IT Strategic Plan

2024-2027

Information Services Agency

FOREWORD

I am honored to introduce the four-year strategic plan of the Information Services Agency (ISA) for the City of Indianapolis and Marion County. This plan is a commitment to fostering a resilient, digitally advanced government. Our role as a “Service Provider + Trusted Advisor” is reinforced by our guiding principles, which emphasize people focus, cybersecurity, structured governance, data and innovation.

At the heart of our strategy is an emphasis on innovation and modernization through creating repeatable processes through more structured governance, utilizing data to better serve our internal partners and the public through creating frameworks to drive the use of Artificial Intelligence and other data driven technologies. This strategy will improve many aspects of the digital experience while ensuring investments are utilized properly.

We invite our partners, stakeholders, and the community to join us in this journey toward a future enriched with innovation, integrity, and exemplary service. Our mission is to be an exceptional technology service provider and a trusted advisor. Our vision is collaborative leadership in government transformation through innovative technology.

This strategic plan sets forth clear priorities: People, Governance, Cybersecurity, Data and Innovation. Each priority has specific objectives and measurable outcomes, ensuring a comprehensive approach.

As we embark on this journey, we commit to excellence, collaboration, and innovation, striving to enhance our city and county though this new data driven age.

Collin Hill
Chief Information Officer

Visit Indy
Vision
To co-lead government transformation through collaborative partnerships and modern technology
Collaborative Driver
Mission
To provide our partners with exceptional technology services and solutions
Service Provider + Trusted Advisor

PURPOSE

The Information Services Agency (ISA) of the City of Indianapolis and Marion County is excited to unveil our four-year strategic plan. This plan serves as a roadmap to foster a resilient and forward-thinking digital government ecosystem. As we remain steadfast in our commitment to delivering top-notch technology services to our valued partners and the public, we take pride in serving as a "Trusted Advisor" within the City-County.

Our guiding principles embody our steadfast dedication to excellence and revolve around several key areas. These include Risk Management, which prioritizes the enhancement of a secure digital environment; Customer and Staff Experience, which emphasizes designing for people's needs; Governance, which promotes standardization and resource efficiency; Innovation and Digital Government, which drives transformative initiatives; and a genuine alignment with the civic needs of the City and County.

This plan is inherently characterized by a strong focus on innovation. As technologies such as AI advance it is imperative that we utilize a people-centric, risk-based, data-driven approach in planning for the future, aligning with the objectives of City-County agencies, departments, and offices.

Our strategic plan is more than just a four-year outline. It creates a framework to balance important priorities in both current and future projects. Our values define the standards for our agency, and our guiding principles help us streamline our efforts.

We extend an invitation to our partners, stakeholders, and the community to join us in this significant undertaking. Together, we look forward to embracing the strategic priorities within this plan to build a future with innovation, integrity, and exceptional service, driving our city and county forward and enhancing the lives of everyone.

VALUES

Integrity: Acting with honesty and transparency, especially in providing resilient digital environments.

Innovation: Encouraging a culture of creativity and invention to foster a digitally advanced public sector ecosystem.

Accountability: Taking responsibility for our actions and decisions, particularly in the design delivery and governance of IT Solutions.

Collaboration: Working together across departments and with the public to achieve shared goals.

Excellence: Pursuing the highest standards in service delivery, efficiency, and functionality to be a best-in-class technology provider.

GUIDING PRINCIPLES

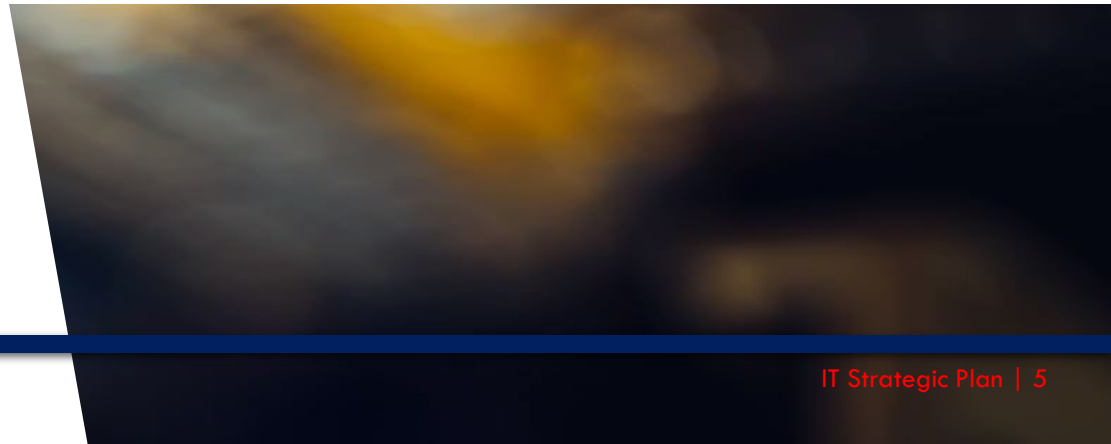
Safety First: Ensuring that risk management practices protect all users and the integrity of data and digital services.

People-centric Approach: Building systems and procedures that prioritize the needs and experiences of public and Enterprise partners.

Structured Governance: Implementing robust governance frameworks that streamline processes and reduce time to delivery.

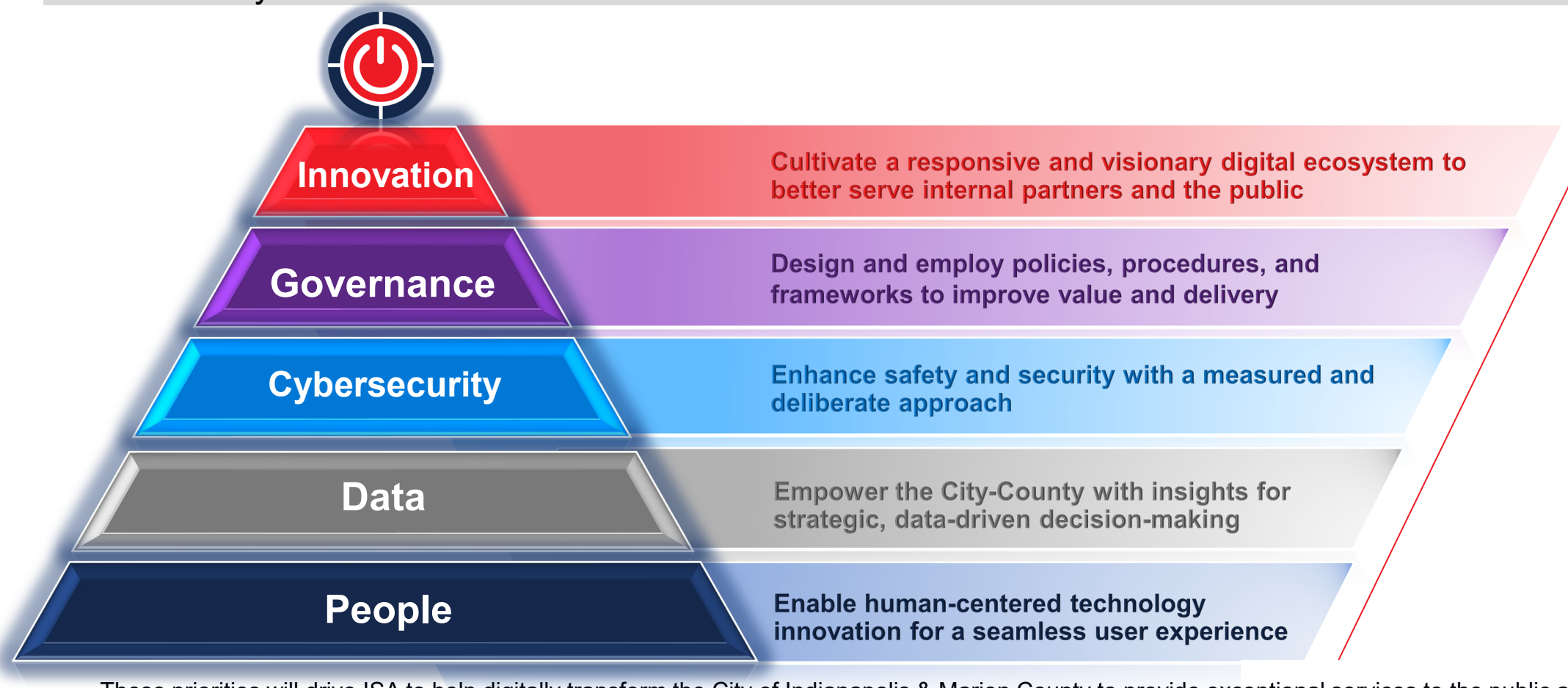
Innovation with Purpose: Cultivating a digital environment that continuously evolves to serve the public and Enterprise partners in more effective and efficient ways.

Strategic Collaboration: Fostering Enterprise-wide collaboration along with external partnerships to accomplish shared objectives and initiatives.

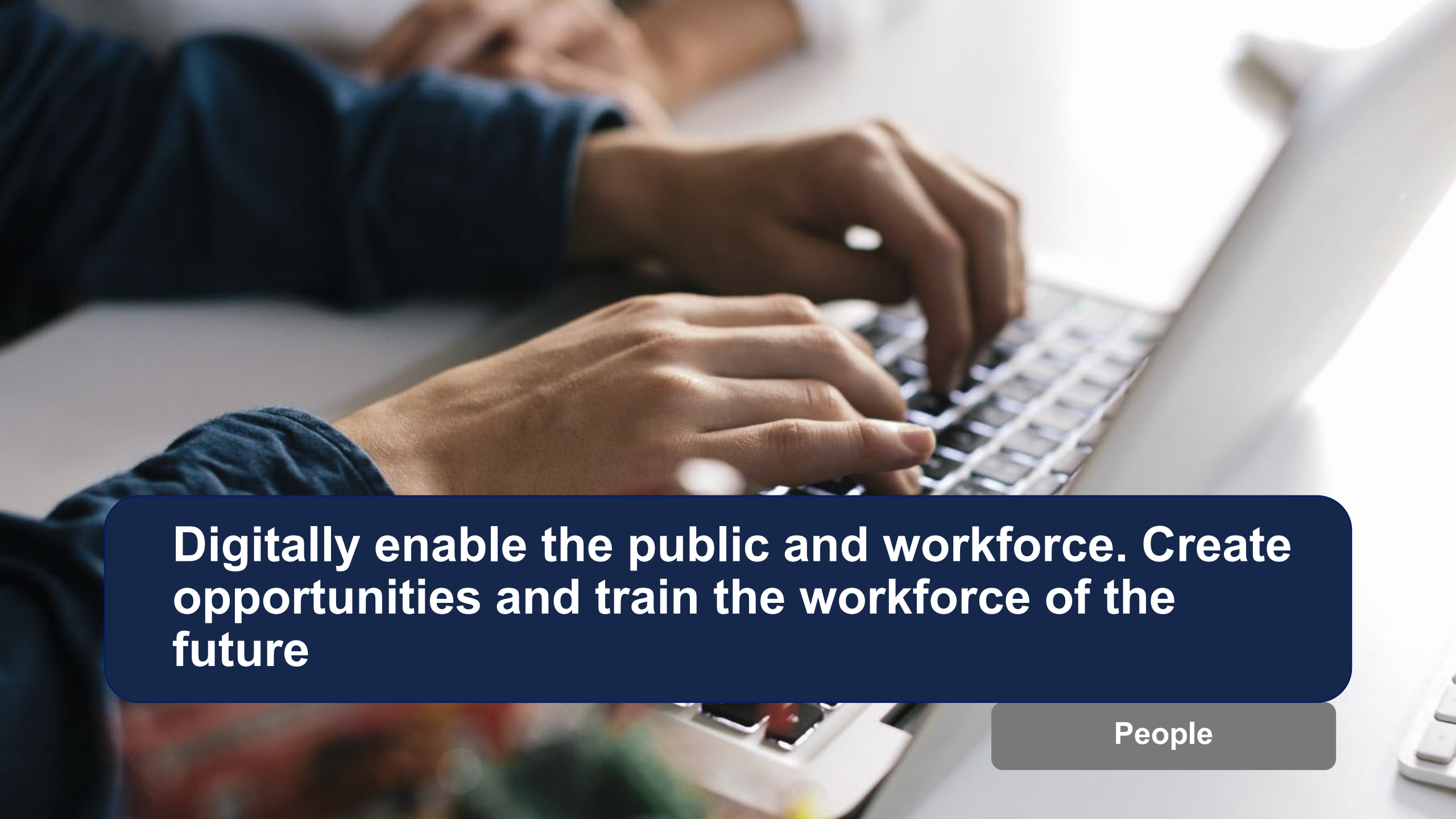


Strategic Priorities 2024 - 2027

ISA has identified five strategic priorities as the key to achieving Collaborative Driver Status over the next four years:



These priorities will drive ISA to help digitally transform the City of Indianapolis & Marion County to provide exceptional services to the public and internal partners.



Digitally enable the public and workforce. Create opportunities and train the workforce of the future

People

Strategic Priority: People

ISA aims to deliver technology that serves the people who use it, offering an experience that's both intuitive and empowering, whether for the public accessing digital services or staff working to enhance those services. We aim to enable the workforce by establishing talent pipelines and providing upskilling opportunities to improve workforce retention and enhance the Enterprise's ability to provide modern government service.

Objectives

- Create Trusted Partnerships and foster strong business relationships with agency leadership to support mission-critical initiatives.
- Improved access to technology, knowledge, and tools.
- Trained workforce to deliver modern government services.

Enablers/ Key Results

- Partner with local organizations/schools to develop a continuous talent pipeline.
- Evaluate, develop, and train ISA's business services team to deliver increased value to the Enterprise.
- Consolidation of IT Service Portals.

Modernize Agency Portal

Outcome: Improved understanding and access to technology and tools

Q3 2024 – Q2 2025

Create a Formal IT Enterprise Training Program

Outcome: More knowledgeable and skilled workforce

Q2 2024 – Q1 2026

Establish Talent Pipelines

Outcome: Recruit and retain skilled technology workforce

Q3 2024 – Q1 2026

Business Services Evaluation and Training

Outcome: Enhance partnerships within the Enterprise

Q3 2024 – Q1 2025

Empower the City-County with insights for strategic, data-driven decision-making

Data

Strategic Priority: Data

ISA's commitment to harnessing the power of data not only paves the way for more informed decision-making but also develops trust with the community through enhanced transparency and access. As we move forward, data utilization will be the foundation of a more agile, transparent, and resilient City-County Enterprise that sets a new standard for public service in the digital age.

Objectives

- Foster data understanding and maturity across the Enterprise.
- Establish a data architecture and governance framework.
- Develop an interconnected data warehouse.
- Enable the use of data to be leveraged for decision making and emerging technologies.

Enablers/ Key Results

- Create a Chief Data & Privacy Officer position.
- Train the Enterprise on its role in data management.
- Evaluate document management and archiving tools.
- Improved data sharing between internal partners.
- Support and expand centralized API management.

Chief Data & Privacy Officer Position

Outcome: Enterprise understanding of data and its appropriate use

Q3 2024 – Q1 2025

Comprehensive Data Governance Framework

Outcome: Foundation for a fully collaborative data environment

Q3 2025 – Q3 2026

Evaluate Digital Archive System

Outcome: New Digital Archive for public and internal use

Q1 2025 – Q3 2025

Data Management Systems

Outcome: Enable the City-County to utilize approved data across the Enterprise

Q3 2026 – Q4 2027

Enhance safety and security with a measured and deliberate approach

Cybersecurity

Strategic Priority: Cybersecurity

Safety and security stand at the core of ISA, focused on providing a secure environment for the delivery and use of all digital services. In an era of increasing cyber threats, our agency's commitment to robust protections ensures that the public and internal partners can rely on our technology platforms with full confidence.

Objectives

- Protect the City-County's reputation.
- Reduce risks from IT Procurement process.
- Continued buildout of the security team and its tools.
- Evaluate cybersecurity managed service providers.
- Maintain compliance objectives for individual partners and the Enterprise.

Enablers/ Key Results

- Identify, optimize and enhance security tools and policies.
- Continue to align with appropriate compliance standards.
- Mature the risk-based vendor assessment process for the Enterprise to ensure a trusted vendor ecosystem.
- Evaluate security procedures to support faster decision making.

IT Cybersecurity Committee	Optimize Assessment and Audit Procedures	Improve Enterprise Cyber Resilience	RFI Cybersecurity Managed Services
Outcome: Alignment with Enterprise on all cybersecurity objectives	**Outcome:** Evaluate Solutions and vendor to maintain a trusted ecosystem	**Outcome:** Customer focused recovery and continuity	**Outcome:** Enhanced risk posture of the Enterprise
Q1 2024 – Q2 2024	**Q3 2026 – Q4 2027**	**Q3 2025 – Q1 2027**	**Q1 2026 – Q3 2026**

Design and employ policies, procedures, and frameworks to improve value and delivery

Governance

Strategic Priority: Governance

Improve on IT governance framework to support standardization and value delivery. Governance shapes a structured environment where technology thrives, ensuring that initiatives are not just innovative but also sustainable, efficient, risk-averse and in alignment with the City-County's overall strategic objectives.

Objectives

- Improve speed to delivery by eliminating repetitive decision making and associated tasks.
- Enhance operational efficiency by refining policies, standards and procedures.
- Align policies and prioritization to the needs of the Enterprise and public.
- Support emerging technologies with adaptable framework models.

Enablers/ Key Results

- Improve Budget Management and chargeback policies and procedures.
- Refine and strengthen the policy lifecycle.
- Improve Demand Management capabilities to better capture Enterprise technology needs.
- Improved stakeholder engagement in the direction and capabilities of Enterprise IT.

Build and Reintroduce IT Committees	Formalize PMO	Build Framework for AI Usage	Evaluate Chargeback System
Outcome: Comprehensive IT Governance	**Outcome:** Streamline Project and Demand Management Processes	**Outcome:** Enable responsible AI Usage within the Enterprise	**Outcome:** Improved IT Chargeback Process
Q1 2024 – Q2 2024	**Q1 2024 – Q1 2026**	**Q1 2025 – Q1 2026**	**Q1 2025 – Q4 2025**

Cultivate a responsive and visionary digital ecosystem to better serve partners and the public

Innovation

Strategic Priority: Innovation

Technology is the infrastructure and foundation of the future. ISA is dedicated to delivering a public sector ecosystem that propels digital transformation while aiming to nurture a culture of innovation that embraces fresh ideas, capitalizes on existing assets, completes the efforts of application rationalization, and seeks opportunities to better serve the public. This priority represents innovation with purpose, directed at forging a more responsive, efficient, and accessible digital government.

Objectives

- Provide equitable access to Enterprise services and information.
- Expand and modernize Enterprise digital services.
- Modernize payment services.
- Leverage AI for efficiency and empowerment.

Enablers/ Key Results

- Complete an equity & accessibility study of Enterprise application portfolio.
- Prioritize expansion in language access for public-facing application services.
- Plan and implement new website and digital services.
- Expand digital government strategy.

Chief Digital Officer Position

Outcome: Focused implementation of the digital government strategy

Q3 2024 – Q2 2025

Equity and Accessibility Study

Outcome: Facilitate equitable application rationalization

Q1 2025 – Q1 2026

Evaluate Website and Digital Tools

Outcome: Improved Digital Government service

Q1 2025 – Q3 2026

Co-Create Digital Strategic Plan

Outcome: Improve and expand digital government services

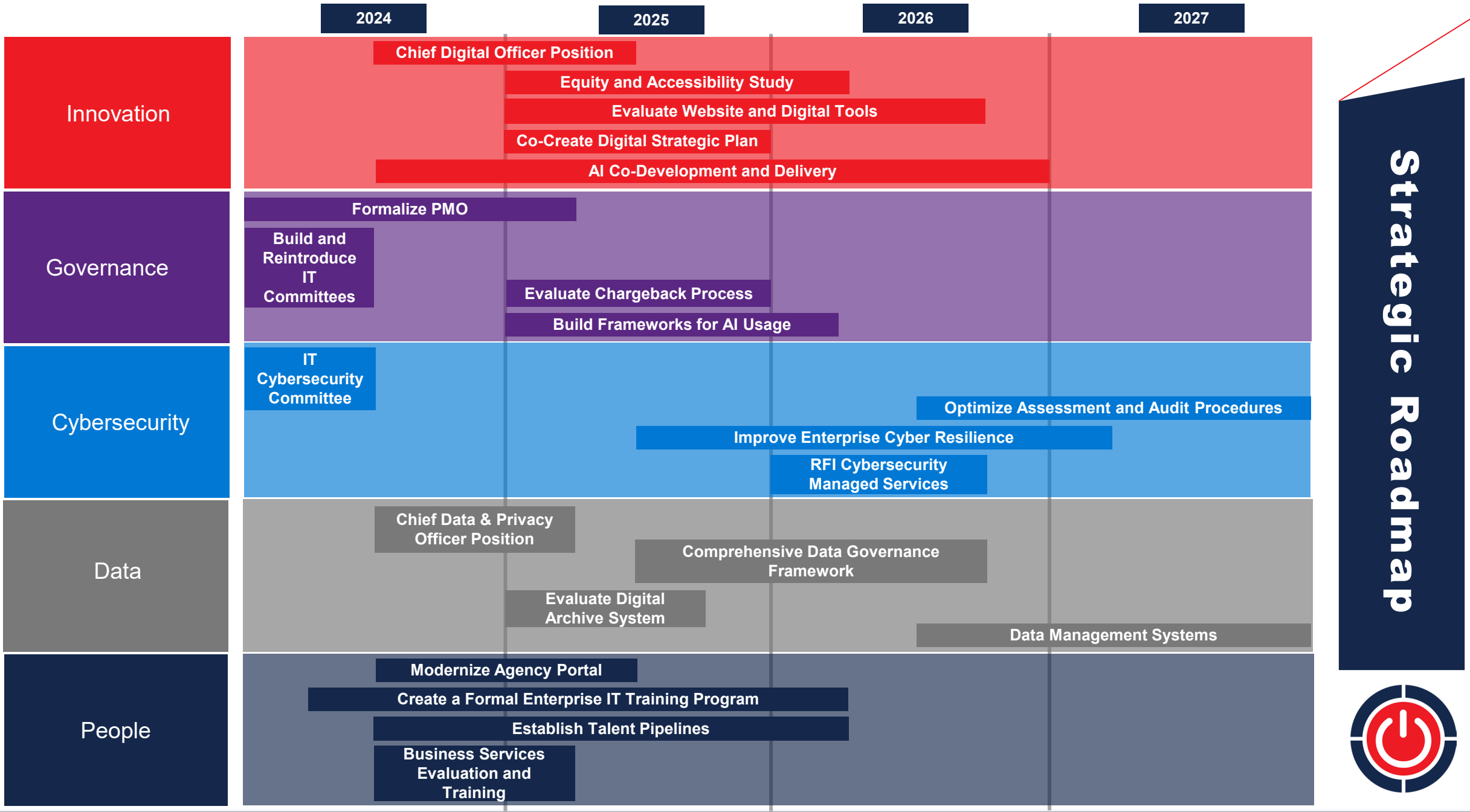
Q1 2025 – Q4 2025

AI Co-Development and Delivery

Outcome: Facilitating the most impactful uses of AI within the Enterprise

Q3 2024 – Q4 2026

Strategic Roadmap



Jammin' on the Avenue/John Spaulding, Artist/Visit Indy

CONCLUSION

The Information Services Agency (ISA) is proud to unveil this IT Strategic Plan to our community of the City of Indianapolis and Marion County. It serves as a testament to our dedication to transparency and accountability, not only to our City-County partners but also to the residents, businesses, and visitors we serve.

In outlining our highest priorities, the ISA sets forth a blueprint for sustainable growth that resonates both within our agency and the City-County Enterprise at large. We invite our City-County counterparts to join hands with us in charting their own IT strategic pathways, aligning resources and strategic pursuits across the entire Enterprise. This alignment is further supported by guiding principles to methodically evaluate and balance the planned strategic undertakings with incoming project requests.

The ultimate success of this plan is inherently tied to the cooperation and engagement of our City-County partners. Whether it is enhancing our risk posture or becoming "AI Ready," the accomplishment of our roadmap relies on continuous collaboration, not isolation. It is about forging relationships, leveraging innovative solutions, and enhancing our capability to propel our partners forward.

In conclusion, we embark on this four-year journey with enthusiasm and determination, with our eyes fixed on strengthening existing partnerships and building new ones. We anticipate leveraging new solutions and expanding our capacity to drive our partners forward. This plan represents not just our strategy but our promise to strive for excellence, innovation, and collaboration in all we do.

Thank you!

Questions regarding the plan, initiatives or the project roadmap?

Contact us at:

Indy.CIO-ISA@indy.gov

Information Services Agency
City of Indianapolis | Marion County
200 East Washington Street, Suite 1922
Indianapolis, IN 46204
317-327-3100