



**City of Ann Arbor, Michigan
Information Technology Service Unit
Strategic Technology Plan Summary**

September 30, 2006

Background

The Information Technology Service Unit (ITSU) at the City of Ann Arbor exists to support the information technology needs of the City government. This Information Technology Strategic Plan describes the current state of IT at the City as well as:

- The vision for the Information Technology organization in the City of Ann Arbor
- Strategies for moving toward the vision
- Specific objectives and initiatives for the next three to five years to achieve each strategy

The City's mission and the supporting ITSU mission establish the context of ITSU's vision and this Plan.

The Role of City IT

The Information Technology Service Unit has leadership roles in setting the future direction for information technology so the City of Ann Arbor can achieve its strategic priorities, coaching service areas on business process improvements, delivering a clear business value and providing enterprise-level project management expertise, ensuring successful initiatives across the organization.

City IT Vision

The City of Ann Arbor's Information Technology Service Unit will be recognized as the preferred provider of Information Technology services for the City of Ann Arbor because of our innovation, customer focus and effectiveness.

City IT Mission

The City of Ann Arbor's Information Technology Service Unit provides business value, through collaboration with their business partners (customers), by leveraging the right technology and processes to enable timely, cost effective, high quality delivery of City services.

City IT Core Competencies

These are the set of skills that ITSU must focus on and perform well for the organization to be successful. These core competencies define the essence of "who ITSU is."

Extraordinary Customer Service

Putting people at ease and turning adverse situations into opportunities that build lasting relationships with our customers.

Business Process, Infrastructure and Services Optimization

Becoming a catalyst for the organization by identifying business process improvement opportunities, consistently meeting IT service levels while minimizing infrastructure costs and mitigating risks, and by adopting industry best practices around hardware and software optimization.

Selective Sourcing

Focusing on IT as portfolio of activities, some of which should be outsourced and others of which should be performed by internal staff, becoming expert in identifying opportunities for sourcing and effectively managing vendor relationships.

City IT Guiding Principles

In addition to ITSU core competencies, all City IT projects and processes will be guided by the following fundamental guiding principles.

1. Technology-based solutions will be deployed that meet business needs, have a satisfactory return on investment and provide the best value to the City.
2. An attitude of collaboration and cooperation will be fostered among all of the jurisdictions in local, City and State government when providing services to community stakeholders to maximize the use of taxpayer dollars and provide a “seamless” interaction in receiving governmental services.
3. Business processes should be evaluated for redesign opportunities before they are automated. ITSU should be included as part of this redesign effort.
4. Exploit functional commonality and sharing of data across organizational boundaries when implementing new technologies and business applications and when possible, capture data once in order to avoid cost, duplication of effort and potential for error.
5. Implement contemporary, but proven, technologies.
6. Hardware and software shall adhere to best business practices and, whenever possible, open (vendor-independent) standards while minimizing proprietary solutions.
7. Technology resources will be leveraged efficiently and effectively through the adoption of common standards and shared information. Data, voice, video, image and workflow shall be standardized and interoperable between City agencies. The IT infrastructure will define the interfaces between systems.
8. Consider the purchase and integration of commercial-off-the-shelf (COTS) software with minimal customization as the first choice to speed the delivery and quality of new business software applications.
9. Information technology projects and resource allocation will be managed using standard project management tools.
10. An on-going relationship will be maintained between ITSU and our clients such that we both work to identify technologies that will provide improvement in City business processes and operations.

City IT Business Drivers

ITSU's approach to delivering value-based business technology solutions is founded upon the following four drivers:

Business Partnership

We will serve as a business partner to each of the City Service Areas, Service Units and Agencies by understanding business needs and direction to fully leverage the right technology solutions.

- ITSU staff will lead the Service Area IT Steering Committee Meetings so they will have a presence with their customers and learn the service units related business processes.
- ITSU will research and investigate resolutions to the business needs presented by Service Areas and will present findings and final recommendations to IT and Service Area Management.
- ITSU staff will be trained to perform root cause analysis on issue and make a recommendation to resolve the issue.
- ITSU staff will provide assistance to their Service Unit on re-engineering on obsolete business practices.

Operational Excellence

We will become the provider of choice in the delivery of the day-to-day operational support of the City's enterprise infrastructure and system application framework.

- The services ITSU provides to the Business Customer will dramatically improve the quality, lead-time, and cost of their critical processes.
- ITSU will develop best-in-class technical and change management expertise.
- ITSU will focus on rapid and sustainable operational improvement.
- ITSU will consistently provide the highest quality service to our customers at the lowest cost possible while achieving above average returns.
- ITSU will strive for Quality and Accuracy Rate of 99%
- A commitment, throughout the entire ITSU, to solve problems and create greater efficiencies for customers in every aspect of their business.
- ITSU will provide constant attention, flexibility, and consistent uncompromising standards.

Business Process Improvement

We will lead the way in designing and implementing the appropriate mix of process and technology to address current business challenges and enhance citywide service delivery.

- As opportunities are presented, ITSU will review Service Area's workflows and recommend adjustments related to efficiency and better use of technology.
- ITSU management commits to train ITSU staff personnel in Business Process Modeling by using formal and informal education, flowcharting and other techniques available.
- ITSU will develop processes that will provide the right formula for delivering value with a minimum up-front investment, low maintenance requirements, a swift implementation, and a flexible framework.

Technology Innovation

We will constantly seek technological innovations that are applicable to City needs and drive their incorporation into the City's overall IT architecture.

- ITSU will develop and advocate programs, policies and procedures that build a dynamic business environment and foster innovation, creation, and entrepreneurial expansion of technology-based companies.
- ITSU will be aware and able to spot the signals of industry change and the ability to sustain it over long periods.

The Six core ITSU strategies and objectives for next three-year strategic plan are:

Consistently Exceed Customer – Driven (Service Area Level) Service Level Agreements

- ✓ Vital business partnerships at all levels based on ITSU credibility and dependability
- ✓ Formalized measurement and key learning processes and reviews
- ✓ Communication strategy and stewardship reporting for IT products and services

Develop an IT Architecture Enabling Integration and Interoperability of All City Information Systems

- ✓ Maximum life expectancy for commercialized technology solutions
- ✓ Reduce support costs with an established hardware footprint and defined, integrated information supply chain
- ✓ Seamless integration of new technologies and automation solutions

Lead and Support Continuous Business Process Improvement

- ✓ Accepted enterprise standards for project management and process analysis
- ✓ Validated value delivery
- ✓ Enterprise strategic planning

Provide Access to City Information and Services Anywhere, Anytime

- ✓ Empower employees and citizens through a self-service delivery philosophy
- ✓ Reduce bureaucracy and cost historically associated with delivery of City services and information
- ✓ Proactive strategic management capability

Leverage Technology to Improve and Enhance End User Productivity

- ✓ Accessible decision support and business intelligence resources
- ✓ Enhance customer service through consolidated knowledge base
- ✓ Increase job satisfaction

Maximize Value of IT Investments

- ✓ Value propositions for all IT related initiatives tied to core IT strategies
- ✓ Reduced planning and approval cycle times based on formal project submission guidelines
- ✓ Adherence to City-wide IT master plan

Within Business Technology Innovation, seven priorities were identified by our stakeholders. These initiatives are an integral part of the City's business transformation as it enhances its effectiveness while reducing the costs of operating.

E-Government

Bringing City Hall to the citizens rather than the citizen coming to City Hall through the use of the Internet! Leveraging Internet technology and eBusiness solutions to create a virtual City Hall (government) to make doing business with the City much easier.

Financial Systems Management

By integrating mission critical business systems into a shared computing environment, everyone will have access to information necessary to make real time business decisions that drive the City's effectiveness in meeting citizen demands.

Document Management and Imaging

Protecting our information assets through a standard workflow, storage and retrieval system, we will significantly improve the City's efficiency in managing City information, as well as streamlining our service delivery capability.

Geographic Information System (GIS)

Capitalize on the synergies among the service units in producing a centralized GIS data repository and architecture, promoting best practices, inter-agency collaboration, data sharing, common standards and enterprise-wide access.

Development, Planning & Land Management

Facilitate, through the strategic use of technology, the processes that support the allocation of land to the uses that provide the greatest sustainable benefits for the City's constituents, the streamlining of manual permitting processes and the seamless integration of GIS to arrive at an optimized, integrated and always available service.

Asset and Service Request Management

Achieve optimization of geographically managed City assets and associated service requests through the standardization and enterprise-wide adoption of CityWorks, a GIS-centric asset management system.

Telecommunications

Consolidate disparate communications platforms to a common architecture, enabling the delivery of an integrated set of communications services.

Within Information Technology Operations, five priorities were identified by our stakeholders. These initiatives are an integral part of the Information Technology Service Unit transformation as it enhances its effectiveness while reducing the costs of operating.

IT Organization, Staffing and Governance

Design an IT Service Unit organizational structure in a manner that supports the needs of the City. Develop job descriptions and salary benchmarks for all active positions. Develop a staffing strategy that allows for the expanded use of contract labor, especially during projects. Develop a decision and prioritization methodology that balances the individual needs of Service Areas and Agencies with the enterprise needs of the City organization.

Leveraging Existing Tools and Solutions

Formalize help desk processes and procedures and develop service level agreements for availability, response and resolution time. Extend and upgrade the help desk functions available for the help desk staff, including remote desktop control and software packaging. Standardize disk imaging processes to reduce initial deployments and assist in limiting the time spent resolving complex operating system and configuration issues.

Information Technology Policies and Standards

Develop a comprehensive set of policies, including a comprehensive security policy, to ensure understanding, compliance and consistency regarding use, procurement and support of information technology amongst all City employees and other agencies supported by the Information Technology Service Unit. Develop a set of technology standards to ensure consistency in the application of technology solutions.

Workstation and Laptop Fleet Management

Develop a comprehensive strategy for supporting the standardization of procurement, configuration, deployment and management of the City's workstation and laptop fleet. Develop a process to manage software licensing for all enterprise applications. Improve workstation and laptop patch management processes.

Optimization of Server and Storage Platforms

Develop strategies to consolidate and optimize the City's storage and Windows Server platforms using industry standard methodologies and vendors. Develop a survivability plan for the optimized infrastructure by leveraging the City's current and future communications infrastructure and facilities.