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# Information Technology Strategic Plan – City of Richmond

Business Technology Planning



# Agenda

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The Vision for an Enterprise Planning Process

A Fundamental View of Technology Planning

A Holistic Approach and the Value Proposition

Understanding the Agency Vision and aligning priorities

Solidifying a Partnership Approach

Living the Roadmap

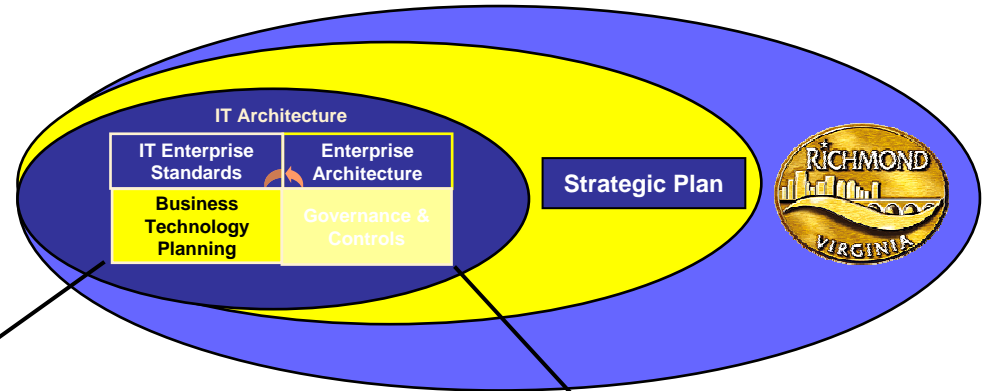
How the Process Helps Achieve Results

How the Process Works: Process Flow and Overview

# The Vision: Build an Enterprise Planning Process based on Partnering at the Agency Level

***The Offer:*** Establish the common framework and processes that delivers a Business Technology plan for each agency and establishes an Enterprise Portfolio view at the Leadership level within the City

***The Intent:*** Evolve from agency focused goals to enterprise level planning targets



*Define technology plans specific to each agency*

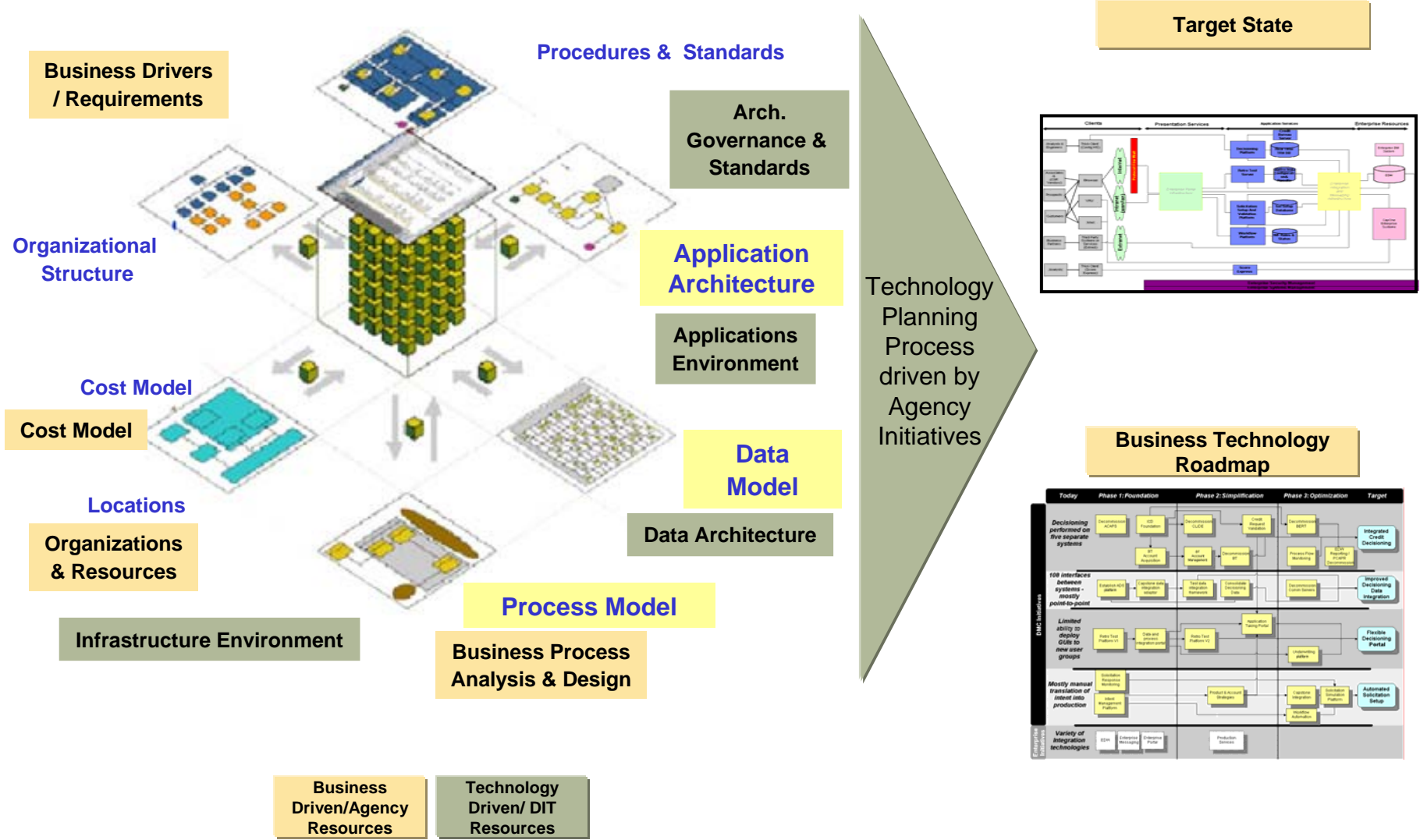
*Establish an Enterprise Portfolio for city-wide initiatives*

***Without a consistent approach that enables an Enterprise view we will not be able to . . .***

- χ Reduce localized “Run the Engine” costs
- χ Manage Enterprise level risks
- χ Optimized investment plans for Projects
- χ Build and leverage common services and systems
- χ Establish effective partnerships between DIT and the agencies

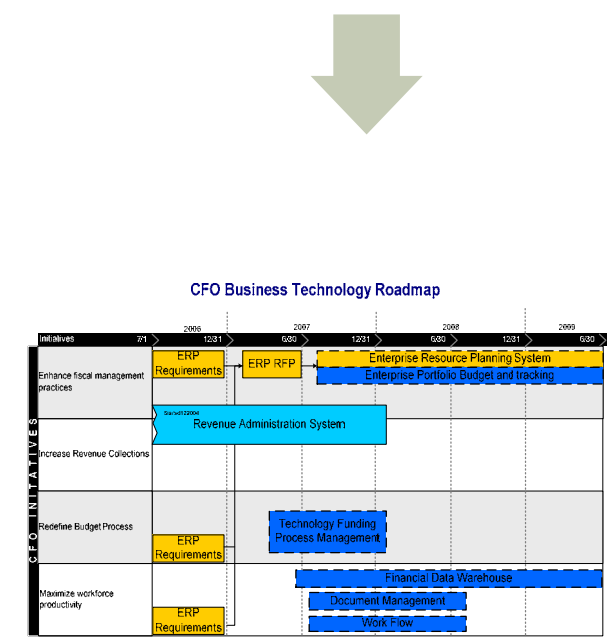
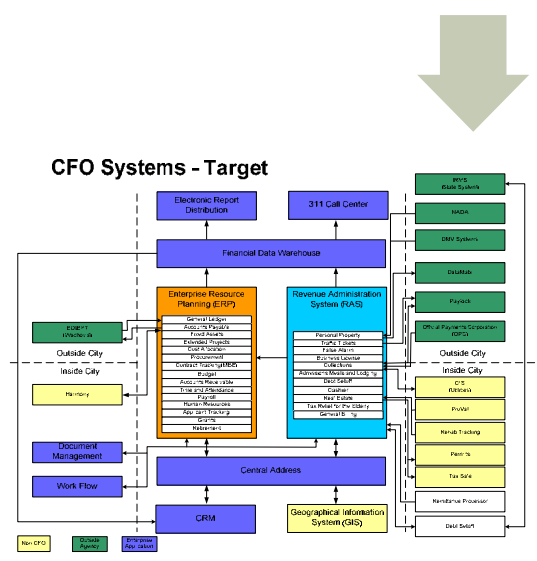
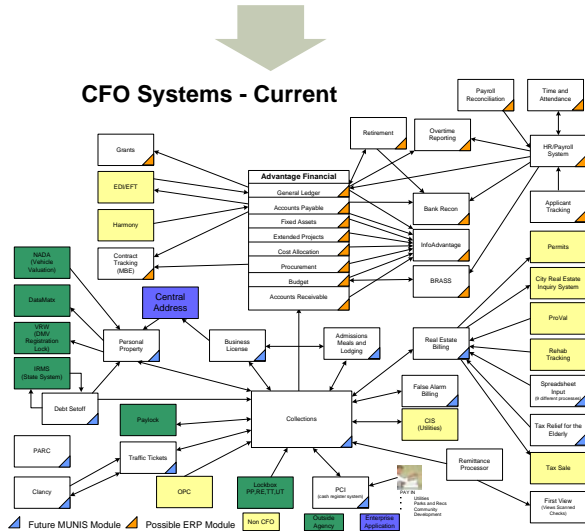
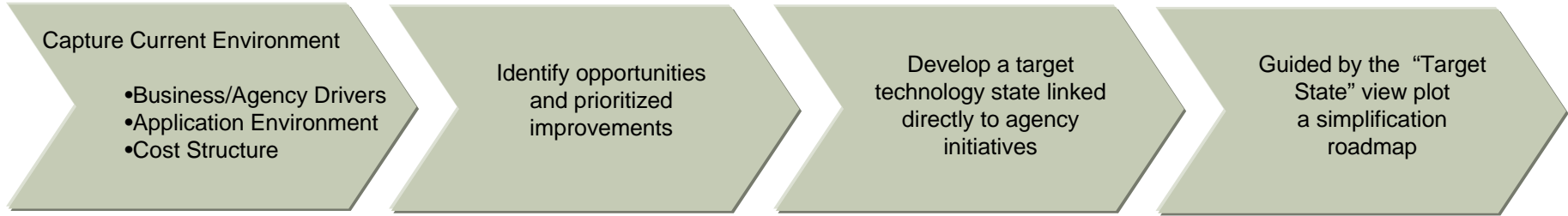
# Fundamentals of a Technology Planning Process

The chart below shows how the technology planning process is tightly integrated and requires the investment of resources from both the agency and DIT levels.

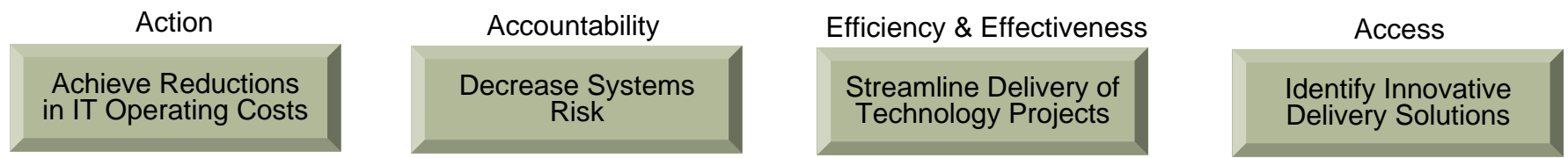


# This provides us with a “holistic approach” to technology planning

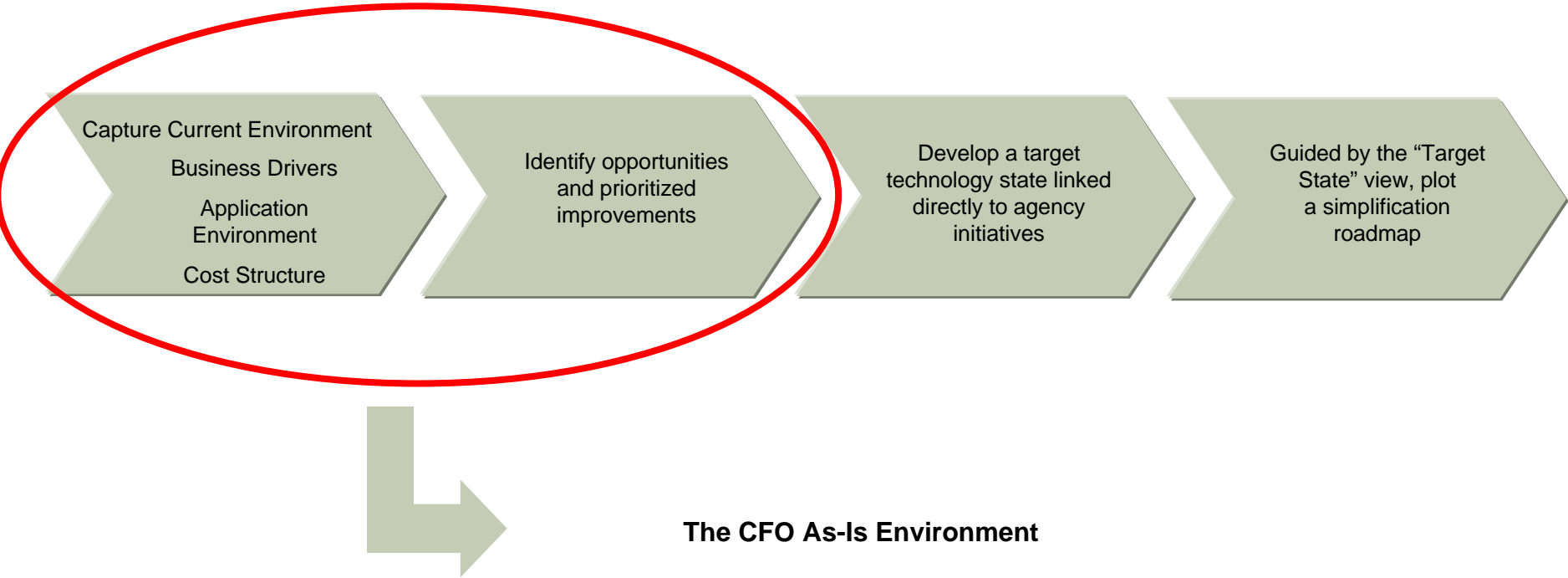
We are following a process that is focused on achieving business value through technology planning



Value proposition: How does this support the Mayor’s agenda?

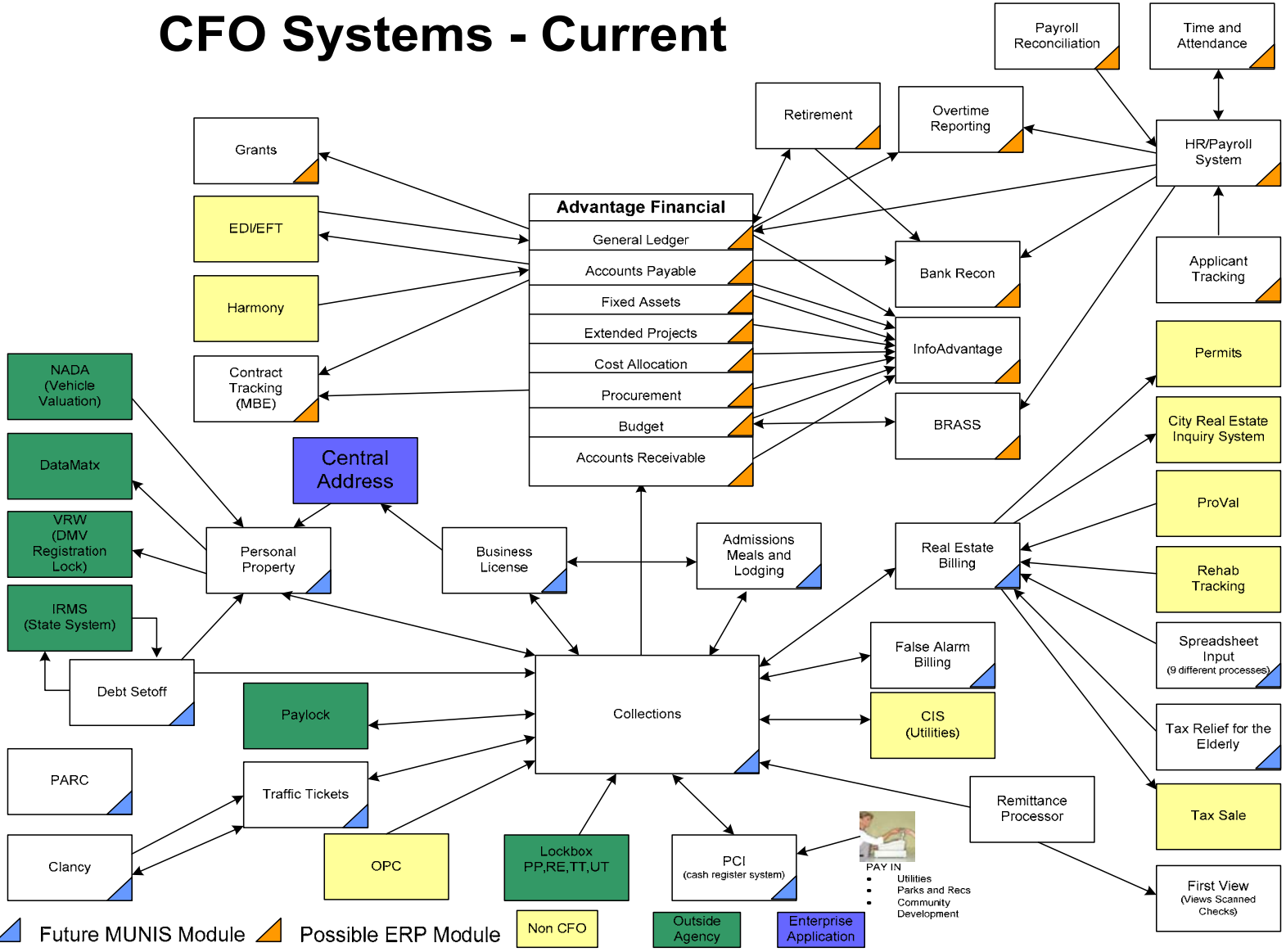


# Part I: Sharing the Agency Vision and aligning priorities



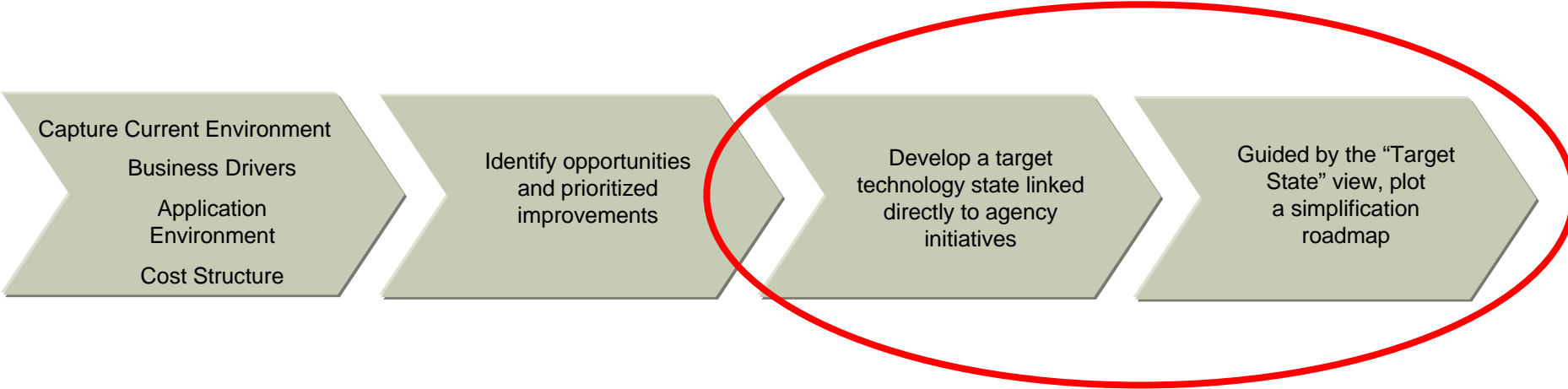
# CFO Current Environment View: The "As-Is" State

## CFO Systems - Current

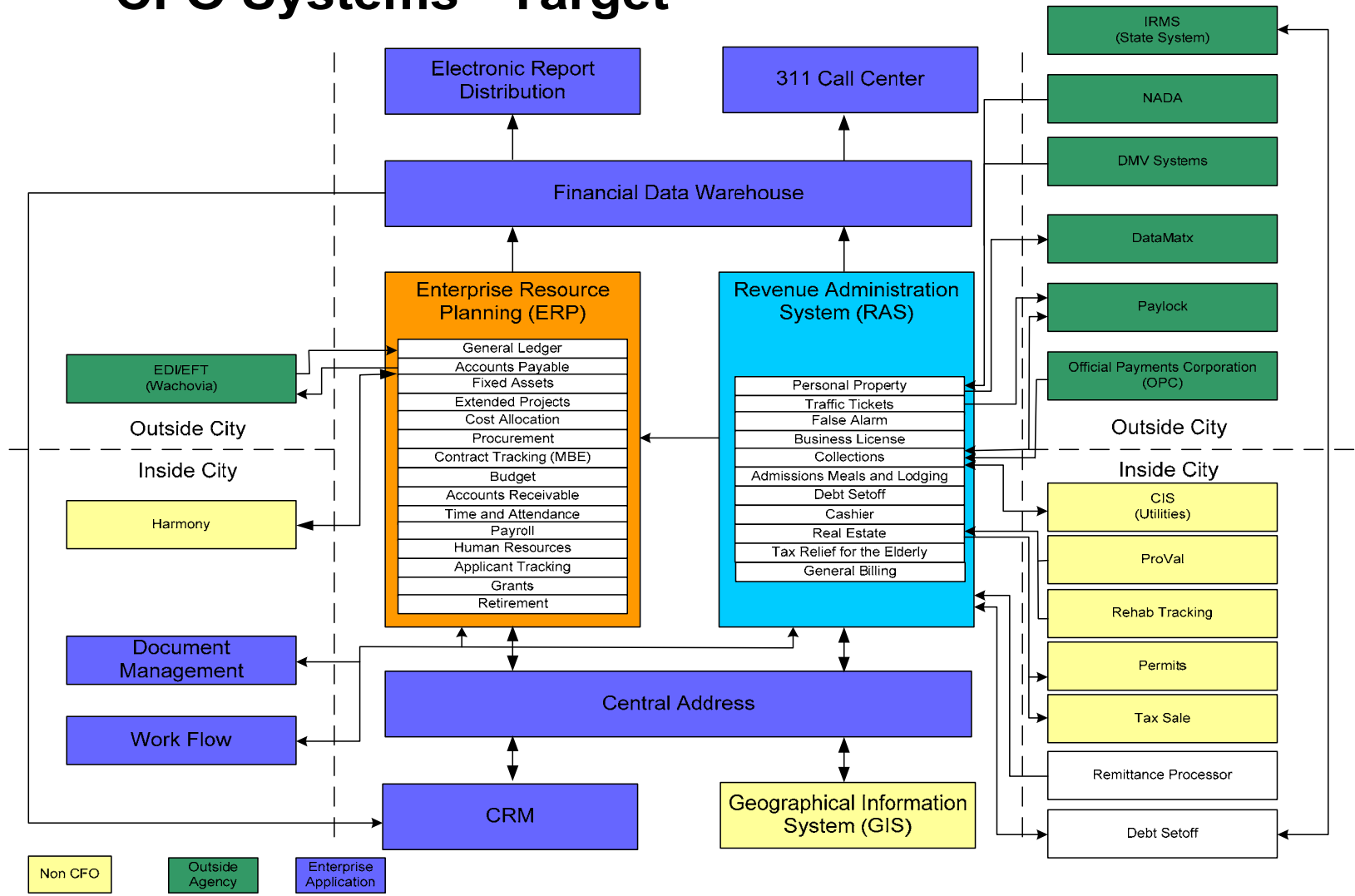


# Part II: The Partnership Approach provides us our Target State and Roadmaps

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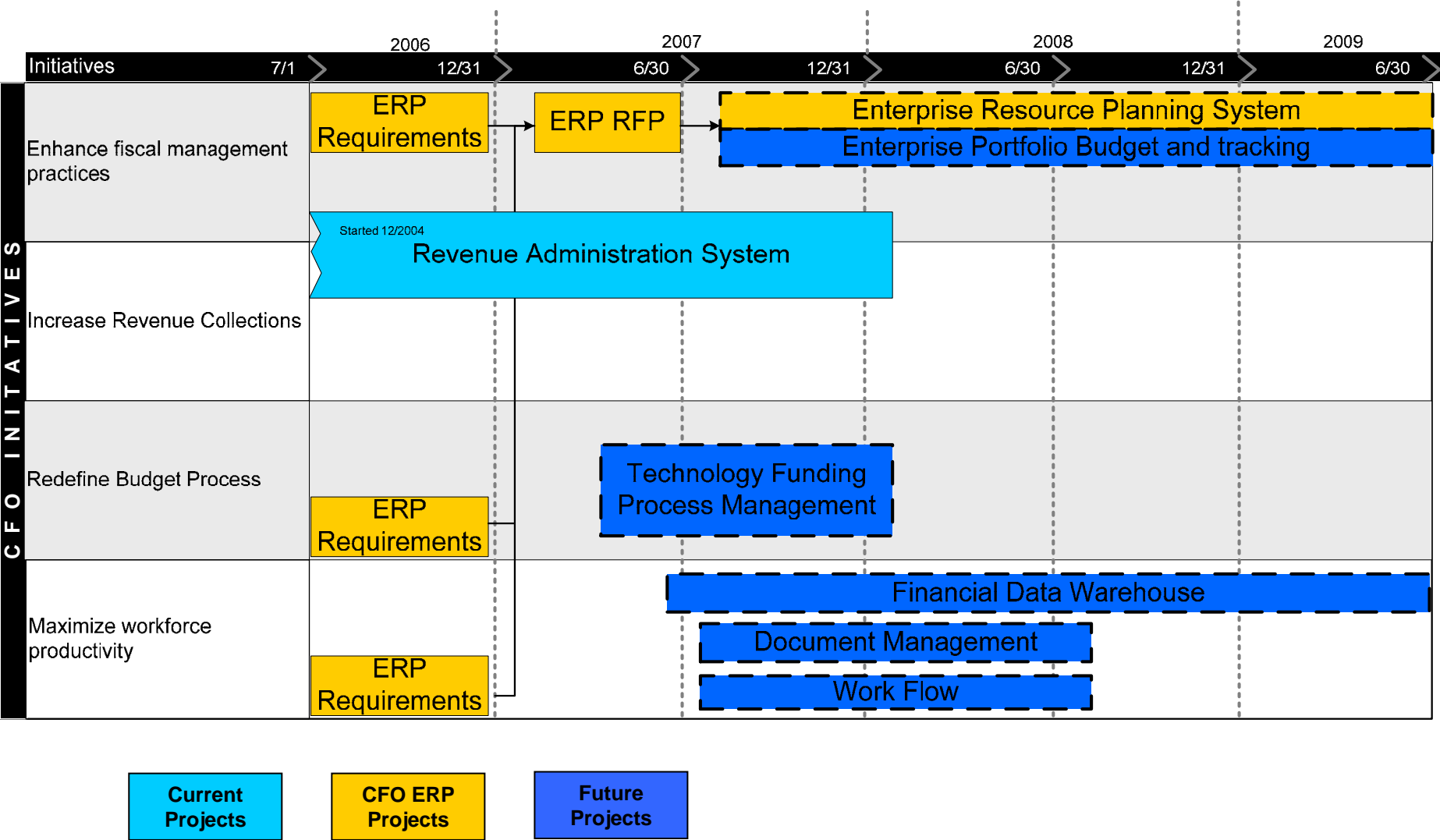


# CFO Systems - Target



# The Roadmap:

## CFO Business Technology Roadmap



## ‘Living the Roadmap’

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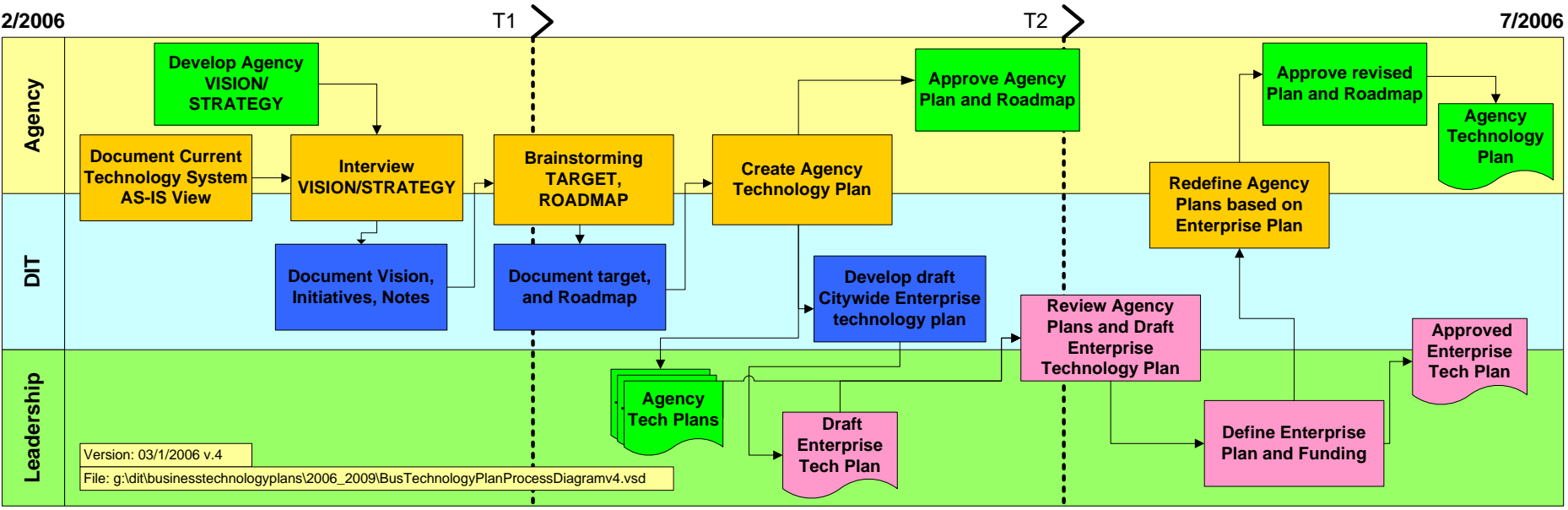
- Use target technology state and the roadmap in day-to-day operations
  - Communicate and educate agency and DIT staff
  - Integrate roadmap in the agency planning and portfolio processes
  - Select projects and create business cases for them
  - Align future business projects to the Target State and add them to the roadmap
  - Use the roadmap as the tool for prioritizing work and capturing changes in agency initiatives and business projects
  
- Agency resource and DIT Project Lead will have co-responsibilities
  - Roadmap ownership and maintenance
  - Enhancing the partnership and relationships within the agency and IT
  - Tracking and reporting progress against the roadmap
  - Escalating need for planning reviews to update Target State and revise roadmap to reflect these changes

# How does the Target State and Roadmap help?

Symptom	Current Results prior to implementing this Process	Anticipated Results from Implementing this process
Lack of Efficiency	Lack of full engagement by agency through dedicated resources leads to long feasibility studies, resulting in delayed lead times to start initiatives	Pre-determined direction facilitates options analysis and reduces lead time required to start initiatives
Un-Managed RTE Costs	Redundant functionality across systems increases overall RTE costs	Shared capabilities lowers overall operating costs
Wasted Effort and Rework	Temporary solutions are put in place to react to aggressive timelines, and eventually need to be replaced	Planned solutions anticipate agency needs and provides relief to reactive solutions
Loss of Flexibility	Data will be replicated at the agency level or may not be available to all agencies requiring the data.	Data access will be established and available at the Enterprise level, reducing costs associated with duplication and providing transparency to the citizens of Richmond.
Investment Strategy	Agency level funding model lacks coordination and visibility into the ROI on enterprise eligible initiatives	Enterprise investment plan identifies where maximum benefits can be achieved
Technology Change	Local control leads to inconsistent reaction to new/emerging technology	Controlled introduction of emerging technology (e.g., Speech, RFID, etc.)
Longevity of Solutions	Technology is outdated and reaches end of life, resulting in change driven by technology needs	Changes in the environment are accomplished at the enterprise level based on agency needs, and not by technological limitations
Quality	Point solutions only address specific needs and are not integrated	Coordinated solutions share infrastructure to create enterprise-wide capabilities

# How the Process Works: Process Flow and Overview

## Business Technology Planning Process 2006-09



**We will follow the same process to deliver our Enterprise Technology Planning Portfolio**

