# STRATEGIC OPERATING PLAN

## OFFICE OF THE CHIEF INFORMATION OFFICER

STRATEGIC OPERATING PLAN

FISCAL YEAR 2013

CITY OF CHARLOTTE

# Office of the Chief Information Officer

# FY2013 Strategic Operating Plan

**Contents**

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**Office of the Chief Information Officer**

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# Executive Summary

The City of Charlotte Office of the Chief Information Officer (OCIO) provides executive-level leadership for the City's Technology Governance Policy and coordinates information technology initiatives across the organization to support, enhance and advance citizen service delivery. In FY2013 the OCIO will continue to lead, advise and influence City departments and other partners to fulfill the City of Charlotte's Comprehensive Citizen Service strategy while bridging gaps and identifying needs for the future state of technology. A focus on the Citizen Service Principles remains the OCIO's ongoing mission.

While the OCIO has been engaged in setting technology direction over the past 4 years, our effort now is on precise, professional implementation of strategic projects and initiatives to *drive seamless and secure information processes*. Timing is of the essence for many of this year's initiatives; there is very little schedule tolerance for delay as international attention is drawn to Charlotte in preparation for events leading to the national Presidential election.

Our ability to be successful will depend on our clarity of communication; our ability to make swift, targeted decisions; our competence in managing the risks; and new partnerships that enable progress. The citywide culture change will play a big role in executing these projects as we work across departmental boundaries for the good of the entire City and its citizenry.

**ORGANIZATION:** The Office of the CIO is an executive level strategy-focused organization positioned within the City Manager's Office. The OCIO provides leadership on enterprise-wide business programs and cultivates high-value relationships for optimal results. The OCIO also has operational responsibility for information security across the City departments.



*Improving citizen service outcomes with business technology leadership, partnerships and innovation*
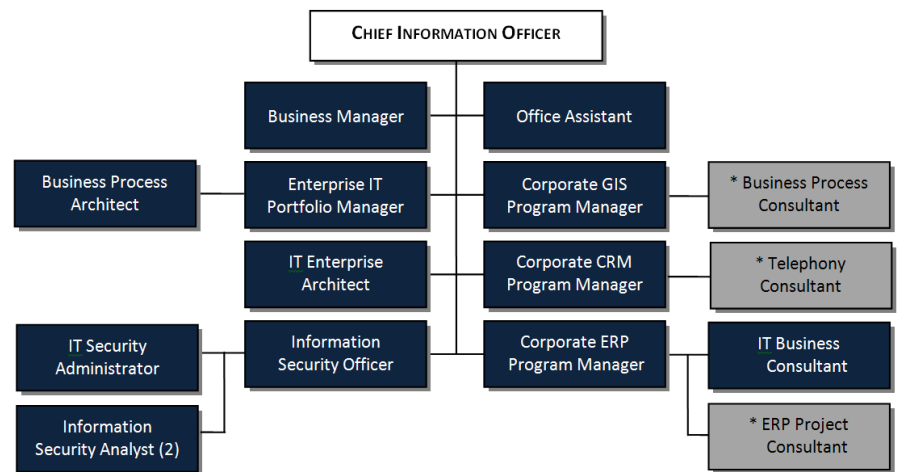
* Temporary contractor

**MISSION:** *Improving citizen service outcomes by facilitating technology investments that enable collaboration, seamlessness, accessibility and responsiveness across the City's departments.*

**VISION:** *Elevate the City of Charlotte to an internationally recognized leadership role among municipalities in the use of technology to achieve Comprehensive Citizen Service.*

# FY2012 Lessons & Challenges

### CHANGE MANAGEMENT

City of Charlotte leadership remains supportive of organizational change that will be necessary to advance the City's Comprehensive Citizen Service strategy. The City's senior business team under the leadership of the OCIO also continues their role as change agents among and within the business units to communicate the positive benefits of change that are occurring from technology investments.  It is vitally important that messages on change occur at all levels of the organization in order to move with unity and build a sense of camaraderie. Anything less will run counter to implementing consistent enterprise processes that enable efficiencies and seamless service delivery. The OCIO clearly understands its role in affecting change and will continue to demonstrate commitment to the *One Business* operating paradigm in all interactions.

### MULTIPLE MAJOR PROJECTS

The OCIO is engaged in leading, sponsoring and managing multiple concurrent major projects that span the organization. These include implementation of ERP, replacement of the telephony system, modernization of GIS, replacement of the CRM and enterprise management of address data. These efforts, combined with the influx of new projects and support activities related to the national convention require project prioritization and tenacity to place Charlotte in the best possible position for service demands.

### INFORMATION SECURITY THREATS

Information security threats to the network continue to increase. Hackers are no longer motivated just by the opportunity to gain access to corporate or national secrets, but rather have included profit-making ventures in their focus.  Hackers are targeting sensitive consumer and corporate information such as credit card accounts, Social Security numbers, and banking accounts.  Additional resources are being implemented to meet the challenges and contractual services will continue to augment internal resources focused on protecting the network infrastructure and personal information.
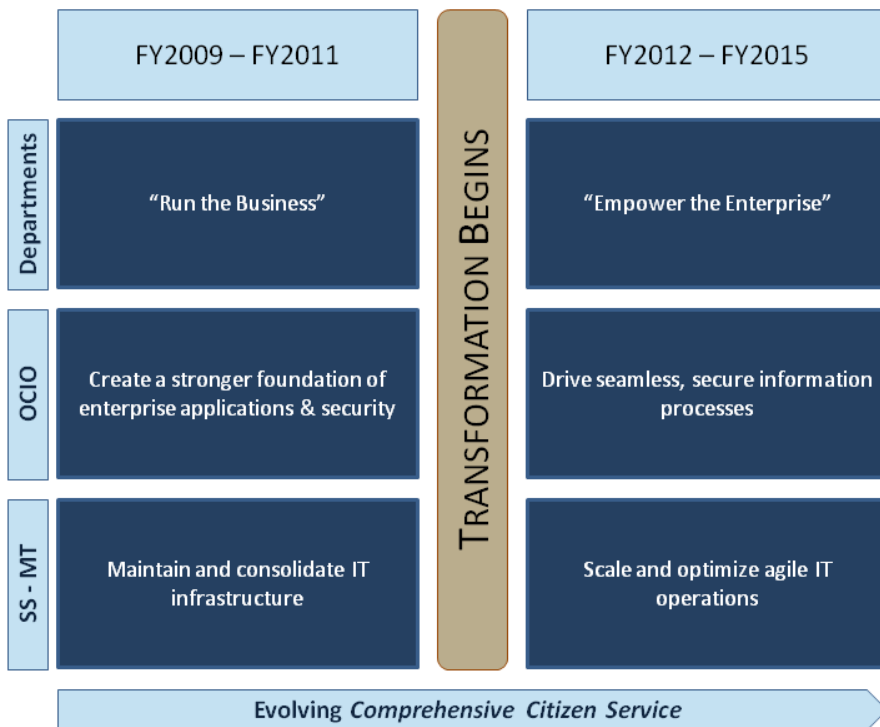
The Telephony Strategy & Consolidation Project, branded with the Cisco Kid, will determine the solution to improve telephone communication abilities of the City of Charlotte and Mecklenburg County. The initial focus will replace the CharMeck 311 PBX and set the long-term direction.  Other phases focus on the remaining enterprise telephony environment.

Office of the Chief Information Officer

# Strategy & Planning

The Office of the CIO has been laying out a strategic approach over the past four years that has led to investments in ERP, CRM, WAM and GIS to meet enterprise-wide business needs and deliver value across the organization. These cornerstone technology efforts have been complemented by strategic and program management support for many other projects that span multiple business units. In early FY2013, the OCIO will shift from strategy development to measured execution of strategy-related projects to fulfill priority expectations.

For many of the projects this year—especially those preceding the Democratic National Convention, timing is of the essence with very little schedule tolerance for delay. In many cases, the OCIO is using resourceful partnerships to help execute plans. Some of these partnerships and technology solutions are new in concept to the City organization but are necessary to meet service expectations. To be successful, the OCIO will rely upon clarity of communications, the ability to make swift, targeted decisions, and competency with managing the risks that always seem to emerge.

The citywide culture change will play a big role in the successful execution of projects as the OCIO leads the organization by working across departmental barriers for the good of the entire City and its citizenry. This year, the OCIO and the Shared Services-Technology Management department (SS-TM) will jointly work to drive seamless, secure information processes with heightened awareness. The accentuated OCIO and SS-TM collaboration will empower the departments by enabling them to concentrate on their core service delivery with resourceful agility.

| | FY2009 – FY2011 | TRANSFORMATION BEGINS | FY2012 – FY2015 |
|---|---|---|---|
| Departments | "Run the Business" | | "Empower the Enterprise" |
| OCIO | Create a stronger foundation of enterprise applications & security | | Drive seamless, secure information processes |
| SS - MT | Maintain and consolidate IT infrastructure | | Scale and optimize agile IT operations |

Evolving *Comprehensive Citizen Service*

## ORGANIZATIONAL ROLE

**INTELLIGENT BUSINESS** – facilitating progress on a business model that advances collaborative decision making in an environment where contributions to value-added outcomes are rewarded.

**SMART CONTROL** – enabling departments to leverage technology at the business edge when and where needed to fulfill their missions. This approach facilitates use of the technology infrastructure and enterprise applications to drive seamless, secure information processes.

**IT DYNAMISM** – driving organizational vitality with agile technology operations rather than rigidity so that business units can meet their needs quickly by leveraging the technology platform and service offerings.

*\* Roles adapted from "New Realities, Rules and Opportunities: The 2010 Gartner Symposium/ITxpo Analyst Keynote," 27 January 2011, Garner Report #G00205834.*

# Strategic Themes

In FY2013, the OCIO will focus on operationalizing the strategy defined last year to *drive seamless, secure information processes*. The focus to execute on strategy in FY2013 underscores the organizational intent towards achieving beneficial outcomes associated with business technology.

The City has already realized cost savings from OCIO endeavors (see sidebar); specific initiatives in FY2013 will propagate additional measureable benefits and advance the high-level strategic direction effort by:

- Leading the direction of business technology
- Engaging and building effective partnerships, and
- Achieving innovative organizational efficiencies.

Initiatives outlined in the OCIO balanced scorecard include a number of collaborative efforts with the Information Technology (IT) division of Business Support Service department. The OCIO views this partnership with corporate IT as pivotal to empowering the departments with technology services that can be leveraged at the business edge—when and where services are provided.  Examples of joint OCIO and SS-TM projects are highlighted as follows:

- Implementation of ERP
- Citywide telephony consolidation
- Modernization of the enterprise GIS platform
- Enterprise Address Management
- Refinement of technology governance practices
- Operational response to and resolution of security threats



## DRIVING TRANSFORMATIONAL CHANGE WITH ERP

With the selection of the Tyler Technologies' Munis product for local and state governments, the Enterprise Resource Planning (ERP) program continues its mission to implement city-wide financial, procurement, project and grant accounting processes and in doing so continues to facilitate departmental collaboration.  The ERP team's structure embraces the *One Business* model by including cross-department subject matter experts who are building the future state processes to enhance fiscal transparency, improve accuracy and timeliness of data and improve transaction efficiency.  During FY2013, the City's future financial operating model will begin to take form and the ERP Program will lead this transformation via communication, education and ultimately acceptance through understanding how these changes support the *One Business* operating model for the City.



**Enterprise GIS Software Licensing:**
*Cost Savings through Collaboration*

In FY2009, the City and Esri, the City's primary GIS software vendor, entered into an enterprise license agreement (ELA) to consolidate software management across the departments. In FY2012 alone, the City realized savings of $100,500 that would have otherwise been assessed to the departments without the ELA. The net savings to-date is approximately $200,000 which includes annual costs of the ELA.

*In FY 2013, the Office of the CIO will focus on the execution of strategy to achieve the benefits of comprehensive citizen service.*

## Office of the Chief Information Officer – FY2013 Balanced Scorecard

| Perspective | Corporate Objective | Department Initiative | | Measure |
|---|---|---|---|---|
| **Manage Resources** | **Invest in Infrastructure** | | Establish Enterprise Resource Planning | Lead successful implementation of the new ERP investment |
| | | | Enhance and strengthen information security | Attain new PCI compliance |
| | | | | Comply with CJIS requirements |
| **Run the Business** | **Enhance Customer Service** | *Drive seamless, secure information processes* | Optimize citizen communication channels | Advance the telephony strategy and consolidation effort |
| | | | | Lead replacement for the new CRM solution |
| | | | | Enhance the charmeck.org website |
| | **Develop Collaborative Processes** | | Expand GIS usage in the City | Sponsor the implementation of the new citywide GIS Services Platform |
| | | | Advance Master Data Management | Engage vendor for new "Citizen" data domain study |
| | | | | Complete the Enterprise Address Management solution |
| | | | Enhance technology project management | Complete program management for the DNC event |
| | | | | Complete new design for program management |
| | **Optimize Business Processes** | | Lead and support Citywide business process improvement | Fine tune the IT governance process |
| | | | | Implement Phase 1 of the business process improvement strategy |
| | | | | Improve internal business processes to achieve efficiencies |
| | | | Lead the portfolio management practice | Develop enterprise application lifecycle management capabilities |
| | | | | Complete business architecture refresh of all City departments |
| **Develop Employees** | **Promote Learning & Growth** | | Expand awareness of business technology to achieve effective citizen service delivery | Conduct citywide technology information forums |
| | | | | Support technology and process improvement innovation |
| | | | | Sponsor and execute the 2013 Technology Summit |
| | **Achieve Positive Employee Climate** | | Celebrate business technology | Host staff appreciate event for FY2013 activities |

## Service Delivery

The OCIO provides leadership, resources and professional services to direct the City's technology investments to support the City of Charlotte's business priority for Comprehensive Citizen Service. The OCIO coordinates technology initiatives across the City departments and supports the departmental operational plans with technology strategies, project management, program management, process management and information security services. Specific service areas are highlighted as follows.

### Resource Constraints

The City of Charlotte like other government agencies continues to lag in recovery from the economic recession. While Charlotte is fiscally sound and fares better than most governments, the current climate makes it difficult to obtain resources to fully implement plans to modernize the City's technology foundation. Resources may be further constrained as the City prepares to host the Democratic National Convention in September 2012.

### Resistance to Change

Changes introduced by technology may lead to behaviors that tend to support the status quo. Change Management will continue to be a critical function embedded into major initiatives.

### Security Intrusion & Requirements

Increasing threats to the City's technology platform continue to task information security resources as intrusive agents probe the network for security vulnerabilities. At the same time, new requirements such as PCI and CJIS are placing additional demands on security operations.

| | |
|---|---|
| **Enterprise Architecture & Strategic Technology Planning** | Lead the development and implementation of the architecture or blueprint for the use of information technology to support City strategy and departmental Strategic Operating Plans. Develop strategies to advance the collaborative use of technology for implementing technology solutions from a business efficiency perspective. |
| **Portfolio Management** | Manage the collection of information on technology investments. Guiding decisions about the investment mix to match the investments with the City's business priority. |
| **Program Management** | Lead resource optimization with the coordination of related business and technology projects that support common goals across the departments. |
| **Process Management** | Lead the optimization of operational and business support processes to avoid functional silos and deliver efficiencies and effectiveness for seamless citizen service. |
| **Information Security** | Protect information, information systems and technology investments from unauthorized access, use, disclosure, disruption, modification or destruction. Focus on confidentiality and privacy protection, information integrity and information availability. |

# Resource Allocation Summary

The FY2013 budget, as in previous years, has little flexibility due to economic constraints and conservative budgetary guidelines. The OCIO will continue wise management of allocated resources with investments that optimize business value for the City.

The FY2013 budget marks the first year of full funding for the 12 positions in the OCIO. In mid-FY2012, the OCIO was allotted funds to fill a previously frozen position for an IT Information Security Analyst. This additional resource will augment current workload demands resulting from increased foreign and domestic cyber security threats, an increasing number of legal and FOIA document requests, tighter imposed CJIS and PCI requirements and more internal IT projects that necessitate information security engagement.

In addition to the operating budget, the OCIO manages a $21.4 million reserved capital budget for the ERP project. This budget funds the ERP program positions reflected in the OCIO organizational chart.

The OCIO also manages other technology investment funds totaling $10.9 million.  In FY2011, the OCIO was instrumental in identifying technology needs that subjected the City to an uncomfortable level of risk. As a result of this work, the Mayor's Efficient and Effective Government Review Task Force recommended the one-time use of $8.4 million from General Fund reserves to address these corporate technology projects under the "severe risk" category. The OCIO oversees and additional $1.5 million in "pay as you go" funds allocated by the Technology Project Evaluation Team (TPET).

| | FY2011 Budgeted | FY2012 Budgeted | FY2013 Budgeted |
|---|---|---|---|
| **Operating Budget (General Fund)** | $2,067,176 | $1,291,772 | $1,330,237 |
| **Service Level Changes** | $350,000 | $0 | $0 |
| **Departmental Charges** | $659,300 | $323,000 | $323,000 |
| **Capital Budget Allocation** | $1,250,000 | $1,250,000 | *$21,394,983 |
| **Funded Positions** | 12 | 12 | 12 |

*Does not include Sever Risk or TPET funds*

## Enterprise Applications

Lead the implementation process for a new ERP system and lead the selection process for a new CRM system to modernize and replace legacy applications. Externally host the charmeck.org website to improve citizen self-service and upgrade the telecommunications system to improve citizen contact.

## GIS Platform

Guide the modernization of the City's GIS towards a collaborative services platform to provide the environment needed to successfully share maps, data, reuse GIS services and quickly launch applications and interfaces to advance, deepen and broaden the use of GIS for new business efficiencies. Introduce enterprise address management for Charlotte-Mecklenburg.

## Portfolio Management

Optimize investments in technology by publishing documented business process maps into the enterprise architecture repository, completing the business architecture refresh and fine tuning related IT governance processes.

## Information Security

Continue aggressive progress on enhancing information security with compliance to PCI and CJIS requirements.

**Appendix**

- Balanced Scorecard

- OCIO Overview Page

## Office of the Chief Information Officer – FY2013 Balanced Scorecard
### Reporting Period: July 1, 2012 to June 30, 2013

| Corporate Objective | | | Department Initiative (*indicates Focus Area Initiative) | Measure ($ indicates incentive pay measure) | Prior Year Actual | Lead or Lag | Performance Data | | | Comments / Explanation |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Target | YTD | Status | |
| Manage Resources | Invest in Infrastructure | Drive seamless, secure information processes | Establish Enterprise Resource Planning | $ Lead successful implementation of the new ERP investment | New | Lag | Staging and development environments 100% complete by October 2012 | | | |
| | | | Enhance and strengthen information security | Attain new PCI compliance | New | Lag | 100% compliance by August 2012 | | | |
| | | | | Comply with CJIS requirements | New | Lag | 100% compliance by June 2013 | | | |
| Run the Business | Enhance Customer Service | | Optimize citizen communication channels | Advance the telephony strategy and consolidation effort | New | Lag | Call center solution 100% complete by August 2012 | | | |
| | | | | Lead replacement for the new CRM solution | New | Lag | Verify CRM business requirements for RFP/RFI release by June 2013 | | | |
| | | | | Enhance the charmeck.org website | FY2012 | Lag | charmeck.org hosting solution and SharePoint 2010 upgrade plan 100% complete by February 2013 | | | |
| | Develop Collaborative Processes | | Expand GIS usage in the City | $ Sponsor the implementation of the new citywide GIS Services Platform | New | Lag | Technical implementation 100% complete by December 2012 | | | |
| | | | Advance Master Data Management | Engage vendor for new "Citizen" data domain study | FY2012 | Lag | 100% completion of study by June 2013 | | | |
| | | | | Complete the Enterprise Address Management solution | FY2012 | Lag | 100% completion of control documentation with Mecklenburg County and City Shared Services by January 2013 | | | |
| | | | Enhance technology project management | Complete program management for the DNC event | New | Lag | 100% complete by October 2012 | | | |
| | | | | $ Complete new design for program management | New | Lag | 100% complete by December 2012 | | | |

| | | | | | | | Performance Data | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Office of the Chief Information Officer – FY2013 Balanced Scorecard** <br> **Reporting Period: July 1, 2012 to June 30, 2013** | | | | | | | | | | |
| Corporate Objective | Department Initiative <br> (*indicates Focus Area Initiative) | | Measure <br> ($ indicates incentive pay measure) | Prior Year Actual | Lead or Lag | Target | YTD | Status | Comments / Explanation | |
| **Run the Business** / Optimize Business Processes / *Drive seamless, secure information processes* | Lead and support Citywide business process improvement | | Fine tune the IT governance process | New | Lag | Documentation of roles and responsibilities for OCIO & Shared Services 100% complete by January 2013 | | | | |
| | | | Implement Phase 1 of the business process improvement strategy | New | Lag | Move citywide BPM depository and all available departmental process maps to iServer depository - 100% by March 2013 | | | | |
| | | | Improve internal business processes to achieve efficiencies | New | Lag | Complete documentation of two (2) OCIO ERP-related processes/procedures by June 2013 | | | | |
| | Lead the portfolio management practice | | Develop enterprise application lifecycle management capabilities | New | Lag | 100% completion of documentation of cost and 'health' status for all enterprise applications by June 2013 | | | | |
| | | | Complete business architecture refresh of all City departments | New | Lag | 100% complete by June 2013 | | | | |
| **Develop Employees** / Promote Learning & Growth | Expand awareness of business technology to achieve effective citizen service delivery | | Conduct citywide technology information forums | New | Lag | Complete total of two (2) town hall meetings / roundtables / fireside chats by June 2013 | | | | |
| | | | Support technology and process improvement innovation | New | Lag | 100% completion of plan for technology innovation center or think tank plan by January 2013 | | | | |
| | | | Sponsor and execute the 2013 Technology Summit | hold | Lag | Sponsor Technology Summit event by May 2013 | | | | |
| Achieve Positive Employee Climate / *Promote Employee Wellness* | Celebrate business technology accomplishments | | Host staff appreciate event for FY2013 activities | New | Lag | 100% complete by June 2013 | | | | |
| | Promote holistic wellness | | $ Include a *Spotlight on Wellness* during OCIO staff meetings | 100% | Lag | Feature health topic at 100% of OCIO Staff meetings | | | | |
| | | | $ Conduct a healthy food choices event for OCIO staff members | 100% | Lag | Sponsor a healthy options event for the OCIO 100% complete by June 2013 | | | | |

# Office of the Chief Information Officer

## Summary

| | FY11 | FY12 | FY13 |
|---|---|---|---|
| **Budget:** | $2,067.176 | 1,291,772 | 1,330,237 |
| **Positions:** | 12.00 | 12.00 | 12.00 |

The Office of the Chief Information Officer (OCIO) was established as a division of the City's Manager's Office in January 2008 to fulfill the executive level leadership role of the City's Technology Governance Policy and coordinate technology initiatives across the key business units (KBUs) that comprise the City of Charlotte government.  The OCIO supports and advances the City's Business Priority for Comprehensive Citizen Service.

## Accomplishments

The five (5) most significant accomplishments for FY12 are listed below. However, two of the top five were not listed on the FY2012 Balanced Scorecard. This is largely in part to the significant efforts of the Office of the Chief Information Officer (OCIO) to establish and run a  new Project Management Office (PMO) and provide technology leadership in preparation of the Democratic National Convention (DNC).

1. ERP - completed the selection process for Tyler technologies to provide software and implementation services.

2. Program Management Office (PMO) - initiated for the DNC as an outcome for the City's readiness for the DNC.

3. Citizen Web Portal - the OCIO in collaboration with Utilities, Finance, 311 and Corporate Communications the citizens Services Portal was implemented to allow citizens to manage their utility bills online.

4. Telephony Strategy and Consolidation - implemented a Cisco voice-over-IP call center solution , including a telephony strategy for future phases. Estimated savings are $100,000 annually exclusive of potential personnel savings.

5. Charmeck.org website hosting - the charmeck.org website was relocated to RMsource, Inc. as the external hosting vendor. The external solution provides the Citywide with information security.

## Vital Statistics

• Leads the City's Senior Business Team  and Senior Technical Advisory Team in organizational and cultural change
• Develops the enterprise architecture and strategic technology plans for the City
• Monitors and manages security threats to the technology network to safeguard information and maintain availability
• Leads Program Management for Enterprise GIS , ERP and CRM
• Provides Enterprise IT Portfolio Management  for business technology investments
• Guides the SOA, GIS and BPM Centers of Excellence

## Service Delivery Challenges

The Office of the Chief Information Officer continues to strive to overcome challenges with providing current service levels on new projects and implementing the best security practices leading up to the national convention.

Multiple Major Projects.  Concurrent major projects, such as DNC, ERP, the 311 PBX replacement, Charmeck.org hosting and the Address Management Project, place strains on making sure there are sufficient, qualified resources applied to make progress over a broad range of activity. The influx of new projects and support activities for the DNC alone will require prioritization and tenacity to put the City in the best light.

Change Management.  Change management requires significant time and energy to ensure goals and processes are aligned before project progress can be seen. The OCIO intends to be a leader in both employing and demonstrating sound change management practices for major projects, as well as in support of our overall cultural transformation.

Information Security Threats.  Information security threats to the network continue to increase. Hackers are no longer motivated just by the opportunity to gain access to corporate or national secrets, but rather have included profit-making ventures in their focus.  Hackers are targeting sensitive consumer and corporate information, such as credit card accounts, Social Security numbers, and banking accounts.  The City's hosting of the DNC introduces new visibility and increased risk of outside threats.