



INFORMATION TECHNOLOGY

IT Strategy



Raleigh

In Collaboration with  IDC ANALYZE THE FUTURE

Agenda



- The Need for an IT Strategy
- City of Raleigh IT Strategy Development
- Strategic Alignment
- Top 5 Initiatives
- IT Capabilities and Top Programs
- IT Organizational Transformation

The City needs a New IT Strategy

- IT must enable cost savings and innovation
- Leading city governments around the world leverage technology to position their city for the future
- Time is of the essence
- IT organizations must reinvent themselves
- The promise of smart cities can only be achieved by a pragmatic strategy

To Better Serve the City, IT Must Address Some Top Issues



Processes

- Access to IT is not standardized, sometimes unclear
- IT often forced to be reactive rather than proactive
- Project management inconsistently implemented
- Metrics must be validated
- Limited documented processes

Technology

- Independent business IT teams generate non-integrated and redundant solutions
- Technology is often an afterthought in business projects
- Security lacks automation in ERP system
- Need more automation tools for departments
- Enterprise architecture is achieved opportunistically

Data

- Siloed critical data
- Data tools support
- Dept fragmentation

Governance

- IT Governance not well communicated
- Some resistance to change
- Lack of policies
- Roles and responsibilities vary by project or are not formally defined
- Mandate to better plan for technology
- IT Value is not communicated to the business
- Governance viewed as optional
- Change management is a challenge

Talent

- Resource shortage
- Attracting and retaining talent
- Need more training and awareness programs
- Lack of digital talent

City of Raleigh Has Already Created and Implemented Significant IT Capabilities



IT Capabilities

Operations

- Application Management
- Network
- Web Management
- Telecommunications
- Quality Assurance
- Strategic Communications

Data Services

- GIS
- Open Data
- Databases
- Datacenter

Financial Optimization

- Procurement
- Resource Management
- Budget

Customer Experience

- Devices
- Service Desk
- Deployment
- Request Fulfillment

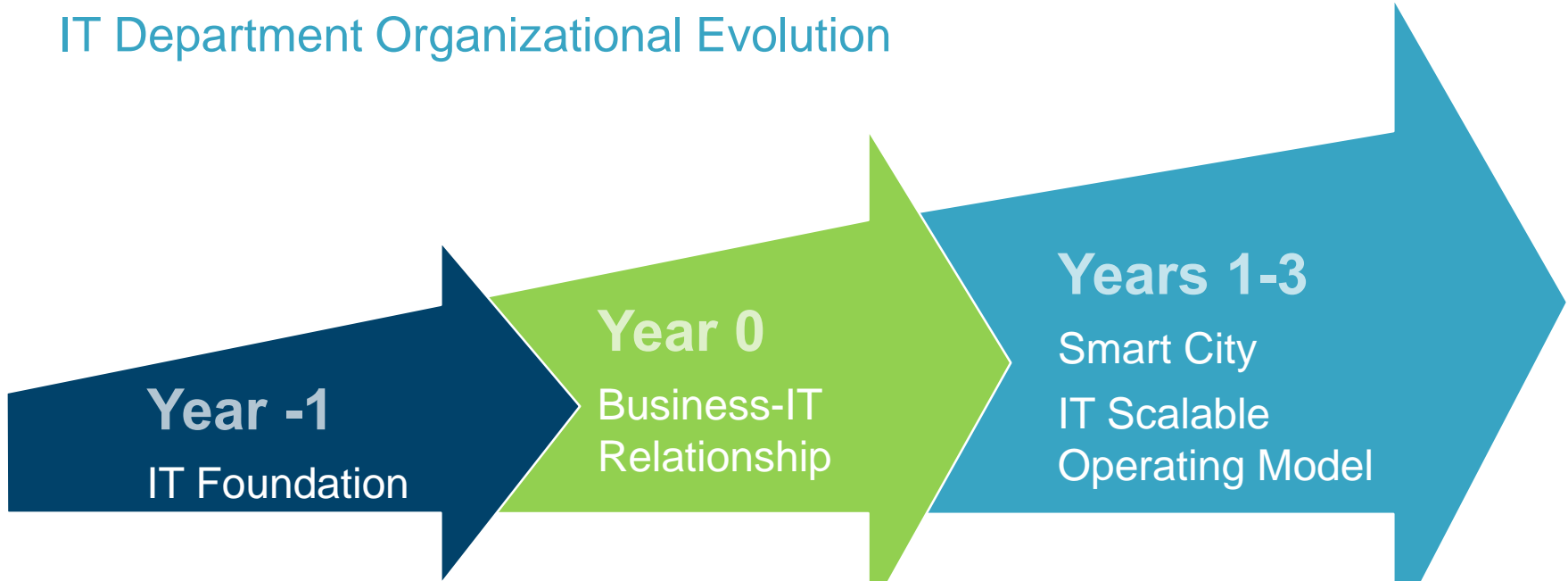
Security and Compliance

- License Management
- Incident Management & Response
- Threats Prevention
- Technical Security Services

Product & Portfolio Management

- Demand Management
- Project Management
- Project Road Mapping

IT Department Organizational Evolution



- Infrastructure
- Policies
- Application Refresh

- Security
- BRM
- Streamline Communications
- Procurement (VSMO)
- Data management

- Smart City Enablement
- Actionable Information
- Focused Enterprise
- Engaged Community
- IT Excellence

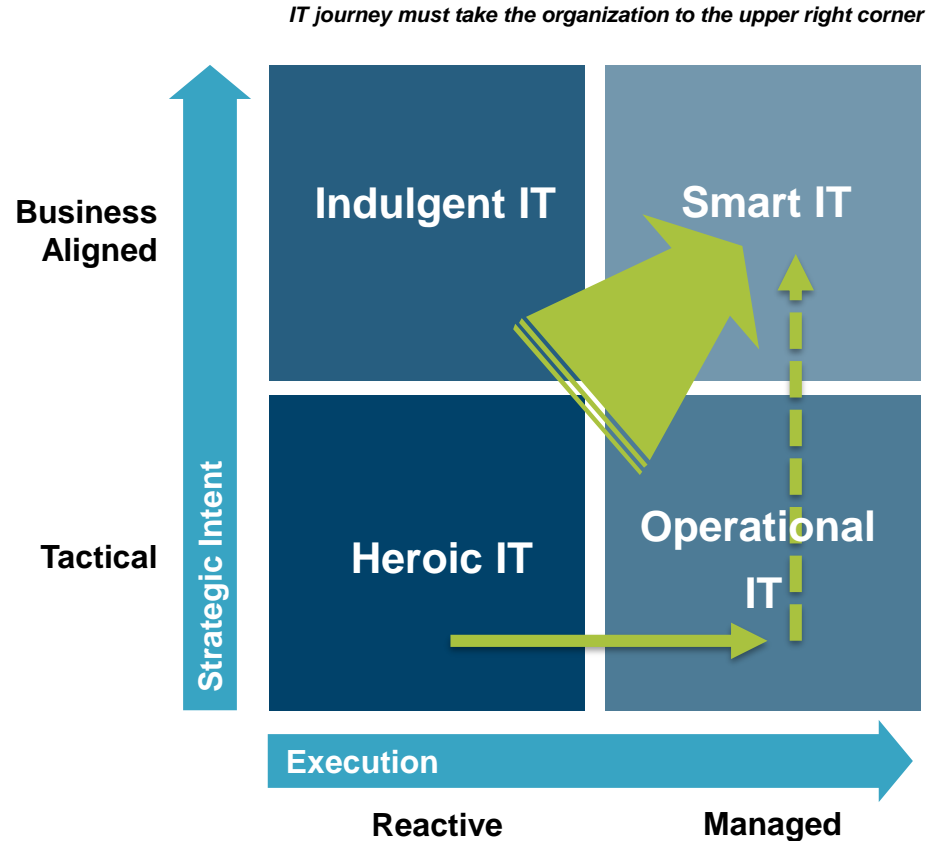
Shedding Light on IT Critical Success Factors



- Clear and efficient IT policy and governance
- Improve project management to “deliver more faster”
- Leverage consistent IT metrics
- Rigorous planning with the business
- Enterprise data management
- Infrastructure rationalization
- Elimination of redundant work
- IT as a single entity for better pricing and support from vendors
- Identify and accelerate standardization of IT
- Global and common systems increase to 80% of development

Key IT Department Requirements

Requirements	Description
Scale	IT must scale divided or siloed resources
Resources	With limited/insufficient resources, freeing up resources is critical
Funding	Investing for better and larger returns
Speed	Investing for speed
Governance	Information, risk, cost, brand/trust

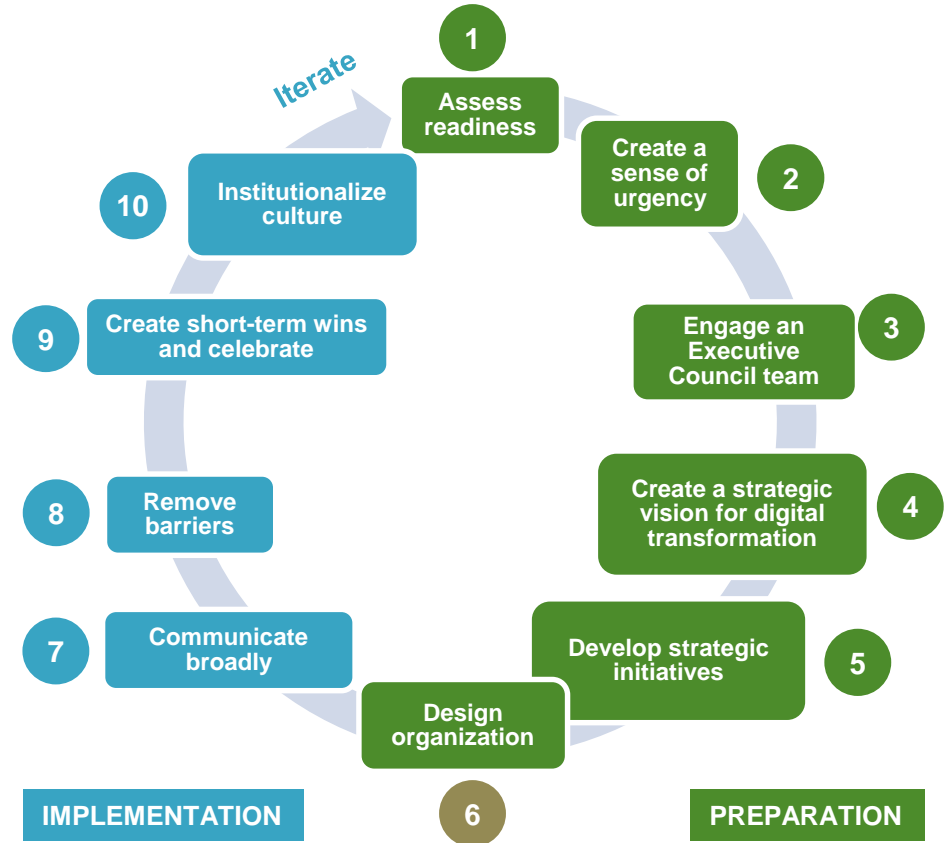


IT Transformation Approach

Iteration 1
Build Credibility

Iteration 2
Scale Up

Iteration 3
Scope Up



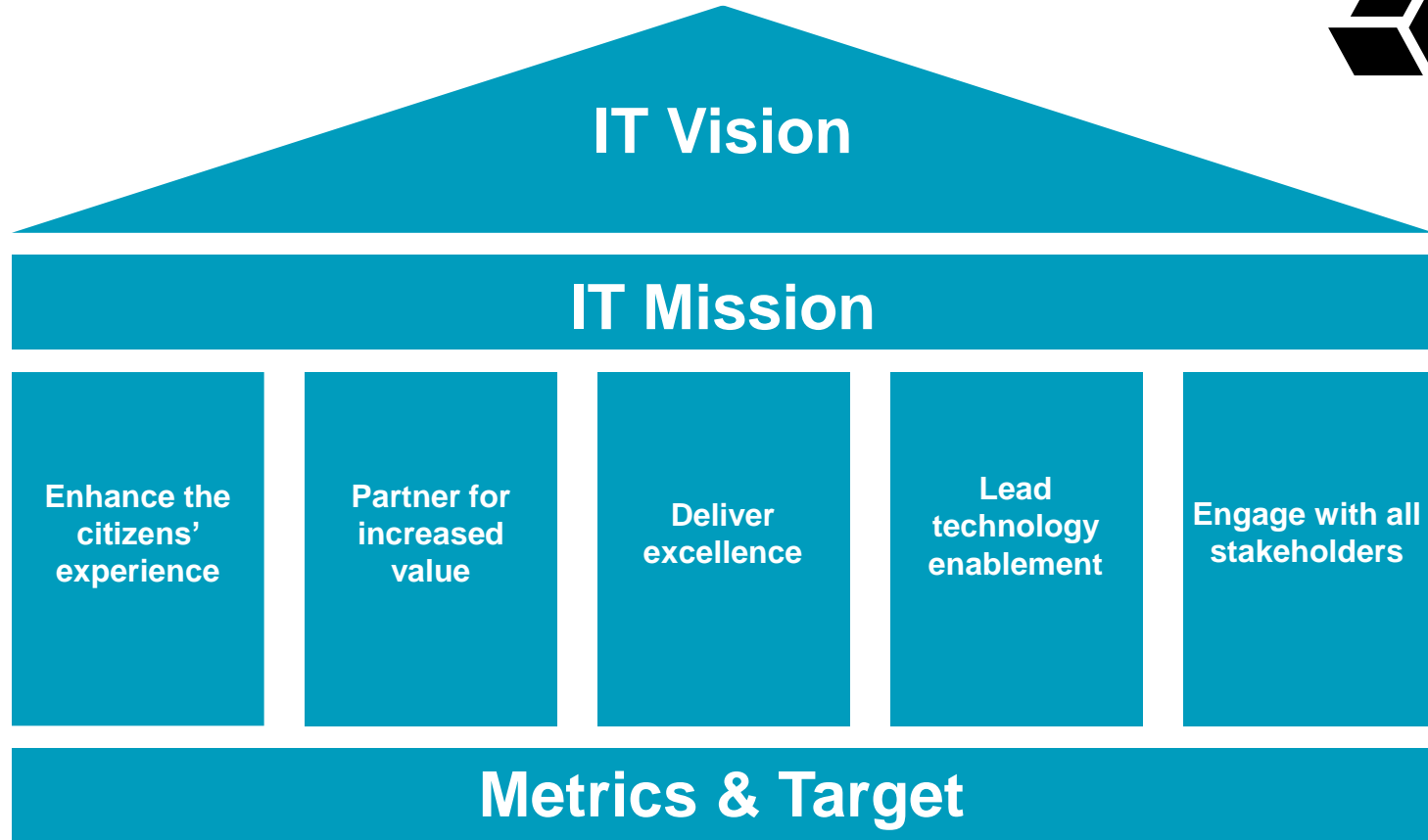


Deliver a world-class digital technology platform for the
City of Raleigh.

IT Mission



To consistently deliver digital solutions that provide the technical platform for City operations which enable our residents, employees, and businesses.





Enhance the citizens' experience

- Educate about IT services
- Better understand citizen's experience
- Increase IT flexibility
- Increase citizens' satisfaction



Partner for increased value

- Partner for increased value
- Create a Vendor and Sourcing Management Office.
- Centralize technology procurement for consistency, support, and administrative costs savings
- Renegotiate long-term agreements for flexibility and innovation
- Encourage/leverage competition between vendors
- Manage actively partners relationships



Deliver Excellence

- Establish the operational foundation for excellence
- Develop portfolio management and application inventory
- Optimize workforce with planning, training, and sourcing
- Improve product management
- Increase IT capabilities
- Increase IT flexibility
- Become more agile



Lead technology enablement

- Become a “pragmatic innovator”
- Embrace business IT organizations and create synergy around technology
- Create and animate a network of technology experts across the enterprise
- Elevate technology innovation from departmental silos to enterprise scope
- Leverage cloud services



Engage with all stakeholders

- Engage with all stakeholders and build credibility and trust
- Develop a business relationship model that provides better communication and encourages collaboration between departments and IT
- Develop a communication plan and become highly interactive
- Seek business buy-in/sponsorship for the IT strategy
- Establish positive relationships with a “can do” attitude and be easy to do business with

IT Metrics and Targets Must Ensure Successful Execution of IT Strategy



From

Where we
are Today

Major product success rates

Services catalog & Availabilities

Security & Privacy

Citizen Satisfaction / Experience

Communications & Engagement

Partnerships & IT Value

To

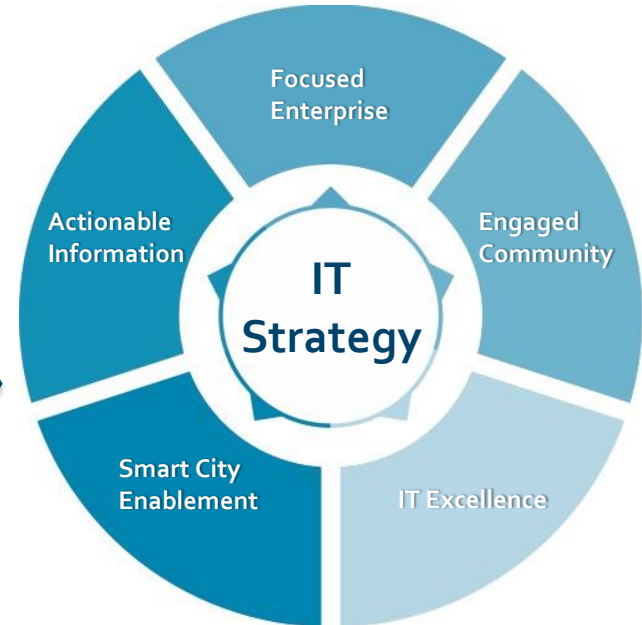
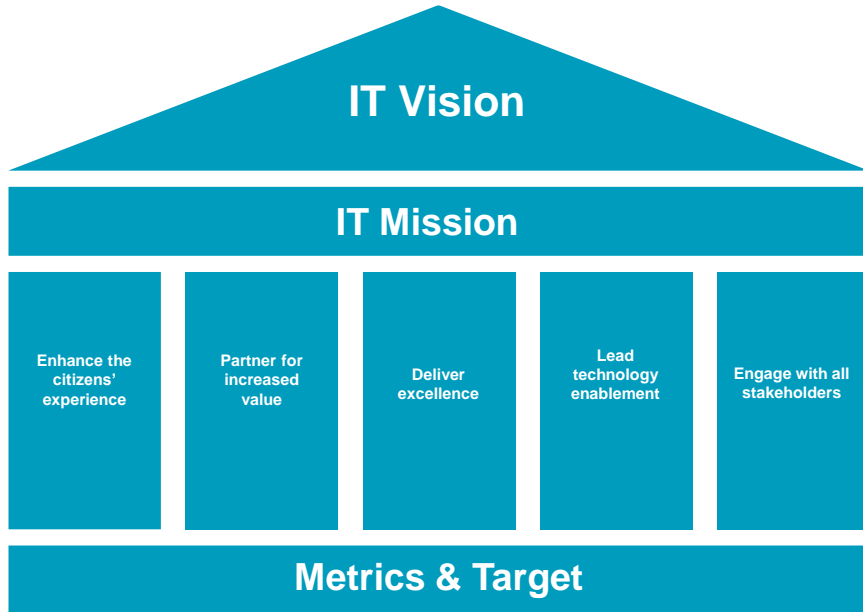
Where we
must be
tomorrow



- Right timeframe (<3 years)
- Right targets
- Right relevancy
 - Cost structure
 - Business benefit and ROI
 - Acceleration of business innovation
- Right IT strategy
- Right leadership team
- Right agility

Getting IT Right

Strategic Alignment Summary



Strategic Alignment

Vision > Mission > Priorities > Metrics

Five strategic initiatives to focus and orchestrate everybody's contribution

IT Strategic Alignment Allows Targeting of Essential Capabilities for the City



IT Vision

IT Mission

- Enhance the citizens experience
- Partner for increased value
- Deliver excellence
- Lead Technology enablement
- Engage with all stakeholders

Metrics & Target

Strategic Alignment

Vision > Mission > Priorities > Metrics

IT Strategy

- Smart City Enablement
- Actionable Information
- Focused Enterprise
- Engaged Community
- IT Excellence

Five strategic initiatives to focus and orchestrate everybody's contribution

Getting IT Right

Strategic Alignment Summary



Focused Enterprise

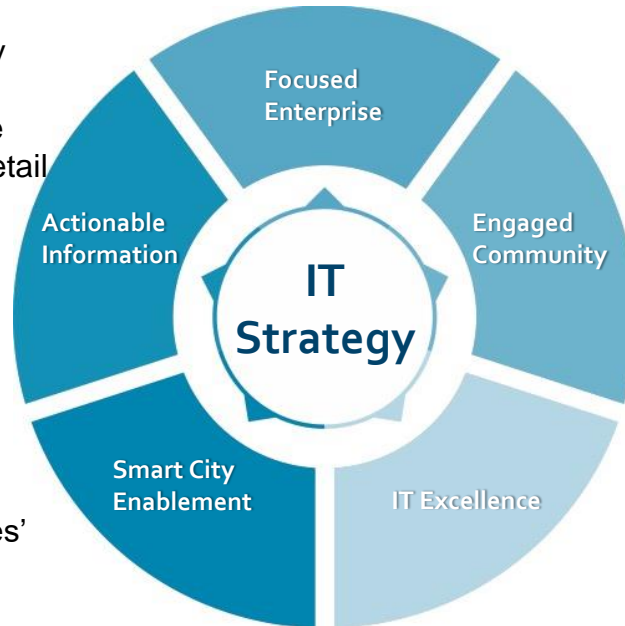
Increase efficiency and automation through enabling technology, engagement, and clarity of demand and measurement of services

Actionable Information

Provide citizens, leadership, and city employees across departments with information in the right format, at the right time, and at the right level of detail to support decisions

Smart City Enablement

Providing technology leadership to integrate and orchestrate Smart Cities' Systems of Systems securely, seamlessly, and efficiently

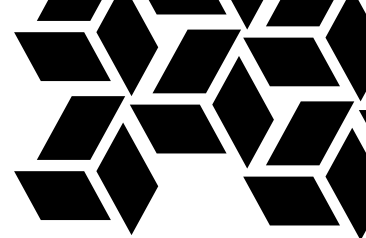


Engaged Community

Collaborate with and engage citizens, employees, customers, and partners to improve and optimize service delivery across the City

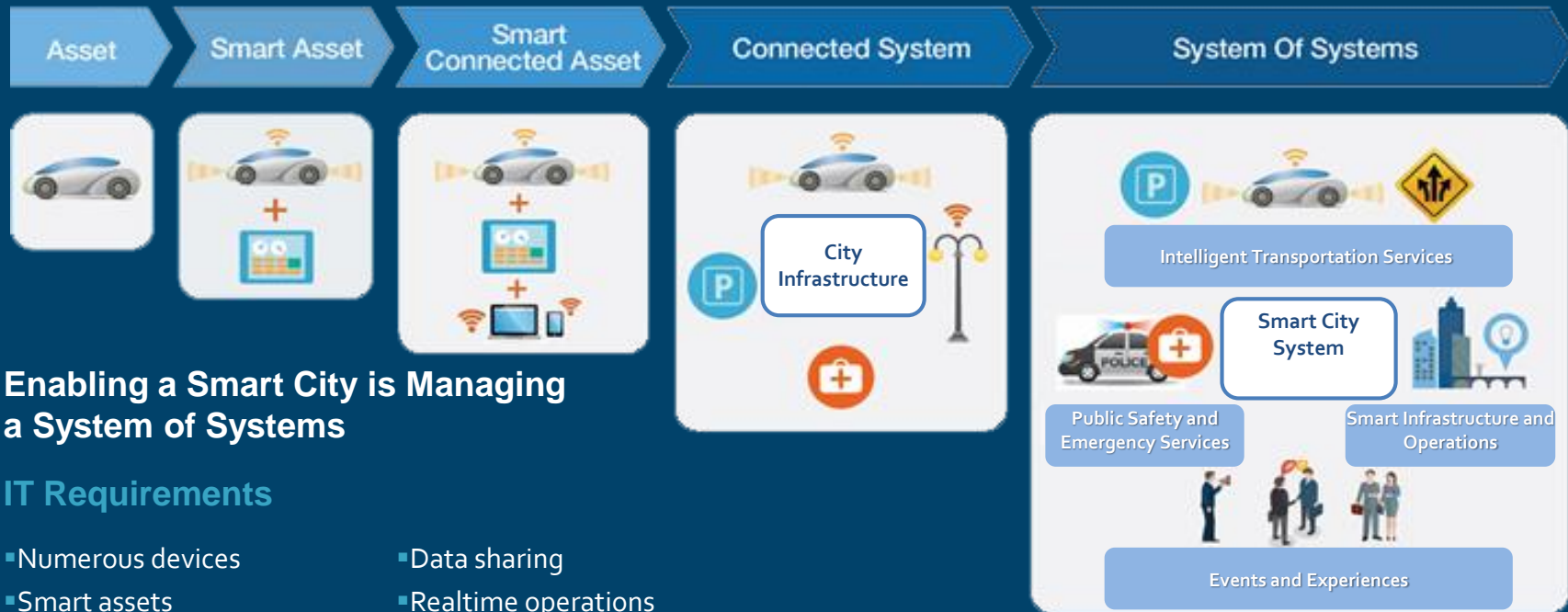
IT Excellence

Create, deploy, operate, and evolve technology capabilities to enable the enterprise while optimizing the return on technology



Smart City Enablement

Smart Raleigh Vision: To Be a World Class Leader in Technology-driven Urban Transformation



Enabling a Smart City is Managing a System of Systems

IT Requirements

- Numerous devices
- Smart assets
- Efficient network
- Robust infrastructure
- Data sharing
- Realtime operations
- Continuity and redundancy
- Millions of events

Source: IDC 2018

Actionable Information

Provide citizens, leadership, and city employees across departments with information in the right format, at the right time, and at the right level of detail to support decisions



- Comprehensive awareness of the state of the city and events affecting it.
- Decision-Making Augmentation to aid human decision makers with machine decision assistance
- Machine Decision-Making Automation to provide machine-driven process and decision-making automation with governance and human supervision.
- Data is an asset but its value must be developed, managed, and protected
- Open Data is provided to create value for both commercial businesses and citizens while reducing cost for the city.
- Intelligence is becoming ubiquitous and table stakes
- Comprehensive information governance and powerful data management
- Security, compliance, protection

Focused Enterprise

Increase efficiency and automation through enabling technology, engagement, and clarity of demand and measure of services



- Automation is critical to providing information in real time or quasi real time
- Business services catalog
- Business continuity
- Measuring everything
- Monitoring and reporting both the good and the bad to demonstrate the value of IT

Engaged Community

Collaborate and engage citizens, employees, customers, and partners to improve and optimize service delivery across the City



- Provide a better experience, drive down costs and increase efficiency, and put more capabilities in the hands of employees to better serve the community by working as a team.
- Seek input and contribution from all players
- Engage in forums and hackathons
- Leverage a design approach for creating value and meaning to people.

IT Excellence

Create, deploy, operate, and evolve technology capabilities to enable the enterprise while optimizing the return on technology



- Right leadership team and right people
- State-of-the-art IT environment
- Product and Portfolio management to drive both effectiveness and efficiency.
- Business and IT partnership
- External partnership

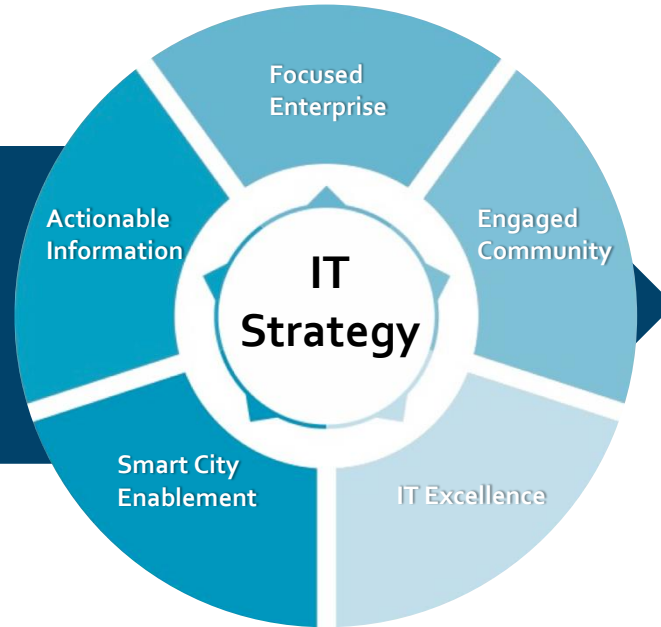
Delivering Best-in-Class IT Capabilities

IT Vision

IT Mission

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Metrics & Target

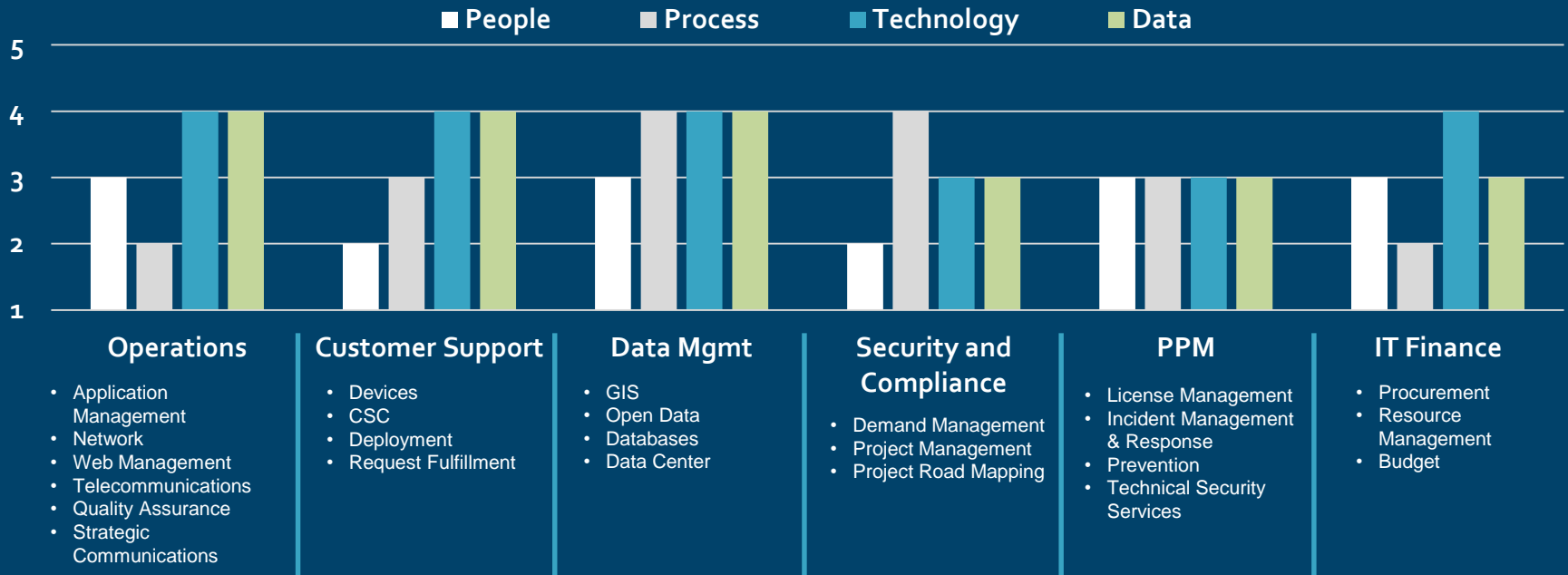


IT Capabilities

- Operations
- Customer Experience
- Data Services
- Security and Compliance
- Financial Optimization
- Product & Portfolio Management

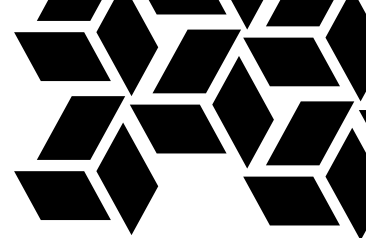
Enabling the IT organization to create, implement, and operate essential IT capabilities for the City

IT Capability Inventory and Maturity Assessment



Maturity varies from 1 –Reactive to 5- Optimized

Source: IT Strategy Assessment and Analysis Deliverables - MorganFranklin Consulting- Nov 2017 and IDC Analysis 2018



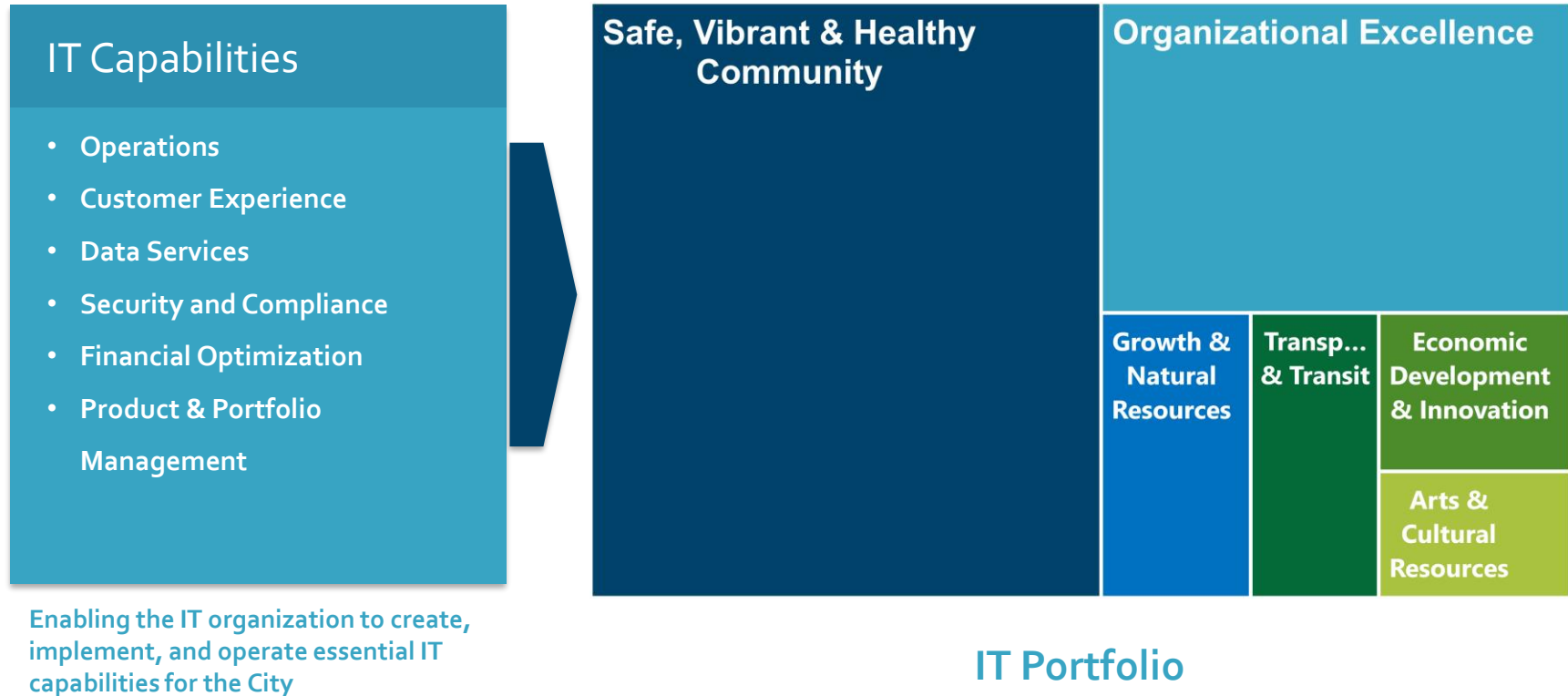
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IT Capabilities Are Prioritized with IT Portfolio



IT Portfolio Is about Business Leadership

- Safe, Vibrant & Healthy Community
- Organizational Excellence

Safe, Vibrant & Healthy Community		Organizational Excellence	
Police Body Worn Camera, \$1,482,355	Push 2 Talk, \$727,400	RaleighNC.gov Refresh, \$500,000	Office 365 SharePoint, \$385,565
	Emergency Police Dispatch System, \$384,894	ePerformance-eCompensation, \$290,000	

Summary



- **Technology is interwoven into the fabric of everything**
- **City of Raleigh has established an IT Strategy to make technology an asset and an enabler of the city strategy**
- **Everybody's partnership and collaboration is critical to attainment**
- **IT strategy is not about technology but about the success of the City of Raleigh**

The City of Raleigh Embarks on a New IT Strategy to Support its Vision and Realize Its Priorities



The City of Raleigh IT Strategy leverages five strategic initiatives to focus and orchestrate the contribution of everybody thus allowing the IT organization to create, implement, and operate the needed IT capabilities



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Thank You



Raleigh