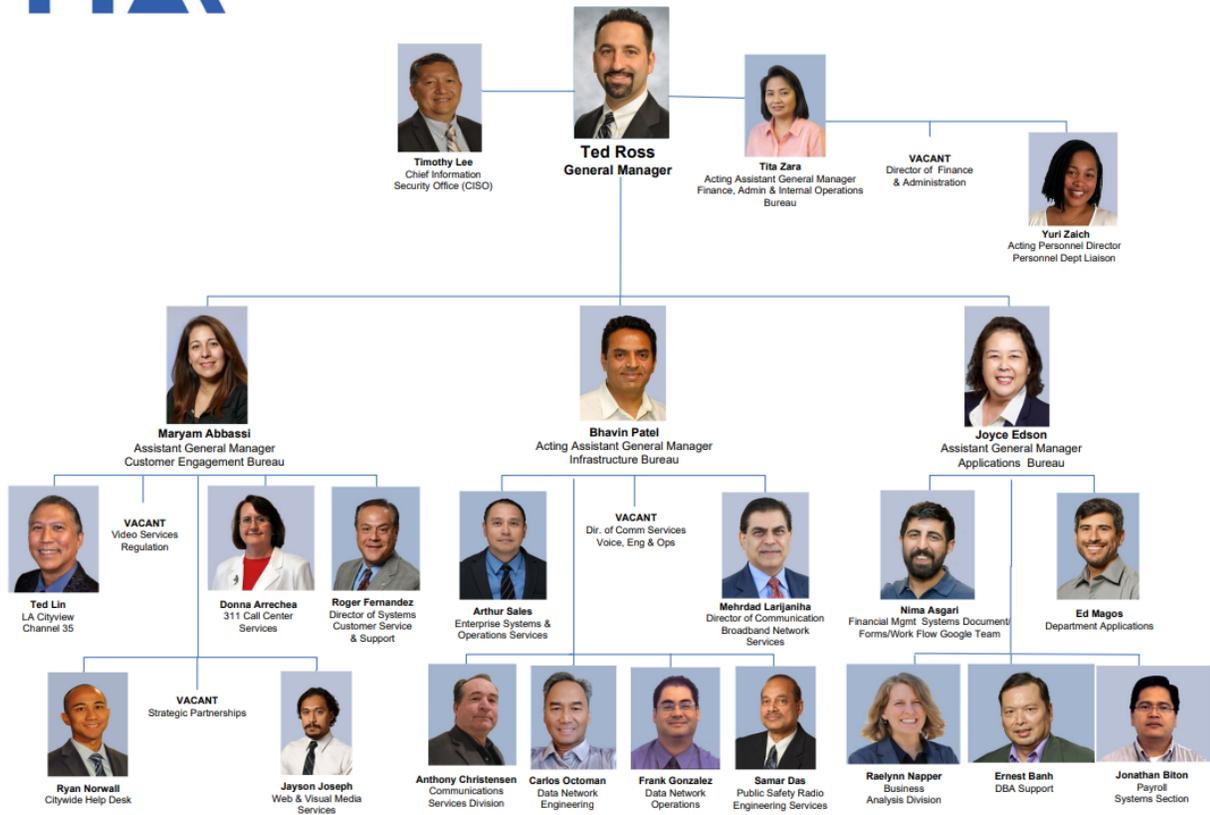
Appendix B - ITA Management Team (as of January 2022)

"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



Rev: 1/24/22

Appendix C - Additional L.A. City Resources

- ITA Website - <https://ita.lacity.org>
- ITA Jobs - <https://ita.lacity.org/careers>
- City of L.A. Website - <https://www.lacity.org>
- Low Cost Internet - <https://GetConnectedLosAngeles.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>
- City of L.A. Budget - <http://cao.lacity.org/budget>