

# IT Strategy and Roadmap Report

City of Mesa IT Assessment, Strategy and Roadmap



This document defines the City of Mesa's future vision for IT and the strategic initiatives and roadmap established to facilitate its achievement.

The 2018-2022 IT Strategy and Roadmap:

- Defines the City's strategic priorities for its IT organization to be accomplished during the next five years—laying a foundation to be agreed upon and managed by City executives, the City's departments and key stakeholders;
- Is consensus driven and based on input from City executives, management, and supervisory personnel, analysis of industry technology trends and the City's strategic objectives; and
- Creates accountability among leadership and delivery groups with a transparent link between business objectives and technology plans/systems.

# Driving Strategic Transformation Through Business-Centric IT Service Delivery and Innovation

---

## ITD VISION

ITD will work closely with our business partners to deliver services that improve the quality of life for Mesa residents, businesses and visitors.

## ITD STRATEGIC OBJECTIVES

ITD will achieve this goal guided by the principles of transparency, collaboration, innovation, enterprise intake, security, reporting, and efficient use of resources.

**Overarching Success Factors** are the principles and ways of working that will guide the City of Mesa to ensure results of the IT Strategy are achieved.

The City's IT Strategy Overarching Success Factors are:

- **Executive sponsorship** – Leadership's commitment to own these initiatives, address challenging issues and make decisions promptly.
- **Governance, roles, and responsibilities** – Promote clear governance and established authority.
- **Inter-Agency collaboration and coordination** – Effectively manage cross-communication for IT Initiatives that represent shared needs, requirements and dependencies among City Partners.
- **Early involvement** - Promote broad and rapid participation of staff at all levels during and throughout the defined project process.
- **Resource commitment** – Allocate ample time and resources to this effort – both internal and external to ITD. A justification for projects with defined hard and soft benefits - meet the SMART criteria and have articulated business outcomes defined.
- **Organizational Change Management (OCM)** – Prioritize managing the change that will impact operations and users in multiple ways, such as process, policies and workflow, training, and usability to achieve productivity gains.
- **Defined expectations** - Commitment to an integrated, enterprise approach for the “greater good” – and a willingness to deny requests for niche solutions.
- **Benefits management and benefits realization** - Develop a formal Benefits Management Plan that ensures benefits described in Business Cases and Project Charters in a consistent format and level of detail across the program.
- **PMO support** – Support for effective management and provision of project resources within IT and throughout the organization to ensure success.



IT Strategic Priorities are **critical focus areas** for the City of Mesa that **directly address existing challenges** or opportunities for delivering future strategic and transformational benefits.

IT Strategic Priorities served as input during planning tasks that shaped the **City of Mesa IT Strategy and Roadmap**.

#### IT STRATEGIC PRIORITIES



IMPROVE BUSINESS  
ENGAGEMENT



EMPOWER  
INNOVATION



EVOLVE PPM  
CAPABILITIES  
MATURITY



ADVANCE DATA AND  
ANALYTICS



ENABLE  
CONSUMERIZATION  
OF CITIZENS



BALANCE  
SUPPLY AND DEMAND



STRENGTHEN  
INFORMATION  
SECURITY

### IMPROVE BUSINESS ENGAGEMENT

Develop capabilities that will improve the ITD relationship with – and understanding of – the business, enabling ITD to better communicate and manage stakeholder relationships, inform decision-making, improve resource allocation transparency and demonstrate comparisons against other organizations.

### EMPOWER INNOVATION

Position Mesa as a progressive municipality through the use of new technologies and enhanced capabilities.

### EVOLVE PPM CAPABILITIES MATURITY

Employ investment/portfolio management practices to ensure optimized resourcing, consistent reporting and use of PM processes. Leverage PPM capabilities (or processes) that exist outside of ITD, where appropriate.

### ADVANCE DATA AND ANALYTICS

The ability to use available data more effectively for planning, decision making, and managing performance. Accelerating value derived from data and information assets (i.e., ability to obtain answers to questions; ability to discover problems).

### ENABLE CONSUMERIZATION OF CITIZENS

Facilitate the consumer's active involvement in the City of Mesa. Building and sustaining the relationship with community members.

### BALANCE SUPPLY AND DEMAND

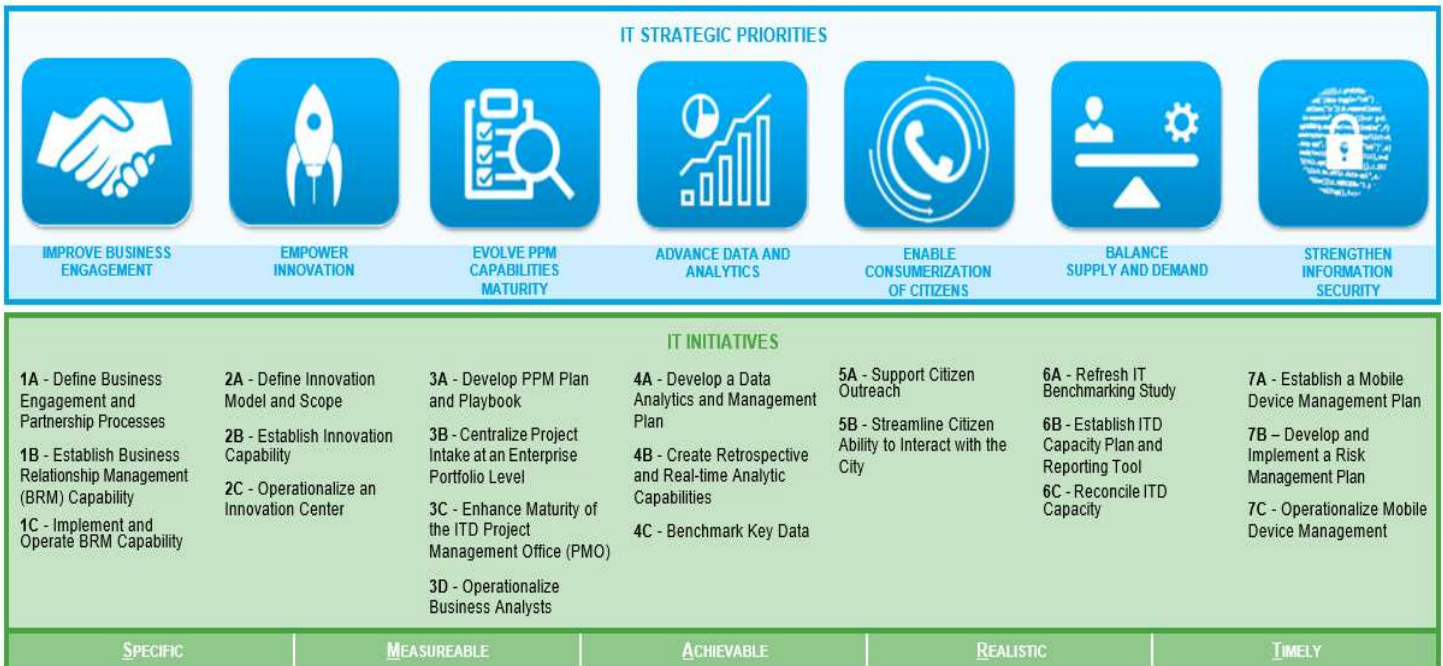
Benchmark activity to analyze supply/demand/capacity. Increase ITD capacity with additional resources (internally or through an outsourcing contract to deliver discrete capabilities or IT Initiatives) or reduce IT intake (decrease demand).

### STRENGTHEN INFORMATION SECURITY

Implementation of robust processes and practical security technologies that are all based on a sound understanding of the organization's business and how the team meets business objectives.

## IT Strategic Priorities and Associated IT Initiatives

**IT Initiatives** have been identified based on discovery findings, Gartner's IT Score Assessment, and relevant research. Each IT Initiative is aligned with the City's Strategic Priorities and focused on delivering specific outcomes and benefits.



Mesa's IT Strategy, Strategic IT Priorities, and associated Initiatives tie to the **City of Mesa Strategic Priorities**, where applicable.

### City of Mesa Strategic Priorities

- 01 COMMUNITY SAFETY**  
Building communities that are safe, healthy, and welcoming.
- 02 TRANSFORM NEIGHBORHOODS**  
Mesa's neighborhoods are clean, safe, and economically vibrant places where residents and businesses are engaged, informed, and take pride in their property and community
- 03 WORKFORCE DEVELOPMENT**  
Creating an enriching environment where the skills required to succeed in today's economy are made readily available and easily accessible
- 04 SUSTAINABLE ECONOMY**  
Striving for continued economic growth and increased prosperity for all Mesa residents.
- 05 PLACEMAKING**  
Cultivating vibrant, unique spaces ranging from a city block to entire economic centers that attract and benefit residents, businesses, and visitors.



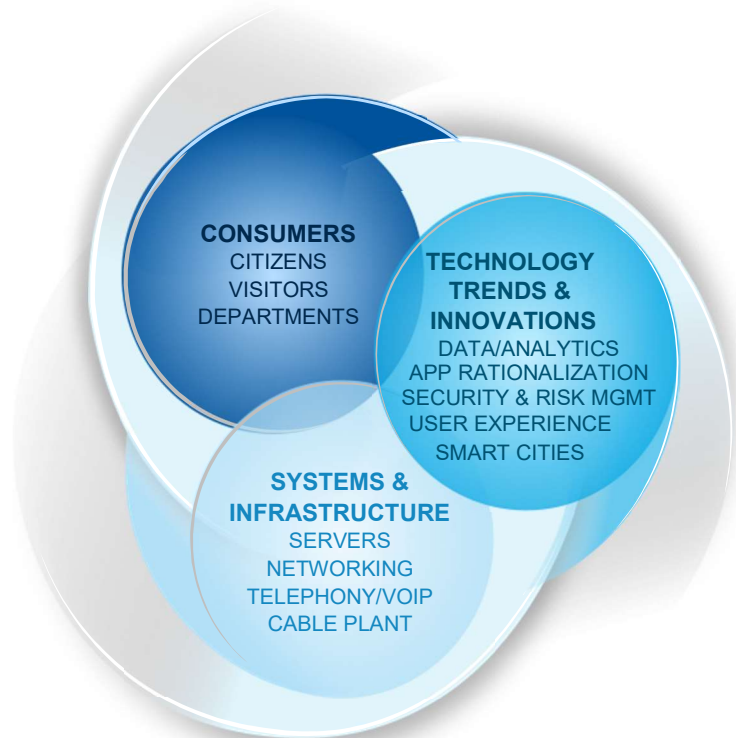


## Assessment Conclusions

---

The following IT improvement actions are based on findings gathered and analysis of Mesa's current state:

- Develop bench breadth and depth and demonstrate a solid understanding of the enterprise industry and core processes to better support your consumers. Increase current capacity by:
  - Assigning resources to develop and execute an overall resource plan (including resources from external partners and providers).
  - Reassigning current responsibilities within ITD to more efficiently and effectively utilize resources.
  - Working with current (external) partner departments, agencies, and organizations to relieve existing resources of other duties.
  - Enable the IT portfolio and alignment with business imperatives through IT strategic planning.
- Develop strong stakeholder relationships through a formalized relationship management strategy, such that the application of information technology to back and front office processes, business information assets, new products and services, human collaboration and networked relationships can be tested and exploited.
- Develop consistent governance mechanisms and decision criteria to appropriately balance IT investments (i.e., allocate intentional balance among run, grow, and transform allocation objectives).
- Explicitly align technology roadmaps, investments and design decisions to enterprise strategic goals to demonstrate ITD's business value.
- Employ investment portfolio management practices to ensure optimized resourcing.
- Realign cost accounting and financial management away from the asset focused paradigms of a cost center, toward the activity-based costing of the service, value and outcome-oriented paradigms of a business. Create business based financial management and performance reporting.
- Grow maturity of ITSM by creating adoption pathways that are depending on solution level of impact and complexity.
- Become an innovation center by fostering and promoting an innovative mind-set throughout Mesa by:



## Assessment Conclusions (continued)

---

- Centralizing IT innovation with ITD acting as the governing body responsible for all technology innovation measures.
  - Providing the overarching rules for innovation that internal (staff) and external (vendors) stakeholders must follow—and assist stakeholders in adhering to them.
  - Instituting command-and-control measures to track and mitigate risk.
  - Promoting innovation successes, measurements, and business impacts.
- Develop an enterprise data strategy, including change management, data governance, data management, and identity and access management.
  - Increase information security maturity by developing a robust Master Data Management (MDM) Program and leverage Internet of Things (IoT) and align data management and cloud solution approaches to harness benefits from access and integration.
  - Develop an Asset Retirement Program that includes establishing a baseline for retirement commitments.
  - Establish Organizational Change Management (OCM) capabilities within the PMO, or elsewhere within ITD's organization, to ensure at least all major projects (determined by the intake process and appropriate selection criteria) have an effective, consistent, means of conducting activities that ultimately facilitate greater user awareness, adoption and satisfaction, such as but not limited to:
    - Stakeholder analysis and engagement planning,
    - Business impact assessment
    - Communications planning and execution
    - Change readiness assessments
    - Change adoption and satisfaction assessments

### Information Technology Department City of Mesa

200 S Center St. Bldg. 2  
Mesa, AZ 85210  
480-466-2362

