

INFO~TECH
RESEARCH GROUP



2022-2023 IT Strategy

*How IT will support the City of Tempe's strategy, goals,
and objectives*

Message from the CIO



Mark Wittenburg
Chief Information Officer,
City of Tempe

What is City of Tempe's 2022-2023 IT strategy?

Technology is pervasive in every aspect of our lives. Tempe's Information Technology Department is responsible for developing city-wide strategies that align City Council strategic priorities with appropriate technology to reduce the cost of government, enhance services to our community, and make government services more accessible in today's connected world. This strategy document provides a holistic view of where Tempe's IT department will invest resources over the next 18-24 months that is operationally sustainable today and into the future. It is our roadmap.

This strategy was developed in cooperation with City stakeholders, IT leadership, and the input of IT employees. Thank you to all those who have helped assess our current state, envision our future state, and identify the gaps necessary to fill to achieve the goals outlined using this plan as our guiding principles.

I look forward to working with all of you in helping City of Tempe advance Council's 2022-2023 strategic priorities through thoughtful technology alignment to provide community value!

Info-Tech's insight for an effective IT strategy

- Everything IT does should support the City. A list of projects is not a strategic plan. A good strategy clearly links IT initiatives to the City's goals.
- City stakeholders cannot translate how IT initiatives will help achieve their objectives. IT needs to work together with the City stakeholders through the IT strategy development process.
- A well-crafted IT strategy is critical to building relationships with and enhancing satisfaction of City stakeholders.



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Top level scope of our IT strategy

Organizational Coverage: All City of Tempe
Information Technology functions

Planning Horizon: 12-24 Months

Depth: Key Initiatives/Projects Level

The City's mission and key priorities will guide IT in delivering on our 2022-2023 strategy

City of Tempe

Mission

Tempe creates outstanding value for those we serve through shared vision, superior service and sustainable practices.



Strategic Priorities

- Safe and Secure Communities
- Strong Community Connections
- Quality of Life
- Sustainable Growth and Development
- Financial Stability and Vitality



IT

Mission

We partner with City departments by providing technology leadership to deliver secure, reliable, and cost-effective solutions aligned with Council priorities and City initiatives.



Vision

To become a trusted partner in enabling the City to transform through innovative digital strategies and solutions.

Tempe city government is a "full service" enterprise, providing utilities, police, fire, emergency medical, community and economic development and other services. IT supports every department and service, in addition to directly supporting the IT needs of the City Council and Mayor

IT's guiding principles will be the compass for all we do

IT Principle	IT Principle Statement
Fit for purpose	We maintain capability levels and create the simplest solutions that are fit for purpose, without over engineering.
Leverage > Procure > Develop	We maximize reuse of existing assets and solutions. If we can't reuse, we procure externally. As a last resort, we develop custom solutions.
Data Governance	We handle data creation, modification, and use enterprise-wide in compliance with our data governance policy.
Controlled technical diversity	We control the variety of technology platforms we use.
Compliance to laws and regulations	We operate in compliance with all applicable laws and regulations.
Customer centricity	We deliver best experiences to our customers with our services and products.
Engaged staff	We engage our staff through effective communications, training, development and growth opportunities.
Strategic partnerships	We collaborate with our stakeholders in achieving strategic objectives.
Progress iteratively with feedback	We will organize our work into smaller, manageable sections that can be executed in a timely manner and iterated as needed to ensure delivered value.
Equity through technology	Our technology solutions will be developed with continuous consideration of bridging the community's digital divide.

Improving IT's core processes required a deep understanding of our current state

IT Satisfaction Scorecard



Relationship

85% **Understands Needs**
Satisfaction with IT's understanding of your needs.
trending unavailable

81% **Communicates Effectively**
Satisfaction with IT communication.
trending unavailable

80% **Executes Requests**
Satisfaction with the way IT executes your requests and meets your needs.
trending unavailable

77% **Trains Effectively**
Satisfaction with training quality and timing.
trending unavailable



Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

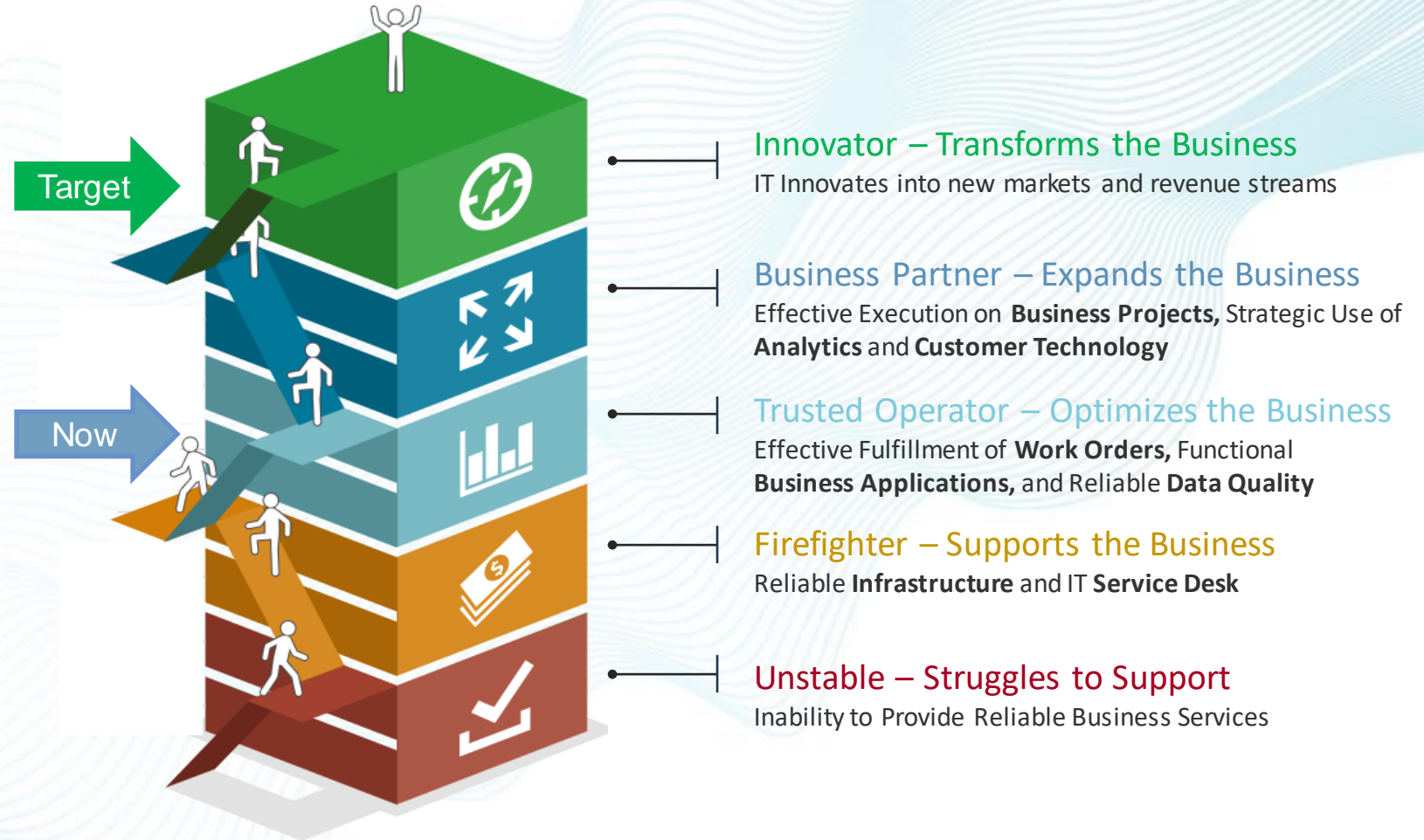
		Satisfaction	Importance
IT Security	Satisfaction that organizational devices and data are properly secured.	89% trending unavailable	1 ST
Business Apps	Satisfaction with applications and functionality	87% trending unavailable	4 TH
Data Quality	Satisfaction with providing reliable and accurate data	85% trending unavailable	7 TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	85% trending unavailable	2 ND
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	85% trending unavailable	8 TH
Work Orders	Satisfaction with small requests and bug fixes	84% trending unavailable	12 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	83% trending unavailable	3 RD
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	83% trending unavailable	9 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	78% trending unavailable	9 TH
Projects	Satisfaction with large department or corporate projects	78% trending unavailable	5 TH
IT Innovation Leadership	Satisfaction with providing opportunities for Innovation and Innovation leadership to improve the business	76% trending unavailable	9 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	74% trending unavailable	13 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	69% trending unavailable	6 TH

IT will focus on the highest importance, but lowest performing services and capabilities to drive improved satisfaction levels and to enhance IT capabilities maturity.

Our IT key priorities target improvement in our maturity level to best support the City's goals

IT Key Priorities

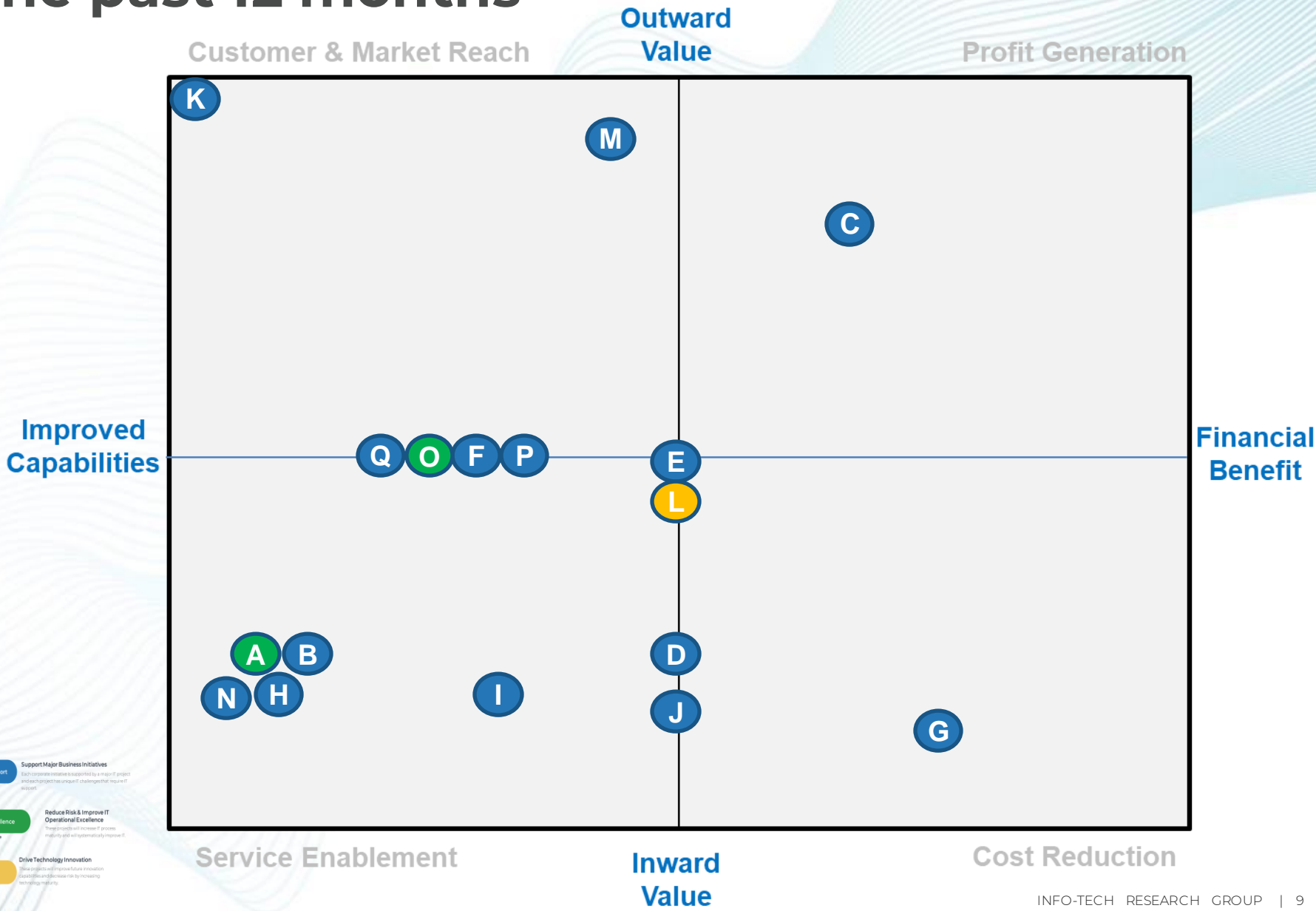
- Stakeholder Relations/ Marketing of IT Services
- Implement Product Ownership through Release Management
- Continue Project and Portfolio Management Improvements
- Requirements Management / Business Analysts focus
- Training RCA and learning improvements



IT delivered value through several successful key initiatives over the past 12 months

Top 17 Accomplishments 2021

- A. Implemented Okta for MFA
- B. Upgraded phone system (feature/function)
- C. Specialty Business Licensing (Online)
- D. Replaced LMS
- E. KONA Asset Management – Phase 1 (Water)
- F. Paymentus Utilities Billing
- G. Replaced Time Administration System
- H. Replaced Enterprise Doc/Content Management System
- I. Replaced Agenda Management System
- J. Continued remote work enablement support
- K. Updated Council Chamber Tech for Hybrid Meetings
- L. Enabling Library’s “Smart Building”
- M. Updated computing infrastructure for public outreach centers/libraries
- N. WASP Inventory Management
- O. Security Awareness and Training Program
- P. Automated License Plate Reader System
- Q. Special Events Management System



IT goals, initiatives & strategy roadmap

This section includes:

Statement of IT Goals

City and IT Goals Cascade

Key IT Initiatives Roadmap

IT Success Metrics

IT Strategy Refresh Plan

The IT leadership team developed four strategic goals designed to enable both City and IT success



Lead and support innovation to deliver value

IT will support City innovation initiatives, and will track and propose technology innovations, to deliver community value



Optimize City Support through technology leadership

IT will empower the City to meet strategic objectives through effective technology support of key initiatives



Promote IT capabilities and services to help maximize engagement

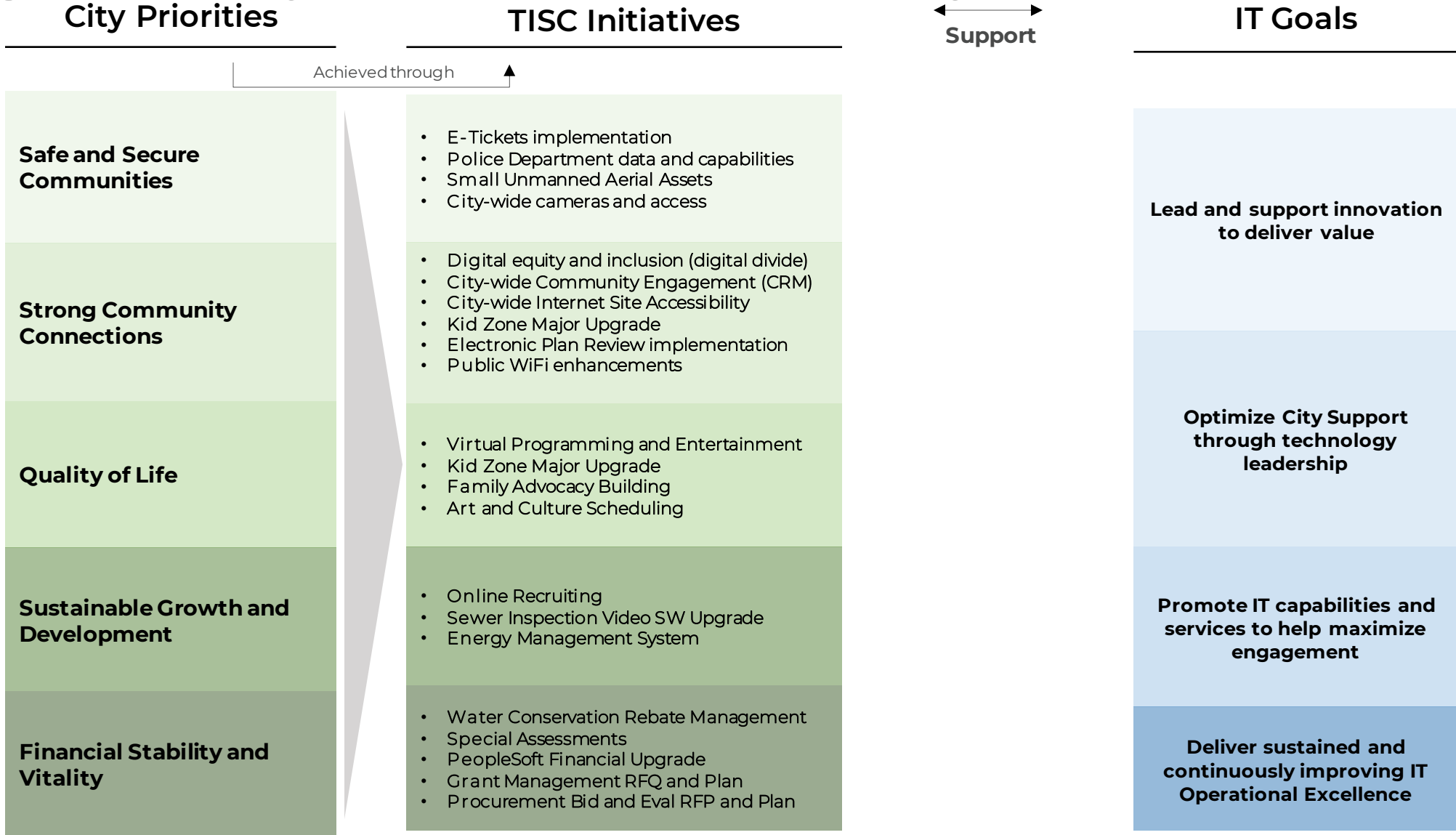
IT will collaboratively engage our stakeholders to ensure clear understanding of IT capabilities and services and maximize engagement and use



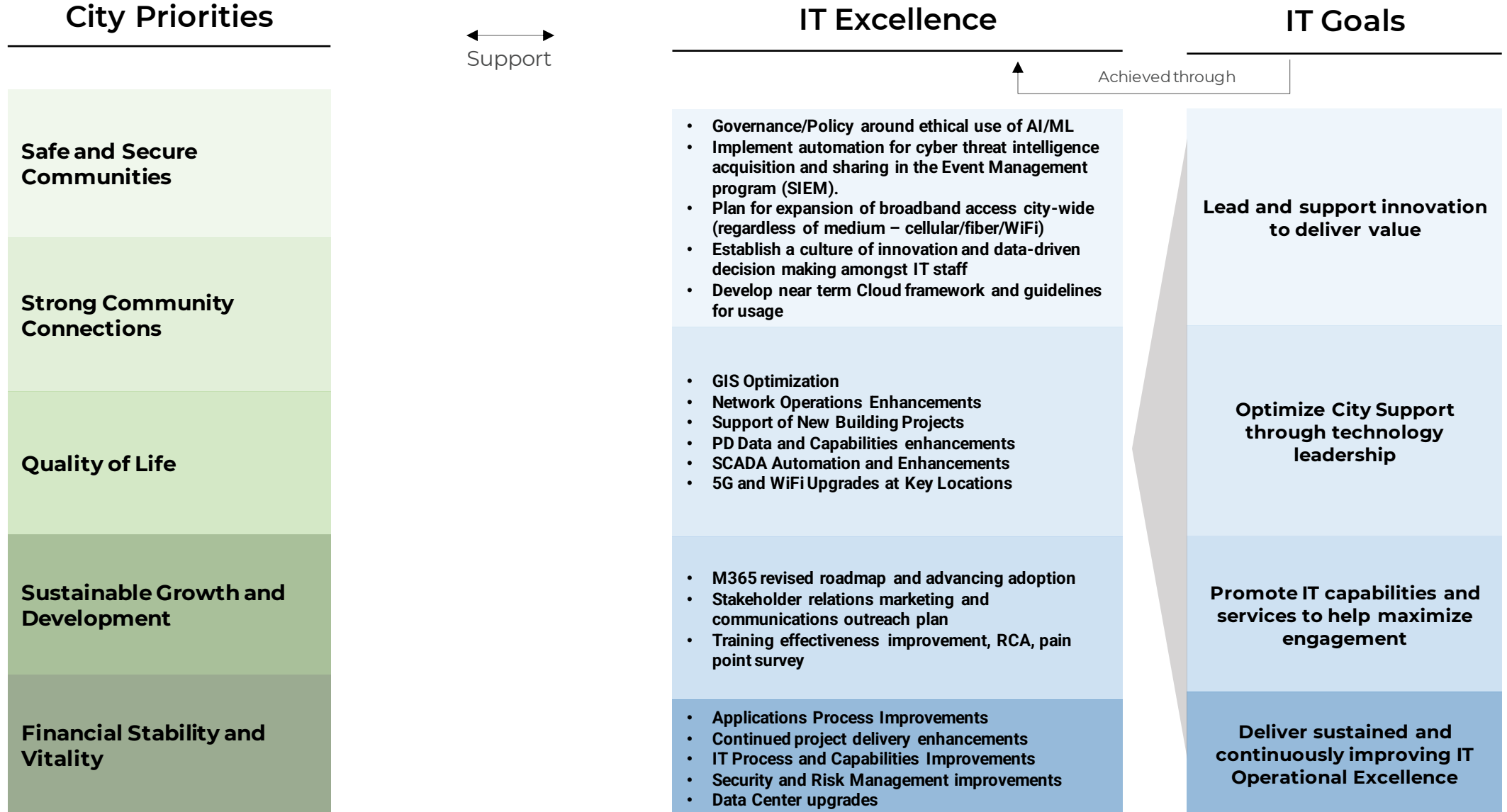
Sustained and continuously improving IT Operational Excellence

IT will develop and deliver secure, reliable and efficient technology solutions and services

IT will ensure that our key initiatives continue to align directly to the success of City Priorities



Key initiatives to support City and IT excellence



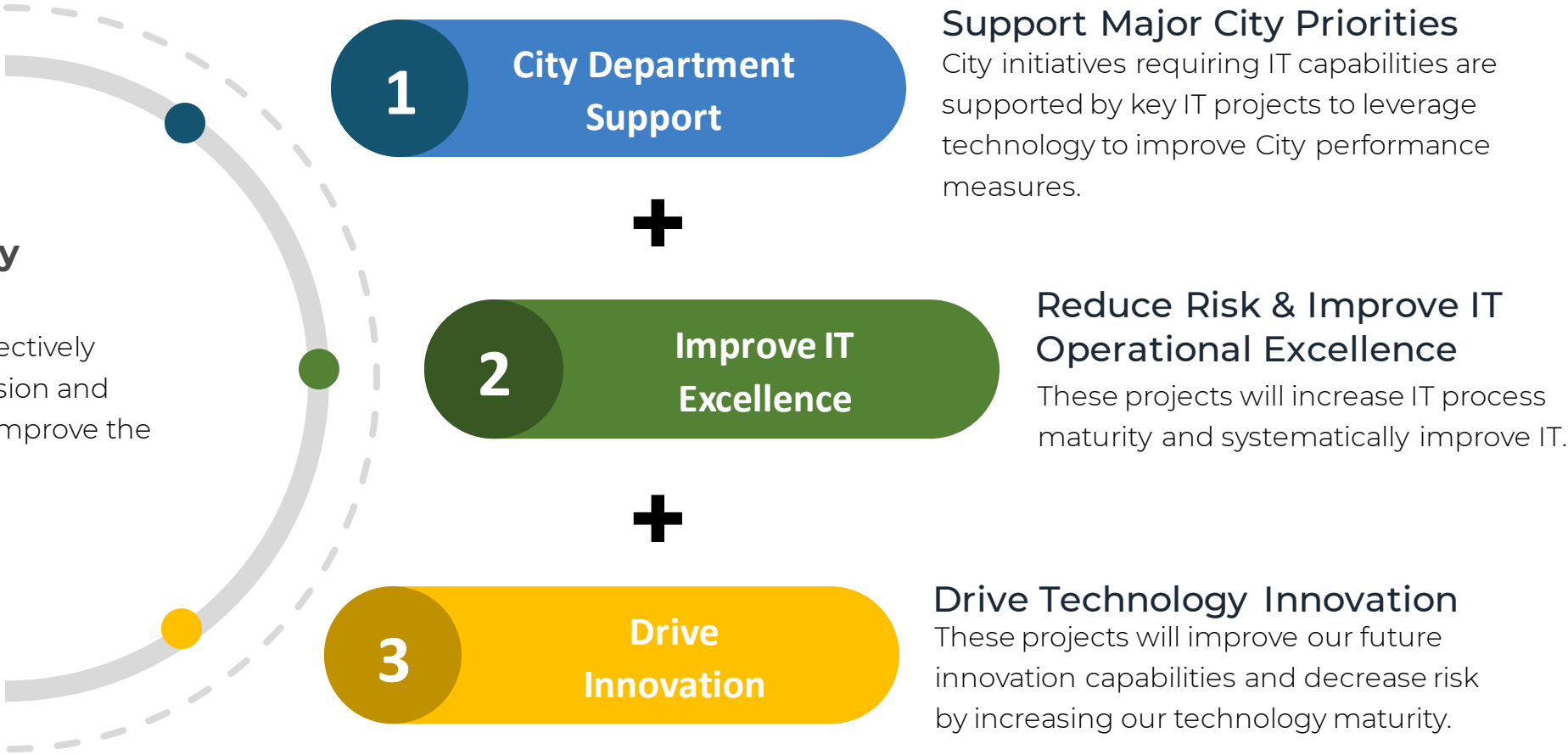
IT will deliver on its mission through initiatives and projects aligned to achieve key CIO priorities

Today's CIOs have three key priorities:

Support the Enterprise, Run an Effective IT shop, and Drive/Support Innovation

2022-2023 IT Key Initiative Plan

Our key initiatives collectively support the City's mission and strategic priorities to improve the delivery of IT services.



IT will deliver on 65 in-flight, planned, and new initiatives and projects directly supporting key City requirements

1

City Department Support (TISC) Initiatives/Projects

City-Supporting IT Initiatives/Projects

- ✓ CMS Phase 2
- ✓ PM Web
- ✓ City Wide Cameras and Access
- ✓ Radio Refresh 22
- ✓ Everbridge
- ✓ Onbase
- ✓ Call Manager Upgrade
- ✓ E Tickets
- ✓ Routeware Prgm CCB, M5
- ✓ FARE Court
- ✓ Procurement Bid and Evaluation RFP & Plan
- ✓ Grant Mgmt RFQ & Plan
- ✓ Napa M5
- ✓ PD Data Transparency RFP & Discovery
- ✓ Lockbox vender
- ✓ I10 Broadway Curve ASCT
- ✓ Scada Remote Access
- ✓ TCA Ticketing RFP and implement
- ✓ Kid Zone Major upgrade
- ✓ BriefCam
- ✓ Axon to CAD interface
- ✓ PD Data Transparency Build Data store
- ✓ Electronic Plan Review RFP & Implement
- ✓ Sewer Inspection Video Software Upgrade RFP
- ✓ Risk Claims - IS
- ✓ PD Records Phone System
- ✓ Small Unmanned Aerial Asset
- ✓ Citywide CRM Discovery
- ✓ Citywide CRM Implementation
- ✓ Family Advocacy Building
- ✓ TCA Wifi
- ✓ Art and Culture scheduling
- ✓ Enterprise Asset Management RFP & Plan
- ✓ Online Recruiting
- ✓ PeopleSoft PD Concealed Firearm Tracking
- ✓ Water Conservation Rebate Mgmt
- ✓ Virtual Programming and Entertainment
- ✓ Community Services Ticketing Size need
- ✓ PeopleSoft Financial Upgrade - IS
- ✓ Special Assessments
- ✓ IAPRO / PeopleSoft File Interface
- ✓ Library Automation System Size needed
- ✓ Energy Management System - PW RFP & Planning
- ✓ CD Kiosk
- ✓ PD/IT Portfolio decommissioning
- ✓ Emergency Management Data and App
- ✓ ADA Transition Plan
- ✓ Image Trend Data Mart - Finalize Integration Kickoff & Outstanding Security Questions (Azure Architecture)
- ✓ Employee Demographics Dashboard / Peoplesoft
- ✓ TMOC - Tempe Municipal Operations Center
- ✓ Envision / Resiliency Center
- ✓ 5G @ TBP & TCA
- ✓ Viper to Vista conversion
- ✓ M365 revised roadmap and advancing adoption
- ✓ NCSR/Council Priority metric update and PAM tuning
- ✓ CC&B Performance Updates
- ✓ Self Service Portal upgrade and re-market to City users
- ✓ START tool
- ✓ Public VDI refresh
- ✓ Community Development Lobby Remodel
- ✓ Fire 2 build
- ✓ Clark Pool Recreation Center (Broadway fiber?)
- ✓ Kona: DR manual to automated design change collab.
- ✓ Kona: security audit
- ✓ Water field site VPN 4 sites pilot

Key initiative roadmap – City department support



Initiative Name	CY2022				CY2023				CY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CMS Phase 2	█	█	█									
PM Web	█	█										
City Wide Cameras and Access	█	█	█	█	█	█	█	█	█			
Radio Refresh 22	█	█	█	█								
Everbridge	█	█	█									
Onbase	█	█	█	█								
Call Manager Upgrade	█	█	█	█	█							
E Tickets	█	█	█	█	█	█	█					
Routeware Prgm CCB, M5	█	█	█	█								
FARE Court	█	█	█	█								
Procurement Bid and Evaluation RFP & Plan	█	█	█	█	█							
Grant Mgmt RFQ & Plan	█	█	█									
Napa M5	█	█										
PD Data Transparency RFP & Discovery	█	█	█	█								
Lockbox vender	█	█	█	█								
I10 Broadway Curve ASCT	█	█	█									
Scada Remote Access	█	█	█	█								
TCA Ticketing RFP and implement		█	█	█	█	█	█	█	█			
Kid Zone Major upgrade			█	█	█	█	█	█	█			
BriefCam				█	█	█	█	█	█			
Axon to CAD interface			█	█	█	█						

Key initiative roadmap – City department support



Initiative Name	CY2022				CY2023				CY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PD Data Transparency Build Data store			█	█	█	█						
Electronic Plan Review RFP & Implement			█	█	█	█	█	█	█			
Sewer Inspection Video Software Upgrade RFP		█	█	█	█	█						
Risk Claims - IS				█	█	█	█	█	█	█		
PD Records Phone System				█	█	█	█					
Small Unmanned Aerial Asset				█	█	█	█					
Citywide CRM Discovery							█	█	█			
Citywide CRM Implementation											█	█
Family Advocacy Building				█	█	█	█					
TCA Wifi						█	█	█	█			
Art and Culture scheduling					█	█	█	█	█	█	█	
Enterprise Asset Management RFP & Plan						█	█	█	█	█	█	█
Online Recruiting							█	█	█	█	█	
PeopleSoft PD Concealed Firearm Tracking				█	█							
Water Conservation Rebate Mgmt								█	█	█		
Virtual Programming and Entertainment								█	█	█		
Community Services Ticketing Size need									█	█	█	
PeopleSoft Financial Upgrade - IS										█	█	█
Special Assessments								█	█	█		
IAPRO / PeopleSoft File Interface								█	█			
Library Automation System Size needed											█	█
Energy Management System - PW RFP & Planning												

Key initiative roadmap – City departement support



Initiative Name	CY2022				CY2023				CY2024								
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
CD Kiosk										■	■	■	■				
PD/IT Portfolio decommissioning	■	■	■														
Emergency Management Data and App	■	■	■	■	■	■	■	■	■	■							
ADA Transition Plan	■	■	■	■	■	■	■	■	■	■							
Image Trend Data Mart - Finalize Integration Kickoff & Outstanding Security Questions (Azure Architecture)	■	■	■														
Employee Demographics Dashboard / Peoplesoft	■	■	■														
TMOC - Tempe Municipal Operations Center	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Envision / Resiliency Center	■	■	■	■	■	■											
5G @ TBP & TCA	■	■	■	■													
Viper to Vista conversion	■	■	■	■													
M365 revised roadmap and advancing adoption			■	■	■	■	■	■	■	■	■	■	■				
NCSR/Council Priority metric update and PAM tuning		■	■														
CC&B Performance Updates		■	■	■													
Self Service Portal upgrade and re-market to City users		■	■	■	■	■	■										
START tool		■	■	■	■	■	■										
Public VDI refresh	■	■	■														
Community Development Lobby Remodel	■	■	■														
Fire 2 build		■	■	■	■	■	■	■	■	■	■	■	■				
Clark Pool Recreation Center (Broadway fiber?)	■	■	■	■	■	■	■	■	■	■	■	■	■				
Kona: DR manual to automated design change collaboration		■	■	■													
Kona: security audit		■	■														
Water field site VPN 4 sites pilot		■	■														

IT identified 50 in-flight, planned or new initiatives for improving IT Operational Excellence

2

Improve IT Operational Excellence

IT Excellence Initiatives:

- ✓ Datacenter Phase 4
- ✓ Datacenter Phase 3
- ✓ 4 types of work discovery
- ✓ ISPO - Event Management RFP and Plan
- ✓ ISPO - Data Loss Prevention
- ✓ ISPO - Mobile Device Management New Scope Size needed
- ✓ ISPO Citywide Internet Site Accessibility (F5 replacement)
- ✓ ISERT Response Cell
- ✓ Cyberlab Kiosk
- ✓ IPSO - Security Posture Assessment
- ✓ Radio Refresh23
- ✓ SCCM redesign
- ✓ Windows Server 2008 EOL
- ✓ Rural Fiber
- ✓ Internet edge
- ✓ PSTN Migration to new core
- ✓ Apache Firewall/Switch Upgrade
- ✓ GRC Planning and Tool
- ✓ Complete and Finalize IT Strategy
- ✓ Stakeholder relations marketing and communications outreach plan
- ✓ Training effectiveness improvement, RCA, pain point survey
- ✓ Implement Product Ownership through release management
- ✓ Implement Access Controls and Management (Security Strategy)
- ✓ Enterprise Architecture process maturity improvement (STAFFING GAP)
- ✓ IT Project and Portfolio Management Process Improvements
- ✓ End Point Device Management process maturity enhancements
- ✓ Risk Management support to Internal Audit process
- ✓ Requirements Gathering process improvements, BA role for large scale projects and key departments
- ✓ EAI Platform Implementation Fit for Purpose Evaluation/Replacement
- ✓ SCADA/CITECT server retirements
- ✓ Update backup architecture
- ✓ Domain controller HW replacements
- ✓ Decommission VLAN 140 and 141
- ✓ SQL Server 2012 End of Support July 2022
- ✓ Elevator dial tone
- ✓ Burg Alarm Line Inventory
- ✓ Microwave upgrades
- ✓ Vehicle builds
- ✓ Recabling South Water Administration Facility & patch cables
- ✓ City Hall Recable
- ✓ Fiber installations
- ✓ PSN Switch Upgrade
- ✓ Containerization & Application Modernization plan
- ✓ Automated Deploy & CI Pipeline plan
- ✓ SC: Support Svcs: Phishing process q/a
- ✓ ER: knowbe4 mandatory training 60 days late report and custom report issue
- ✓ External/internal monitoring site 24x7 for ops
- ✓ SC: OEM: Emergency Support Function
- ✓ PKI

Key initiative roadmap – IT excellence



Initiative Name	CY2022				CY2023				CY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Datacenter Phase 4	█	█	█									
Datacenter Phase 3	█	█	█									
4 types of work discovery	█											
ISPO - Event Management RFP and Plan	█	█	█	█	█							
ISPO - Data Loss Prevention			█	█	█	█	█	█				
ISPO - Mobile Device Management New Scope Size needed					█	█	█	█	█			
ISPO Citywide Internet Site Accessibility (F5 replacement)								█	█	█	█	█
ISERT Response Cell									█	█	█	█
Cyberlab Kiosk							█	█	█			
IPSO - Security Posture Assessment											█	█
Radio Refresh23					█	█	█	█	█	█	█	█
SCCM redesign	█	█	█									
Windows Server 2008 EOL	█	█	█									
Rural Fiber	█	█	█	█								
Internet edge	█	█	█	█								
PSTN Migration to new core	█	█	█	█	█	█	█	█				
Apache Firewall/Switch Upgrade	█	█	█	█								
Automated testing plan			█	█	█							
GRC Planning and Tool		█	█	█	█	█	█	█				
Complete and Finalize IT Strategy		█	█									
Stakeholder relations marketing and communications outreach plan			█	█	█							
Training effectiveness improvement, RCA, pain point survey		█	█	█								
Implement Product Ownership through release management		█	█	█								
Implement Access Controls and Management (Security Strategy)		█	█	█	█							
Enterprise Architecture process maturity improvement (STAFFING GAP)						█	█	█	█	█		

Key initiative roadmap – IT excellence



Initiative Name	CY2022				CY2023				CY2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IT Project and Portfolio Management Process Improvements												
End Point Device Management process maturity enhancements												
Risk Management support to Internal Audit process												
Requirements Gathering process improvements, BA role for large scale projects and key departments												
EAI Platform Implementation Fit for Purpose Evaluation/Replacement												
SCADA/CITECT server retirements												
Update backup architecture												
Domain controller HW replacements												
Decomission VLAN 140 and 141												
SQL Server 2012 End of Support July 2022												
Elevator dial tone												
Burg Alarm Line Inventory												
Microwave upgrades												
Vehicle builds												
Recabling South Water Administration Facility & patch cables												
City Hall Recable												
Fiber installations												
PSN Switch Upgrade												
Containerization & Application Modernization plan												
Automated Deploy & CI Pipeline plan												
SC: Support Svcs: Phishing process q/a												
ER: knowbe4 mandatory training 60 days late report and custom report issue												
External/internal monitoring site 24x7 for ops												
SC: OEM: Emergency Support Function												
PKI												

Five new or inflight initiatives will help IT drive and support Technology Innovation

3

Drive/Support
Innovation

IT Initiatives Supporting Innovation

- ✓ Governance/Policy around ethical use of AI/ML
 - ✓ Implement automation for cyber threat intelligence acquisition and sharing in the Event Management program (SIEM).
 - ✓ Plan for expansion of broadband access city-wide (regardless of medium – cellular/fiber/WiFi)
 - ✓ Establish a culture of innovation and data-driven decision making amongst IT staff
 - ✓ Develop near term Cloud framework and guidelines for usage
-

Key Initiative Roadmap – Drive IT Innovation



Initiative Name	CY2022								CY2023							
	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
Governance/Policy around ethical use of AI/ML																
Implement automation for cyber threat intelligence acquisition and sharing in the Event Management program (SIEM).																
Plan for expansion of broadband access city-wide (regardless of medium – cellular/fiber/WiFi)																
Establish a culture of innovation and data-driven decision making amongst IT staff																
Develop near term Cloud framework and guidelines for usage																

IT will report on key metrics to demonstrate our success towards achieving our strategic goals

	IT performance measure	Target
Lead and support innovation to deliver value	<ul style="list-style-type: none"> Strategic partnerships (Cloud Innovation Center/ASU) Create city culture of innovation 	From XX% to YY%
Optimize City Support through technology leadership	<ul style="list-style-type: none"> TISC Project pipeline and prioritization Collaborate with department and city-wide strategic planning 	From XX% to YY%
Promote IT capabilities and services to help maximize engagement	<ul style="list-style-type: none"> Training Yearly department partnership meetings 	Targets TBD
Deliver sustained and continuously improving IT operational excellence	<ul style="list-style-type: none"> BAR Technical debt (age of applications and infrastructure) Patch cadence 	From XX% to YY%

DRAFT

*Targets should be set on achievable 1-year improvements
Leverage Existing Measures / Use InfoTech Diagnostics*

City of Tempe 2022-2023 IT strategy at-a-glance

Our top IT Goals and Key Initiatives collectively support the City's Strategic Priorities and improve the delivery of IT products & services. We will use consistent and repeatable metrics to report progress. Our strategy will help IT evolve into a trusted innovation partner for the City.

Mission

Tempe IT enhances the City community through the development and delivery of secure and reliable technology solutions and services.

Vision

To enable innovation and continuous process improvement that transforms the City of Tempe through trusted partnerships while focusing on strategic objectives to serve the community.

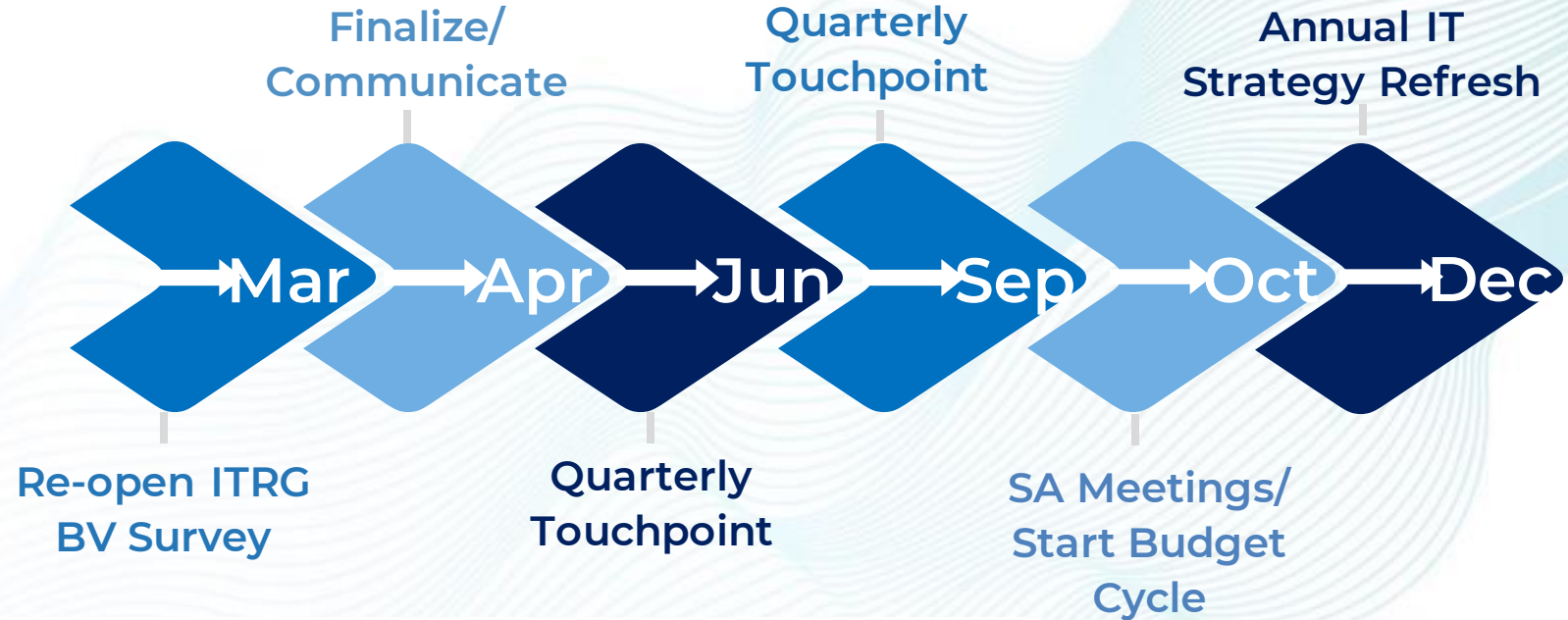


City Priorities	City Initiatives	IT Key Initiatives	IT Goals
Safe and Secure Communities	<ul style="list-style-type: none"> Small Unmanned Aerial Assets City-wide cameras and access E-Tickets implementation Police Department data and capabilities 	<ul style="list-style-type: none"> Governance/Policy around ethical use of AI/ML Implement automation for cyber threat intelligence acquisition and sharing in the Event Management program (SIEM). Plan for expansion of broadband access city-wide (regardless of medium – cellular/fiber/WiFi) Establish a culture of innovation and data-driven decision making amongst IT staff Develop near term Cloud framework and guidelines for usage 	Lead and support innovation to deliver value
Strong Community Connections	<ul style="list-style-type: none"> City-wide Internet Site Accessibility Kid Zone Major Upgrade Electronic Plan Review implementation Public WiFi enhancements City-wide CRM Implementation 	<ul style="list-style-type: none"> GIS Optimization Network Operations Enhancements Support of New Building Projects PD Data and Capabilities enhancements SCADA Automation and Enhancements 5G and WiFi Upgrades at Key Locations 	Optimize City Support through technology leadership
Quality of Life	<ul style="list-style-type: none"> Virtual Programming and Entertainment Kid Zone Major Upgrade Family Advocacy Building Art and Culture Scheduling 	<ul style="list-style-type: none"> M365 revised roadmap and advancing adoption Stakeholder relations marketing and communications outreach plan Training effectiveness improvement, RCA, pain point survey 	Promote IT capabilities and services to help maximize engagement
Sustainable Growth and Development	<ul style="list-style-type: none"> Online Recruiting Sewer Inspection Video SW Upgrade Energy Management System 	<ul style="list-style-type: none"> Applications Process Improvements Continued project delivery enhancements IT Process and Capabilities Improvements Security and Risk Management improvements Data Center upgrades 	Deliver sustained and continuously improving IT Operational Excellence
Financial Stability and Vitality	<ul style="list-style-type: none"> Water Conservation Rebate Management Special Assessments PeopleSoft Financial Upgrade Grant Management RFQ and Plan Procurement Bid and Eval RFP and Plan 		

	City/Department-Facing Metrics	Target
Lead and support innovation to deliver value	<ul style="list-style-type: none"> BV Survey: Increase IT Innovation Leadership Score 	From XX% to YY%
Optimize City Support through technology leadership	<ul style="list-style-type: none"> Business Vision Survey Metrics (ITRG) <ul style="list-style-type: none"> IT Satisfaction Score IT Value Score Targeted other metrics from BV Survey 	From XX% to YY%
Promote IT capabilities and services to help maximize engagement	<ul style="list-style-type: none"> Business Vision Survey (ITRG) – Training Satisfaction Metric Training Usage Metrics Create IT/Apps Training survey; added questions to employee survey 	Targets TBD
Deliver sustained and continuously improving IT Operational Excellence	<ul style="list-style-type: none"> Employee Survey metrics: "Adequately supporting work needs" Business Vision Survey (ITRG) – Select IT Process metrics 	From XX% to YY%

IT strategy refresh plan

Our process will include frequent reviews of the IT strategy ensuring we are proactive in addressing changes to the City's strategy or direction.



FREQUENCY	AUDIENCE	SCOPE	DATE
TOUCHPOINTS (QUARTERLY)	IT Leadership Team	<ul style="list-style-type: none"> Initiative's status updates Organization updates New projects Risks / constraints Changes in priorities Updates 	<ul style="list-style-type: none"> June September
ANNUALLY	Stakeholders IT Leadership Team	<ul style="list-style-type: none"> Re-survey (ITRG – BV, MGD, CxO) Review / validate strategy Update to schedule/initiatives Analyst conversations 	<ul style="list-style-type: none"> Nov-Dec 2022
EVERY 2-3 YEARS (REBUILD)	IT Leadership Team	<ul style="list-style-type: none"> Full Planning ITRG Surveys ITRG Workshop or Guided Impl. 	<ul style="list-style-type: none"> Nov-Dec 2024 or 2025

IT is dedicated to frequent touch points throughout the year to ensure the strategy team and all stakeholders are on the same page about any changes or updates regarding strategic IT initiatives.

Appendix

This section includes:

Next Steps and Communications Plan

Skills/Resources Potential Impacts

IT Strategy Workshop Overview

Additional Info-Tech Resources

Next steps

Task	Owner	Target
Send Workshop Exercise work product (Work-in-Progress Workbooks and PPT)	ITRG/Chuck	4 Mar
Send Final Workshop Deliverable – DRAFT IT Strategy Presentation and Final Roadmap Workbook	ITRG/Chuck	11 Mar
Send deliverable to team	Mark	15 Mar
IT Leadership Team (ITLT) meeting to finalize IT Strategy presentation (1/2 day) – Agenda: <ul style="list-style-type: none"> Review initiatives, themes, goals, metrics, vision, mission, and guiding principles Review/update roadmap: accountability of owners, priorities, and timing estimates Review/Access additional supporting Info-Tech material listed on “How Info-Tech Can Help” slides Establish and assign immediate next steps and establish forward actions / plans 	ITLT	Last week March
Schedule/Calendar Strategy Refresh Meetings with IT Leadership Team per refresh plan	Mark	Various
Communication of IT Strategy to Stakeholders <ul style="list-style-type: none"> Deputy City Manager 1 on 1 Executive Leadership Team - Presentation All IT Managers and Staff – Presentation / Town Hall Communication to All Company – All Company Meeting/Town Hall/Intranet/CIO Video 	Mark ITLT	Refer to Comm Slide
Review stakeholder feedback and comments for items not covered in strategy and add/adjust as needed	ITLT	After Comm.
IT Strategy Quarterly Touchpoint 1: (Repeat at each touchpoint meeting) <ul style="list-style-type: none"> Incorporation on-going stakeholder feedback Update Key Initiative Roadmap Revise and update IT Strategy document as needed 	ITLT	June 2022
Re-open Info-Tech diagnostic survey (Business Vision) to broader audience to establish stakeholder metrics measurement baselines		Mar

Post workshop – IT strategy communications

Audience	What	Mode Options	Owner	Timing
Dep. City Manager / ELT	<ul style="list-style-type: none"> • Summary of Workshop • IT Strategy Presentation 	<ul style="list-style-type: none"> • Meeting 	<ul style="list-style-type: none"> • CIO 	<ul style="list-style-type: none"> • April 2022
Board/ City Council	<ul style="list-style-type: none"> • IT Strategy Presentation 	<ul style="list-style-type: none"> • Meeting 	<ul style="list-style-type: none"> • CIO 	<ul style="list-style-type: none"> • May 2022
TISC	<ul style="list-style-type: none"> • IT Strategy Presentation 	<ul style="list-style-type: none"> • Meeting 	<ul style="list-style-type: none"> • CIO / ITLT 	<ul style="list-style-type: none"> • May 2022
Key Champions/ Detractors	<ul style="list-style-type: none"> • Informal Discussions 	<ul style="list-style-type: none"> • In person 	<ul style="list-style-type: none"> • ITLT 	<ul style="list-style-type: none"> • As needed
IT Management	<ul style="list-style-type: none"> • Summary of Workshop • IT Strategy Presentation 	<ul style="list-style-type: none"> • E-mail • Meeting 	<ul style="list-style-type: none"> • ITLT 	<ul style="list-style-type: none"> • March/April 2022
All IT Staff	<ul style="list-style-type: none"> • IT Strategy Presentation 	<ul style="list-style-type: none"> • All Hands on Deck • Email • Intranet • CIO Video 	<ul style="list-style-type: none"> • CIO / ITLT 	<ul style="list-style-type: none"> • April 2022
All City Staff	<ul style="list-style-type: none"> • IT Promotion/Marketing extracts 	<ul style="list-style-type: none"> • Virtual Lunch and Learn • NEO • Intranet/Sharepoint • Webinar 	<ul style="list-style-type: none"> • CIO / SAs 	<ul style="list-style-type: none"> • TBD
Post Strategy Summary to City Website	<ul style="list-style-type: none"> • IT Strategy Summary 	<ul style="list-style-type: none"> • CoT Website 	<ul style="list-style-type: none"> • CIO 	<ul style="list-style-type: none"> • TBD

Our strategy will continually assess potential impacts on skills/resources and budget

	Considerations
Additional Skills/ Resources Needed?	<ul style="list-style-type: none">• Skills<ul style="list-style-type: none">• Enterprise System Architect• Business Analyst Skills• Organizational Change Management skill• Technical Administrative staff (procurement, contracts, finance)• General: short staffed across the board• Capability: Resource capacity/planning/reporting tool for execution (particularly non-TISC projects)
Budgetary Impacts?	<ul style="list-style-type: none">• Funding for staffing increases• Better use of existing funding for third party support/managed services options• Education/training/certification funding; linkage to training and development goals, and resource planning
Other commentary/considerations	<ul style="list-style-type: none">• Resistance/concerns over use of third-party support• Potential expansion of managed services?



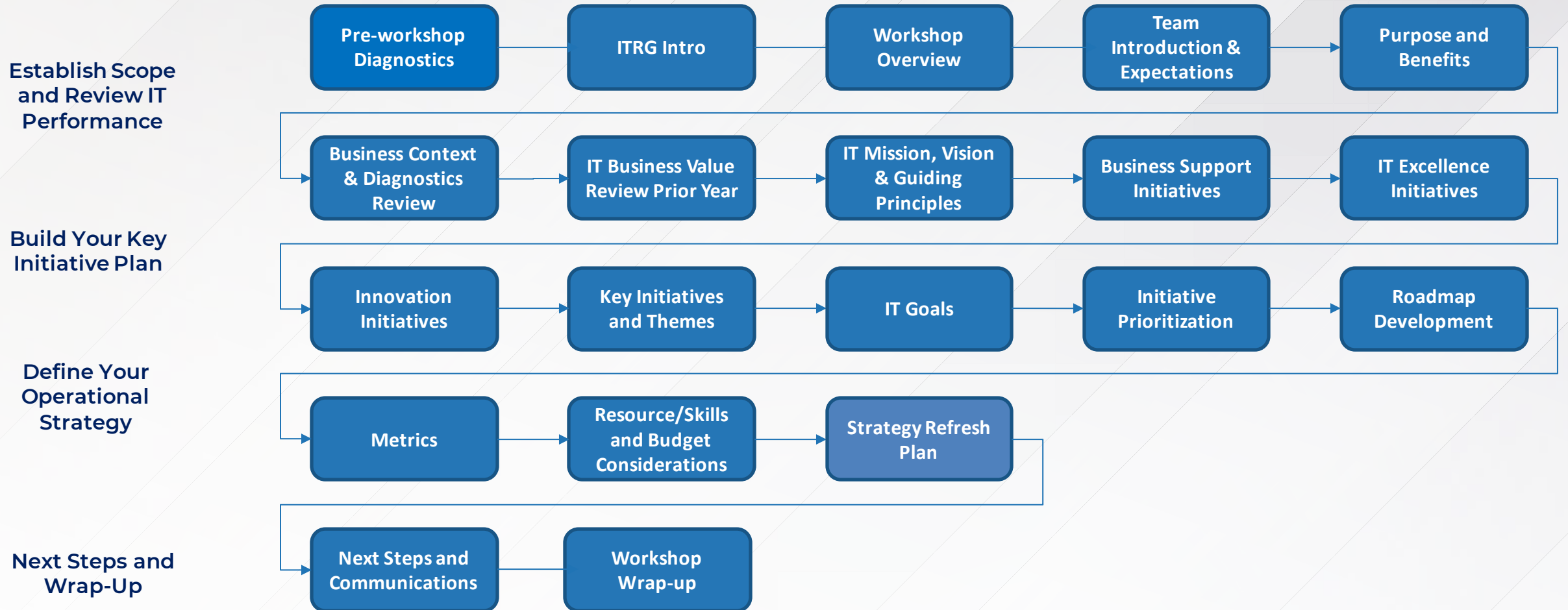
➤ IT Strategy Workshop Overview

IT Strategy Workshop Agenda

Contact your account representative for more information.
workshops@infotech.com 1-888-670-8889

	Session 0 (Pre-Workshop)	Session 1	Session 2	Session 3	Session 4	Session 5 (Post-Workshop)
Activities	Elicit Business Context	Establish the Scope of Your IT Strategy	Build Your Key Initiative Plan	Build Your Key Initiative Plan (cont.)	Outline Your Operational Strategy	Document Your IT Strategy
	<ul style="list-style-type: none"> 0.1 Complete recommended diagnostic programs. 0.2 (Optional) Interview key business stakeholders, as needed, to identify business context: business goals, initiatives, organization’s mission and vision. 0.3 (Optional) Utilize industry/sector capability architecture to map key business initiatives to business capabilities. 0.4 (Optional) CIO to compile and prioritize IT success stories. 	<ul style="list-style-type: none"> 1.1 Introductions and Workshop Overview 1.2 Review/Validate business context. 1.3 Prior year IT value added 1.4 Establish IT Strategy Scope 1.5 Construct your mission and vision statements. 1.6 Identify your guiding principles. 	<ul style="list-style-type: none"> 2.1 Identify key IT initiatives that support the business. 2.2 Identify key IT initiatives that enable operational excellence. 2.3 Identify key IT initiatives that drive technology innovation. 2.4 Consolidate and prioritize (where needed) your IT initiatives. 	<ul style="list-style-type: none"> 3.1 Determine top level IT goals 3.2 Gather all information to complete goals cascade. 3.3 Build your IT strategy roadmap Gantt chart. 	<ul style="list-style-type: none"> 4.1 Identify metrics and targets per initiative category and/or IT goal. 4.2 Discuss potential skills, resources and/or budget impacts. 4.3 Establish IT Strategy refresh plan 4.4 Discuss next steps and workshop wrap-up. 	<ul style="list-style-type: none"> 5.1 Complete in-progress deliverables. 5.2 (Optional) Set up review time for workshop deliverable.
Outcomes	<ul style="list-style-type: none"> 1. Diagnostics reports (CIO Business Vision, Management and Governance Diagnostic, CEO-CIO alignment). 	<ul style="list-style-type: none"> 1. IT strategy scope 2. IT mission, vision, and guiding principles 	<ul style="list-style-type: none"> 1. Prioritized list of IT Key Initiatives. 	<ul style="list-style-type: none"> 1. Goals cascade. 2. IT Strategy Key Initiatives Roadmap (Gantt chart). 	<ul style="list-style-type: none"> 1. IT Strategy metrics and targets. 2. Skills Resourcing & Budget considerations. 3. Next steps and strategy refresh schedule. 	<ul style="list-style-type: none"> 1. IT Strategy Presentation 2. IT Strategy Workbook


Workshop Journey – IT Strategy





➤ Info-Tech Additional Resources

How Info-Tech Can Help Additional Resources


 DIY, Guided
 Implementations
 or Workshops

Objectives	Resources
IT Strategy	Build a Business-Aligned IT Strategy
COBIT Process Framework	Core IT Processes
Cloud Vision	Define Your Cloud Vision
Cloud Security	Ensure Cloud Security in IaaS, PaaS, and SaaS Environments
Data Quality	Restore Trust in Your Data Using a Business-Aligned Data Quality Management Approach
Data Architecture	Modernize Data Architecture for Measurable Business Results
Manage Stakeholder Relations	Manage Stakeholder Relations
PPM Strategy	Develop a Project Portfolio Management Strategy
Project Management	Tailor IT Project Management Processes to Fit Your Projects