Office of the Chief Technology Officer
Draft Technology Strategic Plan for DC: Unleashing the Possible
November 8, 2019

WE ARE WASHINGTON
DC GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

District of Columbia

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A message from the CTO

I love my job. From the firefighters and EMS that respond to emergencies to the social workers taking care of families – they rely on technology to do their jobs. Without phones, the internet, IT equipment, apps, the DC Government couldn't function and we couldn't support the Mayor's commitment to a fair shot for every DC resident.

That is why I love my job. Every day, I get to work with the more than 600-person team at OCTO to serve those who serve our Nation's Capital. That's why we've laid out this plan: to support the more than 36,000 members of the DC Government workforce and help them deliver results for DC's residents, businesses, and visitors.

This matters to me because DC is my home. I want DC to be leading the country, and I want DC Government to be a force in making that happen. I'm proud to serve alongside the people at OCTO who day-in and day-out are the connective tissue that brings this city together. And together, I know we will make this plan a reality.

Lindsey Parker, CTO

Empowering DC through technology: our plan

Use your smartphone to text or call a friend and your message is instantly delivered through cell towers and cables. Hop in the car and your GPS tells you how long it will take to get to work. Today, we live in a digital age where technology is everywhere – from the internet that powers our devices to the complex software that runs our traffic lights and crosswalks. Technology is changing our lives in ways big and small.

Technology is also changing how governments work. When a student walks into class, he logs onto his computer. When a police officer responds to a call, her bodycam automatically records the incident. In the District of Columbia (DC) alone, there are over 43,000 government employees across more than 80 agencies that do everything from inspecting our food to picking-up trash to maintaining our streets. These employees serve over 700,000 residents, 5,000 businesses,

and over 22 million visitors each year. They can't do their jobs without cutting-edge technology.

Providing that cutting-edge technology is the job of the Office of the Chief Technology Officer (OCTO).

Since Y2K almost 20 years ago, we've served the employees of DC Government by giving them the technology they need to do their jobs. In many places we've done a good job – we run the District's 700-mile fiber network connecting over 650 government buildings; we provide District employees' laptops, phone and mobile devices; every year our platforms handle more than 740 million emails, 520,000 procurement transactions, 37,000 employment records, benefits, time and attendance and payroll; and our DC.gov websites receive more than 25 million visits annually.

But in the digital age, this is no longer enough. Technology is changing faster and faster, so we need to keep-up with the pace of change. DC Government employees also want to do more to serve residents, businesses, and visitors – and we want to help them succeed. Residents are demanding more digital ways to interact with government; businesses want simpler ways to get their permits and manage their employees; and visitors want to get around quickly while staying connected. At the same time, cybersecurity threats are real and growing. Because the world is changing, we know that without a real focus on technology, DC will fall behind.

Therefore, we developed this ambitious strategic plan for the next three years. To help unleash what's possible for DC in the digital age, we will empower DC Government through technology by providing valued services, advising agencies, and collaboratively governing IT. We know this plan is ambitious, and we are excited to rise to that challenge to ultimately serve the people who live in, operate in, and visit the Nation's Capital.

What's in our plan

Our strategic plan consists of three key components: our vision, our mission, and our commitments.

Our vision and mission lie at the heart of the plan. The vision describes our overall aspiration for DC. Our mission is how we fit into that broader aspiration, and what we more tactically hope to accomplish.

Our commitments are to our agencies, residents, businesses, visitors, and to the OCTO team. They focus on providing exceptional services, products, technology advice, and governance in the digital age. They also highlight how we'll change the way OCTO works to ensure we are able to successfully support and serve DC through technology. Under each commitment are several specific initiatives we'll undertake to deliver on these commitments. To make this happen, each commitment is led by a member of the OCTO Executive team.

To develop the plan, we reviewed the technology strategic plans of other cities, states, and countries. Next, we conducted 34 interviews with DC Government agencies and OCTO staff. We also reviewed agency goals and Mayoral initiatives to align the plan with DC Government's plans and priorities more broadly. In addition, we conducted three workshops with OCTO's most senior leaders to develop and stack-hands on the plan. Finally, we reviewed drafts with key stakeholders, including agencies.

Our plan is by no means comprehensive of all of OCTO's responsibilities. The plan builds upon and contributes to existing initiatives including *Smarter DC,* and *Resilient DC*. However, we believe the plan identifies the common priorities of our stakeholders to deliver OCTO's mission and continuously improve. But we are not done – we expect to revise and adjust the plan over the next three years to incorporate what we learn and as the world around us – and the needs of our customers – continue to change.

What our agencies asked for ...

To develop this plan, we asked our biggest customers — agencies — what they wanted to see in our strategic plan. Through a series of interviews, we gathered insights and identified what agencies want OCTO to prioritize. Below are a few quotes that capture the themes we heard.

" I'd love to have a member of OCTO spend time at our agency, learn how we work, and be able to explain how OCTO can help us better use technology. "

" I don't want to worry about cybersecurity— let me worry about my agency's mission! "

" We'd love to know exactly how our dollars are spent at OCTO. "

" OCTO could add value by developing a process for agencies to share best practices. "

" The root cause of our system failure was the lack of a District-wide IT governance process. "

" Roles and responsibilities between us and OCTO are extremely blurry. "

" I want OCTO to keep reliably providing the basics, like email and the network, so I can focus on providing services to residents! "

" Sometimes I want to customize or tailor applications to my unique business processes…I'd love OCTO's guidance and help since they often have a deeper understanding of the functionality of specific applications. "

Check out the plan and share feedback at **techplan.dc.gov**

Draft **Technology Strategic Plan for DC**

Vision

Unleashing the possible for DC in the digital age.

Mission

Empower DC government through technology by providing valued services, advising agencies, and collaboratively governing IT.

COMMITMENTS

1
Deliver **valued enterprise technology solutions** consistently and effectively to be agencies' preferred service provider

2
Improve customer outcomes in new projects using **innovative, flexible, and user-centric design** processes

3
Secure data and systems by providing governance, solutions, and developing a culture of vigilance

4
Manage, organize, and leverage data to facilitate mission delivery across DC Government

5
Design and leverage **enterprise architecture** to advise agencies and make strategic technology decisions for DC

6
Attract, cultivate, and retain **top civic innovators**

7
Foster a **culture of accountability, empowerment, and collaboration** across OCTO

8
Improve the way **our team and agencies work together**

9
Develop a **portfolio management model** that can capture the value of services and facilitate decision-making

octo

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MURIEL BOWSER, MAYOR

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Our commitments

1

Deliver valued enterprise technology solutions consistently and effectively to be agencies' preferred service provider

OCTO has long provided enterprise technology to DC agencies. From desktop phones to cell phones to email and more, the services we provide are critical to the efficient functioning of our government. These are services that every agency needs so they can focus on what they do best — serving our residents, businesses, and visitors.

Going forward, we plan to create increased transparency into the services we provide through a catalog that helps our agency customers more accurately pick what they need. When agencies need to procure something from a third-party, we will simplify and streamline the procurement

process by developing standard contract vehicles for the most frequently used products and services. This will allow agencies to procure what they need faster instead of starting a procurement contract from scratch every time.

Finally, we will continue our efforts to strengthen our core services offerings, including our data center migration and DC Government's migration to the cloud.

How will we get there?

1.1 Define core services

1.2 Develop standard processes to deliver and support core solutions

1.3 Standardize access to core solutions

1.4 Develop contract vehicles

1.5 Complete data center migration

1.6 Develop a multi-cloud strategy and framework

❝ OCTO recognizes that to best serve agencies, they need to effectively manage their portfolio of services and be able to clearly articulate the value of services provided. ❞

Henry Lofton
Associate CTO for DC-Net and Lead for Commitment 1

2

Improve customer outcomes in new projects using innovative, flexible, and user-centric design processes

Across DC's 80+ Mayoral agencies, independent agencies, and other customers, the technology needs are as diverse as the services they provide. To serve those diverse needs, OCTO regularly provides technology solutions that are tailored to specific stakeholders. In many cases, we also add new and innovative solutions to meet agencies' growing needs.

Moving forward, our goal is to make sure that when an agency asks for our tailored technology solutions and support we work with them to design a solution that best meets their needs. This will require us

to take a more customer-centric approach to understand end user's needs well enough to design and implement easy-to-use solutions that are well adopted and loved.

This will ensure that our solutions will regularly exceed agency expectations.

To make sure we meet this goal, we will also improve our ability to measure the progress we've made and gather feedback.

How will we get there?

2.1 Identify and prioritize DC Gov.'s biggest tech. needs

2.2 Define and implement a standard user-centric approach

2.3 Bolster agile custom app. development

> **Having a broader pool of stakeholders will drive us towards innovative solutions, creates measurable improvements, and sets meaningful expectations for District IT.**

Stephen Miller
Associate CTO for Applications and Lead for Commitment 2

Spotlight on cloud

Reaching new heights with the cloud

All organizations, whether in the private sector or public sector, increasingly rely on the cloud to support their technology operations and business needs. Moving to the cloud provides organizations many tangible benefits. These benefits include opportunities to manage fluctuating bandwidth demands in real-time, automatic updates including security updates, lower costs of hardware, increased collaboration with cloud-based workflow and sharing, improved security, and improved competitiveness as all get access to the same enterprise class technology.

When realized, these benefits allow organizations to focus more on their critical operations and less on maintaining their IT. OCTO has helped agencies begin to realize some of these benefits with their cost-effective, scalable cloud-computing platform. The Enterprise Cloud Information

Services (ECIS) platform provides database services, enterprise storage, backup systems, and links to commercial cloud providers. These services are essential to keep DC Government business operations running.

Given the continued trend of moving to the cloud, DC Government will only continue to rely more heavily on cloud services. To support agencies during this transition, our plan includes the development of a multi-cloud strategy, including an adoption framework. The strategy will give agencies greater flexibility to work with their vendor(s) of choice, create more opportunities to scale cloud-usage, and provide additional back-up/recovery systems to secure technology information and systems. In addition, our framework will make it easier for agencies to use the cloud by providing guidelines for use and best practices.

Secure data and systems by providing governance, solutions, and developing a culture of vigilance

Like other governments, DC faces increased cybersecurity risk as hackers seek to disrupt the day-to-day operations of the Nation's Capital. As systems become increasingly connected and aging systems become difficult to secure, the world has seen an escalation in cyberattacks. These attacks can rob individuals of their privacy and cripple governments.

Historically, OCTO has been able to protect DC Government from the most serious attacks and safeguard residents' privacy. However, every day cyberattacks become more sophisticated, more prevalent, and more difficult to prevent. OCTO is committed to meeting this challenge head-on by making cybersecurity one of our top priorities.

We will do all we can to protect DC Government.

We will standardize how we monitor whether agencies are prepared for cyberattacks, including developing a clear process to find potential weaknesses before they are exploited. Agencies and DC Government employees also play a critical role in securing DC. Moving forward, we hope to make it easier for agencies and employees to understand their role in protecting residents and government technology. To do so, we will write and publish policies that explain the specific actions agencies and employees need to take. In addition, we will provide training so everyone feels equipped to safeguard the government to

How will we get there?

3.1 Establish clear policies, procedures, and standards to govern cyber security

3.2 Standardize approach to compliance and risk

3.3 Educate DC workforce on the importance of and their role in security

3.4 Measure/display cyber preparedness

> **Every employee plays a critical role in protecting the District's network and data and we must equip our workforce with the tools and knowledge to minimize cybersecurity risks.**

Suneel Cherukuri
Chief Information Security Officer and Lead for Commitment 3

Case studies: data sharing across DC Government

Addressing the challenges of sharing data securely

To unlock the potential of DC Government data, OCTO created a master address repository (MAR). Before the MAR, address format and quality were inconsistent across government systems. As a result, data could be lost or unaccounted. In addition, the lack of a standard format limited agencies' ability to share and compare datasets with addresses. For example, police reports recorded by MPD likely contained different address formats than drivers' licenses at the DMV. The MAR created a standard template to input each address, making it possible to link data across agencies. For example, the 911 call center now uses the exact same addressing data as the Department of Energy & Environment's storm water management teams.

Agencies and residents have long benefited from this increased ability to leverage and share data. For example, because of the MAR, DCPS is better able to identify which school students should attend and the appropriate resources to allocate to each school. The MAR has another unrealized benefit for DC Government – getting more resources.

Because of the repository's accuracy, DC has been able to identify approximately 20,000 residential units that weren't known to the Federal government in preparation for the U.S. Census. This means DC Government can make a better case for federal funding and creates an opportunity to provide more resources for agencies. In turn, agencies will have more resources to do what they do best: serve residents, business, and visitors.

Using a similar approach as the MAR, OCTO will find more opportunities to use data to work across agencies to support the Mayor's vision for DC.

Want to learn more? https://opendata.dc.gov/pages/addressing-in-dc

What we're watching, when you're watching the game

DC Government works hard to keep people safe. OCTO's situational awareness tools – which capture data from multiple sources to provide critical, relevant, real-time data in one place – support DC Government's ability to proactively monitor and manage resident safety. These tools include a public safety portal used primarily by DC's Homeland Security and Emergency Management Agency, the Metropolitan Police Department, and Fire and Emergency Medical Services Department. The portal allows these agencies to create and securely share dashboards and maps, which track relevant public safety indicators.

The maps and dashboards have helped safeguard residents during the winter (e.g., the Winter Weather Map Series) and during acute, inclement weather threats such as Hurricane Florence. Recently, using data from the Washington Metropolitan Area Transit Authority, the portal tracked the number of people going in and out of DC metro stations during the World Series game to facilitate crowd control and keep people safe.

With this plan, OCTO intends to expand the impact of data sharing and real-time data applications. This may include expanding the portal to additional agencies, such as the Department of Public Works. OCTO also wants to find increasingly creative ways to address the unique data needs of agencies, starting with groups of agencies with closely related missions (e.g., public safety and justice, health and human services). In addition, OCTO is seeking to improve DC Government's ability to share data across agencies, gain a wholistic perspective on resident needs, and, ultimately, improve decision-making to address these needs.

Want to learn more? https://opendata.dc.gov/pages/cdo-annual-report

4

Manage, organize, and leverage data to facilitate mission delivery across DC Government

Data has the potential to drastically improve the lives of DC residents, businesses, and visitors. New advances in big data and artificial intelligence will only create new possibilities.

However, to be valuable, data needs to be collected, stored, and analyzed appropriately. Often, using data to solve the complex problems facing DC Government requires sharing data across agencies. However, in some cases, data contains sensitive information that is important to protect.

OCTO has laid the groundwork to help DC Government better use data by providing agencies opportunities to share, store, and analyze data to uncover insights to improve government services for residents. Over the next few years, OCTO will improve how agencies and the Mayor's office proactively use data to identify the needs of residents and provide services to address these needs. We will work with agencies to ensure they have the tools to manage, organize, and leverage data to make better decisions.

How will we get there?

4.1 Identify high-value mission use cases to improve the use of data in service of specific Mayoral initiatives

4.2 Streamline policy and process to share and use data (e.g., Open data, level 3 and 4 data)

4.3 Support agency use of big data and artificial intelligence

> **As one government with state, city, and county functions, DC has inherent advantages in sharing data. For me, 'unleashing the possible,' means living up to DC's potential to be the most integrated government in the country from a data perspective.**

Barney Krucoff
Chief Data Officer and Lead for Commitment 4

Our commitments *con't*

5

Design and leverage enterprise architecture to advise agencies and make strategic technology decisions for DC

An enterprise architecture for technology is the conceptual technology blueprint that defines the structure and operations of an organization. It helps an organization determine how they can best achieve current and future technology objectives. OCTO currently lacks a framework to guide how DC Government evaluates and makes technology decisions. In addition, we have no formal process to give agencies advice on their technology decisions. As a result, we are missing an opportunity to ensure that technology is consistently used to best serve DC residents and to support the Mayor's vision for DC.

Moving forward, we would like to better support agency technology use with our knowledge and expertise whenever possible. To accomplish

this, we hope to create a formal system to support agency technology decisions. Our approach may include creating criteria to help agencies evaluate whether a technology solution is the best option to address the challenge they are facing. We also hope to improve the IT Investment Review Board's ability to decide whether technology projects are financially worthwhile.

An effective review will mean DC Government is getting the most value for each dollar spent on technology. Finally, to help agencies and residents understand our technology strategy for DC Government, we hope to publish a 3- to 5-year technology roadmap for DC. We will work with agency CIOs and DC Government to make sure the roadmap incorporates the technology needs of all stakeholders.

How will we get there?

5.1 Develop a new structure and process to provide strategic input into agency tech. decisions

5.2 Document DC's baseline IT architecture and develop a new enterprise architecture capability and plan

5.3 Develop a capability to identify new, emerging tech.

5.4 Support portfolio IT investment decisions

5.5 Engage the CIO council to prioritize enterprise solutions

> **Every successful organization needs to periodically take stock and realign resources to deliver the greatest impact. We will bring increased intentionality and focus to the application.**

Francisco Reinoso
*Deputy CTO and
Lead for Commitment 5*

Attract, cultivate, and retain top civic innovators

Having the best, dedicated people is essential to provide valued technology advice and services to DC Government. As a result, OCTO understands the importance of bringing-in, training, supporting, and, ultimately, retaining top talent. We hope to build upon our current workforce to create an organization of individuals dedicated to OCTO's mission to serve DC Government and ultimately DC residents, businesses, and visitors. In addition, we recognize how important innovation will be given the rapid pace of technology change. As a result, we hope to cultivate a workforce that embraces new ideas and pushes the boundaries on what is possible.

To accomplish these goals, we plan to focus on recruitment, engagement, and employee development. We will meet diverse, top talent where they are. This may mean finding creative opportunities and new partnerships to get potential recruits engaged with and excited about OCTO. We will also create an employee engagement committee to develop and execute projects to improve the employee experience (e.g., organize a service day, design an awards program).

We will provide career development for our employees, including developing career pathways and training on key skills such as communication, problem solving, and strategic thinking. Ultimately, OCTO employees are the heart of OCTO. We want our workforce to have the skills they need to succeed, feel supported, and be empowered to take on the technology challenges of today and tomorrow.

How will we get there?

6.1 Develop a people engagement plan

6.2 Design a career development model including the creation of career paths

6.3 Design a recruitment model that supports a diverse pipeline and meets top talent where they are

6.4 Invest in technical and soft skills training for employees

> **"We need to build relationships with our customers, and to do that we need to also focus on building relationships with our employees."**
>
> **Carol Harrison**
> *Chief of Staff and*
> *Lead for Commitment 6*

7

Foster a culture of accountability, empowerment, and collaboration across OCTO

To successfully meet our commitment to agencies, we hope to make OCTO more accountable, empowered, and collaborative. Providing an environment where individuals feel empowered is essential to drive peak performance and employee satisfaction – and ultimately best serves agencies.

We believe such mobility and collaboration will help employees broaden their understanding of end-to-end customer needs and bring the best of OCTO to all customers.

This increase in collaboration will also foster a sense of community and belonging for our employees.

To accomplish this, we will develop tools to improve collaboration across functional areas and increase opportunities for employees to learn about other parts of OCTO (e.g., an onboarding guide for new employees, an internal OCTO directory).

In addition, we hope to make celebrating success a part of our DNA to empower and motivate our employees. To support accountability, we will update role descriptions and create performance plans to more clearly define roles, responsibilities, and expectations for employees.

How will we get there?

7.1 Improve mechanisms to collaborate and develop across silos

7.2 Support a culture of radical candor

7.3 Celebrate success beyond heroics

7.4 Encourage accountability through role clarity, professional development expectations, and performance plans

" **Real empowerment and accountability breeds trust within your culture, which fuels peak performance.** **"**

Arturo Weldon
Associate CTO for Infrastructure and Lead for Commitment 7

Improve the way our team and agencies work together

Effectively working with our agency customers is critical to meet the needs of residents, businesses, and visitors. Successful engagement will require an improved understanding each agencies' mission needs and unique technology needs. It will also improve agencies' experience working with OCTO.

To improve the way OCTO and agencies work together, we will establish liaisons who work directly with agencies as their central point of contact at OCTO. They will develop an understanding of their agencies' unique mission and technology needs and work across OCTO to help them meet those needs. In addition, we intend to develop more consistent processes and procedures for engagement with agencies to codify how they and OCTO will work together and clearly define roles and responsibilities for each project.

We will also implement programs to increase all OCTO employees' understanding of agencies by providing opportunities such as site visits to agencies.

How will we get there?

8.1 Implement an agency cluster liaison model

8.2 Engage agency CIOs/Directors to improve coordination between OCTO and agencies as well as across agencies

8.3 Develop processes for agency engagement

8.4 Develop and implement a performance evaluation system

8.5 Gather information and create "agency profiles"

8.6 Create opportunities for the workforce to spend time with agencies and residents

8.7 Standardize OCTO's communication tactics

8.8 Build capabilities to share information across OCTO

> **We must be more than just a source of technology. We must become trusted advisors who understand the business needs of agencies to be able to give reliable and consistent advice on how best to meet their missions. This will become the 'OCTO Way.'**

Clarence Moore
Associate CTO for Customer Experience
Michael Rupert
Communications Director
Co-Leads for Commitment 8

9

Develop a portfolio management model that can capture the value of services and facilitate decision-making

OCTO takes seriously the technology investments we make with taxpayer dollars. OCTO also recognizes that this responsibility comes with the need to create transparency into value for our end customers. Historically, we have not been able to quantify the value as precisely as we would have liked.

To be able to articulate the value of technology investments, we are developing a financial management model to define the cost of services and calculate the return on investment (ROI) of our services.

The financial model will be augmented with a process to support effective decision-making on which projects and services are prioritized and which will be sunset.

How will we get there?

9.1 Finalize the financial management model to explain the ROI of OCTO's services to agencies

9.2 Develop a decision-making process to manage, retain, retire, and improve OCTO's portfolio of services

9.3 Develop a vendor contract dashboard and procurement playbook

9.4 Develop a planning process with Administration priorities to create a pipeline of projects and drive effective portfolio management

9.5 Ensure proper allocation of resources to deliver solutions

> **We must consistently create value for our customers and being able to see where and when to invest or sunset services will be critical.**

Tehsin Faruk
*Deputy Chief of Staff and
Lead for Commitment 9*

Spotlight on the digital resident experience

Making the resident experience our focus

Every day, thousands of residents depend on DC Government to deliver a variety of public services reliably and conveniently. And people only continue to demand more from government. Especially in the digital age, residents are looking for a seamless digital experience, where DC Government provides more services online so that residents can interact with their government from anywhere, gives residents more real-time data so they can make the best decisions, and makes it possible to get services as quickly and easily as possible.

As DC's technology agency, OCTO plays a critical role in supporting agencies' ability to meet these increasing demands. A seamless digital government experience requires a reliable technology foundation, including IT infrastructure, WiFi, cloud, data management and storage, and more. These services are at the heart of what we do. Delivering on these basics and providing custom application development for our agencies helps DC Government deliver the digital services that meet the needs of residents. We also recognize the importance of safeguarding residents and their data. To engage with our digital services, residents need to trust that we will keep them and their data safe. Our plan prioritizes security so that agencies can focus on providing services and residents can focus on their day-to-day lives. Together, we hope to unleash what is possible for our agencies and, ultimately, our residents.

Roadmap: our commitments

To execute our plan, we've developed specific initiatives that lie under each commitment for the next three years. We looked at our resources, interdependencies across initiatives, and our different priorities to develop the following roadmap of our nine commitments.

	2020				**2021**
	Q1	**Q2**	**Q3**	**Q4**	**Q1**

1 — Deliver valued enterprise technology solutions consistently and effectively to be agencies' preferred service provider

- 1.1 Define core services
- 1.2 Develop standard processes to deliver and support core solutions
- 1.3 Standardize access to core solutions
- 1.5 Complete data center migration
- 1.6 Develop a multi-cloud strategy and framework

2 — Improve customer outcomes in new projects using innovative, flexible, and user-centric design processes

- 2.1 Identify and prioritize DC Gov.'s biggest tech. needs
- 2.2 Define and implement a standard user-centric approach
- 2.3 Bolster agile custom app. development

3 — Secure data and systems by providing governance, solutions, and developing a culture of vigilance

- 3.1 Establish clear policies, procedures, and standards to govern cyber security
- 3.2 Standardize approach to compliance and risk
- 3.3 Educate DC workforce on the importance of and their role in security

4 — Manage, organize, and leverage data to facilitate mission delivery across DC Government

- 4.1a Identify high-value mission use cases to improve the use of data in service of specific Mayoral initiatives (cluster 1)
- 4.2 Streamline policy and process to share and use data (e.g., Open data, level 3 and 4 data)
- 4.3 Support agency use of big data and artificial intelligence

5 — Design and leverage enterprise architecture to advise agencies and make strategic technology decisions for DC

- 5.2 Document DC's baseline IT archite architecture capability and plan
- 5.4 Support portfolio IT investment decisions
- 5.5 Engage the CIO council to prioritize enterprise solutions

Check out the plan and share feedback at **techplan.dc.gov**

Q2	Q3	Q4	Q1	Q2	Q3	Q4

1.4 Develop contract vehicles

3.3 Educate DC workforce on the importance of and their role in security

3.3 Educate DC workforce on the importance of and their role in security

3.4 Measure/display cyber preparedness

4.1b Identify high-value mission use cases to improve the use of data in service of specific Mayoral initiatives (cluster 2)

4.1c Identify high-value mission use cases to improve the use of data in service of specific Mayoral initiatives (cluster 3)

5.1 Develop a new structure and process to provide strategic input into agency tech. decisions

ecture and develop a new enterprise

5.3 Develop a capability to identify new, emerging tech.

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Roadmap *(cont'd)*

		2020				2021
		Q1	Q2	Q3	Q4	Q1

6 — Attract, cultivate, and retain top civic innovators

- 6.1 Develop a people engagement plan
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- 6.3 Design a recruitment model that su...
- 6.4 Invest in technical and soft skills training for employees

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- 7.2 Support a culture of radical candor
- 7.3 Celebrate success beyond heroics

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2022

Q2	Q3	Q4	Q1	Q2	Q3	Q4

paths

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7.4 Encourage accountability through role clarity, professional development expectations, and performance plans

ss agencies

8.4 Develop and implement a performance evaluation system

8.7 Standardize OCTO's communication tactics

8.8 Build capabilities to share information
across OCTO

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ard and procurement playbook

pipeline of projects and drive effective portfolio management

9.5 Ensure proper allocation of resources to deliver solutions

Check out the plan and share feedback at **techplan.dc.gov**

What's next

We hope to gather and continuously solicit feedback on the plan from all our stakeholders. Our goal is to adjust and revise the strategy to be meet the needs of DC Government and residents, and we can't accomplish this goal without your close collaboration and input. As a result, we hope you will engage with us to ensure the plan is a success. You can provide feedback on the current version of the plan here [link to come].

Feedback will also continue to be important as we, led by our team of senior leaders, execute the plan. Our goal is to iterate and learn throughout the next 3 years and we hope you will continue to play an active role in our process.

Finally, we intend to track the plan's progress. Once we begin execution, our website will be updated to highlight success stories. In addition, we will measure key performance indicators (KPIs) across five performance dimensions, including:

1. **Reliability**: Meet all of our commitments to ongoing maintenance and new projects on time and on budget

2. **Value**: Keep existing customers and win over new customers with the combined effectiveness and value of our products and services

3. **Satisfaction**: Increase the number of customers who are satisfied and would be willing to recommend us to others without hesitation

4. **Cybersecurity**: Secure our systems and data from all threats

5. **Organizational Health**: Foster a people-centered work environment where staff are motivated and inspired

By measuring and tracking how we're doing, we hope to support continuous improvement and accountability to make this plan a success.