

# Technology-Enabled Government:

## Strategic IT Planning for Your Local Government

# Technology is becoming...

**the vehicle from which**

**accurate, reliable, and timely**

**information is produced for:**

**strategizing, identifying objectives, improving**

**productivity, and facilitating service delivery**

# The challenge...

How can we use information technology...

- ...to create public value
- ...through a better division of labor
- ...where innovation is essential
- ...and implementation is often difficult?

And how do we place a value on it?

# Making the Move to the Future

## ***Silo Approach***

### Departmental Focus

- ← Planning done at department levels
- ← Limited cross-departmental decision-making

### Hardware, Software, Architecture

- ← No standardization
- ← High support requirements
- ← Redundant or incompatible applications

### Technology Skills

- ← Limited and diffused skill base
- ← No sharing of resources

### Functional-based Design

- ← Redundant data capture and storage
- ← Functional applications



## ***Enterprise Approach***

### Enterprise Focus

- ← Enterprise-wide strategic planning
- ← Comprehensive, cross-departmental projects

### Hardware, Software, Architecture

- ← Standardization
- ← Economies of scale and support
- ← Common interfaces

### Technology Skills

- ← Sharing of technical skills
- ← Skill and knowledge transfer

### Process-based Design

- ← Shared data, relational databases
- ← Integrated applications

# Strategic IT Planning

- What is strategic planning?
- How do you do it?
- What are the main success factors?

**The most critical question:**

**Why are you doing a strategic IT plan?**

# Some Common Reasons

- Add continuity
- Create goodwill
- Engage disenfranchised users
- Increase the visibility of IT
- Increase funding for IT
- Prevent budgetary impacts across election cycles
- Sales job

# What is a Strategic IT Plan?

## Official Definition:

“a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it” (Bryson, 1995)

## Informal Definitions:

- Vision
- Roadmap
- Plan of action
- A waste of time and paper that sits on the shelf until some consultant decides we need a new one 😊

# How Do We Do It?

- Examine the enterprise: internal and external environmental scans
- Stakeholder identification and engagement
- SWOT analyses: business and IT
- Surveys
- Focus groups
- Best practices research
- Documentation
- Create work teams for implementation and follow-through
- On-going, living, breathing document

# Stakeholder Identification

# Welcome to Politics 101!

Remember when the hard part of IT...  
was the technical stuff?

# Overview

- What is a stakeholder?
- Who are the stakeholders in my environment?
- What do the stakeholders expect?
- How do I manage these stakeholders?

# Stakeholder Expectations

- What's in it for me?
- Do I care what's in it for others?
- Why am I for/against this effort?
- What do I want?

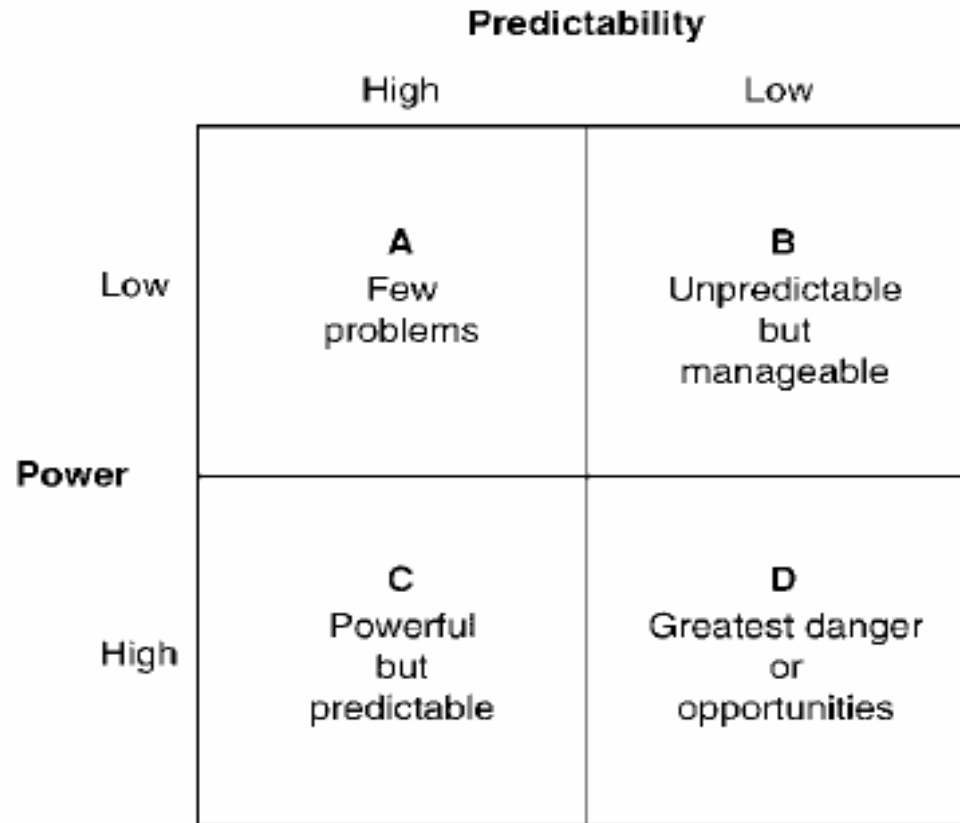
# Attributes of Stakeholders

- How *predictable* are they? Can they enforce their expectations on the effort? How well do you know them?
- What is the *interest* of this stakeholder in the effort? Are they paying attention? Do they care?
- What *power* does this stakeholder have to enforce its will? Power may include \$, votes, PR, .....

# Sources of Power

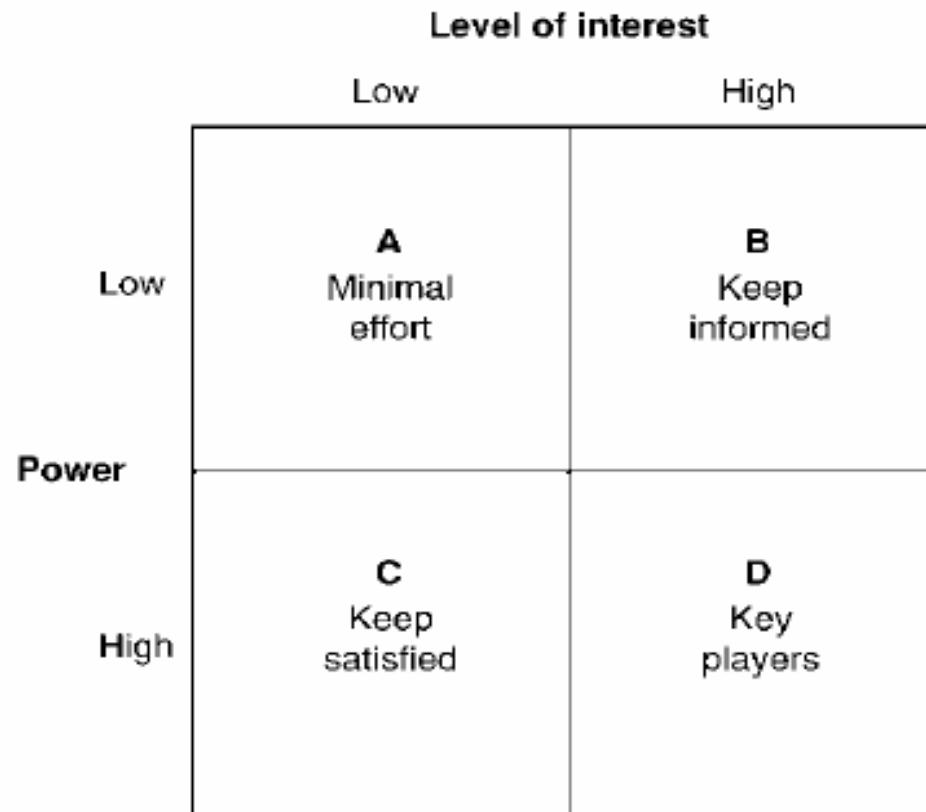
- Hierarchy
- Influence/Informal Power
- Control of Strategic Resources
- Possession of knowledge & skills
- Control of the environment
- Involvement in strategy implementation

# Mandatory 2x2 Matrix



Derived from Newcombe; [From Client to Project Stakeholders: a stakeholder mapping approach](#); *Construction Management & Economics*, 12/2003

## Another Mandatory 2x2 Matrix



Derived from Newcombe; From Client to Project Stakeholders: a stakeholder mapping approach; *Construction Management & Economics*, 12/2003

# OK....now what?

- We have stakeholders identified and engaged....
  - > SMEs
  - > Business needs, processes, etc
  - > Start thinking like an enterprise

# Strategic alignment. . .

**Align IT systems with your mission, goals, and programs.**

..

Demonstrate an IT “Results Chain”. . .

Build and Enforce a Disciplined Flow From. . .

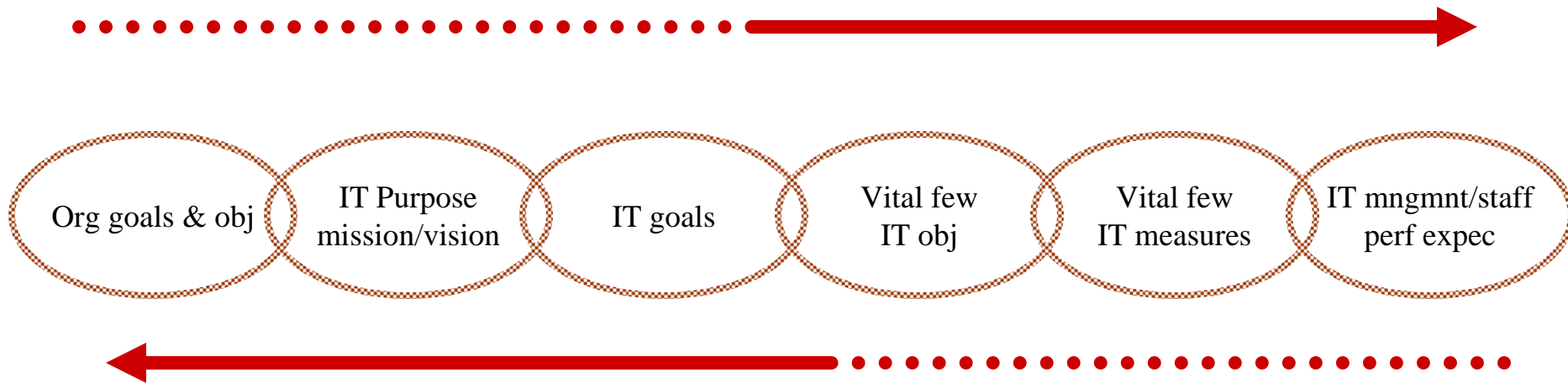
Goals. . .

Objectives. . .

Measures. . .

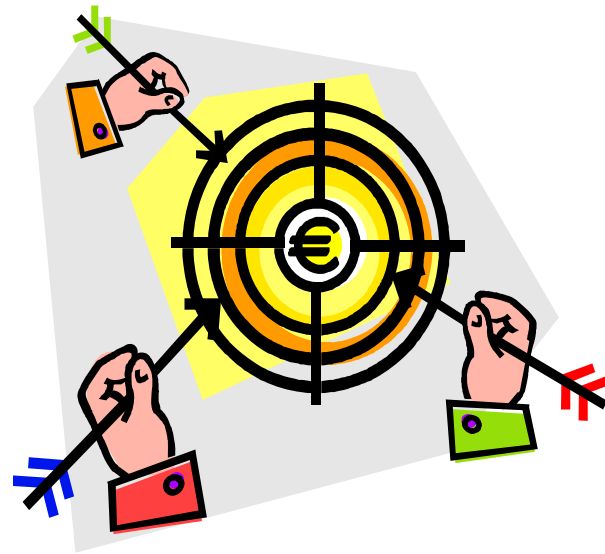
# IT Results Chain

**Measurement Development and Alignment**  
**diverge/converge goals, objectives, and measures**



**Measure, Communication, Collection, Analysis, Use**

# NC City Example



# Goal Alignment

**Vision Statement:** As the county seat, we are dedicated to continue to be a friendly (V4), progressive leader (V1) in our region. We continue to provide quality economical services (V2), in an open and honest manner (V3) that meets the needs of all citizens and businesses (V4).

***Key Components:***

- V1: Progressive and forward-thinking
- V2: Efficient and economical
- V3: Transparent and accountable
- V4: Citizen and business focused

# Sample Projects Aligned

## V1: Progressive and forward-thinking

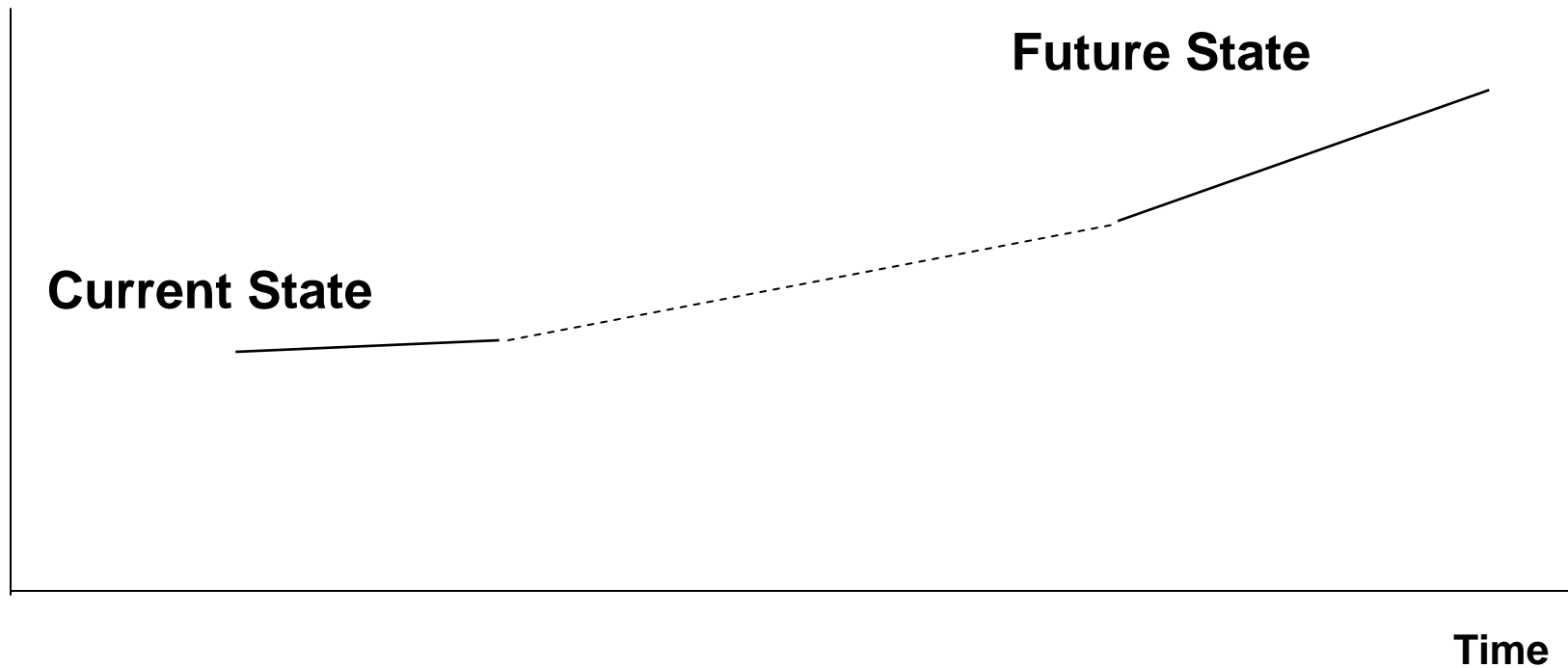
- Remote, synchronous generator start-up
- Sharing maps in live mode
- Council Chambers technology upgrades
- Document Imaging
- On-line bill payments and transactions
- Automated Meter Reading
- ePads and wireless connectivity for utility crews to allow for in-field data entry into CityWorks
- Broadband deployment
- In-vehicle laptops for quicker response time
- Technology work order system
- Ability to translate documents and information into other languages

# OK....now what?

- We have stakeholders identified and engaged....
- We have mapped out business needs to IT....
- We are thinking like an enterprise....
- Now, the hard part: **CHANGE!!!!**

# Effective, Realistic Change Management

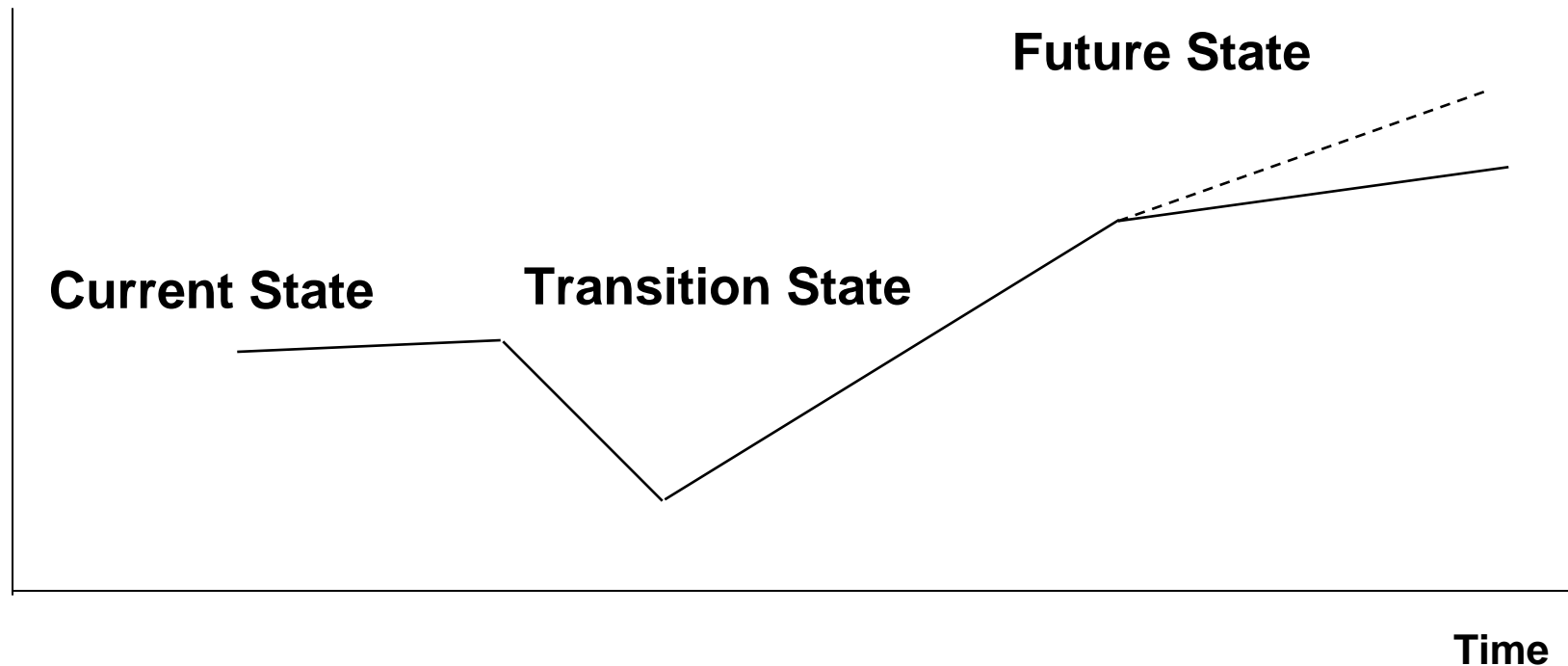
Performance



**The expectation...**

# Effective, Realistic Change Management

Performance

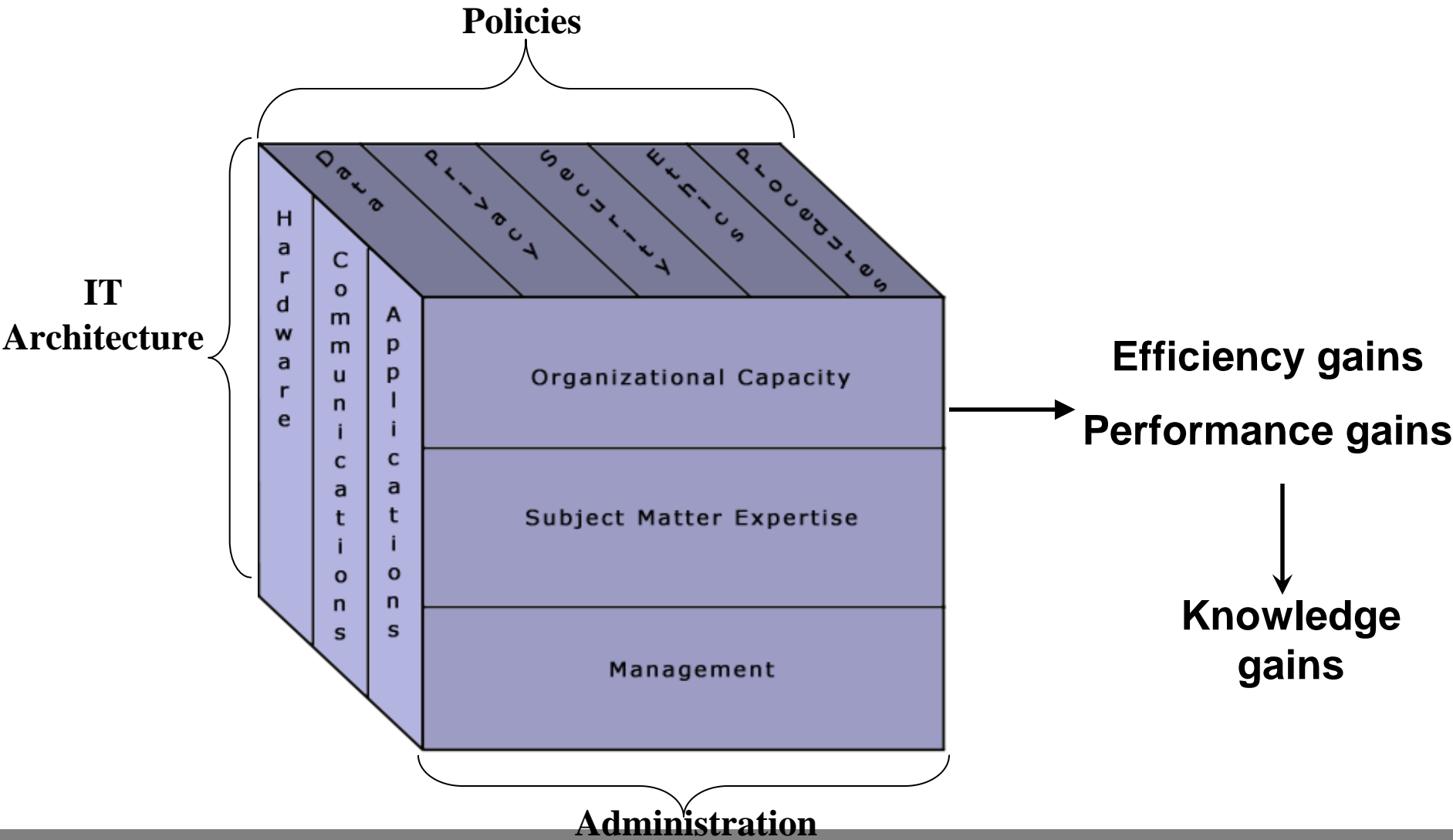


**The reality...**

# Create Technology Guiding Principles

- View technology enterprise-wide
- Support business objectives of the organization
- Conduct govt business electronically
- Treat information as a strategic resource
- Ensure electronic access to information & services -- while maintaining privacy

# The Real World of Enterprise IT



*... Imagine the Outcomes*

# Good Strategic IT Investments...

- Planning
- Enterprise engagement
- Adequate investments
- Measurement, measurement, measurement
- Flexibility
- Ongoing and self-reinforcing effort

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