Technology Strategic Plan

CITY OF RENTON, WASHINGTON

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Executive summary

Plante Moran assisted the City of Renton with an assessment of the current state technology (IT) environment with the objective of identifying gaps and opportunities for improvement. The information from the assessment supported the collaborative development of technology goals, strategies, and a roadmap for transitioning to the future state. Key themes identified during the assessment:

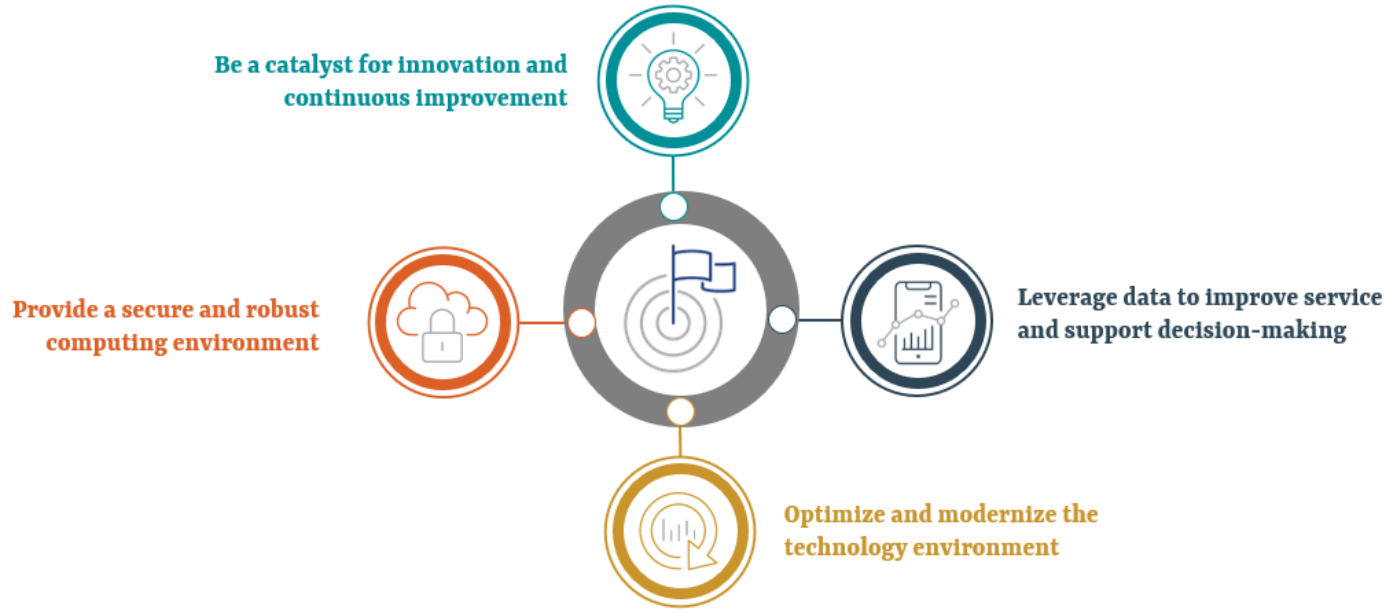
- Tangible improvement has been reported in relation to the cooperation, communication, and collaboration between the IT department and other city departments/divisions.
- There is a renewed focus on maturing the cybersecurity posture of the city to mitigate risks which includes the implementation of new technologies.
- Multiple technical initiatives are underway to standardize, refresh and update the technology across the city to support a sustainable and easier to manage environment.
- Many of the city departments/divisions expressed a strong desire for a greater degree of technical assistance in optimizing the use of existing and new technologies with respect to their operational practices.
- The current IT governance structure, including the scoping, prioritization, and resource allocation, is suboptimal.
- The current software application portfolio is expansive with limited integration among the system resulting in operational inefficiencies.
- A strong desire for easily accessible data (including dashboards) was a consistent theme, however, the data analytics approach lacks necessary formality and maturity to support this need.

In summary, the city is progressing toward a more standardized, sustainable and customer service-oriented technology environment. However, such items are foundational and going forward the IT department will need to simultaneously evolve to be a more strategic partner and key enabler of the city's goals.

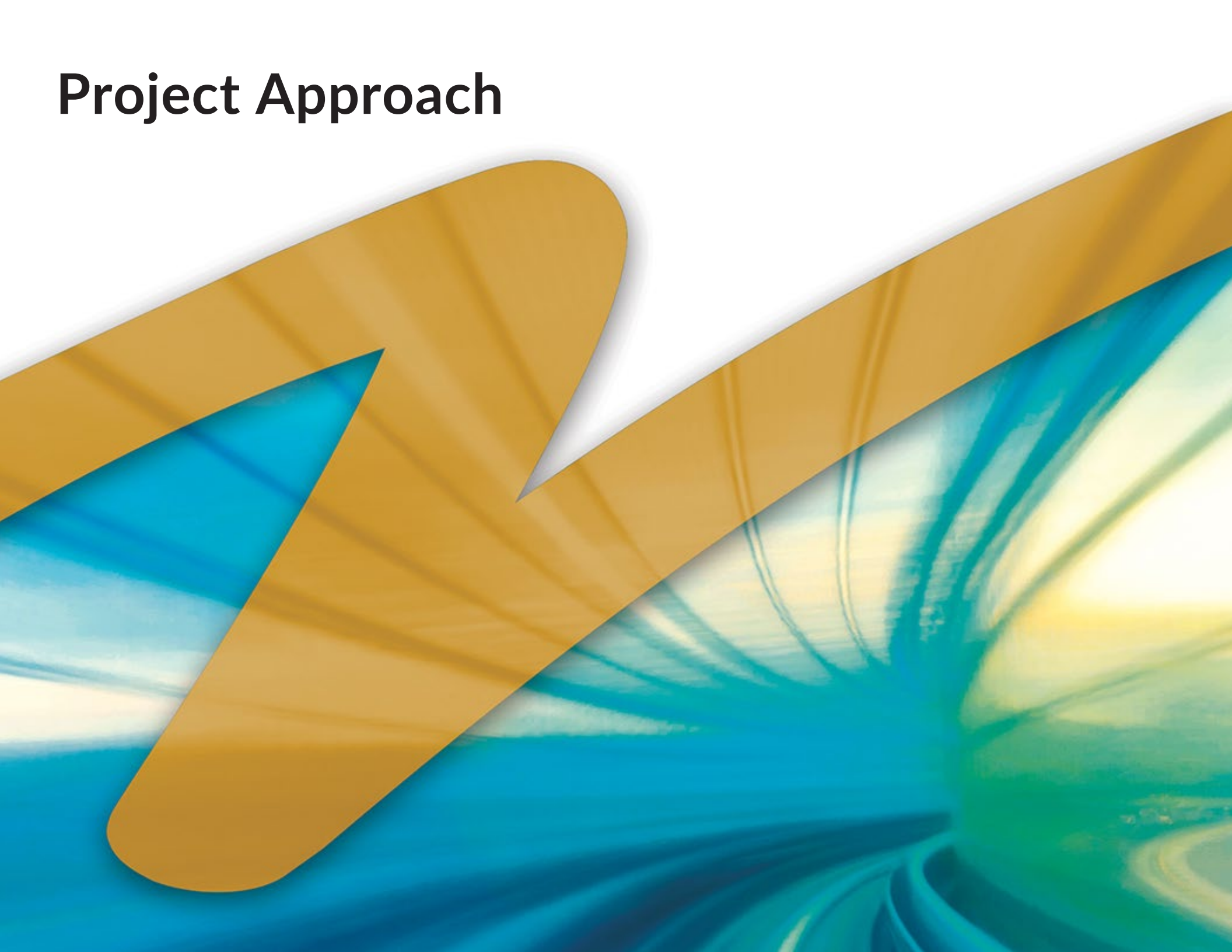
Technology strategic goals

The information from the assessment supported the outcome of the planning and strategy efforts, with the City of Renton identifying four technology goals.

For each of the technology goals identified, key strategies were identified with a mapping of the various recommendations identified during the assessment. The information was distilled into an articulation of the future state technology environment and a three-year transition roadmap.



Project Approach



Project goals and objectives

Analyze the existing IT environment of the City of Renton.

Identify gaps against best practices and the future-state IT environment required to support the organization's mission and vision.

Develop a strategic roadmap to address those issues with priority given to those that impact the core processes or have a high level of risk associated with them.

Technology planning approach

Performed data collection and end user survey

Conducted stakeholder and IT interviews

Developed current state assessment report

Conducted technology visioning workshops

Developed technology strategic plan

Assessment scope

People

Human capital management

External support

Stakeholders

Process

Strategy

Governance

Operations management

Project portfolio management

Risk management

Operations management

Technology

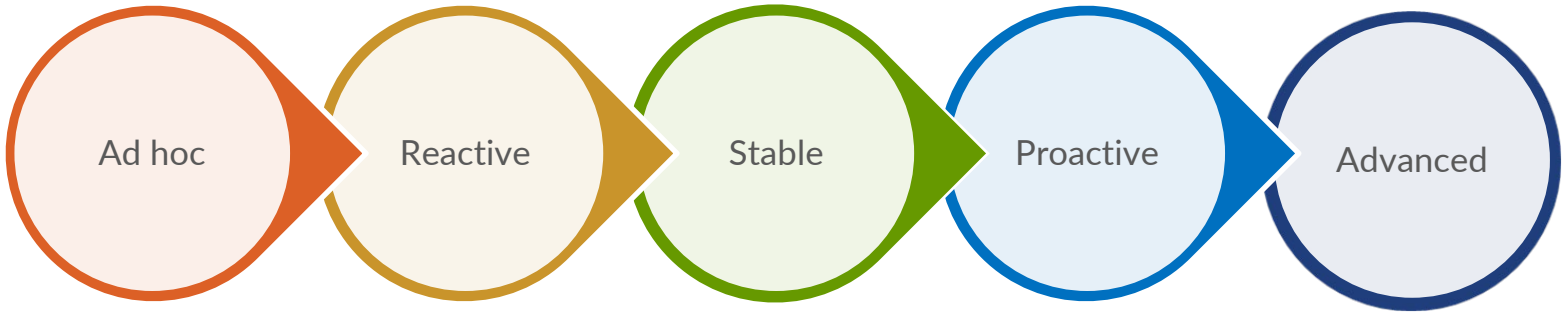
Infrastructure technology

Workforce enablement

Business intelligence & data

Current state IT assessment summary

IT maturity continuum



Ad hoc	Reactive	Stable	Proactive	Advanced
Only informal or ad hoc planning, processes, and technologies exist, if at all.	Informal and issue-based approach to circumstances, which may follow basic, repeatable processes.	Language, processes, and technologies are standardized, formalized, and institutionalized.	Actively pursuing continuous improvement of resources, processes, and technologies.	Best-in-class approach, fully optimized, and aligned with leading practices.

The current maturity is based on the state of the environment at the time of the assessment.

The recommended maturity is based upon a combination of factors including comparable benchmarks, industry best practices, and our determination of ability to address current and future needs.

Trend: Left in its current state, the trending direction of the environment.

▲ Improving ◆ Neutral ▼ Declining

IT maturity assessment

		IT maturity continuum					
		Ad hoc	Reactive	Stable	Proactive	Advanced	Trend
People	Human capital management		Current	Target			▼
	Strategic sourcing		Current	Target			◆
	Stakeholders		Current	Target			▼
Process	Strategy and governance	Current			Target		▲
	Project portfolio management		Current	Target			◆
	Operations management		Current	Target			◆
	Risk management		Current		Target		▼
Technology	Infrastructure technology		Current	Target			▲
	Workforce enablement		Current		Target		▲
	Business intelligence and data	Current		Target			◆

Current maturity - The maturity is based on the state of the environment at the time of the assessment.

Target maturity – The recommended maturity to address the current and future needs.

Trend – If left in the current condition the environment will improve, remain the same, or decline.

Supporting recommendations

A complete listing of recommendations, along with priority and effort, is included in the Technology Assessment report.

Be a catalyst for innovation and continuous improvement

Supporting assessment recommendations:

1. Restructure IT organizational structure and amend job titles to align with industry standards
2. Position IT as enabler of departmental operations
3. Enhance communication with stakeholders and end users
4. Implement best practices for project portfolio management (PPM)
5. Amend the approach to technology procurement
6. Implement IT change management best practices
7. Update and implement the equipment refresh cycle for various technologies aligned with the budgeting process
8. Continue to expand the use of mobile technology to optimize field operations

Provide a secure and robust computing environment

Supporting assessment recommendations:

1. Continuing enhancing the formal and proactive approach to cybersecurity
2. Develop and test an actionable disaster recovery plan
3. Update or replace unsupported operating system instances
4. Enhance identity and access management (IAM) practices
5. Move the disaster recovery data center to a more distant location
6. Determine the need for additional network redundancies
7. Enhance and document client service practices
8. Enhance and document IT asset management practices

Optimize and modernize the technology environment

Supporting assessment recommendations:

1. Develop standards to streamline departmental technology initiatives
2. Establish an effective and efficient IT governance process
3. Implement an enterprise architecture approach to applications and data
4. Prioritize the enterprise content management system (Laserfiche) implementation
5. Prioritize the enterprise resource management system replacement
6. Formalize the enterprise asset management approach and implement supporting technology
7. Standardize and refresh end-user devices

Leverage data to improve service and support decision-making

Supporting assessment recommendations:

1. Implement a data analytics program
2. Implement a master data management policy
3. Coordinated migration of GIS users to ArcGIS Pro software
4. Review the application portfolio and integration strategy implementing solutions as required
5. Identify and plan GIS integrations with third-party applications
6. Design and build ArcGIS Hub site
7. Establish a GIS dev/test environment
8. Improve end-user training for key technologies
9. Continue to expand the use of mobile technology to optimize field operations

Technology goals and future state roadmap

Visioning

Plante Moran conducted an in-person visioning session with key City stakeholders to garner an understanding of the City's vision for the future state technology environment. During these sessions, the results of the technology assessment were reviewed, the IT mission and vision were established, technology goals validated, project prioritization criteria was defined, and a technology initiative prioritization activity was conducted.

COLLABORATION *was identified as a key concept to include in the IT mission. This was supported by the desire to have a measurable impact on City operations & service.*

GOVERNANCE *considerations were identified as a significant constraint in accomplishing the current technology objectives of the City.*

The participants in the visioning activities included the following: Deputy Chief Administrative Officer/Executive Services Administrator, IT Director, Finance Administrator, Human Resources Administrator, Community & Economic Development Administrator, Public Works Administrator, Deputy Police Chief, GIS/Applications Manager and Network Systems Manager.

IT vision and mission

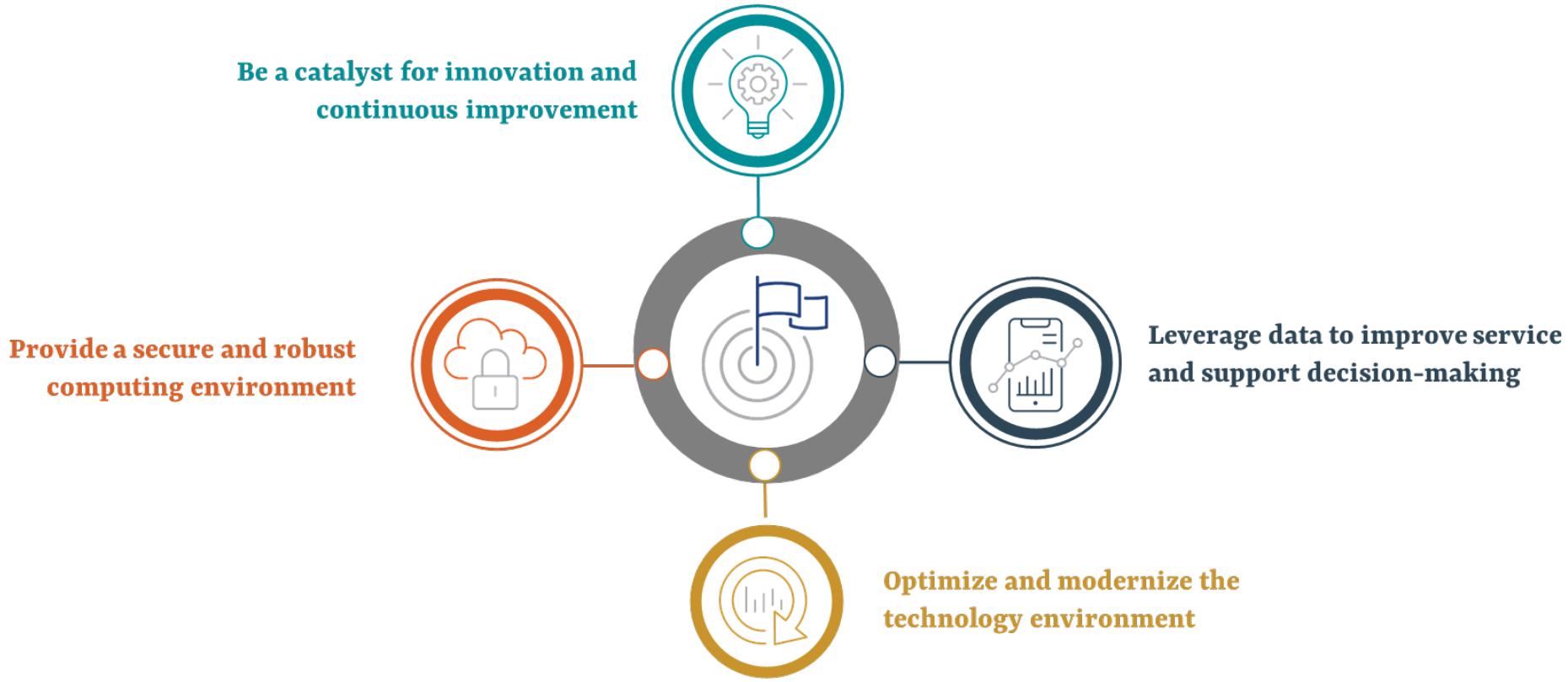
MISSION STATEMENT

Create a technology environment that upholds our commitments to the community and empowers City staff to provide exceptional public service.

Guiding principles

- Technology should have an appreciable and measurable impact on City operations and service.
- Invest wisely in technology resources to maintain a standardized, sustainable and effective technology environment.
- Continuously pursue innovation, automation and optimization of technology.

Technology goals



Technology goal strategies

Goal	Description	Key strategies
Be a catalyst for innovation and continuous improvement	Serve as key enabler for continuous improvement and innovation by driving efforts to effectively and strategically apply technologies that support and advance the goals of the City.	• Identify and implement innovative approaches and technologies that increase operational efficiency and enhance service. • Establish partnerships with operating departments and external parties to foster innovative thinking. • Use project management and execution practices to support rapid innovation.
Provide a secure and robust computing environment	Foster a citywide culture of security by means of technical controls, operational practices, user awareness, and robust technologies to protect the City from existing and emerging cybersecurity risks.	• Advance IT operational practices aligning them with standard frameworks & methodologies • Follow a best-in-class approach for cybersecurity management and operations. • Improve business continuity and disaster recovery capabilities.

Goal	Description	Key strategies
Optimize and modernize the technology environment	City service will drive IT operational excellence through the optimization of processes, procedures, and practices, along modernization of technologies in support of the City's goals and mission.	• Implement robust IT governance practices to align departmental objectives with City's business goals. • Establish and follow an enterprise architecture for the City's technology environment. • Upgrade or replace legacy hardware and software systems (ERP, EAM, ECM, GIS, etc.) • Cultivate and sustain meaningful partnerships between IT and other departments
Leverage data to improve service and support decision-making	Harness the capabilities of technology systems and data sources to empower City staff to make informed and data-driven decisions in all areas.	• Adopt and uphold data standards to promote availability, consistency and quality of information. • Fully leverage the capabilities and interoperability of technology systems. • Enable data-driven decision making in all areas.

Goal alignment

Goal	Near-term recommendations (less than 18 months)	Long-term recommendations (18 or more months)
Be a catalyst for innovation and continuous improvement	• Restructure IT organizational structure and amend job titles to align with industry standards • Foster a citywide culture of innovation • Establish a formal project management office (PMO) function • Establish an effective and efficient IT governance process • Enhance communication with stakeholders and end users • Amend the approach to technology procurement • Implement IT service management solution to enhance client service practices	• Position IT as enabler of departmental operations • Update and implement the equipment refresh cycle for various technologies aligned with the budgeting process • Continue to expand the use of mobile technology to optimize field operations • Implement best practices for project portfolio management (PPM) • Implement IT change management best practices
Provide a secure and robust computing environment	• Enhance and document client service practices • Enhance and document IT asset management practices • Continuing enhancing the formal and proactive approach to cybersecurity • Develop and test an actionable disaster recovery plan • Update or replace unsupported operating system instances • Develop and support training for IT staff and end users	• Consider implementing additional cybersecurity policy and technical controls • Enhance identity and access management (IAM) practices • Move the disaster recovery data center to a more distant location • Determine the need for additional network redundancies

Goal	Near-term recommendations (less than 18 months)	Long-term recommendations (18 or more months)
Optimize and modernize the technology environment	• Establish an effective and efficient IT governance process • Strengthen and focus the existing liaison approach between IT and departments • Collaborate with key departmental users to advance the productive use of technology • Develop standards to streamline departmental technology initiatives • Prioritize the enterprise resource planning system replacement • Review the application portfolio and integration strategy implementing solutions as required • Develop and support training for IT staff and end users	• Implement an enterprise architecture approach to applications and data • Prioritize the enterprise content management system (Laserfiche) implementation • Formalize the enterprise asset management approach and implement supporting technology • Standardize and refresh end-user devices • Monitor and measure the effectiveness of user training on an ongoing basis
Leverage data to improve service and support decision-making	• Coordinated migration of GIS users to ArcGIS Pro software • Review the application portfolio and integration strategy • Identify and plan GIS integrations with third-party applications • Design and build ArcGIS Hub site • Develop and support training for IT staff and end users	• Improve end-user training for key technologies • Establish a GIS dev/test environment • Implement a data analytics program • Implement a master data management policy • Continue to expand the use of mobile technology to optimize field operations

Prioritization criteria

The following prioritization criteria was defined and applied to the recommendations identified during the assessment. This criteria is intended to be used along with a formal IT governance process for the ongoing management of, and updates to, the IT strategic plan.

Urgency

- Security, compliance, or mandate
- Business alignment
- Required

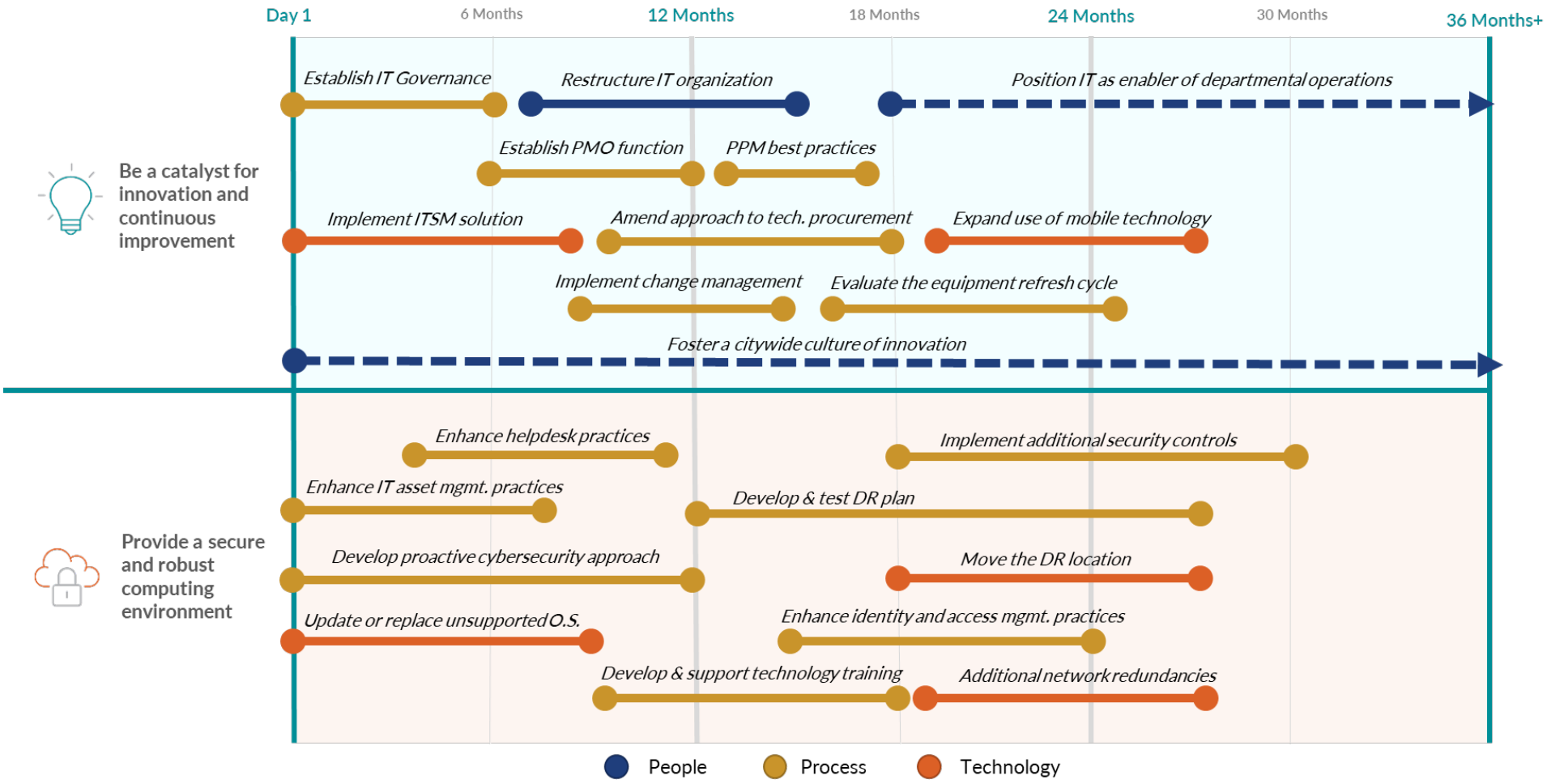
Impact

- Value creation
- Integration & automation
- Scalability
- Service enhancement

Financial

- ROI
- System and staff impact

Timing and sequencing



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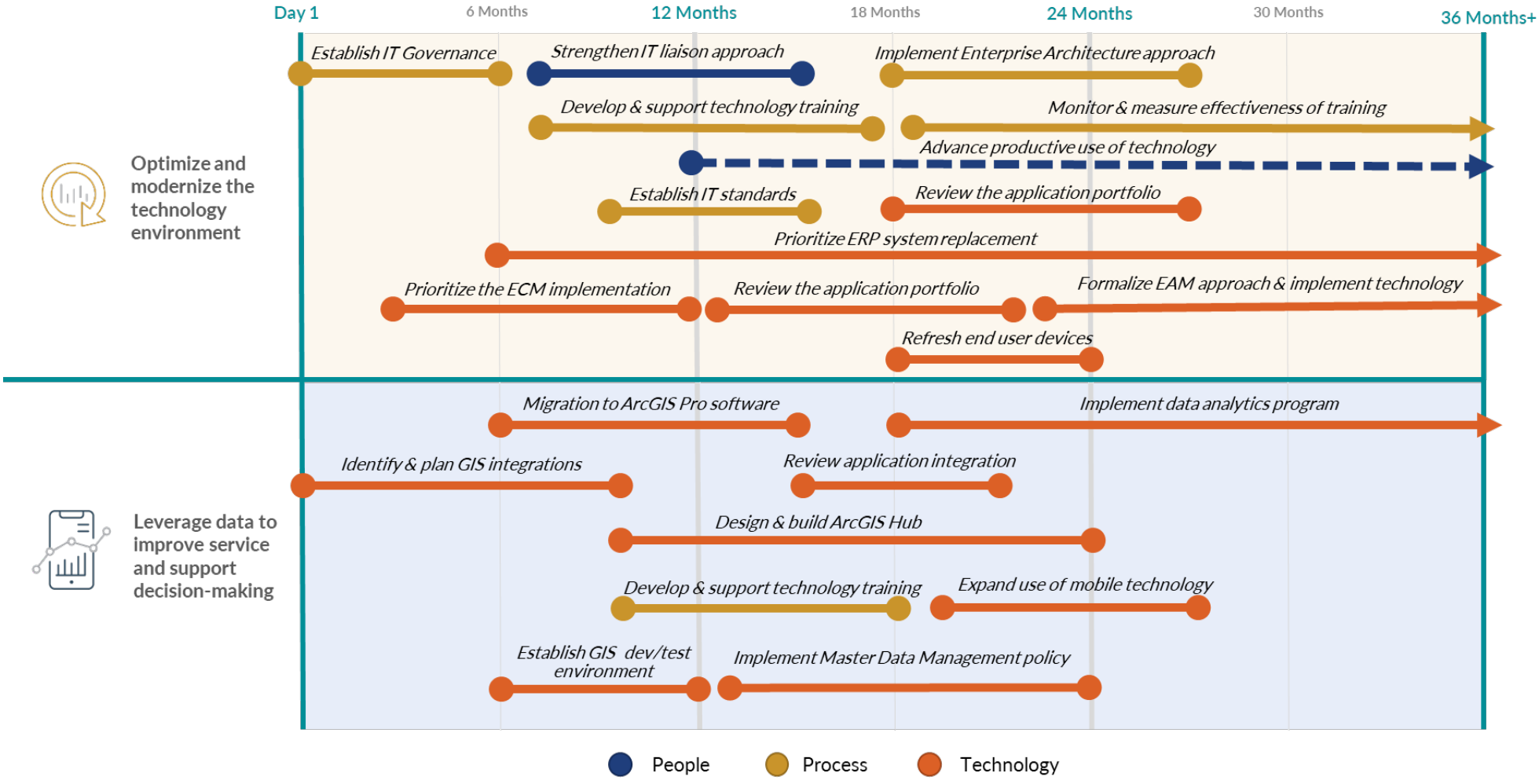
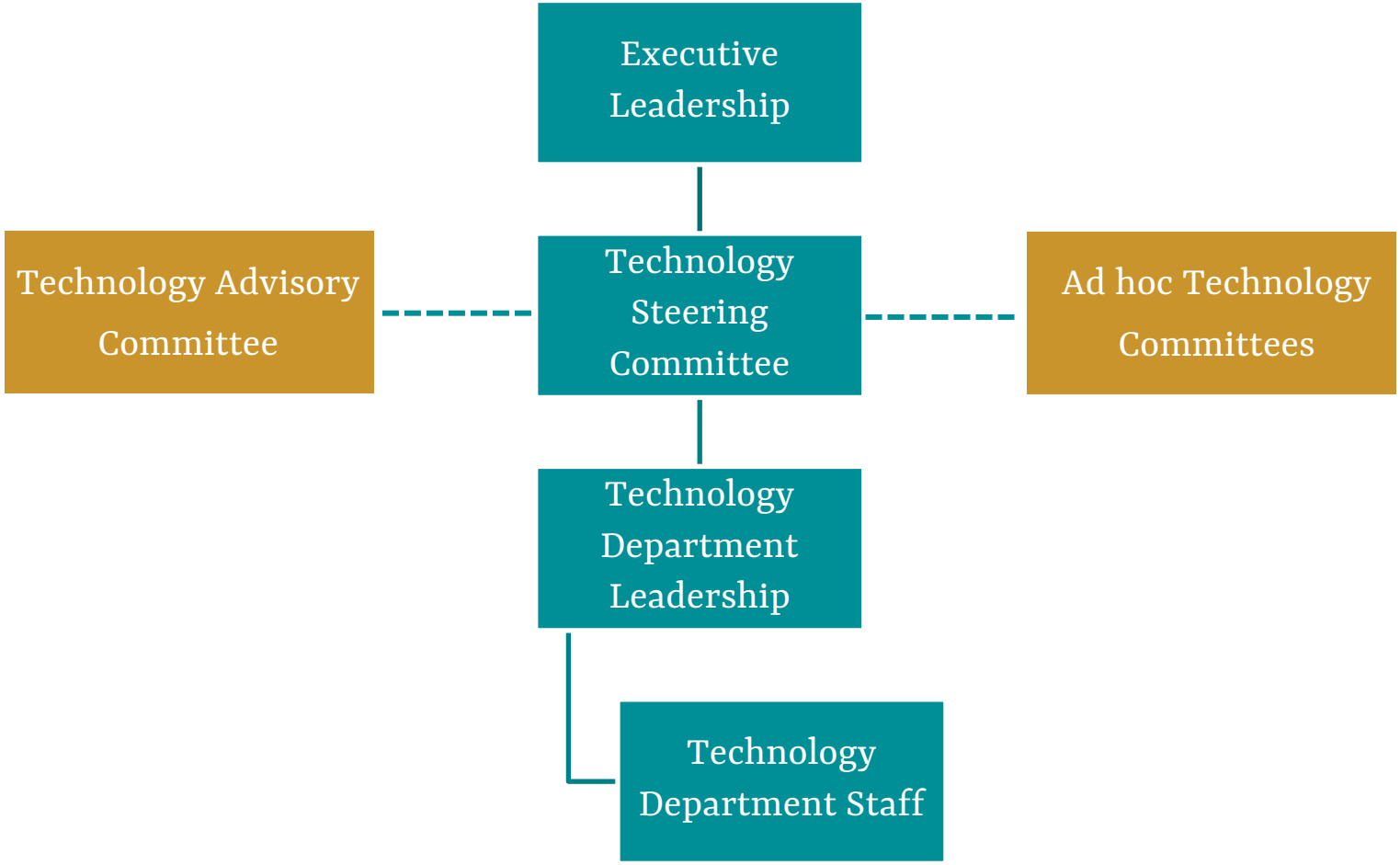

Day 1
6 Months
12 Months
18 Months
24 Months
30 Months
36 Months+
Optimize and modernize the technology environment
Establish IT Governance
Strengthen IT liaison approach
Implement Enterprise Architecture approach
Develop & support technology training
Monitor & measure effectiveness of training
Advance productive use of technology
Establish IT standards
Review the application portfolio
Prioritize ERP system replacement
Prioritize the ECM implementation
Review the application portfolio
Formalize EAM approach & implement technology
Refresh end user devices
Leverage data to improve service and support decision-making
Migration to ArcGIS Pro software
Implement data analytics program
Identify & plan GIS integrations
Review application integration
Design & build ArcGIS Hub
Develop & support technology training
Expand use of mobile technology
Establish GIS dev/test environment
Implement Master Data Management policy
People
Process
Technology

DRAFT

Technology governance model

Governance structure	Key functions / responsibilities
IT Governance Board	• Approve IT strategic plan • Approve IT budget • Approve IT policies
Technology steering committee (TSC)	• Recommend IT strategy, develop and maintain IT strategic plan • Review and prioritize IT requests to align with budget • Identify KPIs to assess strategic plan progress and IT success • Monitor progress against IT strategic plan and KPIs • Review IT related policy changes as appropriate • Approve IT standards • Approve IT tactical plans
Technology advisory committee	• Review of all Tactical Plan items and IT project portfolio • Review and recommend policies and procedures to the TSC for approval • Review and recommend IT Standards to TSC for approval
Ad hoc technology committees (as needed)	• Project specific activities (e.g., system selection/replacement, etc.)
Technology Department leadership	• Draft updates to the Strategic Plan • Draft updates to the Tactical Plan • Develop a recommended IT budget • Develop IT policies • Develop IT standards • Oversee project portfolio • Manage service delivery • Develop Technology Services staff • Research and develop procedures and standards
Technology Department staff	• Help desk/end-user support • Systems and applications • Infrastructure and security • Special IT projects • Vendor management
End users	• Utilize IT services • Perform operational duties


Executive Leadership
Technology Advisory Committee
Technology Steering Committee
Ad hoc Technology Committees
Technology Department Leadership
Technology Department Staff

Thank you

for allowing Plante Moran to serve you

Please contact us with any questions.

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