

A stylized graphic of butterfly wings. The wings are light gray with a white outline and a light orange fill. They are positioned in the background, with the text overlaid on them.

# City of Goleta Information Technology Strategic Plan

FY 2019-20 TO FY 2020-21

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## Executive Summary

The City of Goleta's Information Technology Strategic Plan (ITSP) is the result of a comprehensive and thorough assessment of the City's existing technologies, operational requirements and service delivery needs. This document reflects a business and technology approach that is both strategic and operationally responsive. It addresses the unique requirements of the mission critical business needs of the City and its constituents, visitors and business community.

The ITSP is the product of a collaborative effort with City management and staff who made valuable contributions throughout the project. A considerable focus was placed on addressing management, operational and technology challenges identified during the assessment phase of the project; which are referred to as "Problem Statements" in the appendices which follow. While numerous challenges were uncovered during the assessment phase, it's important to note that numerous strengths were also observed at the City including the following:

- The City has several new members on its leadership team, which has infused the City with a fresh set of progressive perspectives. Many City department directors share a common vision on the need to enhance the City's Information Technologies.
- City staff have a strong level of professionalism, with a conscientious commitment to delivering exemplary services to the residents, businesses and visitors of the City of Goleta.
- The City's Strategic Plan provides a clear set of strategies that can be supported through the adoption and implementation of the IT Strategic Plan.

The ITSP focuses on improving the status quo and articulating a path for becoming an exceptional city; it is comprised of three complementary documents:

- **IT Strategic Plan:** Establishes the vision, mission and guiding principles for IT at the City, and provides an overview of the goals, strategies and primary objectives that will guide how the plan is implemented.
- **ITSP Findings & Recommendations:** Identifies a comprehensive set of possible management and business process improvements, and Information Technology objectives/initiatives.
- **ITSP Implementation Roadmap:** Provides the final proposed and prioritized objectives/initiatives, preliminary budget estimates, 5-year timeline, and Cost Allocation Plan for implementation.

The challenge of adopting, funding and implementing an ITSP Roadmap is a formidable one. However, given its 5-year timeline, there is plenty of latitude to budget and execute the technology initiatives identified in the ITSP. The ITSP Roadmap is a living document that can be (and should be) reviewed and adjusted on a yearly basis. It provides an

opportunity for new, more efficient ways of providing services - coupled with strategic investments in technology.

The cornerstone of the ITSP Roadmap is to ensure that investments in strategic business technologies are sound and deliver the highest possible value to the City and its constituents. Additionally, the ITSP Roadmap aligns with, and supports, the City of Goleta's 2017-19 Strategic Plan, which articulates eight overarching strategies that will guide the City towards achieving its vision.

## 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.

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.**

***Link to City Strategic Plan* – STRATEGY: STRENGTHEN INFRASTRUCTURE**

Strategic Goal: Enhance the efficiency of the City's organizational infrastructure

**STRATEGY: ENSURE FINANCIAL STABILITY**

Strategic Goal: Provide accurate, reliable, and timely financial information

As the City continues to evolve and grow, the pace and evolution of the City's Information Systems infrastructure and services must keep commensurate pace. The City is managing lifecycles for current enterprise and functional area systems and is planning to introduce new systems and technologies, such as an upgraded Financial Software system, as business process improvements dictate. Maintaining a safe, secure, and accessible network is a fundamental goal as the City strives to modernize its systems and increase opportunities for citizens to conduct business online. The City is also working to establish and maintain standards and guidelines for the procurement and use of IT hardware, software, and network resources. These efforts will maximize efficiencies while promoting the seamless exchange of data. The City's infrastructure and systems lifecycle management policies must:

- Provide for increased network connectivity and capacity for a growing variety of devices, both wired and wireless at City facilities
- Implement server and storage solutions that are scalable and affordable
- Standardize systems to enable economies of scale and cross-departmental consistency
- Ensure timely upgrades to enterprise and functional area software projects

The City is evaluating, is currently implementing, or is already utilizing the following technologies to promote a reliable and efficient infrastructure:

- Implementing a Financial Software upgrade
- Expanded server/storage capacity
- Expanded Wireless Throughput/Capacity
- Upgraded workstations for high-demand positions
- Upgraded mobility/productivity options with touchscreen notebooks/laptops

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

***Objectives:***

### **1. Upgrade/Improve Wired/Wireless Network Access**

**Relevance/Importance:** All current and future IT initiatives depend on a fast, reliable, and secure network backbone.

**Desired Outcomes:** Improved network speed, throughput, and capacity

**Responsible Parties:** Third-party IT services provider in conjunction with City staff.

**Timeline for Completion:** Currently in-progress, estimated completion in Q4 2019.

### **2. Provide Scalable, Secure Server/Storage Solutions**

**Relevance/Importance:** Properly managing these important IT assets will help ensure continuity of mission critical applications and infrastructure.

**Desired Outcomes:** Secure and accessible server/storage solutions that scale according to variable demands.

**Responsible Parties:** Third-party IT services provider in conjunction with City staff.

**Timeline for Completion:** In progress, estimated completion in Q2 2020. Vendor has upgraded server/storage capacity by installing new servers and will implement cloud-based storage as application demand dictates.

### **3. Include Libraries in PC Replacement Program**

**Relevance/Importance:** Proper asset management ensures the availability of current technology for public use and enhances staff productivity and efficiency.

**Desired Outcomes:** PCs are refreshed on a rolling three-year cycle, similar to City Hall PCs.

**Responsible Parties:** Third-party IT services provider in conjunction with City staff.

**Timeline for Completion:** Vendor will replace 1/3 of PCs beginning in Q3 2019.

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

### **Objectives:**

#### **1. Upgrade Financial System Software**

**Relevance/Importance:** Upgrading to current version of Financial System software will ensure provision of accurate, reliable, and timely financial information.

**Desired Outcomes:** Enhanced functionality and capability will maximize staff efficiencies and improve customer service.

**Responsible Parties:** Financial Software vendor, third-party IT services provider, City staff.

**Timeline for Completion:** Implementation schedule to begin in Q3 2019.

## **2. *Backfile Digital Conversion***

**Relevance/Importance:** Digitizing documents and records, where appropriate, enhances internal workflows, facilitates integration into future applications, and increases public availability, supporting open and transparent government.

**Desired Outcomes:** All City documents and records are digitized, and easily accessible by staff and public as appropriate.

**Responsible Parties:** Third-party vendors in conjunction with City staff

**Timeline for Completion:** Work is underway to convert the City's Planning Department documents and records to digital format and storage; tentative timeline of Q2 2020 to begin converting remaining files/records.

## **3. *Upgrade Server/Networking Equipment Closet***

**Relevance/Importance:** The City's vital server and networking equipment needs to be housed in more secure and environmentally controlled space.

**Desired Outcomes:** Dedicated server room with elevated flooring, scalable racks, environment controls (HVAC, Halon, etc.)

**Responsible Parties:** Third-party IT solutions provider

**Timeline for Completion:** Upon completion of 130 Cremona purchase, utilizing existing server room in former ABC Clio facility.

## **4. *Upgraded Mobility Solutions***

**Relevance/Importance:** Increased deployment of mobile devices and remote access solutions to City staff will enable anywhere, anytime access to resources and enhance customer service response times.

**Desired Outcomes:** Enhanced efficiency for City staff that require access to information in the field or while telecommuting, and improved customer service.

**Responsible Parties:** Third-party IT services provider, City staff (Support Services).



**Timeline for Completion:** In progress; 2-in-1 tablet devices have been deployed to Executive Management Team, and additional mobile devices have been requested for FY 2019/20 budget.

## 5. *Unified GIS Strategy*

**Relevance/Importance:** Development of a comprehensive GIS strategy and consolidation of our various GIS systems will improve efficiencies and enhance public access to mapping information.

**Desired Outcomes:** Development of a comprehensive GIS strategy with expanded areas of coverage (natural resources, flood zones, etc.); consolidation of disparate GIS systems currently in use.

**Responsible Parties:** Third-party vendors and service providers, consultants, City staff.

**Timeline for Completion:** Q2 2020.



**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**

### ***Link to City Strategic Plan*** – STRATEGY: ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS

Strategic Goal: Maintain transparency in all aspects of City government

Strategic Goal: Continually strive to improve customer service

The City’s citizens, businesses, partners, and employees all have high expectations for technology-supported services, and increasingly expect to conduct business “online” rather than in line. Constituents want the ability to simply, easily, and intuitively access public information and conduct business with the City – incorporating the use of online information, social media, and mobile applications as they do in many other aspects of their lives. Developing improved online self-service delivery capabilities, with interactive, transactional services integrated with the City’s financial, enterprise, and departmental technologies, will allow the City to enhance its transparency efforts. City staff are adopting mobile devices with greater frequency to enhance telework, improve communications, boost productivity, and service constituents and partners with greater ease. The City will improve accessibility to services and information by:

- Promoting and implementing eGovernment strategies
- Developing citywide mobility solutions

- Enhancing government transparency by providing constituent access to public information

The City is evaluating, is currently implementing, or is already utilizing the following technologies to provide access to services:

- Expanding self-service options on City website properties, i.e. online form submission, online payments, etc.
- Online permit tracking system
- Extensive social media outreach and interaction
- Mobile app

## Strategy A: Increase Opportunities to Conduct Business Online

### **Objectives:**

#### **1. E-Government Strategy**

**Relevance/Importance:** Developing an E-Government Strategy focused on benchmarking the City’s website design, content, and online services to establish a more robust online service delivery model will foster convenience, self-service access to documents/records, and transparency.

**Desired Outcomes:** Refocus the City’s website from an information dissemination tool to an online service delivery tool with interactive, transactional and online services integrated with the City’s financial, enterprise, and departmental technologies.

**Responsible Parties:** Third-party vendors and consultants; third-party IT Services provider; City staff.

**Timeline for Completion:** Q4 2019.

#### **2. E-Commerce Application**

**Relevance/Importance:** Developing and implementing an e-commerce solution will expand the number of online payment processes currently available, allowing our constituents to intuitively access public information and conduct business with the City

**Desired Outcomes:** City business is easily conducted over the Internet using applications that rely on the Internet, including interactive and transactional functions, e.g., online payments, registration and application submittals.

**Responsible Parties:** Professional Development Services provider; third-party IT services provider; City staff.

**Timeline for Completion:** Q2 2020.

### **3. Customer Relationship Management (CRM)**

**Relevance/Importance:** A unified and cohesive customer response tracking system will enhance constituent relationships, increase team collaboration, and foster improved efficiencies in serving the public.

**Desired Outcomes:** A single repository that integrates and routes requests from multiple external/internal nodes, to enhance visibility into customer interactions and ensure prompt handling of requests.

**Responsible Parties:** Professional Development Services provider; third-party IT services provider; City staff.

**Timeline for Completion:** Q2 2020.

## **Strategy B: Develop City-Wide Mobile Application Solutions**

### **Objectives:**

#### **1. Mobile Applications**

**Relevance/Importance:** implementing more mobile-friendly applications to expand in-field services will promote timely and efficient processing of information and enable real-time feedback for all users.

**Desired Outcomes:** Field staff is able to respond in real time to public inquiries, submit requests for information remotely while on-site, and document critical incidents immediately instead of having to return to the office.

**Responsible Parties:** Third-party vendors and consultants; third-party IT Services provider; City staff.

**Timeline for Completion:** Q4 2020.

#### **2. Telework/Remote Access**

**Relevance/Importance:** Expanding the availability of remote network access capabilities to staff and partners will enhance telework, improve communications, boost productivity, and allow staff to provide service to constituents and partners with greater ease.

**Desired Outcomes:** Anytime, anywhere access to City network and resources for staff and approved external partners.

**Responsible Parties:** Third-party IT Services provider, City staff.

**Timeline for Completion:** In-progress; estimated completion Q4 2019.

## Strategy C: Expand Public Access to Information

### **Objectives:**

#### **1. Open Access Architecture**

**Relevance/Importance:** Implementing technologies that rely on open standards will maximize future options and allow applications to “speak” and integrate with other systems, optimizing the City’s financial, enterprise, and departmental technologies to enhance public access to data as appropriate.

**Desired Outcomes:** An enterprise whose fundamental architecture is easily integrated, and positioned for long-term scalability, viability, and usability.

**Responsible Parties:** Third-party vendors and consultants; third-party IT Services provider; City staff.

**Timeline for Completion:** Q2 2021.



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

**Link to City Strategic Plan – STRATEGY: ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS**

Core Value 3: Continuous improvement and professional development

Strategic Goal: Continually strive to improve customer service

Training and skill development of our workforce is essential to ensuring the successful implementation of IT initiatives in the City. IT management will work to develop role-based technology training standards that can be applied to beginner, intermediate, and advanced level skillsets throughout the employee lifecycle. Effective training begins during the orientation process with an introduction to the IT environment and the applications in use by the department and is reinforced periodically as skill levels mature and job requirements grow. For staff to be successful, they need access to robust enterprise-level application technology solutions, and the know-how to leverage these technologies as appropriate. To facilitate this effort, they will need to:

- Develop a broad understanding of the City's IT environment and their role within it
- Know how to apply new technologies to improve business processes
- Rely on scalable, robust enterprise applications

To provide appropriate resources and develop staff with the necessary skills, the City is evaluating, currently implementing or is already utilizing the following methods to promote a technology capable workforce:

- Develop departmental applications training overview as part of orientation process
- Adopt staff training as a prerequisite for the deployment of new technologies
- Deploy IT staff to develop and provide periodic IT skills and application training
- Implementing online permit tracking and upgraded financial systems

## Strategy A: Technology Training and Ongoing Development.

### **Objectives:**

#### **1. IT Systems/Application Overviews**

**Relevance/Importance:** It is important to familiarize staff with the organization and departmental IT resources as an integral part of new hire onboarding and orientation.

**Desired Outcomes:** A well-informed staff that possesses a thorough understanding of our IT infrastructure, and how best to leverage IT systems and applications to maximize efficiency and productivity.

**Responsible Parties:** Third-party IT services provider; City IT staff in coordination with Human Resources staff.

**Timeline for Completion:** Upon approval of ITSP.

#### **2. Training Prerequisite:**

**Relevance/Importance:** It is critical that staff training is included as a vendor requirement in any RFP for new technology solutions to ensure that staff can fully leverage the benefits of the solution upon implementation.

**Desired Outcomes:** Staff is fully trained on the new technology and able to benefit from it upon launch.

**Responsible Parties:** Third-party IT solutions provider.

**Timeline for Completion:** Ongoing as new product solutions are implemented

### **3. *Continuing Development Focus***

**Relevance/Importance:** The success of IT solutions at the City requires that we foster and prioritize the development of skills for the IT workforce.

**Desired Outcomes:** IT staff that is highly knowledgeable, fully engaged with our staff and stakeholders, and focused on continuous skill development.

**Responsible Parties:** IT Division management; IT staff, in conjunction with Human Resources.

**Timeline for Completion:** Ongoing upon establishment of internally staffed IT division.

## **Strategy B: Robust, Scalable Enterprise Software Applications**

### ***Objectives:***

#### **1. *Enterprise Content Management System***

**Relevance/Importance:** Once enterprise-level software solutions are implemented, it will be critical to organize all digital assets for fast and efficient access, version control, and compliance across the organization.

**Desired Outcomes:** A solution that classifies documents and other digital content into logical groups/subgroups for storage in a manner that is responsive to how information is used by various business units and business processes.

**Responsible Parties:** Third-party IT solutions provider; City staff

**Timeline for Completion:** Once policy foundations for ECMS implementation are in place; estimated Q4 2020

#### **2. *E-Document Workflows***

**Relevance/Importance:** Automating, streamlining, and optimizing our business process workflows will provide enhanced functionality that reduces cycle time and will improve customer service.

**Desired Outcomes:** Reduction in paper-based workflow; shorter timelines to process documents, forms and contracts, enhanced ability to meet deadlines; improved customer satisfaction.

**Responsible Parties:** Third-party IT solutions provider; IT services provider; City staff.

**Timeline for Completion:** Ongoing; integral component of software solutions as they are implemented

### **3. *Inventory/Asset Management***

**Relevance/Importance** – The implementation of an integrated, widely accessible system to catalog and manage all infrastructure assets will facilitate data transparency, improve our forecasting, planning and reporting, and will increase the efficiency of our staff to deliver services.

**Desired Outcomes** – A contemporary web-enabled enterprise asset management system with integrated modules for inventory management, asset management, work orders/maintenance, and capital program management.

**Responsible Parties** – Third-party IT solutions provider; third-party IT services provider; City staff

**Timeline for Completion** – Defer as part of Public Works automation effort.

## **Strategy C: Collaborative Team Environment**

### ***Objectives:***

#### **1. *Intranet Implementation***

**Relevance/Importance** – Implementation of an intranet for City staff is an important component of our efforts to enhance internal communications, foster collaboration, and support internal operating efficiencies.

**Desired Outcomes** – Centralized single point for streamlining the management of and access to data, internal communications, collaboration tools, documents and external links.

**Responsible Parties** – Third-party IT solutions provider; third-party IT services provider; City staff.

**Timeline for Completion** – Q3 2020.

#### **2. *Project Management Application***

**Relevance/Importance** – The City's ambitious departmental projects and programs schedule requires a robust project management application to ensure that all projects stay on track and within budget.

**Desired Outcomes** – Comprehensive application and dashboard to track key performance indicators, resource allocation, and project timelines.

**Responsible Parties** – Third-party IT solutions provider; third-party IT services provider; City staff.

**Timeline for Completion** – Q3 2020.



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

**Link to City Strategic Plan** – STRATEGY: ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS

Core Value 4: Collaboration through teamwork in support of a common goal

Strategic Goal: Continually strive to improve customer service

This goal and its related strategic initiatives focus on establishing a more responsive and accountable IT service culture at the City – one that builds trust between IT and departments, streamlines operations, and ensures continuous improvement. Ensuring that City departments and staff can deliver on the increasing project demands of their respective work plans requires qualified IT staff that is on-site daily during business hours and ready to provide service as the need arises. A minimally staffed internal IT team can provide basic-to-intermediate helpdesk support and training capabilities and can be augmented by third-party IT services providers for complex networking and security issues, application implementations and upgrades, or large-scale project work. The City will improve IT department responsiveness by:

- Creating a minimally staffed, highly qualified internal IT team to provide helpdesk support and training
- Maintaining high response rates for the delivery of technical expertise and extraordinary end-user support for existing and future technologies
- Augmenting in-house IT knowledge with third-party service provider expertise when appropriate

The City is evaluating, currently implementing or is already utilizing the following methods to provide responsive IT services:

- Deploying third-party service provider for semi-weekly on-site helpdesk support, and remote support and networking maintenance as needed
- Utilizing existing application vendors for support and training as required



## Strategy A: Establish Responsive and Accountable IT Service Culture

### **Objectives:**

#### **1. Provide for Qualified, Capable Internal IT Staff**

**Relevance/Importance** – Ensuring that City departments and staff can deliver on the increasing project demands of their respective work plans requires qualified IT staff that is on-site daily during business hours and ready to provide service as the need arises.

**Desired Outcomes** – A minimally staffed, qualified and capable internal IT team providing basic-to-intermediate helpdesk support and training capabilities.

**Responsible Parties** – IT Division management

**Timeline for Completion** – As large-scale IT infrastructure and application implementations are successfully completed.

#### **2. IT Peer Organizations**

**Relevance/Importance** – IT staff access to industry best practices will increase the efficacy of IT resources, encourage professional development, and build relationships among other cities' IT staff.

**Desired Outcomes** – Highly capable IT staff possessing current industry knowledge and mastery of best practices.

**Responsible Parties** – IT Division management; IT staff

**Timeline for Completion** – Ongoing as part of creation of internally staffed IT division.

#### **3. Establish Response Time Metrics**

**Relevance/Importance** – Establishing measurable response time goals will ensure prompt handling of technology issues and enhance customer service.

**Desired Outcomes** – Implementation of well-defined service response time expectations between IT staff and customer departments.

**Responsible Parties** – IT Division management; IT staff in conjunction with IT governance body.

**Timeline for Completion** – Upon establishment of internally staffed IT division.

#### **4. Utilize Feedback for Constant Improvement**

**Relevance/Importance** – Timely feedback on performance and response times is a critical component to ensuring a high-performing IT staff.

**Desired Outcomes** – Post-resolution performance surveys and follow-up check-ins are integral parts of the IT helpdesk function and support constant improvement efforts.

**Responsible Parties** – IT Division management; IT staff.

**Timeline for Completion** – Upon establishment of internally staffed IT division.

## Strategy B: Strive for Continuous “Up Time”

### **Objectives:**

#### **1. Service Level Agreements (SLAs)**

**Relevance/Importance** – The establishment of internal/external service guarantees will enable the continuous productivity of staff while enhancing our customer service efforts.

**Desired Outcomes** – Highly reliable and always available IT systems and applications.

**Responsible Parties** – Third-party IT services provider; IT division management; IT staff

**Timeline for Completion** – Upon establishment of internally staffed IT division.

#### **2. Strategic Partnering**

**Relevance/Importance** – Implementation of proposed complex security and networking projects, application implementations, and large-scale project work will require the use of qualified third-party IT solution providers.

**Desired Outcomes** – Highly qualified third-party IT solutions providers working in partnership with and augmenting internal IT staff towards the successful implementation of IT projects and programs.

**Responsible Parties** – Third-party IT solutions and IT services providers; IT Division management; IT staff.

**Timeline for Completion** – As enterprise-level and large-scale projects are implemented, and upon establishment of internally staffed IT division.



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

***Link to City Strategic Plan*** – STRATEGY: ENHANCE THE EFFICIENCY AND TRANSPARENCY OF CITY OPERATIONS

Core Value 3: Continuous improvement and professional development

Core Value 4: Collaboration through teamwork in support of a common goal

Strategic Goal: Continually strive to improve customer service

The City is increasingly reliant on technology resources and solutions to successfully deliver on the many projects planned in support of our strategic goals. The development of an IT Governance structure is required to define how best to organize the City's IT resources, fund IT initiatives in support of our strategic goals, and ensure maximum value for IT investments is realized. Best practice IT governance indicates that decisions regarding funding for future technology initiatives should be based on a Business Process Improvement assessment using a formal and standard methodology, e.g., Lean, Kaizen, Rapid Workflow®, or other similar method. The resulting data can then be used to produce a comprehensive business case that takes both tangible and intangible costs and benefits of the project into account each time funding requests are made. The proposed framework to build a sustainable governance structure includes:

- Establish an IT steering committee to prioritize City-wide IT projects
- Utilize Business Process Improvement methodology to establish the business case for new or improved technology solutions
- Develop performance metrics for IT initiatives in collaboration with internal/external partners

The City is evaluating, currently implementing, or is already utilizing the following methods to foster collaborative decision making:

- IT Strategic Plan initiative
- Assessment of critical business processes to determine IT project priorities

**Strategy A: Establish IT Governance Structure**

***Objectives:***

***1. IT Governance Policy***

**Relevance/Importance** – IT program governance and oversight that properly supports internal and external IT resources will be critical to the success of all phases of the ITSP implementation, and will improve the prioritization, funding, and initiation of IT projects.

**Desired Outcomes** – A collaborative IT governance structure that promotes understanding among all stakeholders of how departmental priorities fit with the overarching Citywide priorities and available resources.

**Responsible Parties** – City Executive Management; IT Division Management; City staff.

**Timeline for Completion** – Establish upon approval of ITSP.

## 2. IT Steering Committee

**Relevance/Importance** – The establishment of a leadership team to prioritize City-wide IT projects and report to City leadership on IT initiatives will be a critical component of our IT governance and oversight effort.

**Desired Outcomes** – An IT Steering Committee composed of executive leadership that acts as the primary advisory body to provide organizational structure to the technology initiatives and accountability at the highest level. They will assist in the enterprise decisions to assure the successful development, deployment and maintenance of City technology investments.

**Responsible Parties** – City Executive Management; IT Division Management; City staff.

**Timeline for Completion** – Establish upon approval of ITSP.

## 3. Best Practices Business Process Assessment

**Relevance/Importance** – The success of our IT initiatives will benefit from exploring opportunities to assess and redesign business processes before investing in technology initiatives to automate them.

**Desired Outcomes** – IT solutions are implemented only after it's determined that underlying business processes are sound and would benefit from automation.

**Responsible Parties** – IT Division Management; City staff.

**Timeline for Completion** – Establish upon approval of ITSP.

## Strategy B: Enhance the Management of IT Projects

### **Objectives:**

#### **1. Strategically Aligned Project Planning**

**Relevance/Importance** – The successful implementation of IT projects requires that we appropriately define, price and scale IT software/service/project implementations to ensure alignment with Citywide strategic plan goals.

**Desired Outcomes** – IT projects are developed and implemented according to established budget priorities and alignment with Citywide strategic plan goals.

**Responsible Parties** – IT Steering Committee; IT Division Management.

**Timeline for Completion** – Establish upon approval of ITSP; as projects are proposed/implemented.

#### **2. Service/Performance Requirements**

**Relevance/Importance** – It is important to establish meaningful service expectations and performance metrics for IT initiatives, collaborating with internal and external partners and addressing feedback, to ensure high-quality service/project delivery.

**Desired Outcomes** – IT projects are implemented according to established expectations and incorporate ongoing feedback to ensure project success.

**Responsible Parties** – IT Steering Committee; third-party IT solutions and services providers; IT Division Management.

**Timeline for Completion** – Establish upon approval of ITSP; as projects are proposed/implemented.