LEE'S SUMMIT
MISSOURI

# 2013-2018
# IT STRATEGIC PLAN
# DRAFT

REV:
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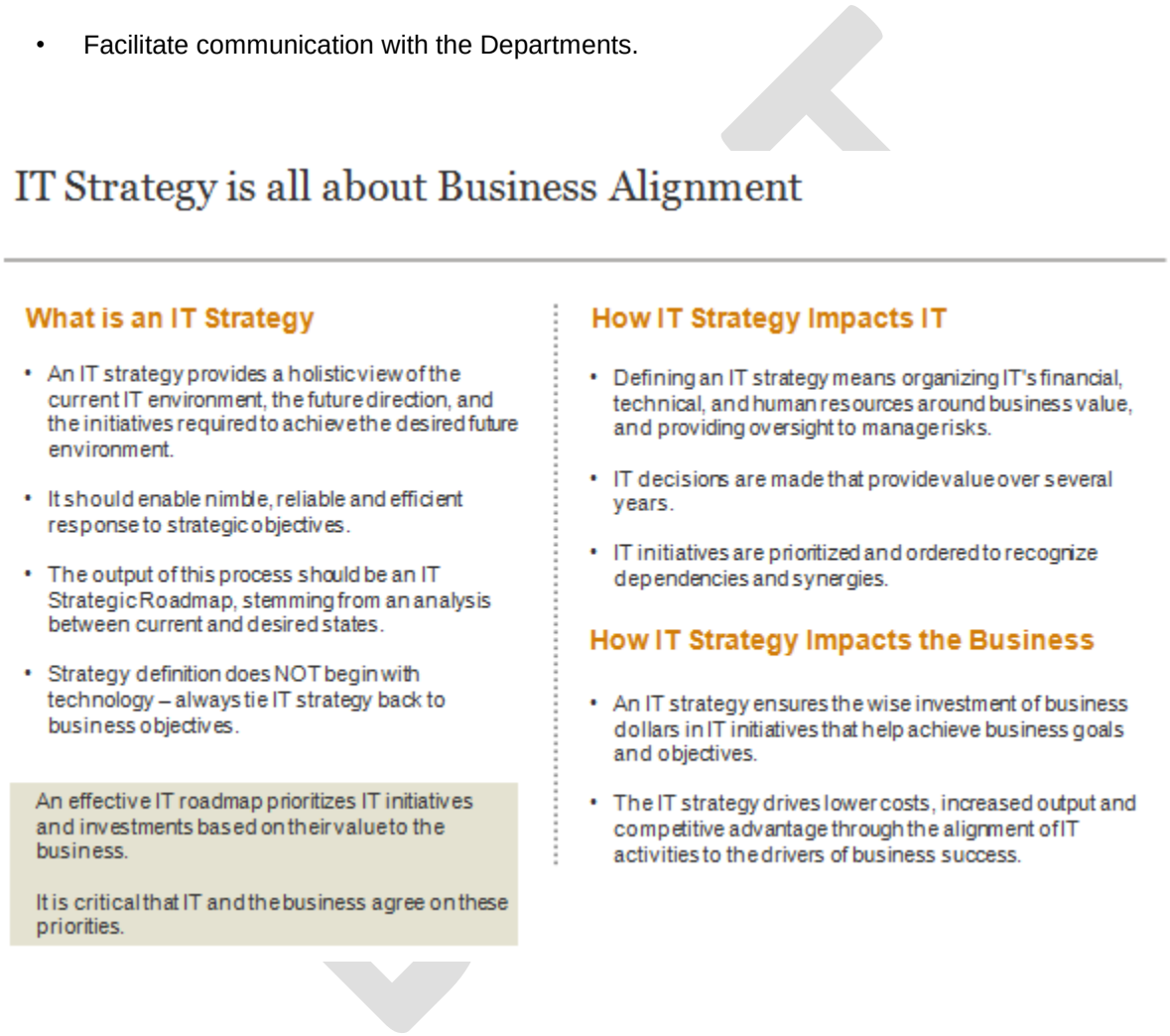
PREPARED BY:
Office of Information Technology

TEAM:
**Randy Dickey**
Former CTO
**Steve Marsh**
CTO
**Cathy Loveland**
Asst. Director, Application Management Services
**Bryan Hall**
Manager, Enterprise Technology Services

## EXECUTIVE SUMMARY

An effective IT strategy enables City goals and seeks to improve the IT department's alignment with the Departments. The strategy we have developed will:

- Maximize IT's alignment with City of Lee's Summit and Department goals.
- Provide an initiative roadmap linked to specific objectives.
- Facilitate communication with the Departments.



## CONTENT SUMMARY

This document outlines the Office of Information Technology's overall strategy for the next 3-5 years.

It includes the following documents:

- City Goals and Environmental Drivers
- The Current State of IT
- The Five Big Moves in IT
- Additional IT Initiatives
- IT Strategic Roadmap
- Communication Plan
- Appendix: Supporting documents and findings

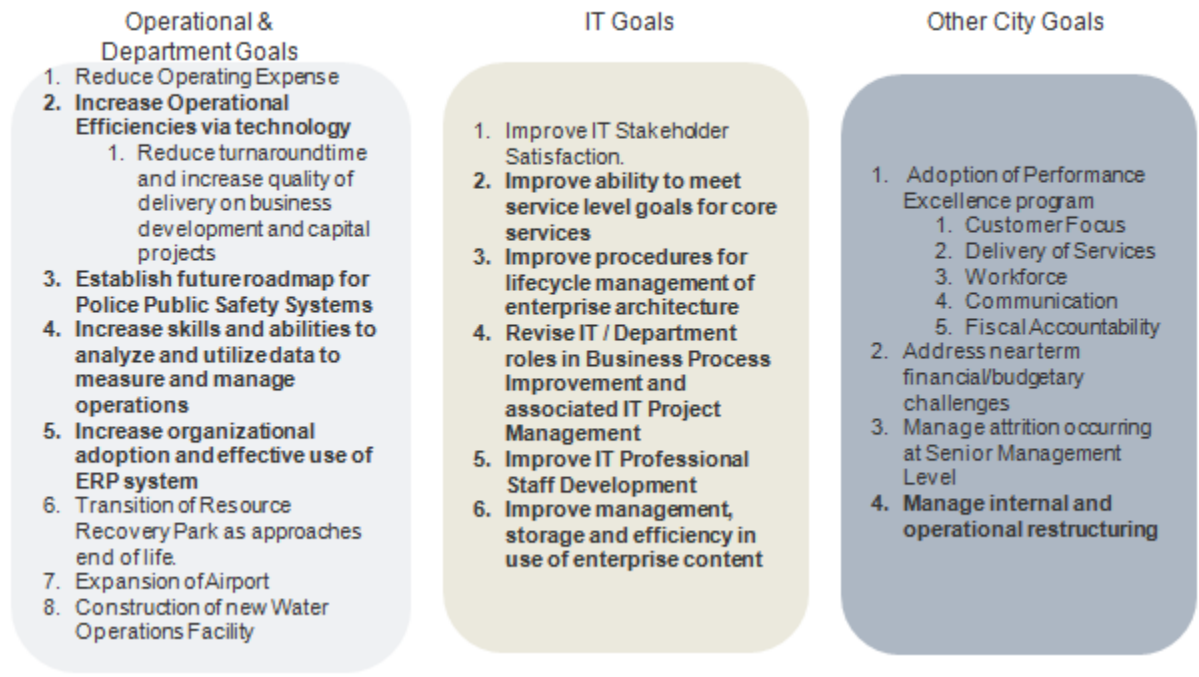
## CITY GOALS AND ENVIRONMENTAL DRIVERS

### POLITICAL – SOCIAL – ECONOMIC – TECHNOLOGICAL MACRO TRENDS


**SOURCES:**

- *IT Key Stakeholder Vision Survey Results*
- *Management Team Interviews*
- *City IT Leadership Team Input*

## SUMMARY OF KEY FINDINGS & GOALS:




These key findings and goals are not inclusive of all City, Department and IT Goals. They are representative of key findings and summary goals which were identified as most relevant to the overall future strategy.

BOLD items indicate those which specifically contributed to key proposed IT initiatives further development in the plan.

**SOURCES:**

- *IT Key Stakeholder Vision Survey Results*
- *Management Team Interviews*
- *Department Leadership Team Interviews*
- *City IT Leadership Team Input*
- *Performance Excellence Business Plan*

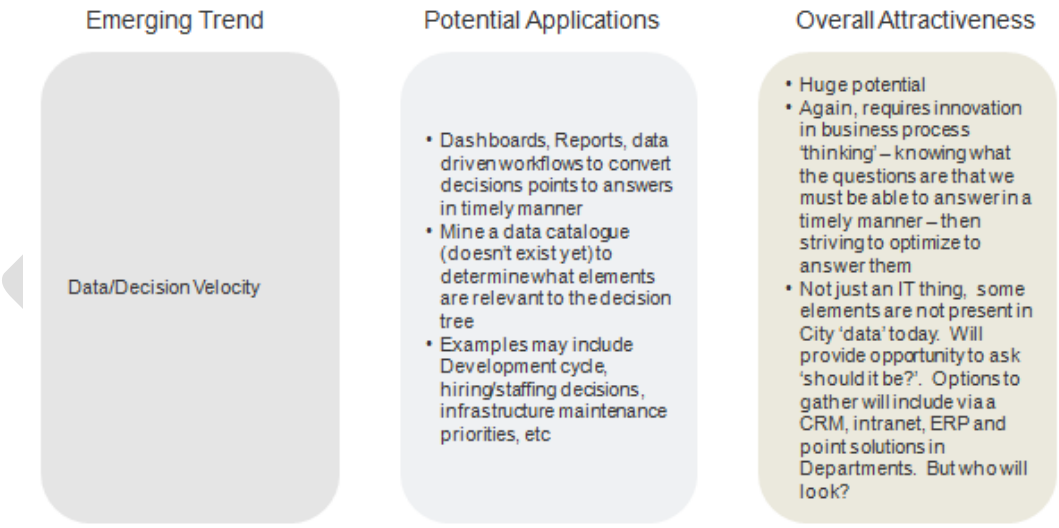
## EMERGING TRENDS ASSESSMENT

An assessment of emerging trends from the broader, external IT environment was conducted as part of the planning process. Multiple sources of IT trends were reviewed and themes which may be relevant or influential to the organization specifically and local government in general were evaluated. Note that not every theme was considered in detail and identification of future trends is a subjective and predictive process; which warrants re-evaluation on a routine basis.

The following trends were identified and given further consideration as they likely should and will influence the future direction and utilization of technology within the City of Lee's Summit.

The appendix includes an Emerging Trends Assessment for each. Supporting Industry whitepapers which further explain the trend and its implications have also been retained within the digital plan contents and are available for IT leadership for further review.

- Design for Analytics.
- Hybrid IT: Traditional and Cloud Computing.
- Employee Collaboration technology.
- Data/Decision Velocity.
- Digital Relationships.




*Sample of Emerging Trend Assessment Summary (see appendix)*

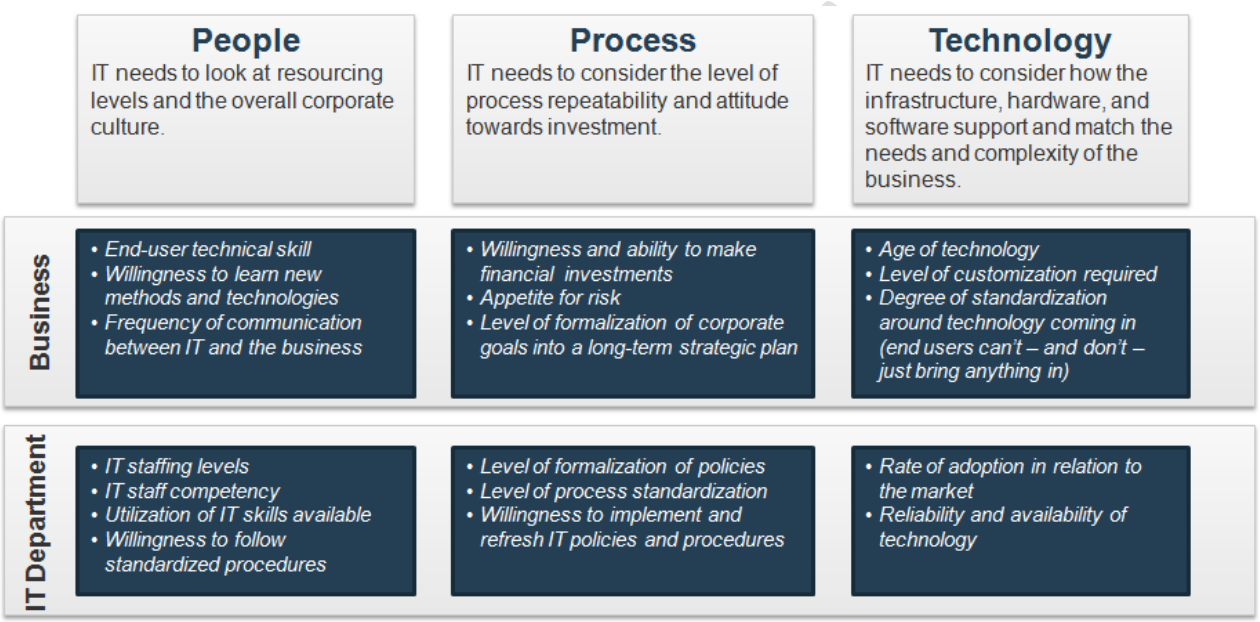
The following themes, while considered, were not identified as a priority for further consideration at this time. This is due to either having already addressed the trend to a degree appropriate to the organization or because the organization likely has minimal ability to adopt or influence the implication of the larger trend.

1. Bring Your own Device (trend already addressed)
2. Virtualization (already a leader in this technology)
3. Big Data (not applicable at the scale/ cost of mainstream solutions and City lacks 'big' volumes of data).
4. The Internet of Things (IoT). (Inability to influence. To early to predict a response to the trend).

## CURRENT STATE OF IT

*"Every IT department needs to match its maturity level with the needs and wants of the organization, not the desires and interests of the IT team."*

Assessing the following for the City and for IT allowed us to evaluate alignment between the two. Misalignment will manifest in gaps between what the business expects of IT and what IT is currently able to deliver.



## STEP 1. MATURITY OF IT ORGANIZATION.

Why is this important?

IT's maturity level should be matched to the organization's priorities. Not every organization needs the same things out of their IT department. Examples include:

**Level 1: Firefighter**

A largely reactive IT environment with a focus on resolving urgent or recurring technology issues to achieve short-term gains. This environment often involves employee overtime, temporary fixes, and frequent shifts in project priorities.

**Level 2: Housekeeper**

The IT department proactively focuses its efforts on operational activities in order to maintain a stable and controlled business environment. Project Management standards are closely followed and processes are repeatable.

**Level 3: Innovator**

The IT environment focuses creatively on achieving business benefits through novel methods (within the context of the business) and strategic IT investments. The IT department is willing to take risks and participate to improve existing IT and business processes in the long-term.

> *High organizational maturity means standardization, strong communication between IT and the business, presence of effective planning mechanisms, and the optimization of IT skills and resources, all of which lead to high IT success.*

A high level of IT success is very difficult to achieve when IT and the organization are failing to:

- Seek clarification to ensure common goals and potential implications.
- Keep each other informed about requirements, capabilities, and resourcing.
- Leverage existing skills by effectively planning projects and requests in advance.
- Ensure that technology being implemented matches organizational capability and need.
- Confirm relative project/task priorities

## STEP2. INVENTORY CURRENT STATE OF IT MATURITY

Historically, the Office of Information Technology (formerly ITS), has delivered services as an "Innovator", recognizing that this maturity level has the strongest potential for a high degree of IT and organizational success.

While this has been attained to a degree, the reality is that many pre-requisites to achieving high success are loosely adopted or nonexistent. This is particularly evident in the variance observed in the effectiveness of IT/Department relationships across the City. *Some Departments embrace IT as an Innovator while others would prefer that IT have a limited role to core IT service delivery only.*

This gap in expectations and needs, combined with significant turnover of IT personnel and associated loss of institutional knowledge and standard operations within IT, has reverted the current Office of Information Technology into a "Firefighter" level of maturity. *This creates a significant risk in an ability to meet the true goals of the organization due to lack of clarity and alignment of what this role should be.*

Appendix A includes a detailed assessment of the current state of IT Maturity and a company IT needs analysis. The results, combined with end user and management surveys and follow-up meetings with each department validate this current state.

### HIGHLIGHTS OF OUR CURRENT INTERNAL AND EXTERNAL IT MATURITY LEVEL:

IT Maturity Level areas of **concern** (internal to IT):

- IT is not adequately staffed (relative to the services it attempts to offer)
- IT staff need to focus on temporary fixes
- IT staff regularly need to fix urgent issues
- IT staff are often not actively involved in process updates
- IT resourcing is often not done in advance
- IT does have to frequently focus on small requests
- IT is not able to invest in technology training
- Collaborative technology is not used to facilitate communication

IT Maturity Level **strengths** (internal to IT):

- IT infrastructure is stable
- Implemented technology is highly reliable
- IT has the ability to invest in new technology and/or upgrades
- IT is willing to invest in new technology and/or upgrades

City IT Maturity Level areas of **concern** (external to IT):

- End users are not open to process changes
- End-user adoption rate is low or slow
- End-user dissatisfaction with IT is becoming more common
- City Project management processes (not IT) are not up-to-date and standardized
- The business is becoming less able to invest in novel IT methods
- Key stakeholders historically do not meet to ensure organization policies are appropriate and efficient

- IT historically lacks a full view into the goals of the City/Departments (primarily due to a lack of defined goals to the Department level)

City IT Maturity Level **strengths** (external to IT):

- End users are willing to follow standardized procedures
- There is strong business stakeholder buy-in for the value of IT to the organization
- The technology in the organization is being used by the business
- The business supports ongoing technological maintenance
- End users rarely experience downtime
- The technology available is able to support business innovation
- The organization understands the need for regular technology refreshing

*FIREFIGHTER (Where IT is functioning today)*

"Small organizations of high growth are likely often in the firefighter stage due to a multitude of new employees causing higher help desk support requirements. Medium-sized organizations of high growth are likely often in the firefighter stage due to rapid expansion or customization of technology. "

*HOUSEKEEPER (Where the City has indicated it needs IT to function)*

"Understaffed organizations are often not looking to change; they are usually happy with maintaining the status quo or stabilizing the status quo. These organizations also do not have adequate resources to invest in change or new processes and technology."

**RECOMMENDATION:**

1. IT must acknowledge the reality of this change and accept a reposition from that of an historical "Innovator" to the current mode of "Firefighter".

2. The IT organization needs to then grow (via processes, procedures and re-alignment of resources) to a "Housekeeper"; which is the status the City currently needs the Office of Information Technology perform within.

3. Innovation will continue to be a desire, and in specific instances, a necessity – but it cannot be done simply with a 'blind ambition'. To establish a future environment of innovation and success will demand the organization grow its capacity and capability to embrace innovation as a strategic approach - with the requisite support for the investment in time and resources to succeed.

## STEP 3. EVALUATE AND ADDRESS BARRIERS TO CHANGE

The following are the specific challenges the City will need to navigate to ensure it is ready to make this change in its level of IT maturity.

- End users ability to efficiently use the technology available
- Re-establish trust between IT and the business
- End users being more receptive to process changes
- IT willingness to invest in untested methods
- IT ability to invest time in process improvements
- The City's willingness to be involved in IT priority-setting
- IT resourcing (primarily staffing) being accurately done in advance
- Organizational policies being updated or defined where lacking
- The City being able to continue to invest in IT
- The overall organization increasing its appetite for risk
- Establish and communication of organization/departmental strategic plans

**SOURCES:**

- *IT Key Stakeholder Vision Survey Results*
- *Management Team Interviews*
- *IT End User Satisfaction Survey*
- *IT Maturity Level Diagnostic Internal Assessment tool*
  *(Samples provided on following pages)*

| | | | PD | FD | PW | Adm | Water | Fin | Parks | Average |
|---|---|---|---|---|---|---|---|---|---|---|
| **People** | | **Response** | | | | | | | | |
| 1 | End users are willing to follow standardized procedures | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 1 | 2.57 |
| 2 | End users are open to process changes | 2 | 1 | 1 | 2 | 2 | 3 | 2 | 3 | 2.00 |
| 3 | End users are able to learn new policies | 2 | 1 | 1 | 1 | 2 | 3 | 3 | 2 | 1.86 |
| 4 | End-user adoption rate is very high | 2 | 1 | 2 | 1 | 1 | 3 | 3 | 2 | 1.86 |
| 5 | End users have sufficient technical skill to be efficient | 2 | 2 | 2 | 1 | 2 | 3 | 2 | 2 | 2.00 |
| 6 | There is frequent communication between IT and the business | 2 | 3 | 2 | 1 | 2 | 3 | 2 | 2 | 2.14 |
| 7 | End-user dissatisfaction with IT is rare | 2 | 2 | 1 | 1 | 2 | 3 | 1 | 3 | 1.86 |
| 8 | The business is willing to invest in IT initiatives | 2 | 3 | 2 | 2 | 2 | 3 | 2 | 1 | 2.14 |
| 9 | End users are informed about IT priorities | 2 | 1 | 1 | 3 | 2 | 3 | 3 | 3 | 2.29 |
| 10 | There is strong business stakeholder buy-in for the value of IT to the organiza | 2 | 3 | 1 | 3 | 2 | 3 | 2 | 2 | 2.29 |
| **Process** | | **Response** | | | | | | | | |
| 1 | Organizational policies are up-to-date | 2 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2.29 |
| 2 | Project management processes are up-to-date and standardized | 2 | 1 | 1 | 1 | 2 | 2 | 3 | 2 | 1.71 |
| 3 | The business is willing to invest in novel IT methods | 2 | 3 | 2 | 2 | 3 | 3 | 1 | 2 | 2.29 |
| 4 | The business is able to invest in novel IT methods | 2 | 3 | 1 | 1 | 2 | 3 | 1 | 3 | 2.00 |
| 5 | The business has a high appetite for risk | 2 | 1 | 1 | 1 | 2 | 3 | 1 | 3 | 1.71 |
| 6 | Key business stakeholders meet to ensure organization policies are appropria | 2 | 1 | 1 | 3 | 1 | 3 | 3 | 2 | 2.00 |
| 7 | Key business stakeholders meet to ensure organizational processes are effic | 2 | 2 | 3 | 2 | 1 | 3 | 2 | 2 | 2.14 |
| 8 | There is a corporate strategic plan in place | 2 | 1 | 2 | 3 | 1 | 3 | 2 | 3 | 2.14 |
| 9 | IT has a full view into the goals of the organization | 2 | 2 | 1 | 1 | 1 | 3 | 3 | 2 | 1.86 |
| 10 | Key business stakeholders are involved in IT prioritization | 2 | 2 | 1 | 2 | 1 | 3 | 3 | 3 | 2.14 |
| **Technology** | | **Response** | | | | | | | | |
| 1 | The technology in the organization is being used by the business | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 2.86 |
| 2 | The technology matches the complexity of the organization | 2 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 2.43 |
| 3 | The business is able to invest in new technology and upgrades | 2 | 3 | 3 | 1 | 1 | 3 | 2 | 3 | 2.29 |
| 4 | The business is willing to invest in new technology and upgrades | 2 | 3 | 1 | 2 | 3 | 3 | 3 | 1 | 2.29 |
| 5 | The business supports ongoing technological maintenance | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3.00 |
| 6 | End users rarely experience downtime | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3.00 |
| 7 | End users are rarely dissatisfied with the technology available | 2 | 1 | 2 | 1 | 1 | 3 | 2 | 2 | 1.71 |
| 8 | The technology available is able to support business innovation | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 2.43 |
| 9 | End users are capable of using the technology in the organization | 2 | 1 | 2 | 1 | 2 | 2 | 2 | 2 | 1.71 |
| 10 | The organization understands the need for regular technology refreshing | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 2.86 |
| | | | 2.17 | 2.07 | 1.90 | 1.93 | 2.00 | 2.87 | 2.33 | 2.27 |

# Readiness Checklist

This checklist is intended to help IT determine whether the organization is ready to support a change in IT maturity level. Work on each section individually, if necessary, based on readiness.

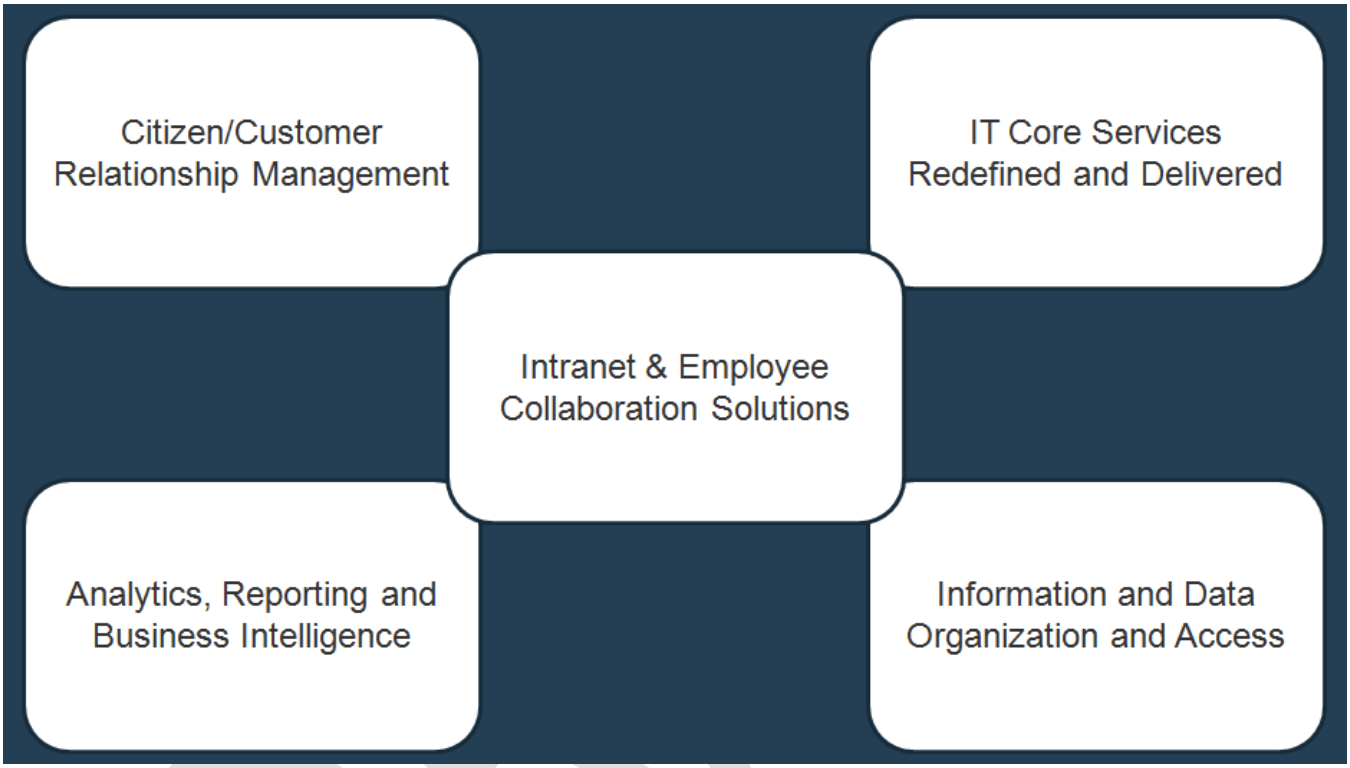
| People | |
|---|---|
| End users are competent enough with technology to efficiently use the technology available | No |
| End users are willing to communicate with IT on a regular basis | Yes |
| IT staff are willing to be transparent with the business | Yes |
| Trust is established between IT and the business | No |
| End users are willing to follow standardized procedures | Yes |
| End users are open to process changes | No |
| End users are able to learn new policies | Yes |
| The business is willing to invest in IT initiatives | Yes |
| There is strong business stakeholder buy-in for the value of IT to the organization | Yes |
| IT is adequately staffed or able to make necessary adjustments | Yes |
| IT staff are willing to comply with standardized procedures | Yes |
| The business is willing to include IT in process update decision-making | Yes |

| Process | |
|---|---|
| Formalized IT policies are in place | Yes |
| Standardized processes are followed | No |
| IT is willing to invest in untested methods | No |
| IT is able to invest in process improvements | No |
| IT is actively involved in corporate strategy planning | Yes |
| IT has a high appetite for risk | No |
| IT resourcing is done in advance | No |
| The business is willing to be involved in IT priority-setting | No |
| Organizational policies are up-to-date | No |
| Project management processes are up-to-date and standardized | Yes |
| The business is able to invest in IT | No |
| The business has a high appetite for risk | No |
| Key business stakeholders are willing to meet to ensure organization policies and processes are appropriate | Yes |
| There is a corporate strategic plan in place | No |
| The business is willing to give IT a full view into the goals of the organization | Yes |

| Technology | |
|---|---|
| End users are competent enough with technology to efficiently use the technology available | No |
| IT infrastructure is stable | Yes |
| Implemented technology is highly reliable | Yes |
| IT has the ability to invest in new technology and/or upgrades | Yes |
| IT is willing to invest in new technology and/or upgrades | Yes |
| IT is able to invest in technology training | No |
| Standards have been established in IT architecture | Yes |
| The technology in the organization is being used by the business | Yes |
| The business is able to invest in new technology and upgrades | No |
| The business is willing to invest in new technology and upgrades | Yes |
| The business supports ongoing technological maintenance | Yes |
| End users are rarely dissatisfied with the technology available | No |
| The technology available is able to support business innovation | Yes |
| End users are capable of using the technology in the organization | No |
| The organization understands the need for regular technology refreshes | Yes |
| The organization is able to invest in regular technology refreshes | Yes |

## THE FIVE BIG MOVES IN IT

The following graphic represents the top 5 challenges and changes IT is facing in the next 3-5 years. These are further detailed in the remainder of this section; which identifies how these relate to specific initiatives and how these are derived from the current organization goals and needs.



# Intranet and Employee Collaboration

## Who Benefits?

- All Departments

## The Payoff

- Internal information sharing
- Ease access to information/answers
- Educated and informed employees
- Improved team/workforce productivity
- Greater employee engagement
- Increased efficiencies in routine work

## What Are The Costs?

- IT and Dept Staff time in creating, building, sharing content
- Investment in collaboration tools

| How We'll Do It | When |
|---|---|
| Expand Intranet Functionality (IT) | Q1-Q2 |
| Educate Staff (Both) | Q2 |
| Promote Collaboration (City) | Q2-Q4+ |
| Promote 'Design for Analytics' (Both) | Q4+ |
| Advance staff skills in project management and requirements definition (City) | Q3-Q4 |
| Communicate expectations, define standards (Both) | Year 2 |
| Coordinate electronic resources effectively (Intranet, shared drives, Imaging system, etc) | Year 2-3 |
| Consider value added point solutions/cloud solutions to further promote | Year 2-3 |

One of the pre-requisites of a high performing organizations of today is an ability to communicate in a timely, effective and colloborative manner. As a City, the organization is challenged to attain this due to the reality of diverse Departmental missions and goals. Efforts such as Performance Exellence and feedback derived from Citizen and Business client surveys continue to emphasize the need for aggressive improvments in communication and colloboration.

Technology provides an efficient, cost effective and available solution to aid in moving forward in this regard. The City has a vast set of informaton, data and skilled personal; but most elements are not coordinated via a structured process nor managed at an enterprise level. Individual employees, business unit and departments define the standards and approaches utilized; which creates inconsistency and lack of sharing of these knowledge based resources.

A key foundational element of this approach will be to utilize existing resources including the shared drives, imaging system and the intranet to increase colloboration. A framework is necessary, which must be clearly defined, communicated and adhered to. Upon this framework, additional opportunities for progress can then be provided in the form of project specific coordination/communiation, structured data/information cataloques and process specific tools such as employee interaction via chat applications, on demand virtual meetings to imrove effeciency, electronic workflow processing for routine tasks (employee onboarding, employee review processing, preparing budget documents, etc). Many of these are further defined in subsequent initiatives, which are

designed to build on the foundation of the Intranet as the base for improving information sharing and colloboration.

# Citizen/Customer Relationship Management

## Who Benefits?

- All Departments who directly service Citizen Inquiries

## The Payoff

- More holistic view of client/citizen
- Improved customer service
- Increased consistency in service
- Promote employee collaboration/engagement
- Data to know customers wants, needs
- More efficient delivery of service

## What Are The Costs?

- CRM System investment (or expansion of existing systems if viable)

| How We'll Do It | When |
|---|---|
| Inventory existing Customer/Citizen systems | Q1 |
| Evaluate CRM alternatives (including expansion of existing solutions – such as Cityworks) | Q1 |
| CRM Needs Assessment | Q1-Q2 |
| CRM Selection/Award | Q3-Q4 |
| CRM Implementation | Year 2 |
| CRM Adoption & Enhancement | Year 3+ |
| | |
| | |
| | |
| | |

Productivity and effeciency gains will continue to be a mandatory expectation as a result of increasing customer expectations for service and decreasing capital and employee resources.

Redundant responses to customer requests and highly manual approaches to fulfilling repetitve requests are a source of ineffeciency.

Many departments have adopted systems in the past 10 years which allow them to track/record these engagements. These initial steps has improved the information and service delivery, and reduced the potential for a request or service to be overlooked or under-delivered.

Additional opportunities exist to further streamline and initiate proactive measures to managing customers needs. Adoption of a enterprise CRM solution will be necessary to fully capitalize on these opportunities. A CRM would allow for employees across departments to have insight into related dialoque with individual customers, to minimize duplication of effort and to analyzie holistic trends related to service delivery. A CRM also forces employee interaction and engagement; when employees are held accountable to the defined processes necessary to ensure the interactions are recorded and the system is utilized to manage the organizational response.

# IT Core Services Redefined and Delivered

## Who Benefits?

- IT Customers

## The Payoff

- Improve core IT service delivery
- Clarify roles in Business Process Improvement
- Increase Department skills in project management
- Improve IT relationship with Dept
- Reduce IT turnover
- Position IT for future needs and other goals in plan

## What Are The Costs?

- Internal Staff Time and Existing project/maintenance funds

| How We'll Do It | When |
|---|---|
| Clarify IT services/roles (IT) | Q1-Q2 |
| Help Desk processes and staffing (IT) | Q2-Q3 |
| Clarify role of Application Administrator and Dept relationship (Both) | Q4 |
| Development Dept Project Management/Business Analyst Skills (Both) | Year 2+ |
| Redesign IT Project Management Approach (IT) | Year 1 |
| Shore up ERP Systems Analyst Skills (IT) | Now |
| Address Pentaho/Business Intelligence Resource GAP | Year 2 |

The ITS Division has encountered an extended period of growth in services in response to the rapid progression of technology in the past 10 years. In response to new service demands (audio/visual, building security, iPads/smartphones) coupled with major increases in supported applications (ERP, Imaging, etc); IT has emphasized flexibilty and adaptability over standards and processes. Additionaly, a signifcant portion of labor was invested in supportting new IT projects; often at the expense of standard IT operations.

Recently IT had experienced a notable increase in staff turnover resulting in the loss of an extensive amount of historical project and operational knowledge and skill. In resposne to this issue, IT has restructured to better align resources, improve internal equity and to re-establish career paths and long term opportunities for IT professionals in the organization.

The financial challenges which will continue to limit the amount of available funds for major new or expansion projects, coupled with the major changes in current personnel; dictate that the IT group focus on ensuring the continued delivery of core IT Services. There are simply not enough qualified and experienced personnel remaining to both meet routine IT services and fulfill a major workload for projects long term.

A significant factor impacting this balance is the lack of formal project management skills within the broader organization. The City has become accustomed to IT 'managing the project'; to the extent that IT is often fulfulling the roles of project manager, business analyst, subject matter expert and project sponsor. This relationship places a signficant burden on IT personnel and severly limits the ownership in the outcome of the project by the customer whom the project is being done for.

IT is encouraged to distance itself from the 'drivers seat' on non-technical/non-IT projects and demand that department and City business process owners provide project oversight and day to day project management. This change will likely require development of these skills within the broader organization; and the organization should consider embracing a program to proactively develop a project management methodology and associated standards.

Meanwhile, IT has a pressing need to improve its core service delivery; which was identified as an area of concern in Mangement and End User surveys. Management of existing infrastructure (servers, network, disk space), improving service levels and time to resolve issues at the service desk and create clear procedures for routine IT Services are all examples of approaches to better delivery core IT services.

There is a risk that the organization may not adequately own a larger responsibility in effective project management; and projects may encounter extended delays or diminished results. The organization may also be inclined to increase dependancy on 3rd party vendors/providers to include project managmenet services as part of the scope of project delivery; which will result in increased project cost.

# Information & Data: Organization and Access

**Who Benefits?**

- All Departments

**The Payoff**

- Cataloge of City Information and Data resources
- Standard solutions for storage
- Appropriate retention of information
- Efficient access to data
- Elmination of duplicate storage of information
- Awareness of data sharing options

**What Are The Costs?**

- Staff time

| How We'll Do It | When |
|---|---|
| Complete SAN Disk Storage Re-alignment Project | Q1-Q3 |
| Inventory Information Stores | Q4 |
| Inventory Data Stores | Q4 |
| Catalogue of Information/Data Stores | Year 2 |
| Clarify/Define retention standards | Year 2 |
| Educate staff on catalogue and use | Year 2 |
| Freshen IT imaging skills/resources | Year 2 |
| Define Imaging Service | Year 3 |
| Delivery Imaging service | Year 3 |
| Maintain Information/Data Catalogue | Year 2+ |

Empowering the knowledge based workers of today and tomorrow is a primary challenge of all organizations. The City will continue to observe information access, collection and utilization as an ever increasing part of a broader number of employees. The Police Officer of 20 years ago required little more than a radio and a notepad as compared to the wealth of data and information not only available to but required of the officer today to complete the daily functios of the job. This trend will continue as employees of all levels incresae in a dependancy on information and maturing processes in the City dictate information and data use be done in a consistent, efficient and appropriate manner.

The City has vast collection of information, primarily organized at the Departmental and Divisional levels. An effort to cataloque and standardize this information; making it both identifiable and accessible; is necessary to prepare for further advances in sharing, colloboration and analytics.

Resources such as shared drives, the intranet, SQL databases, GIS data, application specific data, electronic and even hard copy documents should be organized for use at an organizational level. This concept of treating information as an organizational and not a departmental asset is also necessary to the long term success of endeavors such as a true centralized Citizen Relationship Management System.

Providing structure to unstructured information and identification of random data sources also provides a warehouse of resources where measures, answers and relevant history can be referenced by employees when necessary – without the extensive time required today to relocate or recreate the information.

# Analytics, Reporting & Business Intelligence

## Who Benefits?

- All Departments

## The Payoff

- Defined measurements at solution design phase
- Known standards for measures
- Standards for reporting and analytics collecting/access
- Capitalize on existing resource (Pentaho, Other)
- Utilization of IT and Dept data reporting skill sets

## What Are The Costs?

- Staff, Consulting, BI and Reporting Licensing, Data stores?

| How We'll Do It | When |
|---|---|
| Define BI Strategy | Year 1 |
| Inventory Reporting Tools/Skills | Year 1 |
| Define Analytics Standards | Year 1 |
| Address shortage of IT/Staff Skills in Reporting/Analytics | Year 2 |
| Employee Education Plan | Year 2 |
| Skill specific training | Year 2+ |
| Target Dashboards and automated reporting/delivery | Year 3 |
| | |
| | |
| | |
| | |

# Additional IT Initiatives

| | What We'll Do | When? | Key Benefits | Key Costs |
|---|---|---|---|---|
| People | IT Staff Development | Ongoing | Service Delivery | 3rd party training |
| | Development Restructuring | 1st Quarter | Service Alignment | Staff time |
| | Other Org Structure Changes | Varies | Service Alignment | Staff time |
| Process | One-Stop Development Center | 1st Quarter | Improve Delivery | |
| | New Water Facility | Unknown | | |
| | Performance Excellence Support | On Going | | |
| | | | | |
| Technology | PD Systems Roadmap | | | |
| | ERP Empowerment | | | |
| | ERP Upgrade | | | |
| | Other Application Upgrades | | | |

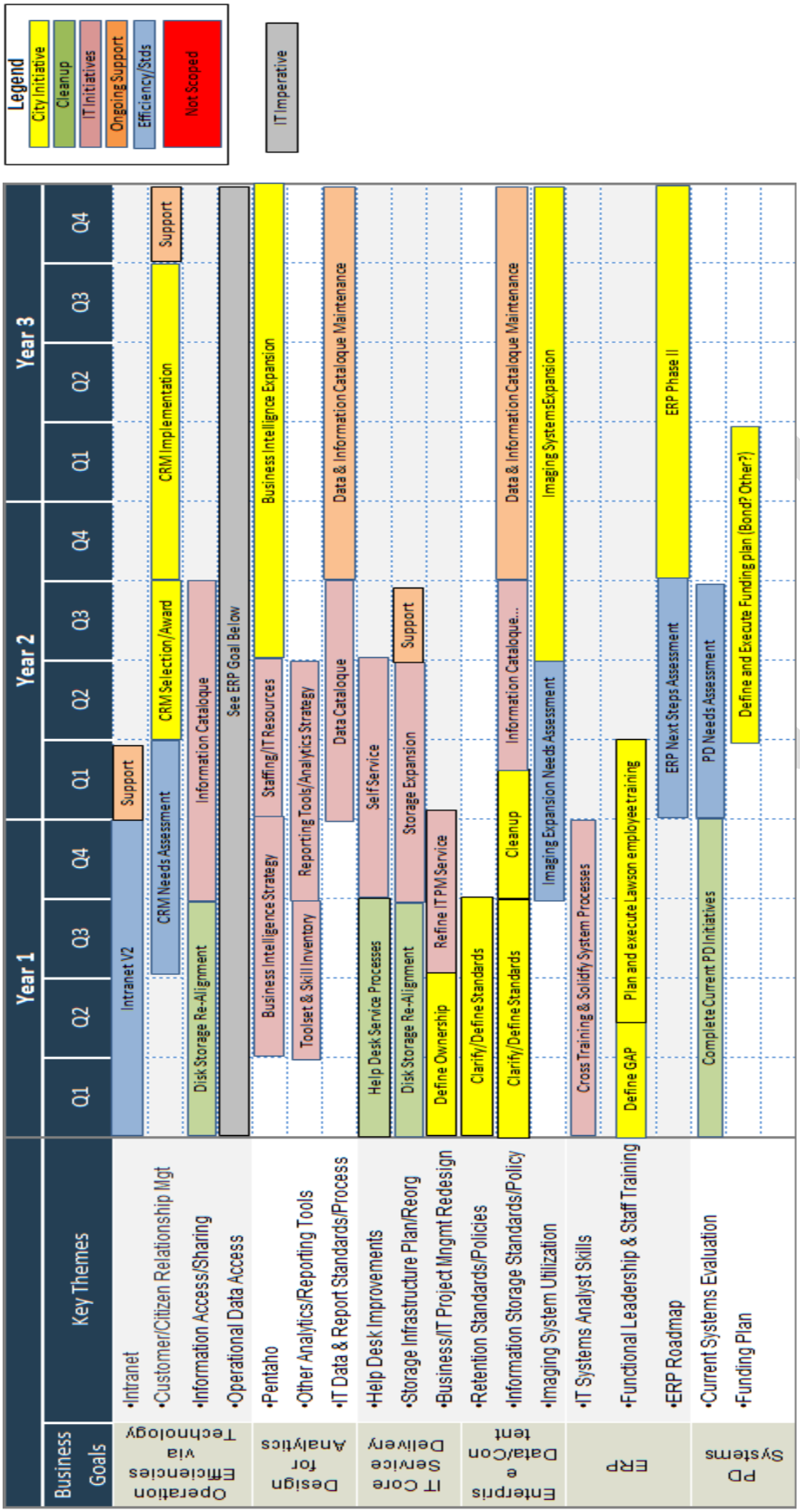
SAMPLE ROADMAP

The following page represents a high level timeline of how the proposed initiatives could be addressed within the City of Lee's Summit.

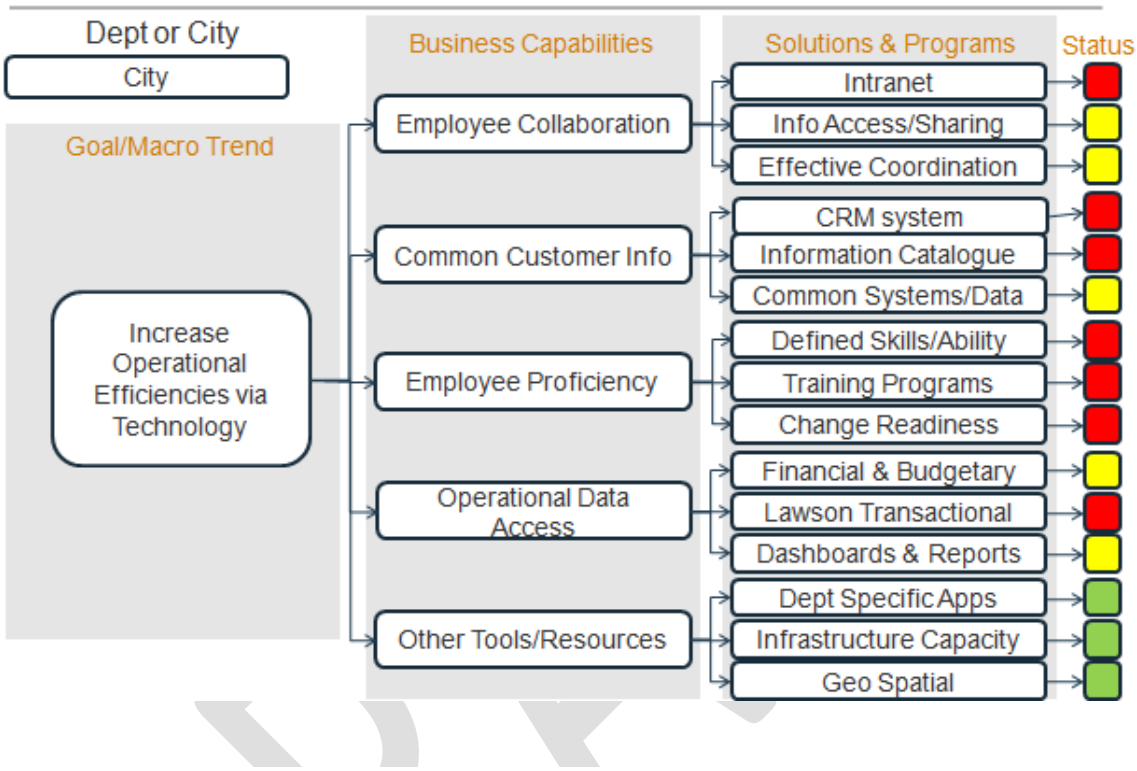
Specific effort would be required to confirm the priority of the recommendations, identify the associated resources to be assigned to the effort and prepare a valid plan to determine the actual timeline and scope of effort required.

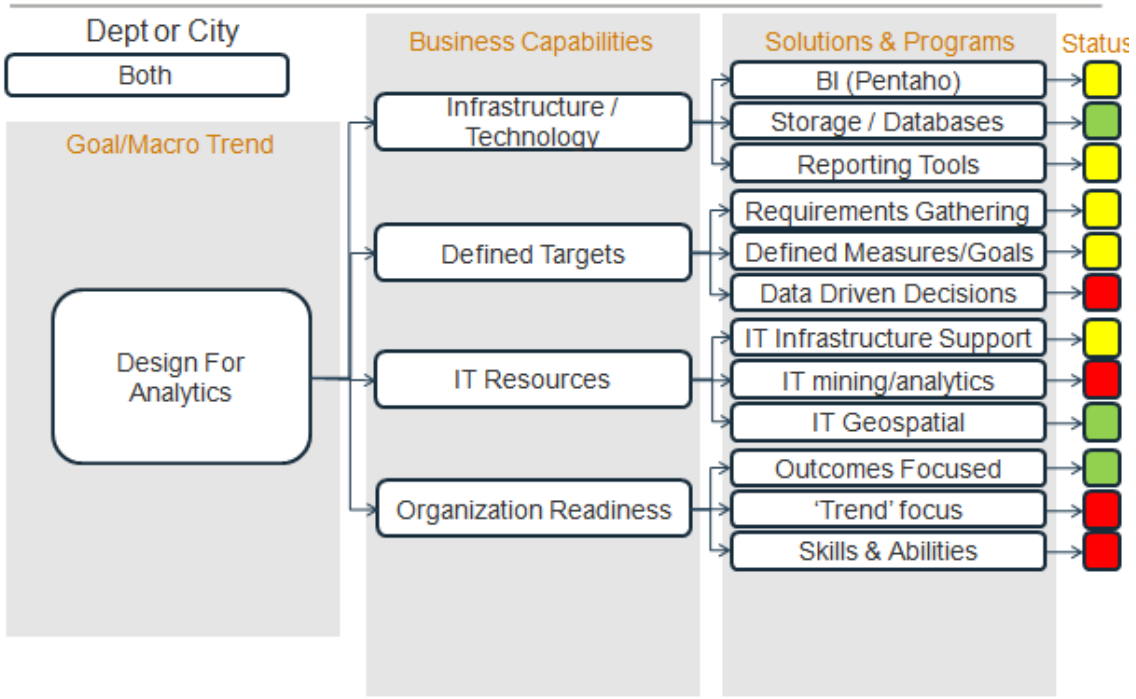
The Roadmap further emphasizes the need for the IT of tomorrow to return to a focus on core IT services. The initiatives that have been outlined and described herein are all directly dependent upon or related to traditional IT services; such as providing the Help Desk, managing disk space, assisting with reports/analytics, etc.

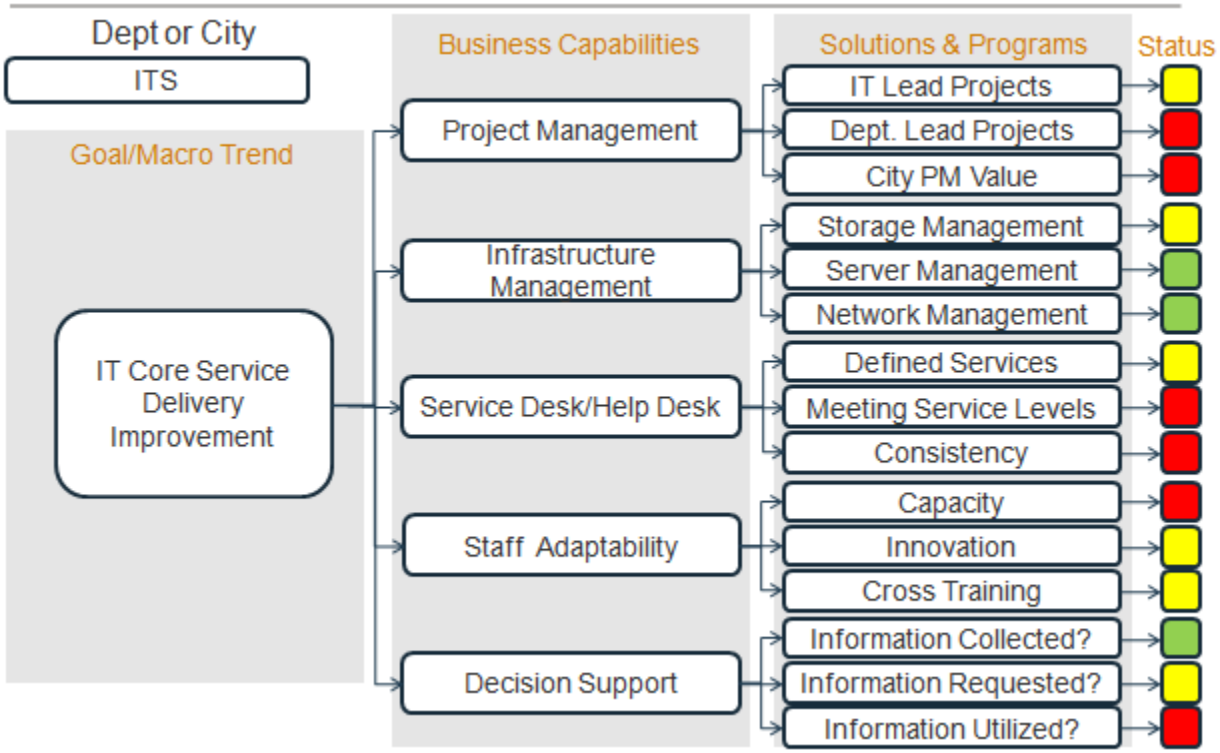
As stated previously, IT cannot both focus on strenghening and expanding the quality and scope of these ' core services' while also juggling the role as project owner in a wide variety of department specific initiaties unless a significant addition is made to existing IT skills and resources.

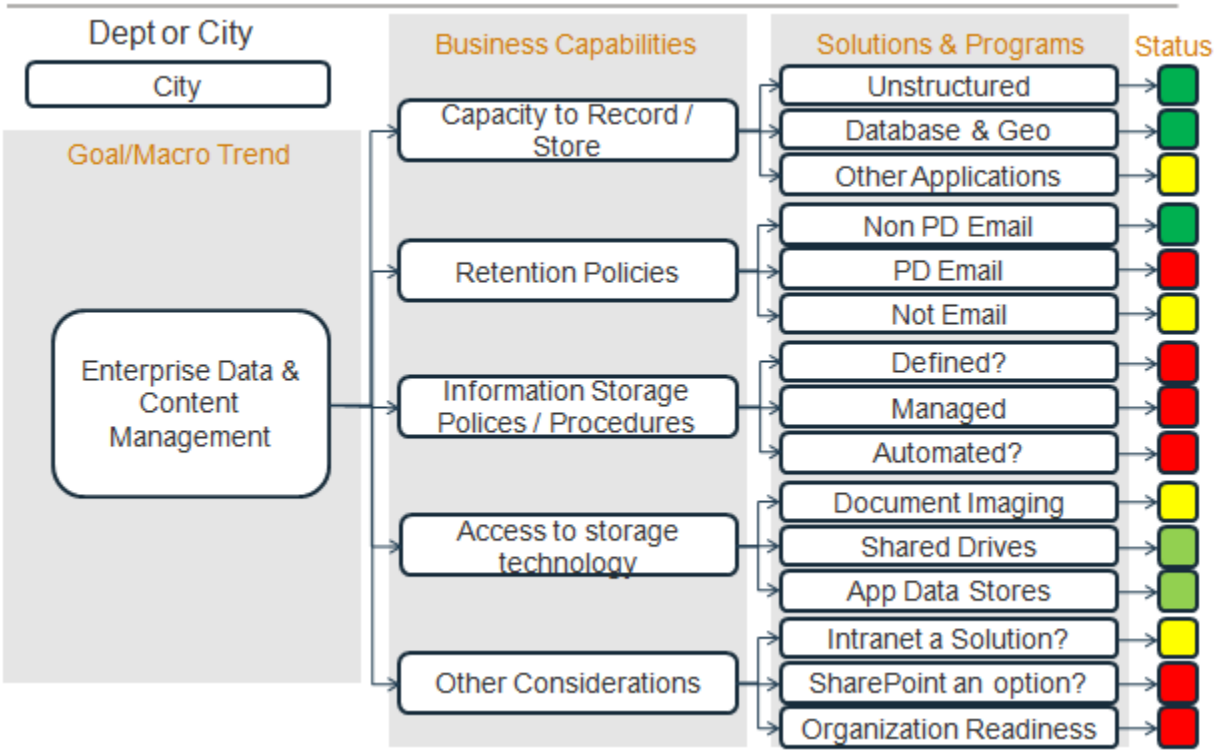

Legend
City Initiative
Cleanup
IT Initiatives
Ongoing Support
Efficiency/Stds
Not Scoped
IT Imperative
Year 1
Year 2
Year 3
Q1
Q2
Q3
Q4
Business Goals
Key Themes
Operation Efficiencies via Technology
Design for Analytics
IT Core Service Delivery
Enterprise Data/Content
ERP
PD Systems
•Intranet
•Customer/Citizen Relationship Mgt
•Information Access/Sharing
•Operational Data Access
•Pentaho
•Other Analytics/Reporting Tools
•IT Data & Report Standards/Process
•Help Desk Improvements
•Storage Infrastructure Plan/Reorg
•Business/IT Project Mngmt Redesign
•Retention Standards/Policies
•Information Storage Standards/Policy
•Imaging System Utilization
•IT Systems Analyst Skills
•Functional Leadership & Staff Training
•ERP Roadmap
•Current Systems Evaluation
•Funding Plan
Intranet V2
Support
CRM Needs Assessment
CRM Selection/Award
CRM Implementation
Support
Disk Storage Re-Alignment
Information Cataloque
See ERP Goal Below
Business Intelligence Strategy
Staffing/IT Resources
Business Intelligence Expansion
Toolset & Skill Inventory
Reporting Tools/Analytics Strategy
Data Cataloque
Data & Information Cataloque Maintenance
Help Desk Service Processes
SelfService
Disk Storage Re-Alignment
Storage Expansion
Support
Define Ownership
Refine IT PM Service
Clarify/Define Standards
Clarify/Define Standards
Cleanup
Information Cataloque...
Data & Information Cataloque Maintenance
Imaging Expansion Needs Assessment
Imaging SystemsExpansion
Cross Training & Solidfy System Processes
Define GAP
Plan and execute Lawson employee training
ERP Next Steps Assessment
ERP Phase II
Complete Current PD Initiatives
PD Needs Assessment
Define and Execute Funding plan (Bond? Other?)

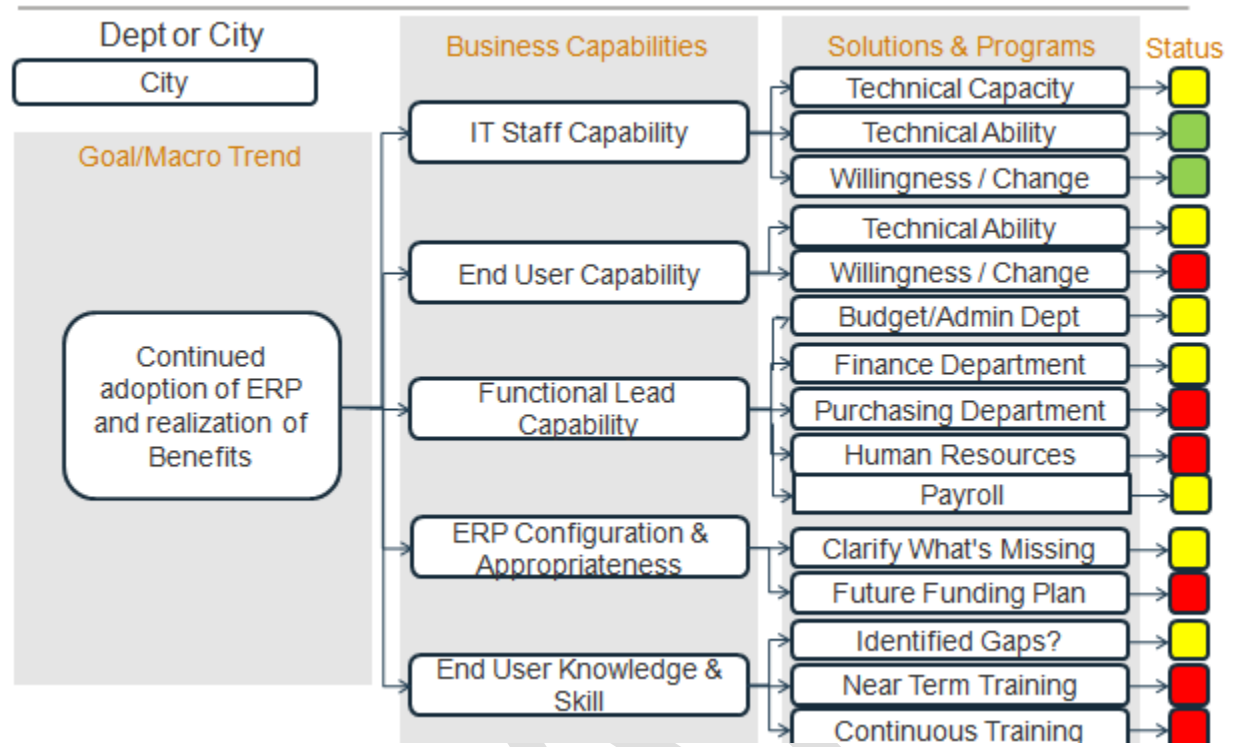
The following tools reflect an assessment process which evaluated key goals and macro trends to identify both the related business capability associated with the goal/trend and the current status of viable programs and solutions that could be pursued at the City. These were ultimately included in the recommendations for the top 5 IT initiatives.

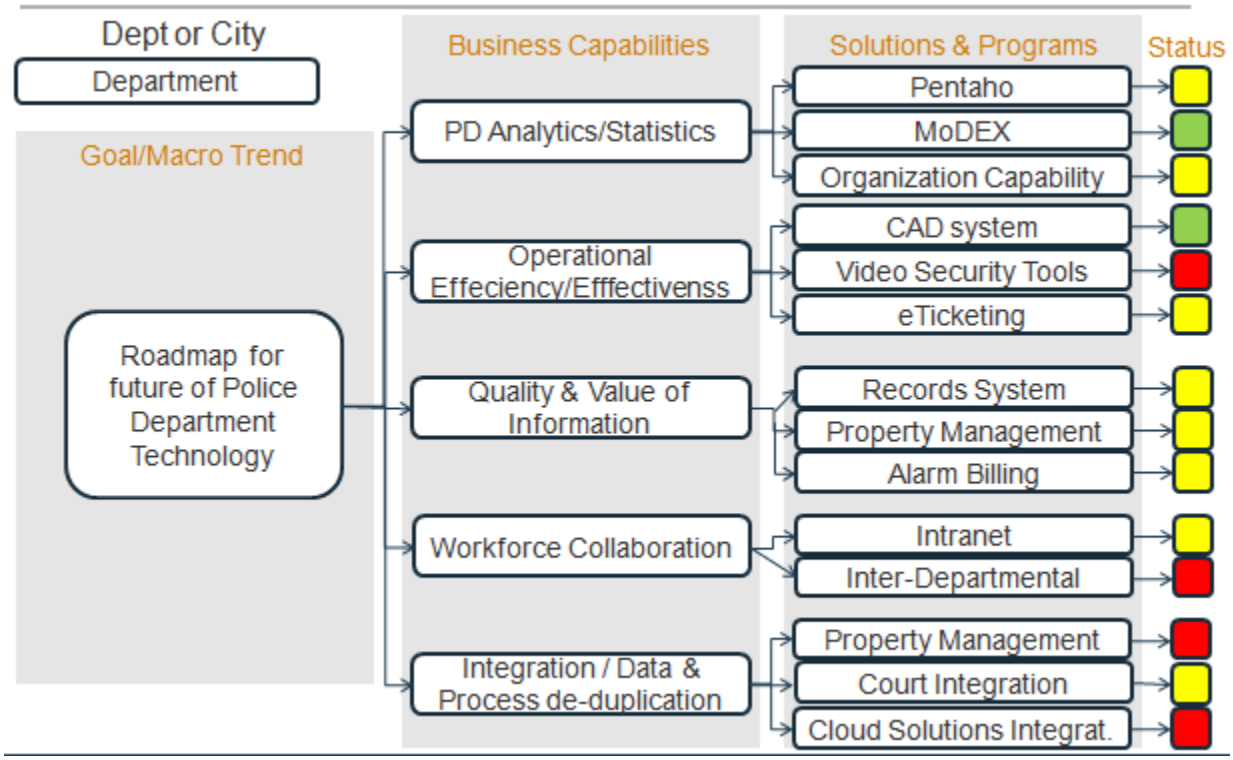



Dept or City
ITS
Goal/Macro Trend
IT Core Service Delivery Improvement
Business Capabilities
Project Management
Infrastructure Management
Service Desk/Help Desk
Staff Adaptability
Decision Support
Solutions & Programs
IT Lead Projects
Dept. Lead Projects
City PM Value
Storage Management
Server Management
Network Management
Defined Services
Meeting Service Levels
Consistency
Capacity
Innovation
Cross Training
Information Collected?
Information Requested?
Information Utilized?
Status


Dept or City
City
Goal/Macro Trend
Enterprise Data & Content Management
Business Capabilities
Capacity to Record / Store
Retention Policies
Information Storage Polices / Procedures
Access to storage technology
Other Considerations
Solutions & Programs
Unstructured
Database & Geo
Other Applications
Non PD Email
PD Email
Not Email
Defined?
Managed
Automated?
Document Imaging
Shared Drives
App Data Stores
Intranet a Solution?
SharePoint an option?
Organization Readiness
Status


Dept or City
City
Goal/Macro Trend
Continued adoption of ERP and realization of Benefits
Business Capabilities
IT Staff Capability
End User Capability
Functional Lead Capability
ERP Configuration & Appropriateness
End User Knowledge & Skill
Solutions & Programs
Technical Capacity
Technical Ability
Willingness / Change
Technical Ability
Willingness / Change
Budget/Admin Dept
Finance Department
Purchasing Department
Human Resources
Payroll
Clarify What's Missing
Future Funding Plan
Identified Gaps?
Near Term Training
Continuous Training
Status


Dept or City
Department
Goal/Macro Trend
Roadmap for future of Police Department Technology
Business Capabilities
PD Analytics/Statistics
Operational Effeciency/Efffectivenss
Quality & Value of Information
Workforce Collaboration
Integration / Data & Process de-duplication
Solutions & Programs
Pentaho
MoDEX
Organization Capability
CAD system
Video Security Tools
eTicketing
Records System
Property Management
Alarm Billing
Intranet
Inter-Departmental
Property Management
Court Integration
Cloud Solutions Integrat.
Status