



IT Strategic Plan

2020 - 2023



PURPOSE

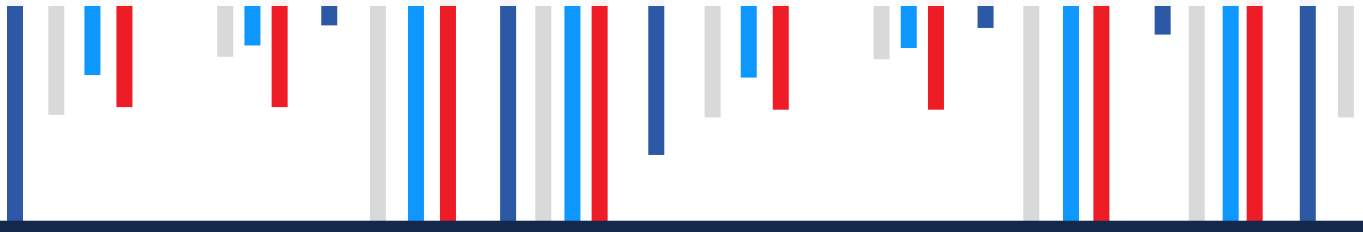


The Information Services Agency (ISA) enables local City-County government agencies and departments to achieve each of their individual missions through technology. To be successful, ISA strives to align its business objectives with the business of City-County partners, in order to provide accessible and reliable services to local constituent, visitors and businesses.

The vision and purpose of the previous three-year strategic plan was to evolve into a “Trusted Advisor” among our City-County partners. We achieved that status within the enterprise and are now positioned to drive strategic initiatives, as well as agency and department-specific growth. The intent of this plan is to lay the foundation for how that vision will be achieved.

A strong focus on enterprise architecture is a prominent feature of this plan. By documenting our enterprise business and technical architectures, we establish a foundation which allows us to fully understand current gaps and appropriately plan for the future. Much of this work is a prerequisite for larger strategic initiatives.

While this plan outlines the next four years of strategic initiatives, it also provides a framework to balance larger priorities with smaller, operational projects. To accomplish this, ISA now has divided our values and guiding principles into two categories. Our values establish agency standards which help define our core principles. Our guiding principles establish how we operate and prioritize our efforts. By operating with this list of key qualifiers, we better align our resources, plan our projects, and are able to accomplish much more in a more efficient manner.





MISSION

To provide our partners with exceptional technology services

Service Provider + Trusted Advisor

VISION

To lead government transformation through collaborative partnerships and modern technology

Collaborative Driver

The following values serve as the standard by which ISA operates. These are key tenants for the way we interact and serve our partners.

VALUES

- Advance internal and external partnerships
- Maintain our fundamental focus, while promoting enterprise growth
- Revere the responsibility of tax payer dollars
- Focus on opportunities for equitable government service
- Preserve the security and stability of our environment

The following guiding principles allow ISA to navigate and prioritize projects and initiatives, regardless of size or scope.

GUIDING PRINCIPLES

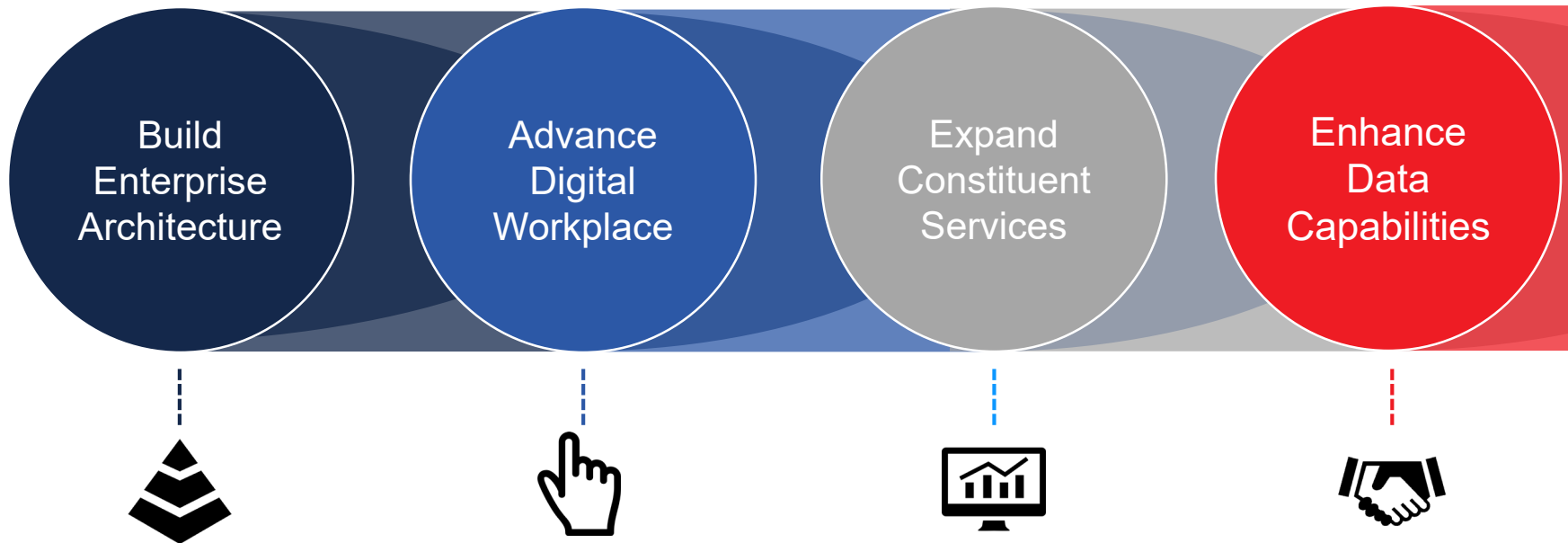
- Expand access to government services
- Capture legally-mandated revenue
- Increase efficiency and reduce the cost of operations
- Foster health and safety in our community
- Comply with relevant law, regulation and standards

We are now positioned to drive strategic initiatives, as well as agency and department-specific growth.



From Trusted Advisor to Collaborative Driver

ISA has identified four strategic priorities as the foundation to achieve trusted advisor status over the next four years:



These priorities will drive ISA, in collaboration with its partners, to provide exceptional services to constituents and move the City of Indianapolis & Marion County forward.



Building an enterprise architecture is the most impactful over-arching initiative within this plan.

Strategic Priority: Build Enterprise Architecture



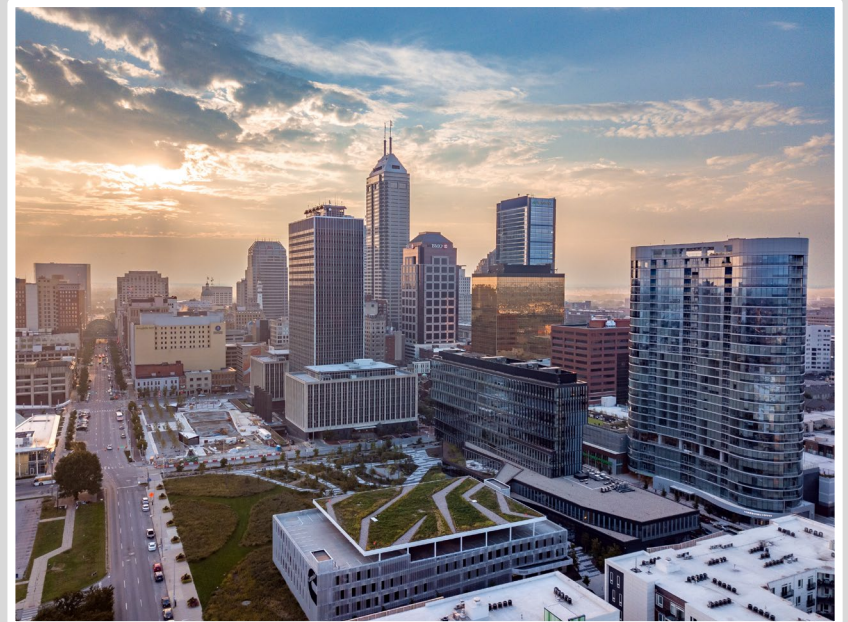
Building an enterprise architecture is the most impactful over-arching initiative within this plan. An enterprise architecture is comprised of two elements: business architecture, or an organization’s function and legal requirements; and technical architecture, or an organization’s technical requirements, standards and solutions to meet business needs. Documenting both establishes a foundation by which ISA can fully understand current gaps and appropriately plan for the future. This strategic priority not only benefits the enterprise from a technical perspective, but agencies and departments would also benefit from a greater understanding of their own operations, their legal requirements, and anticipated overlap within the enterprise.

Objectives:

- Document City-County business architecture
- Document City-County technical architecture
- Leverage process automation solutions
- Expand enterprise security

Project	Outcome	Target Completion
Business Architecture	Generate a clear and actionable picture of agency priorities by documenting processes and legal requirements.	Q2 2021
Technology Architecture	Optimize enterprise technology selection and implementation by defining technical requirements, standards, and solutions.	Q4 2022
Expand Enterprise Security Program	Increase security of City-County data by establishing security protocols and policies, educating staff, and consolidating solutions.	Q4 2023

Inefficiencies in our operations not only slow down our work, but also how we serve constituents.



Strategic Priority: Advance Digital Workplace

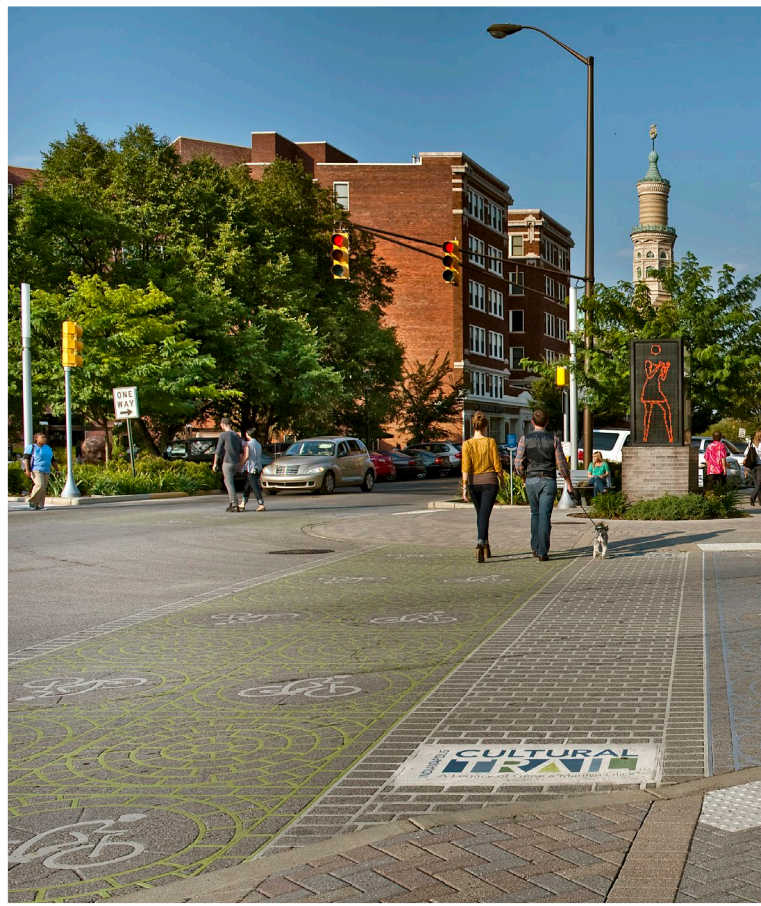


City-County government has historically been managed through paper processes and outdated technology. Inefficiencies in our operations not only slow down our work, but also how we serve constituents. By leveraging more modern solutions, we evolve our operations, attract and retain a capable workforce and improve the overall delivery of government service.

Objectives:

- Expand collaboration opportunities
- Improve digital offerings to help attract and retain talent
- Modernize operational processes between City-County partners

Project	Outcome	Target Completion
Enterprise Content Collaboration	Enhance enterprise collaboration capabilities by optimizing deployment of several Microsoft solutions.	Q4 2023
Enterprise Phone System	Facilitate enterprise communication needs by deploying modern phone system.	Q4 2021
Remote Work Program	Meet modern talent expectations and improve work-life integration by enhancing and expanding remote work technologies.	Q42023



By maintaining a focused approach, ISA continues to drive the enterprise's ability to engage with the community and constituents we serve.



Strategic Priority: Expand Constituent Services

As an internal-facing service provider, ISA impacts constituent service through its support of City-County agencies and departments. Only in the last few years, ISA has taken a more focused approach to constituent service – the most prominent example being the Indy.gov website. By maintaining a focused approach, ISA continues to drive the enterprise’s ability to engage with the community and constituents we serve.

Objectives:

- Increase constituent engagement
- Facilitate accessible and equitable solutions
- Assess and invest in City-County workflow processes

Project	Outcome	Target Completion
Kiosk Pilot	Engage constituents by deploying kiosks throughout Marion County.	Q1 2021
Enterprise Workflow Management	Optimize coordination of enterprise work and case management lifecycles by consolidating systems and eliminating information silos.	Q1 2022
Multi-Channel Service Platforms	Enhance constituent engagement by adopting integrated service request and communication technologies.	Q4 2023



Enabling our partners with data-forward solutions and providing greater transparency to the public.

Strategic Priority: Enhance Data Capabilities



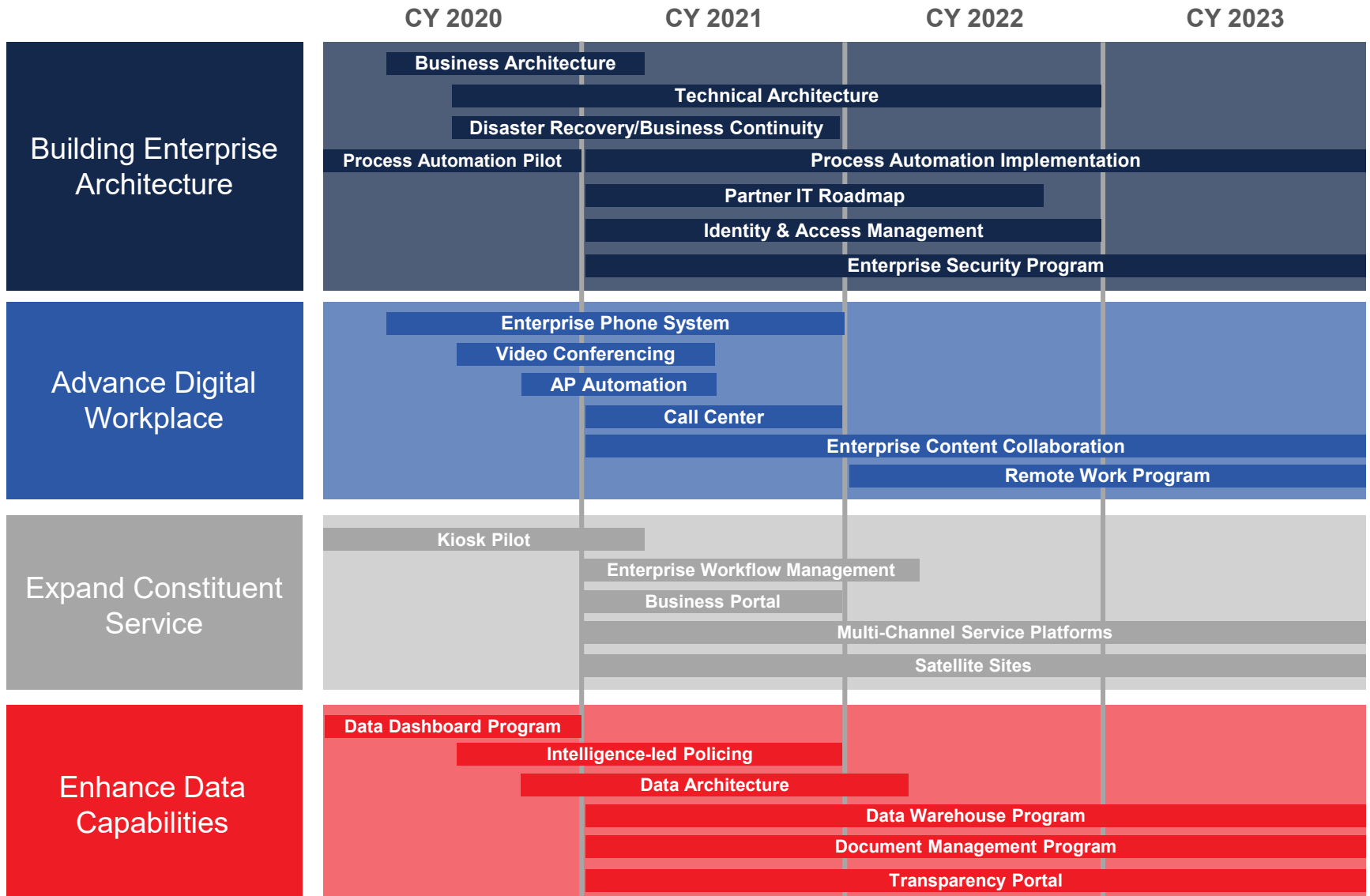
As a prior strategic priority, ISA promoted data-driven decisions within the enterprise through the data dashboard pilot and establishment of a City-County data warehouse. ISA intends to continue this progress by expanding the City-County data program, enabling our partners with data-forward solutions and providing greater transparency to the public.

Objectives:

- Establish data management policies
- Enforce data and document retention
- Empower public safety partners with data-driven solutions
- Increase transparency for partners and constituents

Project	Outcome	Target Completion
Data Architecture	Enhance agency and enterprise analytic capabilities by developing an enterprise data architecture program.	Q1 2022
Intelligence-led Policing	Support public safety initiatives by investing in data management and analytics solutions.	Q4 2021
Document Management	Increase end-user and public access to relevant documentation by scanning and indexing paper documents, eliminating paper process wherever possible, and defining and implementing document retention policies.	Q4 2023

Project Roadmap





CONCLUSION



The Information Services Agency presents this IT Strategic Plan to the City-County enterprise and our local community to ensure accountability to City-County staff, constituent, businesses and visitors.

By documenting our highest priorities, ISA establishes a plan for continued growth both within our organization and within the enterprise at-large. ISA encourages our City-County partners to develop their own IT strategic roadmaps in partnership with ISA. Doing so ensures strategic initiatives and resources are aligned across the enterprise. To ensure we remain focused on our larger priorities, ISA has established guiding principles to evaluate and prioritize smaller operational projects. The goal of this approach is to balance the strategic work we've planned with the many project requests we receive.

To that end, the success of this plan is contingent on the partnership of our City-County peers. From establishing an enterprise architecture to expanding constituent service, our roadmap cannot be completed in a vacuum – it requires consistent input and feedback from our partners and even the broader community. We look forward to strengthening these partnerships, leveraging new solutions and growing our capacity to drive our partners forward over the next four years.



Questions regarding the plan, initiatives or the project roadmap?
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