Citywide Technology Strategic Plan
Executive Summary

CITY OF CHANDLER, AZ | JANUARY 16, 2017

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INTRODUCTION

The City of Chandler was founded in 1912 and incorporated in 1920. Since its early beginnings, the City has been a vibrant, diverse community. In recent years, Chandler's borders have expanded and population has boomed – by over 34% from 2000 to 2010, and from approximately 237,000 in 2010 to nearly 250,000 in 2016.

Today, Chandler is proud to be known as part of the innovation and technology hub of the southwest. The City is home to companies focused on advanced business services, aerospace, life sciences, sustainable and high technology research, and manufacturing. The City of Chandler has been voted one of Money Magazine's "100 Best Places to Live" and has been named by AARP and the Alliance for Youth respectively as among one of the "5 Great Places to Live (and retire)" and "100 Best Communities for Young People." It has earned the following additional distinctions:

- Top 10 Best City for Families (*Livability.com*, 2015)
- Top 10 Safest Cities (*Law Street Media*, 2015; *Movoto Real Estate*, 2014; *Business Insider*, 2013)
- Top 50 Meeting Destinations in the United States (*Cvent.com*, 2014)
- Best City to Find a Job (*WalletHub.com*, 2015)
- Best City for Millennial Job Seekers (*WalletHub.com*, 2015)
- Best Places in the Country for Tech Start-ups (American Express Open Forum, 2012)

The City relies, in part, on information technology (IT) to ensure safe neighborhoods; attract new businesses, visitors, and job seekers; and deliver other essential government services – all while maintaining the second lowest average residential total cost for municipal services and local taxes in the Valley. With equal pressures to be a leader in technology and a low cost provider of government services, in June 2016 the City engaged Plante & Moran, PLLC (Plante Moran) to facilitate the development of this citywide Technology Strategic Plan to:

- Define a unifying vision and specific goals for technology at the City
- Establish a governance structure to guide future technology investments, including a standard and repeatable process for reviewing, approving, and prioritizing technology projects

PLANNING BACKGROUND AND METHODOLOGY

The last strategic technology plan was developed in 2004 and is now out of date. The development of this plan was a deliberate, collaborative effort led by the City's Information Technology Oversight Committee (ITOC), with representatives from every city department. It represents a citywide vision for technology and addresses several key recommendations of the 2015 IT Assessment conducted by Plante Moran.

- **Develop a citywide IT strategic plan.** This plan establishes a vision and mission for technology at the City and defines specific goals and supporting strategies to guide technology investment decisions.

- **Review and refine the citywide IT governance model.** This plan refines and the City's two-tier governance structure and process consisting of an executive Information Technology Oversight Committee (ITOC) and Business Services Committee (BSC).

- **Implement a formal project portfolio management process**. Working in close collaboration with Plante Moran, the City's ITOC established a standard and repeatable process with clear criteria to categorize, evaluate, approve, and prioritize IT-related projects.

- **Clarify project managers' scope of authority and refine job responsibilities.** In addition to establishing a new IT governance structure and process, this plan clarifies the implementation roles and responsibilities of project stakeholders, including the project manager.

It also establishes a strong foundation for IT Service Delivery to continue its efforts to implement other significant recommendations of the IT Assessment.

- Clarify the definition of a "project" and introduce level categories
- Rollout a standard methodology for project management
- Provide project management awareness training to city executives and project stakeholders
- Create business liaisons for customer departments
- Work with departments to define meaningful performance metrics and establish a performance management plan

The citywide technology plan was created using the following two-phase approach.

1. **Strategic Visioning.** Informed by the results and recommendations of a 2015 IT assessment conducted by Plante Moran and interviews with the City Mayor and Council, City Management, and other selected stakeholders, Plante Moran worked with the Information Technology Oversight Committee to develop a citywide vision and specific goals for technology. Plante Moran worked with the Information Technology Division to translate these goals to specific supporting strategies.

2. **Governance Planning.** Plante Moran facilitated a series of workshops with the Information Technology Oversight Committee during which the committee identified project evaluation criteria aligned with the new technology vision and goals. Plante Moran then worked with the Information Technology Division to refine these criteria and create a standard, repeatable process for reviewing, approving, and prioritizing technology projects.

STRATEGIC DIRECTIONS

A **vision** statement expresses an aspirational image of the future that an organization is trying to achieve. A **mission** states the core purpose for the use of technology. A **goal** is a statement of "what" an organization wants to accomplish, while a **strategy** describes generally "how" it is to be accomplished.

The following illustration presents the City's new technology vision, mission, goals, and associated strategies.

Vision	The City of Chandler utilizes technology to support innovations that enable the City to work smarter and better engage with the community.
Mission	To provide reliable, sustainable technology systems and services that support services to citizens and customers, promote operational efficiencies, and mitigate risk.
Goals	1. Customer Service and Community Engagement 2. Operational Efficiency 3. Reliable and Sustainable Technology Systems and Services 4. Information Security and Privacy
Strategies	1. Support innovation in the delivery of government services and community engagement 2. Improve operational efficiency 3. Enable more timely and informed decision making 4. Mitigate legal, regulatory, safety, and compliance risk 5. Maintain the reliability and efficiency of systems and/or services 6. Enhance information security and privacy

TECHNOLOGY GOVERNANCE

Technology governance answers the questions, "Why invest? How do we manage our IT investment portfolio to: 1) align technology investments with business needs and priorities, 2) minimize risk, 3) optimize the use of resources, and 4) maximize realized value?" It is a shared, citywide responsibility. It is not technology management or technology operations, which remain the responsibility of the Chief Information Officer.

Technology governance is important because, fundamentally, it ensures the right technology investments are made at the right time at the right cost. It is the process of assessing, overseeing, and monitoring whether business outcomes are being achieved from technology projects. It has a number of benefits, such as:

- Ensures strategic alignment between technology investments and business priorities
- Maximizes the realized value of projects
- Monitors project and portfolio performance
- Minimizes project and portfolio risk
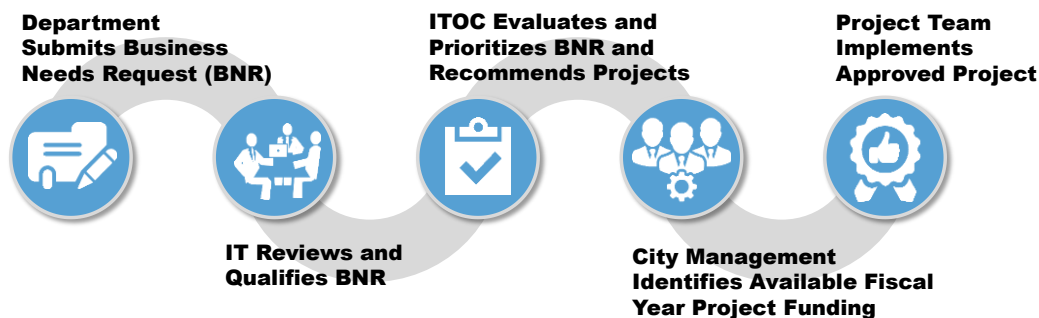- Effectively allocates limited resources

This Technology Strategic Plan establishes a two committee governance model to review, recommend, and oversee technology projects.

- **Information Technology Oversight Committee.** The ITOC operates under the authority of the City Manager and City Management team. Its membership includes the Director from each city department/division. It drives citywide technology direction, makes technology investment

recommendations to City Management in conjunction with the CIO, and provides ongoing oversight of ITOC related projects.

- **Business Services Committee.** The BSC operates under the authority of the City Manager and the Information Technology Oversight Committee. Its membership includes staff as appointed by department directors. It supports the City's operating divisions by reviewing, prioritizing, and evaluating technology projects; monitoring projects; and reviewing benefits realization as assigned by the ITOC.

The follow graphic illustrates the key steps in this governance model.

Department Submits Business Needs Request (BNR)

ITOC Evaluates and Prioritizes BNR and Recommends Projects

Project Team Implements Approved Project

IT Reviews and Qualifies BNR

City Management Identifies Available Fiscal Year Project Funding

NEXT STEPS

To implement this Technology Strategic Plan, the following approach is recommended:

1. Formally adopt the governance charters
2. Clearly define "ITOC projects" subject to the new governance process
3. Formalize the project request process
4. Train management and staff on the project request process high level project management process
5. Define and prioritize implementation projects
6. Obtain support for and communicate the technology strategic plan
7. Obtain funding
8. Reprioritize projects as needed
9. Maintain the plan

CRITICAL SUCCESS FACTORS

The following factors will be critical to the success of this Technology Strategic Plan.

1. **Continued Executive Support.** This Technology Strategic Plan was developed in close collaboration with the Information Technology Oversight Committee, representing every department within the City of Chandler. It is important that the ITOC gain support for the plan from the City Mayor and Council, elected officials, and City Management, and communicate the strategic directions outlined here to department managers and staff.

2. **Transparency.** The project evaluation criteria in this plan were developed to align technology investments with business priorities and technology goals, but also to provide transparency into how requested technology projects are selected and prioritized. These criteria should be clearly communicated to and well understood by city staff.

3. **Empowerment and Accountability.** The technology governance model outlined in this plan defines specific responsibilities for City Management, the ITOC, BSC, requestor departments, and the Information Technology Division. The City should clearly communicate these new accountabilities for project review, evaluation, prioritization, and approval. Each of these groups should feel empowered – as well as accountable – within their new roles to make decisions within their scope of authority.

4. **Business Partnership.** Just as this Technology Strategic Plan was developed in partnership with every city department, maintaining this plan will continue to be a partnership – among City Management, city departments, and Information Technology. The implementation projects that will result from this plan will be business projects – not isolated technology projects – and will require the perspectives, commitment, and willingness to collaborate from all departments and technology stakeholders.

5. **Measurement and Reporting.** Often quoted Peter Drucker once stated, "You can't manage what you don't measure." A key element of effectively evaluating the ongoing effectiveness of this Technology Strategic Plan will be measuring progress against the technology goals. The City should establish specific performance metrics for each of the technology goals and report progress regularly to the ITOC.

6. **Strategic Alignment.** This Technology Strategic Plan was developed in a point in time, in alignment with the City's business priorities. As these priorities change, so should the vision, mission, and goals of this plan be revisited.

7. **Innovation and Staffing.** A transition will be required in order to achieve the vision of utilizing "technology to support innovations that enable the City to work smarter and better engage with the community." This transition will move from its present state of technology to support low cost government services to a focus toward innovation balanced with maintenance of operations. This will have a significant impact on staffing and staffing requirements. The City will need to evaluate the staffing requirements and skillsets needed to support both the new governance structure and process, and the implementation projects resulting from this plan.

{Thank You!}

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Citywide Technology Strategic Plan
Roadmap

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FY 17/18	FY 18/19	FY 19/20
Requirements & Design/Scope/Discovery		
Licensing – Workflow Automation (Phase 2)	Electronic Agenda Management (eAgenda)	Citywide Central Cashiering (POS)
Onboarding	Digital/eSignature	
O365 Work Productivity Tools and eMail		
Large Implementation		
Learning Management System	Utility Billing System Upgrade (v4.0)	Electronic Agenda Management (eAgenda)
Licensing – Tracking & Online Application (Phase 1)	Licensing – Workflow Automation (Phase 2)	
	O365 Work Productivity Tools and eMail	
Medium Implementation		
Citywide Website Redesign	Onboarding	Digital/eSignature
Electronic Payment Processing (PEPPI)		
Department Implementation		
CAFR (Management Services)	Solid Waste RMS Replacement (MUD)	Fleet Management System (Admin Services)
Fire Records Management System (Fire)	SHARP Phase 3/4 - CIP	
Document Retention/Public Records Training		
GIS As-Built (T&D)		
RFP/Budget Analysis		
Utility Billing System Upgrade (v4.0)	Fleet Management System (Admin Services)	Time & Attendance Application Replacement
Solid Waste RMS Replacement (MUD)	Worker's Compensation (HR)	Budgeting Software Replacement (Mgt Services)
Pending		
SharePoint Administration Resource for Projects (SHARP) Phase 3/4 - CIP		