

# ITS Strategic Roadmap – FY16

## ITS Global Drivers

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Drivers are those factors that influence the direction of a department, agency or division. Drivers may be internal to an organization or external and include technological, political, and social pressures to which that organization must or should respond in order to meet its mission and goals.

Customer goals are the primary driver for the ITS department and the services ITS provides to the Metropolitan Government. In addition to customer goals, each service line has drivers as well. There is a commonality of drivers across service lines. Below is the list of most important, though certainly not the fully comprehensive, drivers that impact and greatly influence every service provided by the Metro ITS Department.

1. **ITS Customers' demand to provide additional services to their constituents** – Departmental customers have fully grasped the ability for technology to help them achieve their missions, to the extent that demand for technology far outstrip the ability for ITS or departments to meet the demand. Citizens are savvy and expect the ability to access government services at any time, from any location, and on any device.
2. **Demand for Secure Government Systems & Facilities** – With massive data breaches in the news on seemingly a daily basis, we must strive at all times to protect the security, availability and integrity of all databases entrusted to our management.
3. **Need for Metro-wide IT Governance Processes** - With no Metro Government-wide directives on priority of IT needs and projects beyond Mayoral priority and individual departments' expressed priorities for their own needs, ITS is left in the awkward and untenable position of determining and assigning priorities to projects and services. Systematic IT governance would address this and in the process potentially save taxpayer money and reduce duplication of systems and staffing. Additionally this would help address the continuing give and take regarding consolidation of IT services as an industry/government best practice versus departmental control leading to higher costs.
4. **Customer Communication is Key** – Metro ITS can return the greatest benefit to the government when the department is informed and knowledgeable regarding the needs, wants and directions of individual departments and agencies. Communication facilitates trust, partnership and successful delivery of services and projects.
5. **Customer Expectation of Exceptional Customer Service**– Our customers, whether Metro employees, elected officials or members of the public, have an expectation of service that is consistent, accountable, knowledgeable, and empathetic.



6. **Technology Change/Product Life Cycle** – Metro Government exists in a world with a staggering pace of technology change. This includes updates and end of life replacement of existing software and hardware, but also the introduction of innovative new tools and services available to Metro’s employees and citizen. This is not going to change.
7. **Heightened Expectations of Savvy Metro Employees** – Today’s Metro employee, especially younger employees, mirrors the culture at large and is much more willing and capable of engaging with technology than even five years ago. Additionally, these employees have an expectation that the tools that they use at work should perform as well and with the same ease as those used for personal work such as shopping, banking, email and document management.
8. **Staffing Shortfall** – The “do more with less” philosophy for many leads to technology, and ITS has been a partner in both developing solutions and adhering to this philosophy. In 2015, with a considerably larger and more sophisticated infrastructure to support, the addition of many critical services and the sunset of few, and a much more dangerous security environment, ITS as a department has 5% fewer employees in Fiscal Year 2015 than in Fiscal Year 2006.
9. **Difficulty finding/retaining experienced/qualified staff** – Middle Tennessee is in the midst of a well-documented shortage of skilled technology workers. Metro Government IT departments have the added challenge of pay scales that have been documented by Metro HR auditors at 15%-20% less than the comparable market for similar positions.

