



**INFORMATION  
SERVICES AGENCY**

# IT Strategic Plan

2017 - 2019

# FOREWORD



As the City of Indianapolis & Marion County looks to the future, we are focused on improving service to our citizens. Whether through improved management of our City parks, realignment of the criminal justice system or efficiencies in collection of property taxes, every elected official and City/County employee wants to make life for our citizens better than it has ever been.

The Information Services Agency is no different. In preparing the Technology Strategic Plan for the City of Indianapolis & Marion County, our team looked to find ways our agency could contribute to improving the lives of our citizens. Although we've made great progress in many areas of our services, we still have a lot of work ahead of us. Our Technology Strategic Plan lays out a roadmap to modernize government technology and improve citizen interaction with government. We are rising to the challenges of constrained budgets, security vulnerabilities, and aged infrastructure with innovative partnerships and creative investments that will pay dividends into the future.

We feel strongly this plan serves all of our citizens as well as the agencies and departments of our City/County government. We hope you find our plans for the future as hopeful and exciting as we do.

A handwritten signature in black ink that reads "Ken L. Clark".

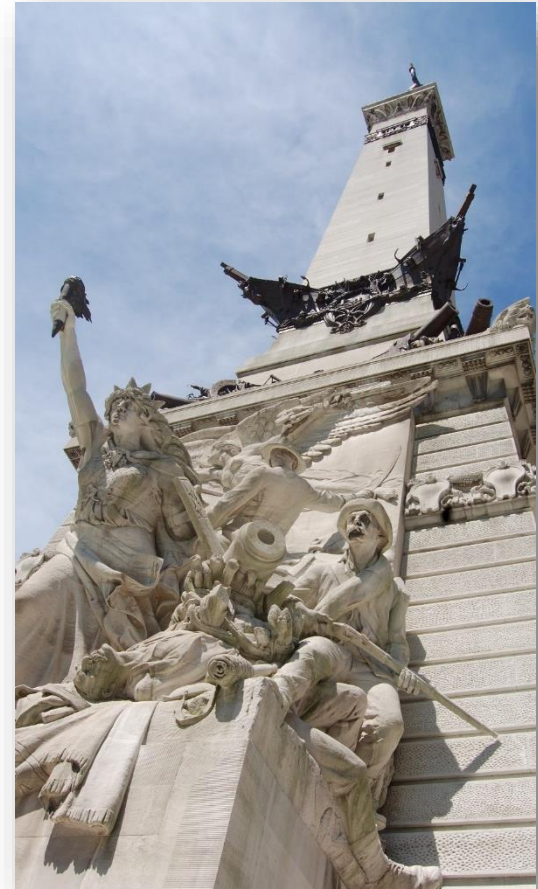
**Ken L. Clark**  
Chief Information Officer

# PURPOSE

The Information Services Agency (ISA) enables 45 local government agencies and departments to achieve each of their individual missions through technology solutions. To be successful, ISA strives to align business objectives with the business of City/County partners, in order to provide accessible and reliable services to local citizens, visitors and businesses.

Today, ISA is largely considered an IT Service provider. To combat this, the new agency vision evolves the collective mindset from “service provider” to “trusted advisor”. The intent of this plan is to lay the foundation for how that vision will be achieved.

ISA is in a unique position to reevaluate how Indianapolis & Marion County local government currently delivers services to citizens. More than ever before, individuals are reliant on technology to obtain governmental services and information 24 hours a day, 7 days a week. The idea of a digital city hall, providing a citizen-centric approach to local government services, is the path forward.





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Digital City Hall  
is the path forward

## Mission

To provide our partners with exceptional technology services

## Vision

To be regarded as the trusted technology advisor to our partners

## Values & Guiding Principles

- |   |  |
|---|--|
| ✓ | Address individual partner needs while promoting an enterprise vision                            |
| ✓ | Communicate in a proactive, transparent and informative manner                                   |
| ✓ | Partner with agencies and departments to cultivate mutual respect, understanding and cooperation |
| ✓ | Invest in enterprise technology that reflects responsible stewardship of taxpayer dollars        |
| ✓ | Deliver secure and stable technology solutions   |
| ✓ | Support data-driven decision-making  |

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Every elected official and City/County employee wants to make life for our citizens better than it has ever been

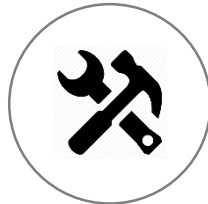


# From Service Provider to Trusted Advisor

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



**ADVANCE  
PARTNERSHIPS**  
with City/County  
partners, businesses  
and the community



**TRANSFORM  
SERVICE  
DELIVERY**  
for our partners



**MAXIMIZE  
INVESTMENTS**  
of taxpayer dollars



**PROMOTE  
DATA-DRIVEN  
DECISIONS**  
by connecting  
partners with data

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.

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Giving  
City/County  
partners a  
seat at the  
table



# Priority 1: Advance Partnerships



**The first step in becoming a trusted advisor is to build relationships across City/County partners, as well as with stakeholders in the business and academic community.** As the centralized IT department, ISA is in a unique position to bridge these groups to further IT innovation throughout the City/County enterprise and local community. ISA will work to expand existing relationships with City/County agencies and departments, additional local and state-level government agencies and external business entities.

## Objectives:

- Expand partnerships with the City/County agencies and departments
- Expand public partnerships with other cities, counties and states
- Expand business partnerships
- Establish academic partnerships
- Engage in community outreach

## Key projects/initiatives:

Project	Description	Target Completion
Implement an IT Governance Structure	An IT Governance Structure promotes the transparency of IT decision-making by giving City/County partners a seat at the table.	Q2 2017
Implement a Marketing Automation Platform	ISA has engaged their partners in the process of selecting a new communications platform. This new platform will improve communication within the enterprise, as well as with City/County residents and visitors.	Q4 2017

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Create new ways for citizens to interact with government



# Priority 2: Transform Service Delivery



**Innovation will streamline internal business processes and citizen service delivery.** ISA will collaborate with City/County agencies and departments, with an added focus on directly meeting the needs of citizens. ISA strives to reduce and remove technology roadblocks that inhibit employees from doing their jobs or citizens from receiving needed services. As roadblocks are removed, ISA will reimagine how services can be delivered, laying the groundwork to create new ways for citizens to interact with government.

## Objectives:

- Deliver simple and clear ways for citizens to obtain services
- Foster innovative thinking with partners and the community
- Streamline technology delivery
- Connect employees and constituents anytime, anywhere

## Key projects/initiatives:

Project	Description	Target Completion
Indy.gov Redesign	ISA will work with internal and external stakeholders to upgrade and redesign Indy.gov to the new “Digital City Hall”. The agency will use stakeholder input to determine what services to implement, as well as when and how.	Q4 2018
Remote Access Platform	Many employees need to work remotely from a variety of devices, such as tablets and smart phones. The upgraded Citrix environment will allow them to conduct business anytime, anywhere.	Q2 2017
Unified Communication Strategy	Communication technology has made significant advances. In order to better serve constituents, enterprise-wide communication channels, such as phone, instant messaging and conferencing will be evaluated and streamlined.	Q3 2018

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Creating a  
more secure  
and reliable  
technology  
environment



# Priority 3: Maximize Investments



**ISA has the obligation to be a steward of taxpayer dollars.** Maximizing enterprise investments will be done by providing services in a manner which leverages all existing solutions and resources. Over the past five years, ISA has made robust investments in modernizing infrastructure, thereby creating a more secure and reliable technology environment. Moving forward, ISA will work to modernize out-of-date applications, utilize existing functionality and confirm all new solutions are returning value which exceeds the upfront investment.

## Objectives:

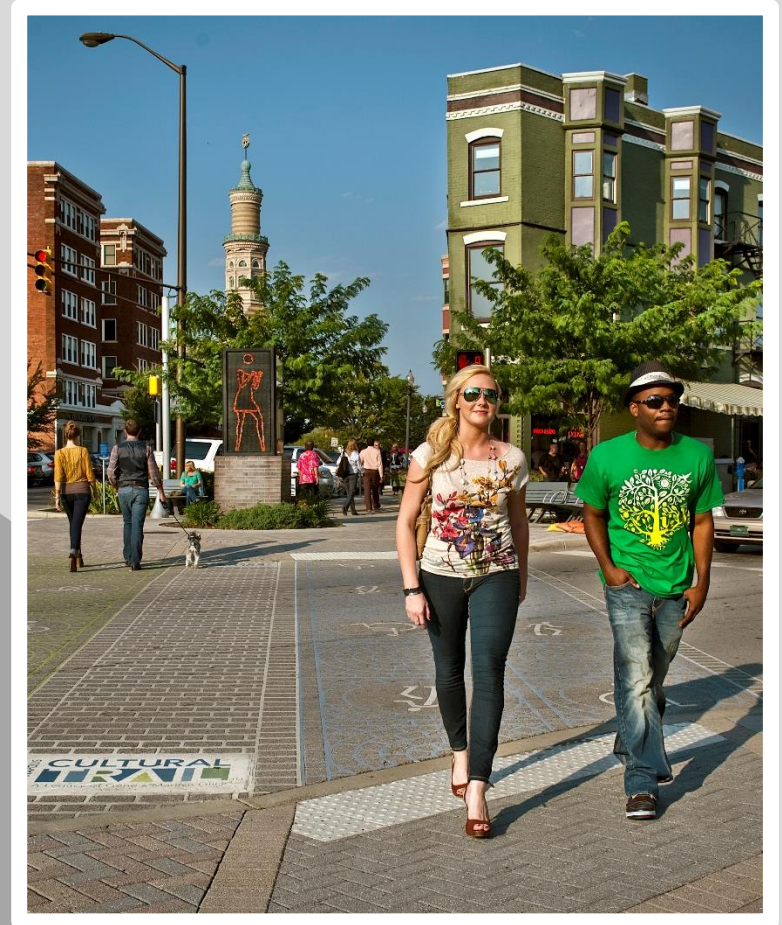
- Leverage technology investments
- Facilitate educational opportunities for enterprise-wide technology
- Advise partners to make sound technology investments
- Promote industry standards for privacy and security

## Key projects/initiatives:

Project	Description	Target Completion
Project Return on Investment (ROI) Model	A significant number of resources are invested in technology projects. It is important to create a model to validate the value gained exceeds the investment.	Q4 2017
Modernize Data Center	ISA will assess current data center capabilities and determine the path forward so the City/County technology environment is conducive to modern technology solutions.	Q3 2017
Technology Training	City/County employees have requested, and will benefit from, a training program to enhance technology proficiency. ISA will partner with City/County Human Resources to develop and administer this program.	Q2 2017
Modernize Application Portfolio	In order to continue to move forward with hardware and software upgrades, all applications must undergo updates to remain compatible. This includes expanding our ERP solution to meet enterprise needs.	On-going

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Getting analysis into  
the hands of those  
shaping the future of  
Indianapolis



# Priority 4: Promote Data-Driven Decisions



**There is a significant amount of City/County-owned data that can be leveraged by decision makers.** The difficulty often lies in the lack of tools to consume the data and manipulate it into something meaningful. ISA is committed to identifying this data, obtaining the tools required to analyze the data and getting analysis into the hands of those shaping the future of Indianapolis – be it a governmental official, business owner, citizen or student.

## Objectives:

- Advance enterprise-wide understanding of data
- Share data for the public good
- Utilize data to fine tune technology service delivery

## Key projects/initiatives:

Project	Description	Target Completion
Policy Simulation Model (Pilot)	When used in a meaningful way, data can help shape policy. By using intelligent solutions, analysis can be performed to understand resulting scenarios from proposed policy.	Q2 2017
Performance Dashboards	Working with the Office of Audit and Performance, ISA will develop and publish dashboards to promote transparency for various performance metrics.	Q3 2017
Open Data 2.0	ISA has already made significant investments in opening data to the public. ISA will continue to re-envision the future of open data to best serve staff, constituents, and businesses.	Q4 2019

# ROADMAP

Strategies	CY 2017	CY 2018	CY 2019
Advance Partnerships	IT Governance	Government IT Engagement	
	Marketing Automation Platform		
	Employee On-boarding/Off-boarding		
	Resource Alignment		
		Internship Program	
		Civic Engagement	
Transform Service Delivery	Kronos Timekeeping		
	Public Kiosk Deployment		
		Fiber Network - Private/Public Partnership	
	Website Transformation		
	Unified Communications Strategy		
	Windows 10 Pilot		Windows 10 Deployment
			Enterprise Content Management Solution
			Virtual Desktop Initiative
		Citywide Wi-Fi	
Maximize Investments	Modernize Data Center	Data Center Migration	
		Expand ROI Model	
	Cloud Selection	Cloud Implementation	
		Expand/Enhance ERP Solution	
		Cyber Security Initiative	
		App Modernization	
		Email Archive Migration, Retention & Clean-up	
		Technology Training Program	
Promote Data-Driven Decisions	Simulation Pilot	Policy Simulation Implementation	
	Performance Dashboard	Dashboard Implementation	
			Open Data 2.0

# CONCLUSION



The Information Services Agency presents this Technology Strategic Plan to the City/County enterprise and the Indianapolis community to assure accountability to City/County staff, citizens, businesses and visitors. In order to achieve the vision of trusted technology advisor, the directives laid out in this plan must be consistently pursued. ISA developed internal metrics to measure progress of strategic initiatives, holding ourselves accountable in these efforts.

Technology is ever-evolving. While this plan is intended to guide the actions of ISA for the next three years, evolutions in technology or changes within the City/County enterprise may dictate the need to alter course. To stay current, ISA will revise this plan annually. The annual revision process will involve feedback from City/County staff; ensuring the business capabilities of ISA continue to align with the business objectives of agencies and departments.

ISA will play a key role in transforming the way Indianapolis & Marion County government serves constituents by providing modern technology infrastructure and solutions; enabling the delivery of services in an efficient and streamlined manner. This plan, in conjunction with a partnership between ISA and City/County staff, will enable the enterprise to achieve these objectives over the next three years.



Questions regarding the plan, initiatives or the project roadmap?  
Contact us at:

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