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Information Technology is committed to providing technology-based solutions that enable the city government to connect with and better serve the constituents of the City of Memphis in ways that improve the quality of every experience.
INFORMATION TECHNOLOGY DIVISION
2020-2024 STRATEGIC PLAN

MAYOR’S PRIORITIES

OUR VISION
Memphis is a hub of opportunity, innovation and easy living.

OUR PURPOSE
Improving quality of life for all Memphians, every day.

OUR MISSION
To be brilliant at the basics – delivering reliable, responsive, high-quality services.

PUBLIC SAFETY
- Reduce crime through police recruitment & retention, community outreach, communication & gang intervention
- Decrease non-emergency service (EMS/Fire) calls
- Improve 911 service

GOOD GOVERNMENT
- Provide outstanding customer service to our residents & businesses
- Provide good fiscal stewardship
- Maintain Bond Rating

Youth
- Collaborate with community partners to provide summer job opportunities
- Support increase in reading level in libraries & community centers
- Increase programming in parks, community centers & libraries

Neighborhoods
- Reduce blight making cleaner & more attractive neighborhoods
- Improve quality of roads and sidewalks
- Improve and increase access to parks, libraries and public services

Innovation
Researching best practices and innovating current processes to ensure the best service and use of resources.

Collaboration
Mandating that we break all silos across the organization and ensure that we bring in the best minds to solve problems. Being inclusive of others and striving for a diverse workforce.

Accountability
Setting clear expectations and holding all employees accountable for completing goals and delivering quality services.

Service
The heart of public service is being a servant leader. Ensuring that we have a clear standard that serving citizens of Memphis is our number one priority.
MISSION

The Information Technology Division provides solutions that upgrade our technical infrastructure, promote progressive implementations, and expand our innovative path to benefit all City of Memphis employees and citizens.

CORE VALUES

- To operate with integrity
- To provide quality customer service
- To be professional, proactive, and competent
- To build positive relationships
- To communicate effectively
- To find areas for professional development

FOCUS

INFRASTRUCTURE
To ensure our basic technology needs and systems are in place to operate efficiently.

IMPLEMENTATION
To ensure we are implementing smart enterprise solutions.

INNOVATION
To ensure we are on the cutting edge of technology advancements.
IT Administration Goal: Improve Employee Experience

**Purpose:** To welcome, set expectations and broaden the vision for our future leaders in the technology field.

**Mayor’s Priority Alignment:** Good Government

### ACTION STEPS

1. **01** Implement an enhanced virtual onboarding / offboarding experience for all employees

2. **02** Conduct monthly virtual ITD specific orientation for new employees

3. **03** Seek opportunities to implement contactless practices to maintain current and future safety precautions

4. **04** Maintain operational efficiencies to ensure excellent customer service to all employees, staff and visitors

5. **05** Cultivate a diverse and inclusive environment promoting acceptance of all thoughts and ideas where employees feel valued

6. **06** Promote an environment for employee development and recognition
**IT Finance Goal: Fiscal Accountability**

**Purpose:** To strengthen finance and procurement operational productivity and streamline budgetary processes.

**Mayor’s Priority Alignment:** Good Government

### Action Steps

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
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<tbody>
<tr>
<td>01</td>
<td>Re-evaluate and implement systems in order to simplify budgetary operations</td>
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<tr>
<td>02</td>
<td>Conduct monthly budget review meetings with IT department managers</td>
</tr>
<tr>
<td>03</td>
<td>Realign duties to increase productivity</td>
</tr>
<tr>
<td>04</td>
<td>Utilize data and reports to analyze spending trends</td>
</tr>
<tr>
<td>05</td>
<td>Assist departments with the overall IT procurement process so that purchases are timely and appropriate</td>
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<tr>
<td>06</td>
<td>Develop standard operating procedures so that the procurement process is consistent</td>
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<tr>
<td>07</td>
<td>Make contract management a priority by reviewing terms, conditions, and service level agreements regularly</td>
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<tr>
<td>08</td>
<td>Implement paperless processes to increase efficiency</td>
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IT Operations Goal: Operations Transformation

**Purpose:** To transform core business operations and maximize efficiency by leveraging lean principles and emerging technologies.

**Mayor’s Priority Alignment:** Good Government

**ACTION STEPS**

01. Align staff with overall full-service PMO needs
02. Develop PMO instructional manual
03. Prioritize professional development training
04. Document current state processes and conduct departmental needs assessments
05. Align lean methodology throughout all operational and technology functions
06. Implement change management practices
07. Develop annual departmental evaluation plan
08. Develop continuous improvement strategy
IT Service Delivery Goal: Asset Management

Purpose: To identify City of Memphis assets and maintain a central repository to allow for the tracking of assets and to assist in forecasting when devices should be decommissioned throughout the environment.

Mayor’s Priority Alignment: Good Government

**ACTION STEPS**

1. Conduct an asset management software analysis in order to implement the appropriate solution
2. Define asset types to be included in asset management database
3. Train staff to maintain chosen solution
4. Evaluate current processes and identify gaps
5. Inventory City of Memphis assets and update databases
6. Create digital inventory forms
7. Create standard operating procedure
8. Develop an asset ownership/location verification process
**Purpose**: To modernize and adopt current technologies and practices for application development and support.

**Mayor’s Priority Alignment**: Good Government

**ACTION STEPS**

1. Implement GitHub and use industry standard source code management practices
2. Standardize developers’ operating procedures and adopt best practices
3. Procure appropriate tools and implement ERP solutions to enhance productivity
4. Introduce new technologies such as machine learning and chatbots
5. Consolidate reporting tools
6. Consolidate multiple archived data sets to one data warehouse/reporting server
7. Use testing automation where possible
8. Use rapid application tools to replace traditional tools
IT Network/Telecom Goal: Enhanced Network Infrastructure

**Purpose:** To upgrade the City of Memphis network to provide enhanced security and facilitate services to benefit the citizens.

**Mayor’s Priority Alignment:** Good Government

### ACTION STEPS

1. **Upgrade network infrastructure to utilize Fabric Connect technology for all divisions**
2. **Replace the aging fiber optic backbone from 3rd party vendors with a 100% City-owned fiber infrastructure**
3. **Continue with the rollout of the new City standard telephone system**
4. **Utilize network to expand wireless services for public benefit to address digital equity**
IT Security Goal: Security Posture Augmentation

**Purpose:** To increase City of Memphis information security posture.

**Mayor’s Priority Alignment:** Good Government

**ACTION STEPS**

01. Implement data governance and information protection measures

02. Leverage technology for identity and access management

03. Identify type and level of risk in the City of Memphis surrounding information protection

04. Create a risk matrix

05. Utilize education and communication to increase security awareness

06. Develop a compliance training program

07. Maintain well-trained security team to support the enterprise

08. Proactively monitor network activity for security threats and incidents
IT Data Center Goal: Data Center Optimization

**Purpose:** To maintain the City of Memphis compute and storage infrastructure, providing resources to other teams and departments to facilitate their needs.

**Mayor’s Priority Alignment:** Good Government

**ACTION STEPS**

- **01** Identify and remediate single points of failure in the ITD server infrastructure
- **02** Update data center hardware to improve stability and performance
- **03** Ensure the organization’s data is backed up using an industry standard 3-2-1 backup scheme
- **04** Provide compute and storage resources for enterprise division consumption to assist in their growth and efficiency
- **05** Document data center environment operating procedures to maintain standards and increase visibility
- **06** Upgrade data center/disaster recovery infrastructure