

INFORMATION TECHNOLOGY DIVISION 2020-2024 STRATEGIC PLAN

City of
MEMPHIS



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► VISION



Information Technology is committed to providing technology-based solutions that enable the city government to connect with and better serve the constituents of the City of Memphis in ways that improve the quality of every experience.

- **Kimberly Bailey, Chief Information Officer**

CHIEF INFORMATION OFFICER'S MESSAGE

This City of Memphis Information Technology Strategic Plan puts framework around how we, as a division, see executing our key initiatives that are on the horizon. I want us to always strive to make technology as easy as possible for our customers. This plan allows for thoughtful planning so that our efforts are not only tactical and measurable, but also beneficial to the City of Memphis enterprise. By aligning with the priorities and vision of our great City, we will apply a focused approach so that change is digestible, our responsiveness is timely, security is a priority, and our solutions are reliable. Realizing our success depends not only on the Information Technology Division, but our partnerships with all City leaders, employees, and citizens, our intentional planning and cooperating with our business partners will allow each of us to see the tangible effects of the aligned action steps in this plan. Lastly, technology is the foundation for so many initiatives behind the momentum that propels Memphis forward, and through this strategic plan we expect our ITD impact to continue to deliver game changing solutions that will be transformational for many years to come.

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► MAYOR'S PRIORITIES



OUR VISION

Memphis is a hub of opportunity, innovation and easy living.



Innovation

Researching best practices and innovating current processes to ensure the best service and use of resources.

Collaboration

Mandating that we break all silos across the organization and ensure that we bring in the best minds to solve problems. Being inclusive of others and striving for a diverse workforce.

Accountability

Setting clear expectations and holding all employees accountable for completing goals and delivering quality services.

Service

The heart of public service is being a servant leader. Ensuring that we have a clear standard that serving citizens of Memphis is our number one priority.

OUR PURPOSE

Improving quality of life for all Memphians, every day.

OUR MISSION

To be brilliant at the basics – delivering reliable, responsive, high-quality services.



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► MISSION

The Information Technology Division provides solutions that upgrade our technical infrastructure, promote progressive implementations, and expand our innovative path to benefit all City of Memphis employees and citizens.



► CORE VALUES

- To operate with integrity
- To provide quality customer service
- To be professional, proactive, and competent
- To build positive relationships
- To communicate effectively
- To find areas for professional development

► FOCUS



INFRASTRUCTURE

To ensure our basic technology needs and systems are in place to operate efficiently.

IMPLEMENTATION

To ensure we are implementing smart enterprise solutions.

INNOVATION

To ensure we are on the cutting edge of technology advancements.

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IT Administration Goal: Improve Employee Experience

Purpose: To welcome, set expectations and broaden the vision for our future leaders in the technology field.

Mayor's Priority Alignment: Good Government

ACTION STEPS

01

Implement an enhanced virtual onboarding / offboarding experience for all employees

04

Maintain operational efficiencies to ensure excellent customer service to all employees, staff and visitors

02

Conduct monthly virtual ITD specific orientation for new employees

05

Cultivate a diverse and inclusive environment promoting acceptance of all thoughts and ideas where employees feel valued

03

Seek opportunities to implement contactless practices to maintain current and future safety precautions

06

Promote an environment for employee development and recognition

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IT Finance Goal: Fiscal Accountability

Purpose: To strengthen finance and procurement operational productivity and streamline budgetary processes.

Mayor's Priority Alignment: Good Government

ACTION STEPS

01

Re-evaluate and implement systems in order to simplify budgetary operations

05

Assist departments with the overall IT procurement process so that purchases are timely and appropriate

02

Conduct monthly budget review meetings with IT department managers

06

Develop standard operating procedures so that the procurement process is consistent

03

Realign duties to increase productivity

07

Make contract management a priority by reviewing terms, conditions, and service level agreements regularly

04

Utilize data and reports to analyze spending trends

08

Implement paperless processes to increase efficiency

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IT Operations Goal: Operations Transformation

Purpose: To transform core business operations and maximize efficiency by leveraging lean principles and emerging technologies.

Mayor's Priority Alignment: Good Government

ACTION STEPS

01

Align staff with overall full-service PMO needs

05

Align lean methodology throughout all operational and technology functions

02

Develop PMO instructional manual

06

Implement change management practices

03

Prioritize professional development training

07

Develop annual departmental evaluation plan

04

Document current state processes and conduct departmental needs assessments

08

Develop continuous improvement strategy

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IT Service Delivery Goal: Asset Management

Purpose: To identify City of Memphis assets and maintain a central repository to allow for the tracking of assets and to assist in forecasting when devices should be decommissioned throughout the environment.

Mayor's Priority Alignment: Good Government

ACTION STEPS

- | | | | |
|----|--|----|--|
| 01 | Conduct an asset management software analysis in order to implement the appropriate solution | 05 | Inventory City of Memphis assets and update databases |
| 02 | Define asset types to be included in asset management database | 06 | Create digital inventory forms |
| 03 | Train staff to maintain chosen solution | 07 | Create standard operating procedure |
| 04 | Evaluate current processes and identify gaps | 08 | Develop an asset ownership/location verification process |

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IT Enterprise Applications Goal: Implementation Modernization

Purpose: To modernize and adopt current technologies and practices for application development and support.

Mayor's Priority Alignment: Good Government

ACTION STEPS

01

Implement GitHub and use industry standard source code management practices

05

Consolidate reporting tools

02

Standardize developers' operating procedures and adopt best practices

06

Consolidate multiple archived data sets to one data warehouse /reporting server

03

Procure appropriate tools and implement ERP solutions to enhance productivity

07

Use testing automation where possible

04

Introduce new technologies such as machine learning and chatbots

08

Use rapid application tools to replace traditional tools

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IT Network/Telecom Goal: Enhanced Network Infrastructure

Purpose: To upgrade the City of Memphis network to provide enhanced security and facilitate services to benefit the citizens.

Mayor's Priority Alignment: Good Government

ACTION STEPS

01

Upgrade network infrastructure to utilize Fabric Connect technology for all divisions

03

Continue with the rollout of the new City standard telephone system

02

Replace the aging fiber optic backbone from 3rd party vendors with a 100% City-owned fiber infrastructure

04

Utilize network to expand wireless services for public benefit to address digital equity

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IT Security Goal: Security Posture Augmentation

Purpose: To increase City of Memphis information security posture.

Mayor's Priority Alignment: Good Government

ACTION STEPS

01

Implement data governance and information protection measures

05

Utilize education and communication to increase security awareness

02

Leverage technology for identity and access management

06

Develop a compliance training program

03

Identify type and level of risk in the City of Memphis surrounding information protection

07

Maintain well-trained security team to support the enterprise

04

Create a risk matrix

08

Proactively monitor network activity for security threats and incidents

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IT Data Center Goal: Data Center Optimization

Purpose: To maintain the City of Memphis compute and storage infrastructure, providing resources to other teams and departments to facilitate their needs.

Mayor's Priority Alignment: Good Government

ACTION STEPS

01

Identify and remediate single points of failure in the ITD server infrastructure

04

Provide compute and storage resources for enterprise division consumption to assist in their growth and efficiency

02

Update data center hardware to improve stability and performance

05

Document data center environment operating procedures to maintain standards and increase visibility

03

Ensure the organization's data is backed up using an industry standard 3-2-1 backup scheme

06

Upgrade data center/disaster recovery infrastructure