CIO’s Vision and Goals

Our goal is to work with our customers to align business and technology goals

Organizational Objectives

- Utilize Business Technology Planning process to achieve agency objectives
- Develop a holistic understanding of business, technical, and risk/cost requirements for each customer
- Identify opportunities to reduce overall Run-the-Engine (RTE) costs
- Enhance delivery of future initiatives by leveraging Service Oriented Architecture (SOA) best practices
- Reduce overall system risk through improvements in efficiency and effectiveness
- Leverage existing technology investments to deliver the next generation of IT solutions

Critical Success Factors

- Clearly defined scope
- Detailed templates and examples
- End-to-end approach that utilizes gathered data
- Support from executive sponsorship / leadership
- Active project management – proactively manage scope, issue and risks

Project Risks

- Availability of key Subject Matter Experts
- Breadth of scope to be gathered and analyzed
- Availability of system information and documentation
- Level of detailed analysis required

We will use business drivers to develop a consistent set of architectures
Mission and Core Values

This requires a clear direction

**Mission Statement**

Through strategic partnerships with city agencies we will provide technology and customer services to aid Richmond’s leadership in fostering a positive environment and enhancing the quality of life for people to live, work, and play. The guiding values and principles that support our mission are:

**Core Values**

- Respect
- Common Sense
- Integrity
- Customer Focused
- Productive and accountable
- Empowerment
- Innovation
- Commitment to quality
- Proactive
- Continuous learning
- Lead by Example
- Positive Attitude
- Effective Communications
CIO Strategies

1) Architecture “MUST BE” more than a technology, it “HAS TO BE” an Enabler

2) The “VALUE” is in the Data:
   1) 60/40 Strategy: Utilizing COTS products will deliver 60% of the value to the business customer
   2) IT can provide the other 40% of the value needed through data aggregation and integration while achieving standardization and cost management

3) Create a an IT leadership organization that can “think” for customers, when necessary.
# CIO’s Vision and Goals

The difference between whether an organization achieves its goals or fails to meet its goals lies in defining the difference between leadership and management. This can be a difficult transformation, and may require the IT group to assume the burden of “thinking” for its customers. It also requires clearly defined processes and measures so that we know exactly how we are performing.

<table>
<thead>
<tr>
<th>Managed Organizations</th>
<th>Leadership Organizations</th>
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<tbody>
<tr>
<td>• Are reactive</td>
<td>• Are proactive</td>
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<td>• Just let things happen and do not put the effort into how to avoid a repeat of the issue; they simply manage the issues or fix the problems</td>
<td>• Focus on solving the problem by identifying how to prevent it from repeating</td>
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<tr>
<td>• Provide excuses on why things cannot be done, or why a situation exists</td>
<td>• Solve the current problem and identify what additional steps can be taken to improve the process and enhance future performance</td>
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<tr>
<td>• Simply execute tasks and complete them in the order you receive them; simply managing the workload</td>
<td>• Seek ways to organize and prioritize the work to be as effective as possible for the customer and the organization</td>
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<td>• Do not hold people accountable to their goals and objectives because they are afraid to have the hard conversations or execute performance</td>
<td>• Hold people accountable to their goals and objectives by establishing clear performance measures</td>
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<td></td>
<td>• Provide continuous feedback to employees regarding their progress against the stated performance goals and objectives</td>
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Roadmap Considerations

• Infrastructure projects
• Existing commitments to large technology projects: RichmondWorks, CAD, ERP; MUNIS; GIS; 311 Call Center; etc.
• Employee development
• Maintenance and support
• Enterprise GIS Services
Application Solutions’ Goals

• Lead Resources to Achieve Results
• ITIL Processes Implemented for Delivering World Class IT Services
• Innovative Application Solutions
• User Involvement and Partnerships
• Improved Communications
• Customer Focused Service Delivery
• Keeping Score of Success/Improvements
• Recruiting and Retaining Top Performers