GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF TECHNOLOGY OFFICER

Fiscal Year 2018-2019
Performance Oversight Hearing

Testimony of
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Before the
Committee on Government Operations
Council of the District of Columbia
The Honorable Brandon Todd, Chairperson

John A. Wilson Building
Room 120
1350 Pennsylvania Avenue, NW
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10:00am

Good afternoon, Councilmember Todd, and members of the Committee on Government Operations. I am Lindsey Parker, the Acting Chief Technology Officer of the District of Columbia. I am pleased to testify today on behalf of Mayor Muriel Bowser and her Administration regarding the performance of the Office of the Chief Technology Officer (or OCTO) over Fiscal Years 2018 and 2019 to date.

I would first like to thank Barney Krucoff for his excellent stewardship of the agency for most of FY2018 and into FY2019. He took the reins and helped guide this critical agency forward, serving dual roles as Acting CTO and the District's Chief Data Officer. Thank you for your service, Barney.

I am also excited about the opportunity to lead OCTO and am grateful to Mayor Bowser for nominating me. I hope this Committee and the full Council will allow me the honor and opportunity to be here for the long term.

As of this morning, I have been at OCTO for 33 days, and every day I am more and more impressed by the breadth and depth of the responsibilities of this agency. I am proud to have the opportunity to work alongside some of the finest professionals in government, who come to work each and every day with passion and enthusiasm for serving this city.

Every agency in the District Government serves a critical role and these critical functions are either delivered by or supported with information technology systems. At OCTO, we develop, implement, and maintain:

- the District's IT and telecommunications infrastructure;
- develop and implement major citywide applications;
- establish and oversee IT enterprise architecture and website standards for the District; and
- advise District agencies on technology solutions to improve services to businesses, residents and visitors in all areas of District government.

Here are a just few highlights of our services over the past year:

- OCTO's high-speed fiber network connects over 650 government buildings, providing secure and public DC-Wifi at each location;
- Our public Wi-Fi program leads the country with an average of 40,000 people connecting daily and 14 million connections annually;
- Our OCTOhelps team receives 152,000 calls annually and resolves 255,000 tickets from password resets to troubleshooting applications;
- Our voice operations support more than 80 million phone calls annually, across 40,000 phone land lines;
- We support thirty-one (31) call centers that handle close to 1.5 million phone calls;
- Our procurement system manages over $5 billion worth of transactions annually;
- We are amongst the leaders in open data with more than 1,000 data sets currently available;
- We manage the District's telecom program and budget, providing and supporting over 60,000 mobile devices;
- We run the citywide cyber Security Operations Center that successfully prevented a debilitating or embarrassing cyber-attack despite billions of attempts;
- Our email system transacts 575 million emails in a year (that's about 75,000 emails every hour); and
- Our server team manages over 3,900 servers and hundreds of applications for 87 agencies, and our mainframe team keeps the Chief Financial Officer's System of Accounting & Reporting (SOAR) operational.

FISCAL YEAR 2018 and FISCAL YEAR 2019

Mayor Bowser's Fiscal Years 2018 and 2019 budgets made investments that supported our efforts to deliver on the promise of our shared DC values. These efforts include creating economic opportunity, making our neighborhoods safer, and providing more effective and efficient government services. We continue that effort as we work each day to fulfill our commitment to provide every District resident a fair shot at opportunity.

In Fiscal Year 2018, OCTO made incremental progress in many areas that align with these values, for example:

- We published the District's first Enterprise Dataset Inventory;
- We helped DSLBD launch an enterprise system that reduced the steps required for a business to become a CBE;
- Our Application team developed the DMV virtual vehicle registration application to improve processes for residents and businesses;
- The web team helped 24 agencies deploy new/updated intranet websites to help agency employees work smarter and faster; and
- OCTOhelps, our IT tech support team, along with the ConnectDC team, hosted two All Hands on Tech events in wards 7 and 8 to provide over 130 DC residents with free technical support with issues ranging from slow computers, virus-infected laptops and data backups. In addition, one-on-one tutorials were provided to residents and other questions were also answered about smartphones, tablets and social media.

Additionally, OCTO plans to continue to implement the following strategic initiatives in Fiscal Year 2019:

Expand and Enhance Our Data Management Platform - The DC Data Lake initiative will provide a secure self-service site for search and discovery of District

Government data – one of our most important assests. The Data Lake Platform will:

- Utilize a high-performance computing technology, which can hold, process and analyze large, complex data sets.
- Use integration tools for pulling data in, securing it, anonymizing it, processing it, analyzing it, searching it, and sharing it via applications.
- Provide tools for streamlining a complex, legal process of interagency data sharing.

Increase Access to Free Technology Training Opportunities for District Youth and Adults - The Connect.DC program, OCTO's digitial inclusion initiative, continues its long-standing partnership with Byte Back to provide computer training for residents at all skill levels, from beginners to individuals seeking IT certifications.

Connect.DC also launched its SPARK tech training programs for middle and high school students and trained 60 students in digital arts and coding. The intent of the program is to spark an interest in science, technology, engineering, arts, and math (STEAM) for children who have limited exposure to tech programs or want to learn more about potential tech careers in DC's growing inclusive innovation economy.

In FY2019, Connect.DC will continue its partnerships with adult and youth training providers to offer opportunities for residents all along the digital skill spectrum. The goal is to train more than 350 residents by the end of the fiscal year, with a specific focus on low-income residents, seniors, and returning citizens. Additionally, Connect.DC is focusing on our more vulnerable communities, by offering smartphone and internet safety training for seniors.

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Enhance Our Network Security - The IT security program is critical to public safety, health care and public education agencies enabling the District to maintain continuity of operations. OCTO security will focus on the following areas of Cybersecurity, moving forward:

- Risk Identification and Reduction: Minimizing human risk through staff training and security governance.
- Vulnerability Reduction: Protect the District's IT systems by enhancing the existing vulnerability management programs that mandate hardware and software security updates and patching.
- Enable Cybersecurity Outcomes: Continue investing in our perimeter security stack to strengthen the security and reliability.
- Disaster Recovery and Continuity of Operations: Focus on enhancing redundancies for critical public safety systems in the event of an emergency.

Launch a Usability Testing Center - Tools to help improve both government websites and mobile applications to better serve District residents and businesses. The Usability Lab will allow OCTO and agency staff to observe real users navigating through a series of tasks on a website or application to identify where there are issues or confusion. These sessions will be recorded, annotated, and an improvement plan will be developed to fix identified issues.

OCTO also plans to test at least one website and/or application per month – a service that would normally cost agencies thousands of dollars. Usability testing is now a core requirement for all new websites built by OCTO on behalf of agencies. Progress will be measured on a quarterly basis post implementation using the tool's 100-point scale.

MOVING FORWARD

OCTO has a truly unique position in this city, in this region, and in the world. We have the chance to design, build, maintain, and constantly improve an *infrastructure for opportunity*. But we cannot pretend we can do this alone. We must work to develop and leverage our relationships with the civic innovators and the wider technology community to help solve city challenges together.

We also have one of the smartest, diverse, and passionate populations. We need to listen and be responsive to them. We want them connected and working alongside, and even within, government whenever and wherever possible.

OCTO's performance will be aligned to four main focus areas as we move forward:

1. **Retain and Attract Innovative Civic Technologists:** We have big challenges and have big opportunities to find unique solutions. We are working to show designers, engineers, and technologists that OCTO is a place where they want to come at the beginning of their careers, the middle, and the end. We are developing and nurturing clear career pathways, from our public schools and universities – and will start by recognizing and publicly showcasing our top talent wherever it exists within our organizations. And I look forward to inviting you to our **inaugural reverse job fair in April** – where we plan to flip the script on a typical job fair and instead of employers standing behind a table, the LEAP interns will - exhibiting their Internship Showcase poster. Public and private sector employers could find future interns or employees.

2. **Focus on User Experience:** We are working hard on improving the customer experience. We are developing "how to" playbooks on successful training modules, communications plans, user testing, and continuous quality control. And we are working to create a government website that is user friendly, not agency driven. Using

lessons learned and best practices, we are being intentional about how we roll out new ways of working for our workforce and residents. Next month we plan to invite our government website administrators in to engage people with disabilities in how we can work to improve access to our websites and web applications.

3. **Bolster Innovation:** OCTO needs to be in a position to provide the best technology available to our partner agencies at a competitive rate, to help them achieve their goals and serve the residents of Washington, DC. We are working to ensure our systems and processes are prepared for the innovation solutions we will need to meet the challenges of tomorrow. We are ensuring DC's inclusive innovation ecosystem has a seat at the table to grow and innovate. In fact, on February 12th, through a partnership with US Ignite and the Smart Gigabit Communities program, we were thrilled to announce the first GigibitDCx innovation award winner, George Washington University's Transportation Program - who developed a crowdsourced congestion tool. GigibitDCx is a public innovation competition that challenged the tech community to develop and demonstrate next generation, gigabit applications addressing some of the cities most complicated problems; traffic and a changing climate. We look forward to announcing the next competition in the Spring, focusing on gun violence and human services solutions.

4. **Secure Our Infrastructure:** We must protect the information assets of the DC Government and provide a safe digital environment. We continue to harden our security posture to bring us up to industry standards to protect the information our residents have faith in us to use and secure. OCTO will work together with DCHR to ensure our workforce understands the threats and the process improvements we are implementing to protect us all.

Through these goals; retaining and attracting great people, hardening our infrastructure, continually innovating with a focus on the end user, OCTO will enable our partner

agencies to securely leverage world class technology to better serve the residents of the District of Columbia.

If given the opportunity to lead the agency, I will work to put in place the strategic plan and governance structure to do just that.

In closing, I'd like to thank you for your leadership and support. We appreciate the opportunity to share our accomplishments and plans for continuous improvement and look forward to continuing to work with the Committee. This concludes my presentation. I'm happy to address your questions at this time.