Review and Adoption of the IT Strategic Plan FY 2019/20 – FY 2020/21

CITY COUNCIL MEETING
JULY 16, 2019

Staff:
Todd Mitchell, HR/Risk Manager

Purpose

- Review the Information Technology Strategic Plan for FY 2019/20 to FY 2020/21, and provide feedback to staff, as needed.

Brief Background

February 2016 – City Council receives results of organizational assessment of Public Works Department conducted by Baker Tilly International which contains, among other findings, a recommendation to the City to conduct a technology evaluation of all departments and to develop an IT strategic plan

February 2017 – City Council authorizes a Professional Services Agreement with ThirdWave Corporation (ThirdWave), to conduct an independent technology assessment and develop a Strategic Plan that addresses the City's information technology needs

September 2018 – As part of an operational and organizational assessment of the City Manager's Office, Citygate Associates assesses the City's Information Technology division, peer reviews the City's draft IT Strategic Plan (ITSP), and provides recommendations which are included in the ITSP

Assessment Methodology – Data Gathering

ThirdWave employed a comprehensive and structured "waterfall" best practice methodology. The project collected and synthesized various types of information, including:

- Data on existing and planned Information Systems.
- Focus Groups with IT staff and management.
- Management Interviews with the City's leadership team.
- Online Staff Survey.
- Fifteen (15) Rapid Workflow® business process analysis workshops addressing mission critical business functions for City Departments.

Assessment Methodology – Findings

The project identified hundreds of specific challenges, however, the following items list the top five challenges facing the City from an Information Technology perspective:

1. The existing City IT support model is not responsive to the needs of the City.
2. Several aging infrastructure/systems need upgrading or replacing.
3. The City lacks numerous departmental/enterprise application software.
4. There is a lack of emphasis on formal role-based staff training on technologies.
5. The City has a visually attractive Website, but it lacks an E-Government focus.

Assessment Methodology – Recommendations

The items below provide a summary of the top organizational and technical recommendations:

1. Adopt a minimally staffed internal IT Team
2. Upgrade or replace aging infrastructure
3. Upgrade or replace aging department/enterprise software with strategic applications
4. Adopt staff training as a prerequisite for the deployment of Information Technologies
5. Focus City Website on E-Government, Online Web Service Delivery

Assessment Methodology – Potential Benefits

- Potential benefits that could be realized by implementing the ITSP initiatives were identified during the departmental workshops, where comprehensive and detailed data was gathered on business process challenges in the City.

- These include qualitative and quantitative benefits of proposed technology solutions if implemented, such as staff time savings, cost savings, streamlined business processes, enhanced service delivery, improved customer service, improved document/record management, and several others detailed in the ITSP.

Information Technology Vision and Mission

- **Vision** – Innovative, responsive delivery of technology which supports the City's business needs and makes government more accessible, efficient, accountable, and transparent.

- **Mission** – To deliver and support secure, reliable, and integrated technology solutions in alignment with the City's strategic plan goals, while delivering excellence in customer service and improving the quality and effectiveness of government services which benefit the City and its constituents.

Guiding Principles

1. Embrace technology as a strategic enabler and utilize IT to improve the way City staff perform their jobs and deliver services to residents and businesses.

2. Implement Information Technology that provides all internal and external customers with easy and timely access to online information and services. The City will strive to make data available for the benefit of the public, except as may be limited by the Public Records Act.

3. Adopt a formal management process to ensure that IT initiatives are properly vetted for consistency with the ITSP Roadmap, IT industry trends, are fiscally sound, and are effective in improving operating efficiencies and customer service prior to proceeding with IT initiatives.

4. When feasible, utilize an enterprise approach when procuring, implementing and managing the City's Information Technology assets, and deploy systems that address needs across multiple departments and/or can share data across multiple applications.

Guiding Principles (cont.)

5. IT assets, systems, skills and support operations will be viewed as strategic investments that are critical in attaining internal City-wide business and external service delivery objectives.

6. Create an environment that encourages accountability through service level agreements, performance measures and individual responsibility, including the City contracted service providers.

7. Implement contemporary, but proven, technologies that maximize future options by emphasizing open standards (systems whose architecture allows them to speak to other systems).

8. Assess business processes for redesign opportunities before investing in technology initiatives to automate them. Leverage new technologies to make new or redesigned business processes a reality.

Information Technology Strategic Plan Overview Goals, Strategies, Objectives

This plan is organized into five main goals. Each goal has supporting strategies. The strategies are the approaches we are taking to achieve the goals. Furthermore, each strategy has one or more objectives within it. The objectives are the measurable steps that will be taken to achieve the specific strategy.

Goals – these are the broad outcomes

Strategies – the approaches we will take

Objectives – the measurable steps taken to achieve the strategies

Goal 1: Reliable, Secure Infrastructure and Services – Provide technology solutions and services that are current, sustainable, and secure for efficient delivery of public services.

- **Strategy A: Manage Lifecycles for Current Systems**

  ◦ Objectives: Upgrade/Improve Wired/Wireless Network Access; Provide Scalable, Secure Server/Storage Solutions; Include Libraries in PC Replacement Program

- **Strategy B: Modernize Systems and Optimize Service Delivery**

  ◦ Objectives: Upgrade Financial System Software; Backfile Digital Conversion; Upgrade Server/Networking Equipment Closet; Upgraded Mobility Solutions; Unified GIS Strategy

Goal 2: Accessible and Transparent Government - On-demand access to Citizen-centric solutions support a high level of customer service that respond effectively to constituent needs

- **Strategy A: Increase Opportunities to Conduct Business Online**
  - Objectives: E-Government Strategy; E-Commerce Application; Customer Relationship Management (CRM)

- **Strategy B: Develop City-Wide Mobile Application Solutions**
  - Objectives: Mobile Applications; Telework/Remote Access

- **Strategy C: Expand Public Access to Information**
  - Objectives: Open Access Architecture

Goal 3: Technology-Capable Workforce - A technology-capable workforce possesses the contemporary training and resources necessary to meet its public service commitments

- **Strategy A: Technology Training and Ongoing Development**
  - Objectives: IT Systems/Application Overviews; Training Prerequisite; Continuing Development Focus

- **Strategy B: Robust, Scalable Enterprise Software Applications**
  - Objectives: Enterprise Content Management System; E-Document Workflows; Inventory/Asset Management

- **Strategy C: Collaborative Team Environment**
  - Objectives: Intranet Application; Project Management Application

Goal 4: Proactive, Accountable IT Service – IT services provided by proactive, accountable, and well-qualified staff

- **Strategy A: Establish Responsive and Accountable IT Service Culture**
  - Objectives: Provide for Qualified, Capable Internal IT Staff; IT Peer Organizations; Establish Response Time Metrics; Utilize Feedback for Constant Improvement

- **Strategy B: Strive for Continuous "Up Time"**
  - Objectives: Service Level Agreements (SLAs); Strategic Partnering

Goal 5: Collaborative Decision Making – Promote end-user advocacy among stakeholders and develop meaningful performance metrics in collaboration with internal and external partners.

- **Strategy A: Establish IT Governance Structure**
  - Objectives: IT Governance Policy; IT Steering Committee; Best Practices Business Process Assessment

- **Strategy B: Enhance the Management of IT Projects**
  - Objectives: Strategically Aligned Project Planning; Service/Performance Requirements

Recommendations

A. Receive and review the proposed FY 2019-20 to FY 2020-21 Information Technology Strategic Plan (ITSP), provide staff feedback as necessary.