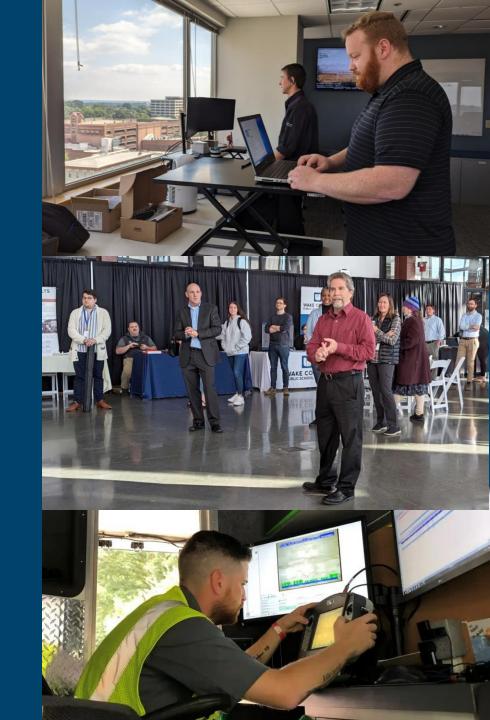
Information Technology

City of Raleigh IT Department Strategic Plan





CIO Message

Our Information Technology Strategy provides a holistic view of our IT department's course over the next 18-24 months. It demonstrates how we will align our resources, efforts, and budget to support the City of Raleigh's strategic priorities, direction, and top initiatives. It is our future roadmap to deliver value to the organization and community we serve.

To achieve this value to the organization, the IT department must remain focused on the key IT initiatives outlined in this plan. These initiatives are the tactics we will use to support our City stakeholders in achieving their goals and being the partner of choice when solving business challenges through thoughtful implementation of technology.

This strategy was developed through input and cooperation with City stakeholders, IT leadership, and IT employees. Through this combined effort and input, we intend to gain alignment and buy-in from our staff. Thank you to all who have helped assess our current state, envision our future state, and determine the actions necessary to achieve our goals.

I look forward to working with all of you to help the City of Raleigh achieve its 2023-2025 Strategic Goals!



Top Level Scope of our IT Strategy

Organizational Scope: City of Raleigh IT Functions

- Service Desk
- Infrastructure Operations
- Networking and Telecommunications
- Enterprise Business Applications
- Data Management and Analytics
- IT Project Management Office
- Select Department Apps/Business Led IT
- Cybersecurity
- BRM/Demand Management
- Technology Innovation and Support
- IT Asset Lifecycle Management
- IT Financial Management

Planning Horizon: 24 Months

Depth: Key Initiatives/Major Projects Level

City's mission, vision and key focus areas guide the 2023-2025 IT strategy

City of Raleigh

Mission

To build a stable platform of evolving services for our community through which we champion positive and sustainable growth and realize visionary ideas for all.



Mission



City of Raleigh IT

Support community growth and enable prosperity for all by cultivating partnerships to efficiently deploy, secure, and sustain exceptional technology solutions.



To pursue world-class quality of life by actively collaborating with our community towards a fulfilling and inspired future for all.



Vision

Trusted and respected as an innovative technology leader in the digital evolution of municipal services.



- > Arts and Cultural Resources
- > Economic Development & Innovation

Key

- Growth & Natural Resources
- Focus > Organizational Excellence
- **Areas** ➤ Safe, Vibrant & Healthy Community
 - > Transportation and Transit



Guiding

Principles

- Trust
- User centricity
- Innovation
- Engaged Staff
- Simplicity
- Security minded
- Sustainability

Guiding principles will be IT's compass

IT Principle	IT Principle Statement		
Trust	We strive to establish high trust through leadership, collaboration and transparency with our partners in achieving strategic goals.		
User centricity	We deliver best experiences to all users through services, products and empowerment.		
Innovation	We seek innovative and effective ways to use technology to deliver business value, both improvement of current services and implementation of new services.		
Engaged Staff	We foster a resilient, curious and innovative workforce through effective communications, training, and growth opportunities.		
Simplicity	We maintain capability levels and create solutions that aim to reduce operational complexity and minimize technical diversity.		
Security minded	We will provide a secure environment for our organization that is resilient and accessible		
Sustainability	n to provide sustainable enterprise benefits by focusing on continuous improvement, tewardship, and risk management.		

Improving stakeholder satisfaction requires understanding current state

IT Satisfaction Scorecard: Department Report / City of Raleigh

INFO~TECH

IT Satisfaction Scorecard





Understands Needs Satisfaction with IT's understanding of you

Relationship

trending unavailable

Executes Requests quests and meets your needs.

trending unavailable

Communicates Effectively Satisfaction with IT communication trending unavailable

Trains Effectively trending unavailable

Security Friction Remote/Mobile Device Data Access Friction is

Business Satisfaction a	and Importance	for Core Services
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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	
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	trending unavailable	11™
Work Orders	Satisfaction with small requests and bug fixes	trending unavailable	13™
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	(84°) trending unavailable	2 ND
IT Security	Satisfaction that organizational devices and data are properly secured.	(84°) trending unavailable	1 ST
Data Quality	Satisfaction with providing reliable and accurate data	(82°) trending unavailable	8™
Devices	Satisfaction with desktops, laptops, mobile devices etc.	trending unavailable	10™
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc	trending unavailable	6™
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	75° trending unavailable	12™
Business Apps	Satisfaction with applications and functionality	74* trending unavailable	4 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	74* trending unavailable	5™
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	trending unavailable	9™
Projects	Satisfaction with large department or corporate projects	73° trending unavailable	6™
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	trending unavailable	3 RD

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

IT Key Initiatives

- Data and Analytics Strategy development
- Assessment and delivery of Key IT **Innovation Initiatives**
- Overall focus on advancing IT stakeholder satisfaction

Self-assessment of IT core process effectiveness identified improvement opportunities

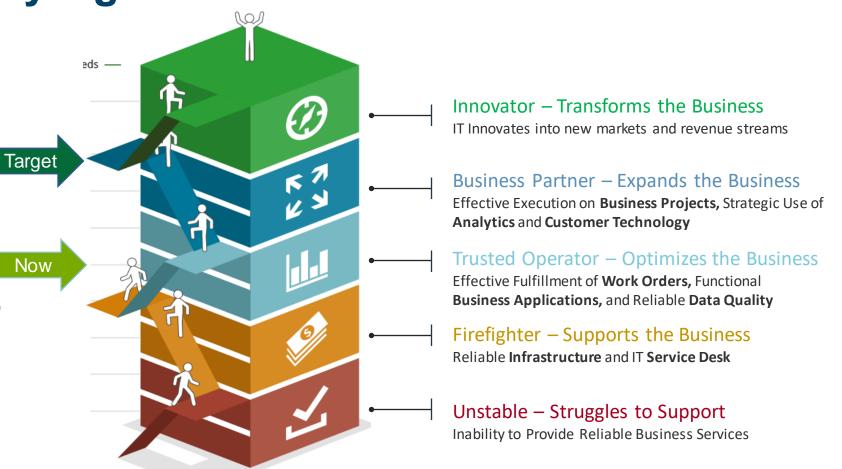
IT will focus on improving key internal processes to enhance our service delivery and performance

- Business Intelligence and Reporting
- Cost Optimization
- Data Quality
- Enterprise Architecture
- Manage Service Catalog
- Organizational Change Management
- Performance Measurement
- Requirements Gathering

IT strategy targets improvement in maturity level to best support City's goals

IT Strategy and Key Initiative Plan includes those needed to support key city objectives.

The plan also contains projects and initiatives focused on improving our most important core processes and capabilities, aimed at transforming IT's role into a Trusted Business Partner for the future of the City.



Info-Tech Insight

Higher is not always better for every organization. Climbing the ladder comes at a cost, and being an innovator can be very expensive. Be pragmatic in selecting your target IT maturity.

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

Today's CIOs have three key mandates:

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



Strategic Goals to be THE Partner of Choice



Goal	Goal Statement		
Workforce Empowerment	 Promote a desirable work environment and culture to attract and retain an engaged and skillful IT workforce Nurture a professional growth mindset 		
Support Strategic & Community Initiatives	 Contribute technology expertise across all Strategic Plan Key Focus Areas Advance initiatives serving the community through the thoughtful application of technology 		
Enhance Operational Excellence	 Cultivate technology processes and capabilities that are modern, scalable, reliable, and secure supporting current and future strategic initiatives Focus on and improve IT Governance process maturity 		
Lead and support IT innovation	 Provide leadership in Technology innovation to advance organization goals, initiatives and outcomes. Develop innovative and effective solutions to improve the community and employee experience 		
IT Security Maturity	COMMUNITY data and information systems		
Data-driven Culture	 Champion a data-driven culture to improve decision making through enhanced data and analytics capabilities Mature capabilities to improve data protection and accessibility 		

- Transparently partner with stakeholders to maintain alignment and deliver Business Excellence
- Foster a "Trusted Partner" mindset with the business by providing the right solutions at the right time

Key initiatives continue to directly align to the success of City Priorities and Initiatives

Key Focus Areas	Achieved through	City Objectives	Support	IT Goals
Arts and Cultural Resources		 Cultivate Raleigh's cultural position Develop cultural tourism opportunities Utilize parks/green spaces as cultural hubs 		Be THE Partner of Choice
Economic Development & Innovation		 Attract talented, engaged workforce Cultivate an innovative and entrepreneurial culture Community business development Develop amenties and infrastructure to expand job opportunities 		Workforce Empowerment
Growth & Natural Resources		 Protect and improve environmental resources Capital Area Greenway Master Plan Improve environment through innovation and technology Comprehensive environmental stewardship 		Support Strategic & Community Initiatives
Organizational Excellence		 Identify opportunities to improve efficiency, effectiveness, and equity Financial stability Recruit, develop, and retain a diverse, high-performing workforce Embed equity in all we do 		Enhance Operational Excellence
Safe, Vibrant & Healthy Community		 Inclusive community engagement Promote a safe and vibrant atmosphere Preserve and increase the housing supply Promote walkable, accessible neighborhoods 		Lead and support IT innovation
		 Enhance community members' quality of life Build trust, transparency, and accountability in the City's policing services 		IT Security Maturity
Transportation and Transit		 Unified and coordinated transportation and land use vision Enhance the multi-modal transportation network Improve the safety of the City transportation network Implement intelligent transportation and emerging technology solutions Implement equitable transportation programs and services 	V	Data-driven Culture

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IT Business Plan Timeframe

IT is dedicated to holding frequent check ins throughout the year to ensure the strategy team and all stakeholders are communicated on any changes or updates regarding the IT strategic initiatives.

This includes:

- Quarterly meetings with IT Team on progress of initiatives.
- Surveys provided to stakeholders for feedback.
- Updates made to plan as needed to ensure it is proactive in addressing changes to the City's strategy or direction.

