

THE CITY OF  
MEMPHIS

INFORMATION SERVICES  
**STRATEGIC PLAN**



# City of Memphis Information Services Strategic Framework

## Purpose

To develop and implement the Information Services Division strategic framework for fiscal years 2015 – 2019, and aligns itself with the four City priorities;

- 1) Create safe and vibrant neighborhoods
- 2) Grow prosperity for all
- 3) Invest in our young people
- 4) Advance a culture of excellence in government

## Information Services Division Overview

Information Services administers the City's use of technologies in government operations, and its delivery of services to the public. We work to enhance the City government's efficiency through technology.

## Information Services Division Vision

To be recognized as a leading provider of innovative IT solutions for municipal services.

## Information Services Division Mission

Collaborate with City divisions in leveraging technology which provides responsive and cost effective services which support the City's four priorities.

# Information Services Division Strategic Framework

The Information Services Division has setup **four main objectives** to serve our customers and promote the four City priorities. These objectives are as follows:

- 1 Open Data**
  - a. Provide citizen access to City information repositories.
  - b. Safeguard the integrity, confidentiality, and availability to City information repositories.
- 2 Enhance City Automation**
  - a. Increase access to City services.
  - b. Deploy technology to enhance City automation
- 3 Optimize and Protect Information**
  - a. Deliver architected, secure computing and communication resources to ensure City service.
  - b. Optimize processes to support agile, reliable and secure computing and communication services.
- 4 Customer Oriented Service**
  - a. Ensure Information Services resources and activities align with City business processes.
  - b. Enable informed technology investment decisions.

# 1

## Open Data

City Priority	IS Framework	IS Goal	IS Objective	IS Measure
<p>Safe and vibrant neighborhoods.</p> <p>Grow Prosperity for all.</p> <p>Invest in our young people.</p> <p>Advance culture of excellence in City Government.</p>	<p>Provide Citizen access to information repositories</p> <p>Safeguard the confidentiality integrity, and availability of City information repositories</p>	<p>Create open data framework</p> <p>Identify City data repositories.</p> <p>Classify City information repositories</p> <p>Enhance data security program</p>	<p>Create open data governance (DG) committee</p> <p>Provide citizen access to KPIs, MemFact, and other identified information</p> <p>Encrypt PII data at rest</p> <p>Increase internal security awareness</p>	<p><b>2015 &amp; 2016</b></p> <ol style="list-style-type: none"> <li>1. DG Committee formed</li> <li>2. KPI and MEMFACT access completed</li> <li>3. Increase security awareness classes 20%</li> </ol> <p><b>2017 – 2019</b></p> <ol style="list-style-type: none"> <li>1. Encrypt PII data at rest</li> <li>2. Increase security awareness classes 20%</li> <li>3. Complete data access</li> </ol>

Welcome



# 2

## Enhance City Automation

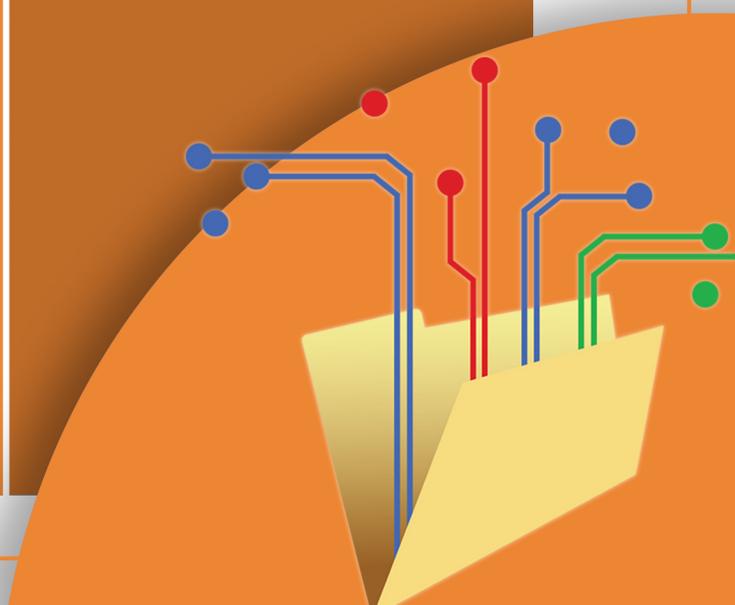
City Priority	IS Framework	IS Goal	IS Objective	IS Measure
<p>Safe and vibrant neighborhoods.</p> <p>Grow Prosperity for all.</p> <p>Invest in our young people.</p> <p>Advance culture of excellence in City Government.</p>	<p>Increase access to City services</p> <p>Enable technology to increase City automation</p>	<p>Identify and categorize City services</p> <p>Deploy mobile and web enabled applications and interfaces</p>	<p>Complete business and return on investment analysis for web and mobile applications and interfaces</p>	<p><b>2015 - 2016</b></p> <ol style="list-style-type: none"> <li>1. Deploy enhanced 311 mobile and web interface</li> <li>2. Deploy enhanced Traffic Signs mobile and web workflow interface</li> <li>3. Deploy parks and permits mobile and web application process</li> </ol> <p><b>2017 - 2019</b></p> <ol style="list-style-type: none"> <li>1. Deploy enhanced Code and Public Works mobile and web workflow interfaces</li> <li>2. Deploy at least one mobile or web interface for each division</li> </ol>



# 3

## Optimize and Protect Technology Services

City Priority	IS Framework	IS Goal	IS Objective	IS Measure
<p>Safe and vibrant neighborhoods.</p> <p>Grow Prosperity for all.</p> <p>Invest in our young people.</p> <p>Advance culture of excellence in City Government.</p>	<p>Deliver architected, secure computing and communication resources to ensure City service delivery</p> <p>Optimize processes to support agile, reliable and secure computing and communication services</p>	<p>Virtualize application infrastructure</p> <p>Implement IaaS, SaaS, and PaaS</p> <p>Structure services to utilize open data initiatives</p>	<p>Complete application virtualization efforts</p> <p>Migrate to IaaS email solution</p> <p>Migrate to IaaS and SaaS GIS solution</p> <p>Increase mobile and web application deployments</p> <p>Increase DR deployment</p> <p>Data center migration strategic plan</p>	<p><b>2015 - 2016</b></p> <ol style="list-style-type: none"> <li>1. Completed Email migration</li> <li>2. Completed GIS migration</li> <li>3. Implement Fire CAD DR</li> </ol> <p><b>2017 - 2019</b></p> <ol style="list-style-type: none"> <li>1. Complete virtualization</li> <li>2. Deploy 3 mobile or web application per year</li> <li>3. Implement data center migration plan</li> </ol>



# 4

## Customer Oriented Services

City Priority	IS Framework	IS Goal	IS Objective	IS Measure
<p>Safe and vibrant neighborhoods.</p> <p>Grow Prosperity for all.</p> <p>Invest in our young people.</p> <p>Advance culture of excellence in City Government.</p>	<p>Ensure Information Service resources and activities align with City business processes and priorities</p> <p>Enable informed technology investment decisions.</p>	<p>Increase governance</p> <p>Increase inter-division communications</p> <p>Review divisional IS service requests with Directors</p>	<p>Form IS steering committee</p> <p>Implement IS score card</p> <p>Review and enhance Information Services Service Level Agreements</p>	<p><b>2015 - 2016</b></p> <ol style="list-style-type: none"> <li>1. Implement monthly division meetings</li> <li>2. Implement division IS score card</li> <li>3. Implement IS steering committee</li> </ol> <p><b>2017 – 2019</b></p> <ol style="list-style-type: none"> <li>1. Solicit divisional involvement with Information Services Service Level Agreements</li> <li>2. Enhance and improve IS Division Score Card</li> </ol>



# Time Line

2016-17

## Efficiency

- CAFR Reporting
- Collapse Library DC
- Wireless Cradle Point
- Enterprise Asset Management
- Malware Bytes
- Oracle Property Mgmt
- Credit Card Payments Benefits
- Retire Blackberry

## Required

- IE 11
- Fire CAD DR
- Obsolete Computers & Infrastructure
- Office 365
- Firewall Replacement
- SQL Database version Upgrade
- Sharepoint Administrator
- Enterprise Time & Attendance
- Redundant DR Circuit
- GIS JavaScript GIS DR
- Upgrade 17 legacy applications
- Aruba VPN Replacement
- Oracle Web API
- Auto Sales Application Upgrade
- Treasury Migration

## Citizen

- MFD 911 Voice recording
- Youth Services Application System
- Code Enforcement App. Upgrade
- PW/GS Work Order Appli cation
- Community Center Network Access
- Stormwater and Traffic Sign App Upgrade
- Council Video System Upgrade
- City Hall Digital Signage
- 311 Application Upgrade

# 2018

## Efficiency

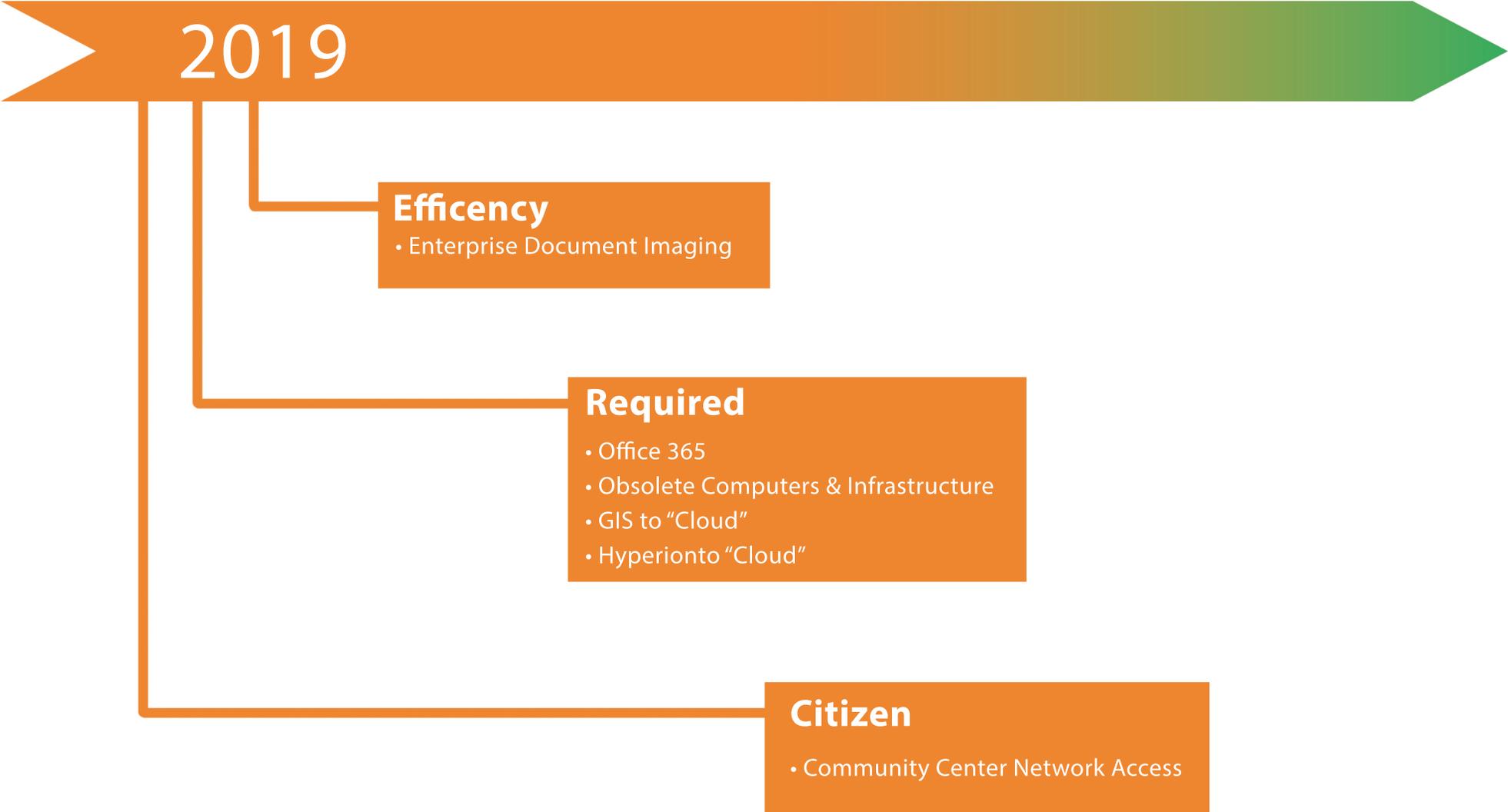
- HRMS, Payroll, Time/ Labor, Learning
- Mgmt, Performance Mgmt, Succession Planning
- Second Chance Case Mgmt System
- Civil Service Case Mgmt System
- Invoice Automation
- Oracle Financials
- Enterprise Document Imaging
- Digital Contract Signatures
- Wireless Network Expansion

## Required

- Obsolete Computers & Infrastructure
- Wytech Software
- InfoSec SEIM
- Upgrade 11 legacy applications
- Office 365

## Citizen

- HR On-Boarding
- City Website
- Community Center Network Access
- Stormwater and Traffic Sign App Upgrade



2019

**Efficiency**

- Enterprise Document Imaging

**Required**

- Office 365
- Obsolete Computers & Infrastructure
- GIS to "Cloud"
- Hyperion to "Cloud"

**Citizen**

- Community Center Network Access



2020

**Efficiency**

- Enterprise Document Imaging

**Required**

- Office 365
- Obsolete Computers & Infrastructure
- MFD 911 Radio Recording Upgrade

**Citizen**

- Community Center Network Access