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Dear Denver Community,

The City and County of Denver continues to receive national recognition as a leader in innovative technology due in large part to a wide variety of customer-focused digital solutions. Denver Technology Services, as the central information technology department for the city, provides the technology infrastructure, development, support and solutions to all city departments that make it all possible. And to enhance that customer experience, the department is also aligning digital technologies with citywide marketing and communications efforts.

Denver’s Technology Services Department ensures information is readily available and easily accessible via a newly redesigned, user-friendly website (denvergov.org), a mobile website application (pocketgov.com), the 311 contact center, and a local television station (Denver 8 TV), ensuring that your connection to the Mile High City is easy and simple.

This 2016-2018 strategic plan aligns department goals, vision and mission to ensure that Denver Technology Services is positioned to collaborate with city agencies and departments. The way residents want to interact with their city government is changing, and we are working hard to better connect residents to city services through smart, effective and innovative technologies using real-time data.

It is a remarkable time to live in Denver, and we are excited and honored to provide innovative solutions that keep us all connected. The average resident might not be aware of what the city’s Technology Services department does, but trust me when I say that they are the backbone of this city. Know we care as we strive to deliver your voices to city hall, because in a world class city, like our own, everyone matters.

Respectfully,

Michael B. Hancock
Mayor
The Plan to Move Forward

I am pleased to introduce our “move forward” plan, a strategic plan for Technology Services (TS). This plan is the product of months of thoughtful development, consultation, and individual conversations among TS employees and our business partners. As we look ahead to the next chapter for Technology Services, the opportunity to transition from service provider to business enabler has never been more important. We live, work, and play in a rapidly evolving community that demands connectivity, data, and great customer service. It’s also critical that we safeguard and secure our sensitive data and ensure that our technology infrastructure is secure, reliable, and efficient.

Whatever your role within Technology Services, we hope you find this plan relevant, comprehensive, and a useful guide to decision making, priority setting, and action. This is not meant to be a tactical plan that lays out specific tasks and operational matters, but rather strategic objectives which will serve as a guidepost for our organization, city agency customers, and Denver residents. Strategic planning will continue to be an ongoing effort within TS, something that we can course-correct and change as our business unit evolves.

In Technology Services, we’re working hard to create a culture of planning, while preserving and fostering the work-hard-play-hard values that our agency has come to embody. By aligning cross-functional teams and connecting this strategic vision to our people, we can all engage in our greater TS mission:

Whether you live, work, or play here, we are driven to connect you to your Mile High City.

I’m proud to be creating the nation’s model with all of you!

Scott Cardenas
Chief Information Officer
TECHNOLOGY SERVICES VISION

MISSION: Whether you live, work, or play here, we are driven to connect YOU to YOUR Mile High City.

Vision: Aspiring to be the nation's model.

Our Customers: Ensure easy access - anytime, anywhere.

Our People: Attract, develop and retain innovative, passionate people.

Our Services: Aggressive, user-friendly solutions built for the future.

Teamwork

Giving Back

Innovation

Denver Technology Services
OUR MISSION:
Whether you live, work, or play here, we are driven to connect YOU to YOUR Mile High City.

OUR VALUES:
Technology Services prides itself on INNOVATION by helping position our city at the forefront of cutting-edge, government technology. This is done through seeking continuous improvement, investing in progressive technologies, and delivering a positive and dynamic customer experience to our residents. Here, we understand that the whole is greater than the sum of its parts and that TEAMWORK is routed in engagement, collaboration, and service.

We believe we can simultaneously work hard and deliver results while striving to provide a healthy work/life balance. Our commitment to GIVING BACK goes beyond a culture of ‘yes’ and the support of our fellow employees, but in actively giving back to our community through donating to charities, organization-wide volunteerism and our mentorship program with Denver Public Schools - which targets at-risk students interested in STEM careers. A commitment to service-oriented excellence and our values allows us to connect residents to City and County of Denver services.

OUR GOALS:

OUR CUSTOMERS:
Ensure easy access - anytime, anywhere.

OUR SERVICES:
Progressive, user-friendly solutions built for the future.

OUR PEOPLE:
Attract, develop and retain innovative, passionate people.

OUR STRATEGY

OUR VISION:
Aspiring to be the nation’s model.
CUSTOMER SERVICE

Denver works to provide residents with the answers and services they need through a wide variety of customer-focused digital solutions. A newly redesigned, user-friendly website (denvergov.org), a mobile website application (pocketgov.com), the 311 contact center, and a local television station (Denver 8 TV) provide residents with the answers and services they need around the clock, from any device. Most of Technology Services’ projects lie in the realm of customer service as we continue to expand and improve agency services, invest in tools to allow easier collaboration among departments, and ensure government activities are transparent. With a focus on reducing technological debt and Cloud-First solutions, TS ensures resident interactions with the city are simple and easy.

Some of the ways we’re expanding city services in 2016 are:

- The city’s mobile website application, pocketgov.com, continues to roll out new features regularly. It allows residents to store their Denver Public Library, recreation center, and MY Denver cards in one place; search for all relevant information related to their properties; and more easily report problems in their communities. It also allows residents to renew vehicle license plates and avoid waiting in lines at the DMV - so far over 3,000 vehicle owners in Denver have utilized pocketgov.com, helping reduce DMV wait times to under 15 minutes in April of 2016!

- The use of modern and adaptable platforms will continue to be rolled out to various agencies as tools for better collaboration and communication within agencies as well as with with city residents, and businesses in Denver.

- We continue to enhance the data available to agencies and the public via the city’s Open Data Catalog.

- TS expanded Wi-Fi at cultural venues, recreation centers, and in public buildings, providing improved wireless coverage and resulting in thousands of new guest wireless users in the last year.

- 311 continues to be a key player in the mayor’s customer experience initiative which ensures the same experience for our residents, no matter which agency they engage with. Moving forward, 311 will focus on training and using more features of the Customer Relationship Management we launched in 2015.

- The city’s Enterprise Cashiering solution—available 24 hours-a-day, 7-days-a-week—allows citizens to make donations and pay a variety of fees including parking tickets, loan payments, pet licenses, and a growing list of additional services at their convenience.

- Denver 8 TV continues to produce Emmy-winning programs like “Dtown” and “Denver Loft Sessions,” while partnering with various city agencies to provide residents with high-quality access to relevant city news and original programming.

- 2016 is a big election year! TS continues to be a strong partner with technical planning, execution and support for all elections. Residents can also use pocketgov.com to trace the status of their ballots from starting point to end point.
CITY PRIORITIES

SAFETY

Technology Services strategically partners with the Department of Public Safety to provide innovative, timely and secure technology solutions and services to ensure continued accountability and transparency.

This year, TS implemented a new vehicle impound software for the Denver Sheriff Department, eliminating redundant data entry and enforcing data consistency across vehicle intake, inventory and release procedures. In 2016, we’re focusing on upgrading components of the Sierra Detention System. In addition, going into 2017 there will be a replacement of our Jail Management System and Video Visitation System.

Integrated Traffic Ticketing will provide Denver Police officers the ability to enter tickets digitally, print the ticket, and send the case to a district attorney - automating a huge process! TS will continue to partner with DPD to expand the city’s technological infrastructure to allow the increase of the use of body cameras. This will allow video footage to travel through our network to a cloud-based application.

Two innovative new projects within DPD’s 911 Communications Division are Text-to-911 and Smart911. Text-to-911 allows users to text the Denver 911 contact center during emergency situations where they are unable to call. Smart911, an opt-in service, offers 911 first responders access to personal caller information in an emergency. These solutions offer accessible data and rapid information transfer between callers and 911 operators, ensuring a more efficient and effective emergency response.

TS, in partnership with the Denver Fire Department, will implement a DFD Incident Command system to provide Denver firefighters with an efficient, real-time tool for managing critical Computer Aided Dispatch (CAD) incidents while in the field. TS is additionally assisting in the implementation of a solution that allows DFD laptops (also known as MCTs) increased access to both systems and the internet.

These are just some examples of the ongoing partnerships that ensure our safety agencies have the right tools to better serve the City and County of Denver.

Chief Information Officer
2016 PRIORITIES

Workday The replacement of PeopleSoft will manage human resources, payroll and financial business processes.

CORE The CAMA OASIS Replacement Endeavor is a new property tax and assessment system.

Office 365 Upgrades the entire city to the latest version of the Office suite and migrates mailboxes to the cloud, giving users more storage.

Accela Accela Citizen Access transfers over-the-counter services to a user-friendly, web-based platform. Additionally, the Accela mobile application provides users with the ability to create inspection, investigation, service request, work order and code enforcement cases directly from the field.

SUSTAINABILITY

In Technology Services, environmental sustainability is an integral part of day-to-day operations. Reducing power consumption within data centers, migrating window servers from physical to virtual (the process of moving a physical system to a server hosted on a virtualized platform), and streamlining citywide best practices are all processes TS has employed in an effort to lower overall energy usage. Since 2010, the number of physical servers has dropped from 230 to just 90, a total energy savings of 925,549 kWh—equivalent to removing 124 cars off of the highway or planting 2,197 trees.

Other sustainability initiatives within TS in 2016 include reducing paper consumption and increasing digitization efforts across departments, and ensuring proper recycling of end-of-life electronics. Proper recycling in 2015 resulted in 8.6 million kWh savings - enough to power 672 homes per year! All these efforts embody the mayor’s Love This Place campaign and 2020 sustainability goals, ensuring we have a sustainable city for generations to come.
OUR PRIORITIES

OUR CUSTOMERS:
Ensure easy access - anytime, anywhere.

OUR PEOPLE:
Attract, develop and retain innovative, passionate people.

OUR SERVICES:
Progressive, user-friendly solutions built for the future.
TS measures its successes and checks on its progress based on a variety of metrics.

**Our Priorities**

<table>
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<tr>
<th>OUR PEOPLE: EMPLOYEE ENGAGEMENT SCORE</th>
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<tbody>
<tr>
<td>An engaged employee is one who is fully absorbed by and enthusiastic about their work and takes positive action to further the organization’s reputation and interest. The scale ranges from -100 to +100. Metric is taken from the OHR survey.</td>
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<tr>
<th>OUR SERVICES: GARTNER MATURITY SCORE</th>
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<tr>
<td>Process Maturity is based upon Gartner’s methodology, using a 0-5 scale of technology organization process maturity.</td>
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<tr>
<th>OUR CUSTOMERS: AGENCY SATISFACTION</th>
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<tr>
<td>Based on a 0-5 scale derived from directly surveying internal customers regarding satisfaction within TS.</td>
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<tr>
<th>CITIZEN SATISFACTION</th>
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<tr>
<td>Based upon the National Citizen Survey, which allows citizens the opportunity to provide input on Denver’s performance, their satisfaction with civic services and overall quality of life. Scale is 0 to 100.</td>
</tr>
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**2013-15 Metrics**

- **EMPLOYEE ENGAGEMENT SCORE**
  - City Average: 15.1
  - TS Score: 27.9

- **GARTNER MATURITY SCORE**
  - 2013: 1.8
  - 2014: 2.5
  - 2015: 3.0

- **AGENCY SATISFACTION**
  - 2014: 22.0
  - 2015: 23.0

- **CITIZEN SATISFACTION**
  - 2014: 78.5
  - 2015: 79.0

**2016-18 Goals**

- **EMPLOYEE ENGAGEMENT SCORE**
  - 2016: 30.00
  - 2017: 31.00
  - 2018: 32.00

- **GARTNER MATURITY SCORE**
  - 2016: 3.2
  - 2017: 3.4
  - 2018: 3.6

- **AGENCY SATISFACTION**
  - 2016: 3.6
  - 2017: 3.7
  - 2018: 3.8

- **CITIZEN SATISFACTION**
  - 2016: 79.5
  - 2017: 80.0
  - 2018: 80.5