

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



City of Raleigh IT



Guiding principles will be IT's compass

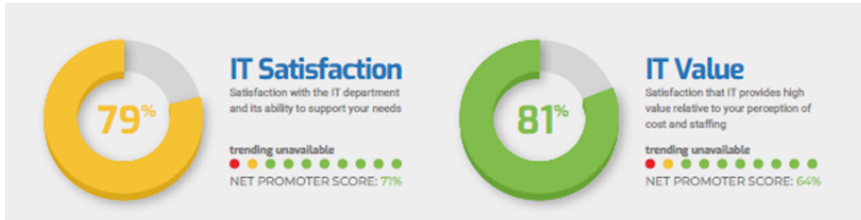
IT Principle	IT Principle Statement
Trust	We strive to establish high trust through leadership, collaboration and transparency with our partners in achieving strategic goals.
User centricity	We deliver best experiences to all users through services, products and empowerment.
Innovation	We seek innovative and effective ways to use technology to deliver business value, both in 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	We aim to provide sustainable enterprise benefits by focusing on continuous improvement, fiscal stewardship, and risk management.

Improving stakeholder satisfaction requires understanding current state

IT Satisfaction Scorecard : Department Report / City of Raleigh

INFO~TECH
RESEARCH GROUP

IT Satisfaction Scorecard



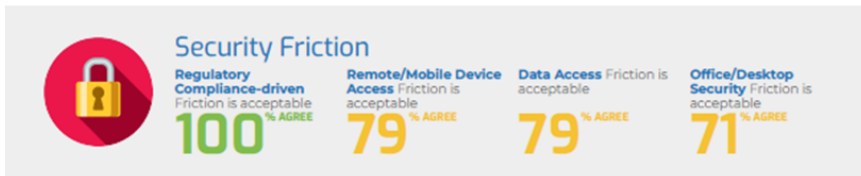
Relationship

82% **Understands Needs**
Satisfaction with IT's understanding of your needs.
trending unavailable

82% **Communicates Effectively**
Satisfaction with IT communication.
trending unavailable

81% **Executes Requests**
Satisfaction with the way IT executes your requests and meets your needs.
trending unavailable

74% **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
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	89% trending unavailable	11 TH
Work Orders	Satisfaction with small requests and bug fixes	89% trending unavailable	13 TH
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 TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	80% trending unavailable	10 TH
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc....	77% trending unavailable	6 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	75% trending unavailable	12 TH
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 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	74% trending unavailable	9 TH
Projects	Satisfaction with large department or corporate projects	73% trending unavailable	6 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	69% 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

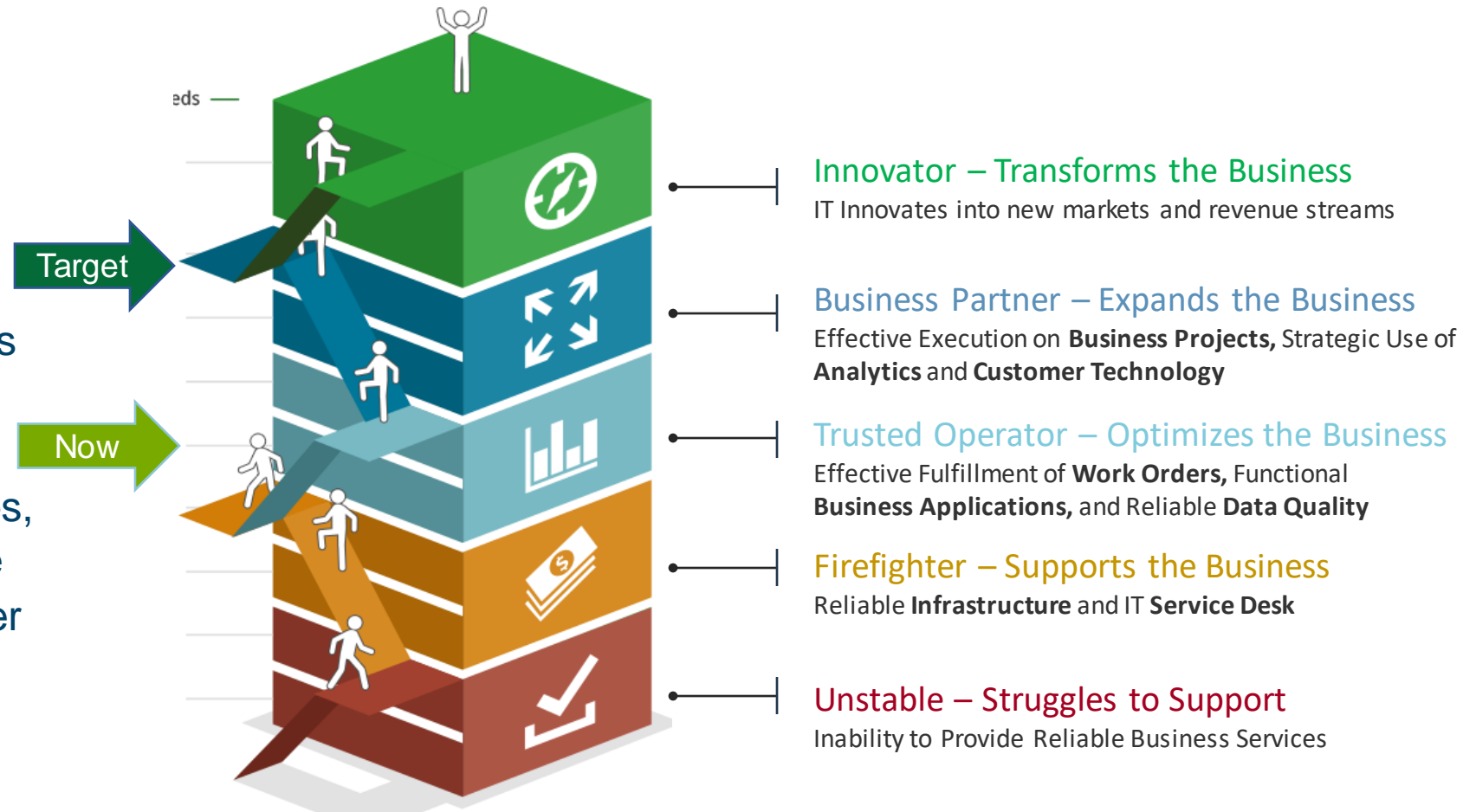
**IT will focus on improving
key internal processes to
enhance our service delivery
and performance**

- **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.

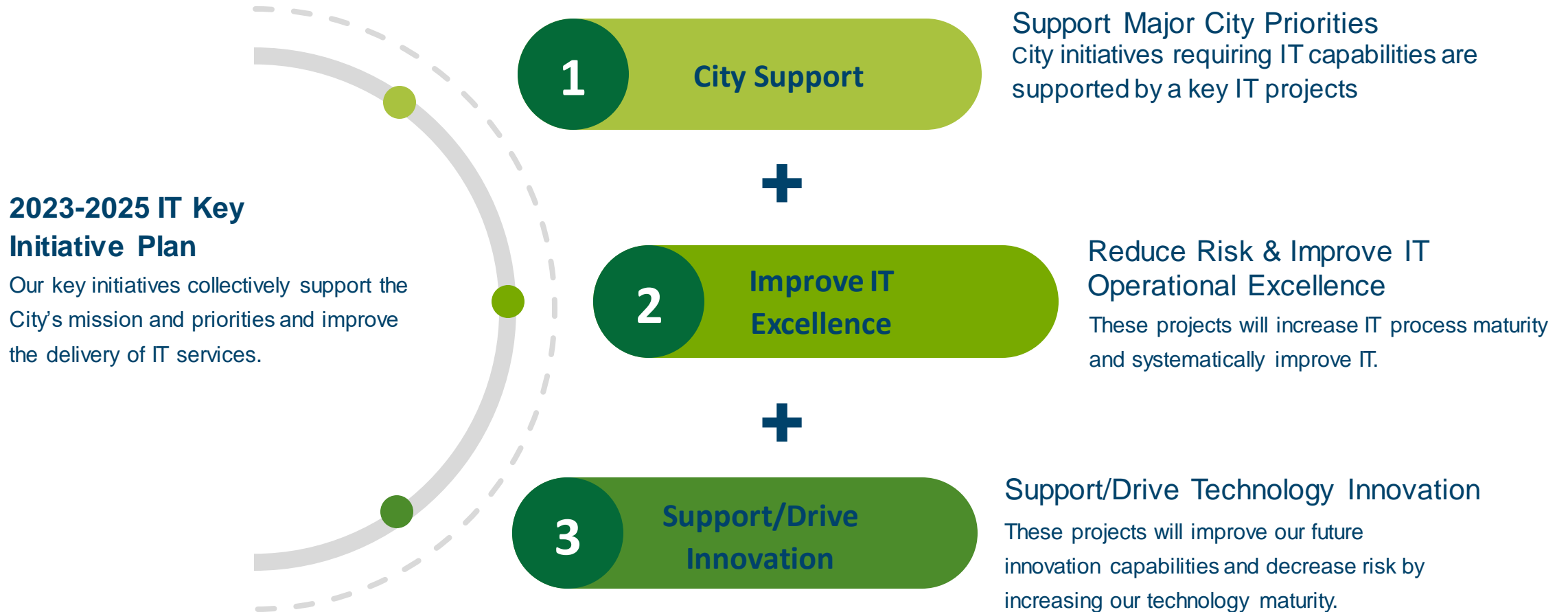
The plan also contains projects and initiatives focused on improving our most important core processes and capabilities, aimed at transforming IT's role into a Trusted Business Partner for the future of the City.



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

Today's CIOs have three key mandates:

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



Strategic Goals to be THE Partner of Choice



Goal	Goal Statement
Workforce Empowerment	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Contribute technology expertise across all Strategic Plan Key Focus Areas Advance initiatives serving the community through the thoughtful application of technology
Enhance Operational Excellence	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Strengthen trust in our security practices that protect our employee & community data and information systems Strike balance between enterprise risk appetite and acceptable friction
Data-driven Culture	<ul style="list-style-type: none"> 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

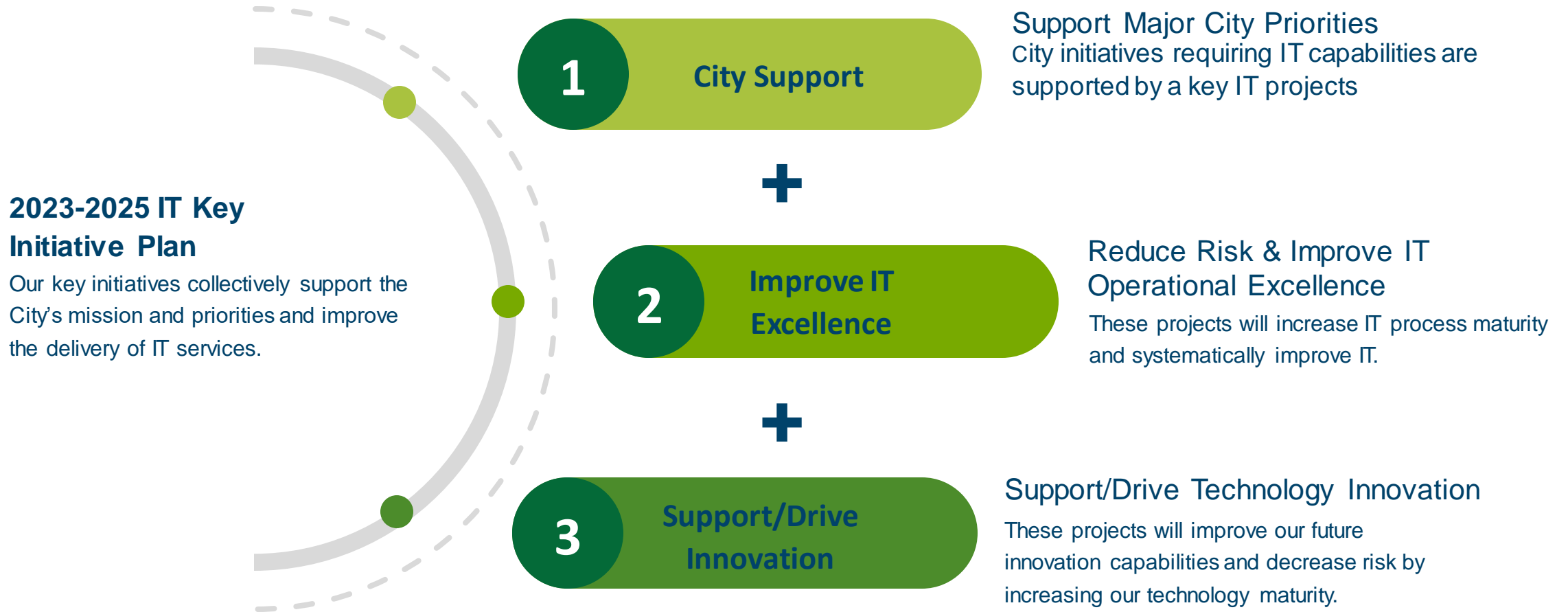
Key initiatives continue to directly align to the success of City Priorities and Initiatives



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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.

