

# Information Technology

## Digital Strategic Plan: 2023-2025



# Table of Contents

Table of Contents.....	2
Letter from the CIO .....	3
Our Aligned Mission, Values, & Priorities .....	4
A Common Mission .....	4
Core Values.....	4
Strategic Priorities .....	8
Information Technology’s Five Strategic Pillars .....	11
Customer-Centric Approach: .....	11
Strategic Alignment .....	11
Resiliency and Security .....	13
Infrastructure .....	13
Digital Transformation: .....	15
IT Strategic Objectives .....	17
Objective One: Explore, Document, and Improve the Customer Experience .....	17
Objective Two: Build a Stronger, Safer, and more Equitable Digital Community Through Collaboration .....	17
Simplify by Design: Make Government Easier to Use.....	6
Embrace the Bias to do Better: Make Government Fair.....	6
Listen and Learn to Lead: Make Government Effective .....	6
Make right-sized technology decisions at the right time: Make Government Responsible.....	7
Strategy in Action: 2024 – 2025 Roadmap .....	<b>Error! Bookmark not defined.</b>

## Message from the CIO

The City of Fort Collins, along with the rest of the world, has seen tremendous change in the past thirty years. Typewriters and calculators were once our go-to technologies, but now we are focused on cyber security and artificial intelligence.

With modern technologies come challenges to keep up and stay ahead as well as opportunities to improve communication, access, and services. In the 2023-2025 Digital Strategic Plan we embrace the opportunity to change for the better tempered with the values and priorities that make Fort Collins such a beloved and sought after place to visit and live.

The City of Fort Collins Information Technology (IT) department provides the technology infrastructure, digital tools, and online services which form the technology backbone of the City of Fort Collins. We help the City reach its goals by matching technology to City operations and providing access to secure, high-quality, and relevant information and technology services.

The IT department is crucial in managing the City's technological infrastructure. We oversee the design, implementation, and maintenance of computer systems, networks, and software applications essential for City operations and services. This includes safeguarding digital assets from cyber threats. We also offer technical support to Fort Collins' employees, adapting to the latest technological advancements and best practices.

We ensure the network, servers, computers, laptops, cameras, scanners, and more are available to our business partners, so that they can deliver the high level of City services our citizens expect.

### Who We Serve:

- Over 30 Distinct Business Units/Service Areas
- Over 50 City sites
- Over 2,700 Employees
- Hundreds of Partner/Vendor/Contractor Relationships

We look forward to serving you as we research, select, and implement the best technologies for our extraordinary City and its people.

# Our Aligned Mission, Values, & Priorities

## A Common Mission

---

The Information Technology department serves the community by identifying, implementing, and supporting the most helpful, effective, appropriate, and secure technologies that uphold and extend the mission, values, and strategic priorities of the City of Fort Collins.

Fort Collins' mission is to enhance the quality of life and sense of belonging in all neighborhoods by connecting neighbors to each other and to City services, building social equity, inclusion, and fostering harmonious relationships.

The Information Technology Department applies specialized knowledge and skills to advance this shared mission. We foster an engaged and thriving community through our operational excellence and culture of innovation. Our IT Mission is to empower City services and the community with innovative, resilient technology that boosts operational efficiency, and fosters digital inclusion and equity.

Our vision is a business-driven, interconnected community where residents, businesses, and employees flourish through accessible, secure information and sustainable technology. Our Guiding Methodology to attain our mission is Applied Simplification and Standardization.

## Core Values

---

The IT Department's values are the same as the values for the City of Fort Collins:

### **Partnership**

We believe in shared decision-making and invest authentically in relationships. We are welcoming, solution-oriented and supportive of each other and our community.

### **Service**

We work to understand the diverse needs of our customers and evolve with the community to implement innovative, people-centered solutions to provide outstanding service.

### **Safety & Wellbeing**

We are committed to physical and psychological safety in the workplace and throughout the community.

### **Sustainability**

We are entrusted and accountable to protect and enhance the social, economic and environmental resiliency of our community and organization for present and future generations.

**Integrity**

We earn the trust of our community by exemplifying the highest standard of ethical behavior. We demonstrate respect, honesty, inclusivity and transparency.

**Belonging**

We strive to build equitable, inclusive and supportive work environments that cultivate a sense of belonging for employees and community members of all identities to feel safe and valued.

# Strategic Themes

## **Simplify by Design: Make Government Easier to Use**

---

We will implement modern, scalable, and secure technology solutions that increase the efficiency, capability, and productivity of the City Workforce while reducing the complexity, cost, and risk of multiple outdated systems. These systems include:

- Licensing, Permitting, and Code Enforcement (LPCE) System to speed up and simplify our Customer Experience at multiple service points.
- CIS Utility Billing Service to improve our customer service across the City.
- Enterprise Resource Planning (ERP) solution for Human Resources and Financial Services.
- Web portal solutions for the entire community to improve engagement, access, and benefits of City Services.

## **Embrace the Bias to do Better: Make Government Fair**

---

We will address equity, accessibility, and inclusions to improve the lives of our customers in accordance with:

- Colorado House Bill 21-1110 Colorado Laws for Persons with Disabilities we will plan, implement, and sustain the highest technology standards in any of the fifty states.
- Partnering with Larimer County we will extend affordable Broadband to rural areas while the City continues to invest in and improve Broadband to multiunit dwellings, including trailer parks.
- Create innovation and inclusion policies to curtail the potential of extending institutional bias into new technologies like Artificial Intelligence and Machine Learning.

## **Listen and Learn to Lead: Make Government Effective**

---

To ensure that the solutions we implement are tailored to the right purpose in service of the people using them we are heavily involved in the following activities:

- Acting on Customer and Employee Surveys data to prioritize and implement policies and technologies that address customers' challenges.

- Continue collaboration with a customer experience taskforce and our cross-departmental governance boards to drive useful solutions and pursue meaningful opportunities for the betterment of our customers.
- Apply business intelligence and analysis, and due diligence to improve processes and select solutions that best address the needs of customers now and in the future.

## **Make right-sized technology decisions at the right time: Make Government Responsible**

---

We work collaboratively and closely with regional and national leaders to develop robust knowledge and responsible planning to take advantage of the right technical opportunities. We are reserved but informed in our approach to gain the following benefits for the City:

- Reduce security risks by fully vetting technologies before we implement them.
- Serve as community leaders through our commitment to learn and understand the potential benefits and consequences of adopting new technologies.
- Ensure the technologies we adopt are aligned with the strategic priorities, values, and mission of the City of Fort Collins.

# Strategic Objectives

## Strategic Priorities

---

The City's Seven Strategic Priorities and Outcomes align all service areas, leading to a focused collaboration and common outcomes. These shared priorities are:

- High Performing Government
- Neighborhood Livability & Social Health
- Culture & Recreation
- Economic Health
- Environmental Health
- Safe Community
- Transportation & Mobility

The 2024 City Strategic Plan includes twenty core strategic priorities. Though the Information Technology department operationally supports *all* city-wide efforts and strategic objectives in some capacity, the following fourteen city-wide strategic objectives are most directly related to corresponding Information Technology Services Objectives.

### High Performing Government (HPG)

For the City of Fort Collins, being a high-performing government means delivering exceptional services to our community. The City accomplishes this through sound financial management, public outreach and collaboration, creative and resourceful problem-solving, efficient project management, and by attracting, retaining and developing remarkable talent. The foundations of all these efforts are the City's mission, vision and values, which guide staff every day in how to do their work.

**City HPG Priority 1:** Provide an exceptional customer experience to the community and increase the City's effectiveness by simplifying processes and delivering modern technologies.

**City HPG Priority 2:** Build trust with our increasingly diverse community through meaningful engagement and by providing timely access to accurate information.

**City HPG Priority 3:** Deliver an exceptional employee experience by attracting, developing and retaining diverse talent and fostering a culture of employee safety, belonging and empowerment across the organization.

**City HPG Priority 4:** Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility.



## **Culture & Recreation (C&R)**

Cultural and recreational opportunities are elemental to Fort Collins' community identity and help create a desirable community where people can live and play. Residents consistently place a high value on these programs and services, believing the City should continue its strong investment in these amenities.

**City C&R Priority 1:** Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community.

## **Economic Health (ECON)**

Fort Collins benefits from a resilient local economy with strong existing businesses and industries combined with diverse and evolving job opportunities and business formation. We strive to create programs and resources that enable the local economy to withstand and lessen outside pressures, bounce back from downturns quickly, and potentially avoid the impact of regional, national and global economic forces. We take pride in our thriving local businesses, entrepreneurs and innovators who create wealth and opportunity retained in our community.

**City ECON Priority 1:** Foster diverse and attractive employment opportunities, remove barriers to local businesses and bolster economic mobility by facilitating workforce development that aligns businesses drivers with worker capability.

**City ECON Priority 2:** Deliver City utility services in response to climate action objectives and opportunities and targeted reliability and resiliency levels and make significant investments in utility infrastructure while communicating and mitigating cost impacts to the community where possible.

## **Environmental Health (ENV)**

Fort Collins prioritizes a healthy and sustainable environment. The City takes the lead in innovative environmental programs, including watershed stewardship, water efficiency, urban development with minimal impact, stormwater management, tree preservation and energy policies. Other initiatives involve natural areas, river restoration, waste reduction, air quality, climate action, sustainable purchasing, dark sky preservation, distributed energy resources and high-performance buildings.

**City ENV Priority 1:** Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience.

## **Neighborhood & Community Vitality (NCV)**

In Fort Collins, neighborhood and community vitality means building strong communities that foster a sense of belonging, connectedness and provide a supportive environment where diversity is celebrated, and everyone can thrive. Vibrant neighborhoods offer opportunities for social interaction, collaboration, collective problem-solving, empowerment and ownership

among residents. Vibrant neighborhood centers attract investment and resources, leading to improved infrastructure, amenities and economic opportunities for residents.

**City NCV Priority 1** Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford.

**City NCV Priority 3** Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes.

**City NCV Priority 4** Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have daily goods and services available within a 15-minute walk or bike ride from their home.

### **Safe Community (SAFE)**

Fort Collins takes pride in its commitment to cultivating a secure and thriving community, a place where individuals can seamlessly live, work and enjoy life. We are dedicated to creating a community that prioritizes safety, resilience and inclusivity with a forward-thinking approach that aligns with the aspirations of our community members.

The integration of cutting-edge technology is a cornerstone in the City's strategy, aimed at elevating preventative measures, investigative techniques and communication channels. The emphasis on cybersecurity underscores the City's dedication to safeguarding the digital infrastructure and data of its residents.

**City SAFE Priority 1:** Enhance overall community safety and foster increased trust in public safety services and the municipal justice system through innovative service delivery models.

**City SAFE Priority 2:** Enhance safety and security on public and private property and protect City infrastructure and sensitive data from emerging security threats.

### **Transportation & Mobility (T&M)**

The transportation system is a key component of nearly all aspects of the City of Fort Collins. The system provides the connecting fabric among residences, employment, schools and shopping. It is critical for economic success and commerce, interconnected with land use, and impacts the City's Our Climate Future and healthy living goals. It is also a key aspect of advancing City priorities around access and equity. The success of a high-quality and well-functioning multi-modal system is a community differentiator and reflected in quality-of-life performance measures.

**City T&M Priority 1:** Make significant progress toward the City's Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins.

# Information Technology's Five Strategic Pillars

We uphold and advance the City's Strategic Priorities within the framework of Five IT-centric Strategic Pillars. Using this framework, we select, prioritize, execute, and monitor our strategic technology objectives.



## Customer-Centric Approach:

---

We enhance customer experiences by simplifying technology solutions, understanding evolving needs via stakeholder feedback, and implementing user-friendly interfaces and self-service options.

## Strategic Alignment

---

From a technology perspective, we align with the State of Colorado's Digital Government Aspiration to Connect all Coloradans, Expand Opportunity and Reduce Poverty, and Make Government Easy.

From a City of Fort Collins perspective, IT initiatives are intentionally aligned with City Council priorities and to establish strong interdepartmental partnerships to identify and address Citywide technology needs. We regularly assess the impact of technology projects on the City's missions and values.

### **Alignment with City Priorities**

The Information Technology (IT) department plays a vital role in supporting the City's strategic objectives by providing the necessary technology infrastructure, business applications, data management, and cybersecurity measures. IT drives digital transformation initiatives, enabling the organization to leverage emerging technologies for improved efficiency and customer experiences. The department offers user support and training, ensuring smooth operations, and manages IT projects aligned with business objectives. By researching new technologies and fostering scalability and flexibility, IT becomes a strategic partner in driving the City's success and innovation.

### **Cross Business Unit/Service Area Alignment**

To align operational and project efforts across business units, the IT department actively engages in Business Relationship Management (BRM) to ensure a deep understanding of each business unit's specific needs and priorities. The IT department's strategic roadmap is carefully crafted to align with both Citywide and individual business unit objectives, facilitating effective project prioritization and resource allocation. By implementing Project Portfolio Management (PPM), IT ensures that projects are executed in line with business requirements, while allowing agility in responding to changing business priorities.

### **Standardized Service Delivery/Management**

Enterprise Service Management (ESM) extends the principles and practices of IT Service Management (ITSM) beyond the IT department to other areas and functions within an organization. ESM involves applying standardized service management practices, processes, and tools across various business units to enhance collaboration, streamline operations, and improve overall efficiency. The City has experienced significant improvements in IT service levels over the past year through the implementation of ITIL standards for ITSM. Building on this success, the City plans to expand ITSM practices in the form of ESM to additional business units in the coming year, with the ultimate goal of achieving improved operational efficiency across the organization.

### **Project Portfolio Management**

The IT department is currently advancing its Project Portfolio Management (PPM) program, a strategic approach that centers on the centralized management and assessment of projects involving information technology. PPM plays a pivotal role in aligning these projects with the City's strategic goals and objectives. Through resource optimization and prioritization of technology initiatives based on their potential impact and value to the City, PPM ensures that scarce resources, such as IT talent and budget, are used optimally. This method provides a clear overview of the technology project landscape, mitigates risks, and improves project governance and stakeholder communication. Ultimately, PPM empowers well-informed decision-making, enhances project outcomes, and fosters the successful execution of technology-driven strategic initiatives.

## Resiliency and Security

---

We fortify our technological infrastructure against threats and disruptions through robust cybersecurity measures, regular risk assessments, and comprehensive disaster recovery plans.

The digital landscape is ever evolving, and the City of Fort Collins remains deeply committed to safeguarding our City's information systems. Our approach to cyber security stems from a comprehensive understanding of risk management, using the gold standard in frameworks.

**NIST Risk Management Framework:** Our adoption of the National Institute of Standards and Technology (NIST) Risk Management Framework provides a structured process that integrates industry-leading practices into our cyber risk decisions.

**Identity Management:** Recognizing the crucial role of identity in cyber security, we emphasize strong identity management policies. This ensures that only authorized personnel have access to sensitive information, and that identities are managed and verified with the utmost rigor.

**Business-Aligned Strategies:** Each tech acquisition and City initiative receives meticulous scrutiny to ensure that the best security practices are integral from inception.

**Continual Training and Awareness:** The City prioritizes equipping its workforce with the latest in cyber security knowledge, reinforcing the importance of vigilance and best practices.

**Incident Response:** In the event of a cyber incident, our robust protocol ensures rapid, effective, and transparent responses, minimizing potential impacts.

## Infrastructure

---

In a world reshaped by Covid-19, the City is pioneering a modern infrastructure designed to support a new era of work and connectivity.

### Enabling Remote Workforce

Post-Covid realities have seen a surge in remote work. Fort Collins has responded by fortifying its infrastructure, ensuring that City employees can deliver services securely and efficiently from any location.

**Geo-Diverse Data Center Locations:** We have strategically diversified our data center locations, mitigating risks and ensuring uninterrupted services.

**Embracing the Cloud:** Our multi-cloud strategy is designed for resilience, flexibility, and scalability, ensuring that services remain online and accessible.

**Removing Single Points of Failure:** Our infrastructure is meticulously crafted to eliminate vulnerabilities, ensuring the continuous availability of essential City services.

## **Strength Through Partnerships**

The City of Fort Collins believes in collective strength. Through strategic partnerships, we're not just building a secure digital environment but also fostering a more informed and resilient community.

**Poudre Library Collaboration:** By partnering with our local library, we're crafting programs aimed at enhancing cyber and digital literacy. This empowers our community, from children to seniors, with the knowledge to navigate the digital world safely.

**County and Peer City Collaborations:** Sharing knowledge, resources, and best practices with our county and fellow cities across the country, enriches our approach and ensures we're in line with, or ahead of, the curve.

**CISA and Colorado OIS Partnership:** Our collaborations with the Cybersecurity and Infrastructure Security Agency (CISA) and the Colorado Office of Information Security (OIS) to further solidify our commitment to cyber resilience, leveraging their expertise to fortify our City's digital frontier.

## **Talent Development**

We partner with our departments and other agencies to recruit, develop, and retain a highly skilled IT workforce. By providing professional development opportunities and fostering an inclusive, creative environment, the department ensures the team works at the forefront of technological advancements.

The heart of the City is pulsating with a forward-looking vision—anchored firmly in the concept of "Standardization and Simplification." This isn't just a statement; it is the bedrock upon which the City's IT workforce planning strategy has been built. As we weave this ethos with digital ambitions, setting the stage for an evolving digital organization that resonates with the demands of today and the promises of tomorrow.

The City believes that everything begins and ends with talent. Over the past several years, as the world grappled with the pandemic, systemic climate change, housing, food insecurity, social unrest, and the widening economic and digital divides, the City observed a significant impact on its workforce. This brought about a surge in employment movements and unrest. Change descended, and its effects were profound. The City chose to act, capitalizing on the moment to forge deeper and more mutually beneficial relationships with its leaders and employees.

Aligned with the City as a whole, these are the five central tenets guiding talent management in the City:

**Organizational Purpose Connection:** Every effort is aligned with the City's Mission, Vision, and Values, emphasizing the paramount importance of serving the community through the organization.

**Human-Centric Approach:** The City recognizes a unique synergy between customer and employee experiences. It believes in the transformative potential of focusing on both the people it serves and leads, deeply understanding their needs, and innovatively addressing them.

**Trust in its People:** The City holds a steadfast belief that its people inherently wish to excel. When adequately supported by leaders through accountability, coaching, and resources, employees can optimally perform and serve the community.

**Creating Conditions for Universal Success:** The City acknowledges the limitless potential of its people. Its leaders strive to discern what motivates and connects its workforce, fostering environments of belonging, inclusion, and both physical and psychological safety to ensure equity and tangible outcomes.

**Self-Driven Leadership:** At the core of the City's leadership philosophy lies connection, which originates from self-awareness. Leaders who continuously evolve and are cognizant of both their intentions and the repercussions of their actions tend to guide others more effectively.

The City utilizes a model that encapsulates the entire journey of an employee, from being an applicant to transitioning into an alumnus.

## **Digital Transformation:**

---

We drive the adoption of digital technologies across City operations. This includes fostering a culture of innovation, experimenting with emerging technologies, and crafting a digital strategy aligned with City goals. The Digital Transformation is necessary to enable the City to attain all high performing government and most of the health and safety strategic priorities.

Digital Transformation is a strategic, high-level initiative that integrates digital technologies into all areas of the City, fundamentally changing how it operates and delivers value to its citizens and customers. It's a comprehensive and ongoing process that reimagines existing business models, processes, and customer experiences in the context of a digital-first world.

At its core, Digital Transformation is about more than just adopting new technologies; it's about leveraging these technologies to enable new or modify existing business processes, culture, and customer experiences to meet changing market and business requirements.

This transformation journey involves a shift from legacy systems and traditional methods of operation to innovative solutions and practices that enhance operational efficiency, customer engagement, and competitive differentiation. It's about harnessing the power of data, analytics, cloud computing, artificial intelligence, and other digital tools to drive innovation, create value, and accelerate growth.

In essence, Digital Transformation is the path to the future, enabling the City to adapt, compete, and thrive in the rapidly evolving digital landscape.

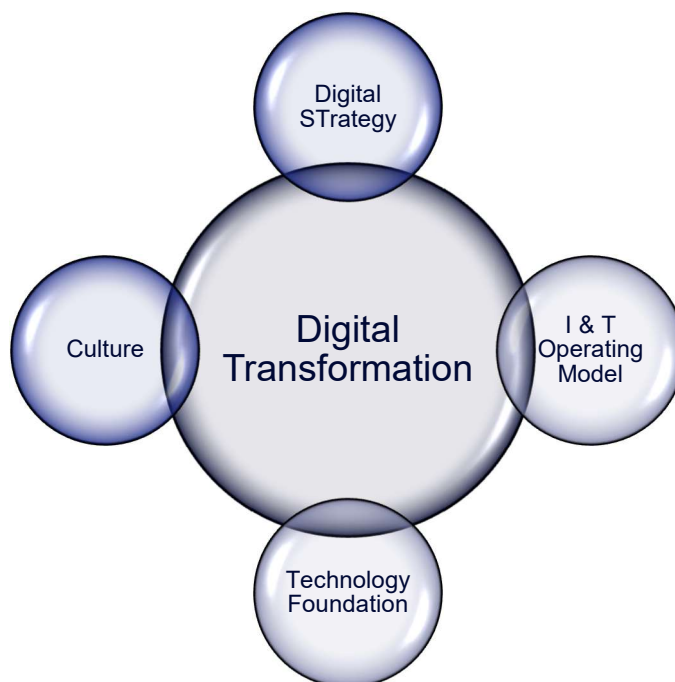
Four Axis' of Digital Transformation are:

**Digital Strategy:** Create a digital business strategy that details the digital ambition and journey to define how the City will leverage digital technologies to develop its digital business.

**I&T Operating Model:** Design an information and technology (I&T) operating model to match digital ambitions by focusing on talent, organizational structure, decision rights, and sourcing and alliances.

**Culture:** Evolve the organization's culture by defining the key attributes and creating an action plan to attain the desired mindset and behaviors needed to achieve the business strategy.

**Technology Foundation:** Establish the technology foundations by providing shared technology platforms that enable teams to work together to build the digital capabilities themselves.





# IT Strategic Objectives

The Mission, Vision, Values, and Priorities of the City coupled and aligned with the IT strategic pillars, the City of Fort Collins' IT Department's 2023-2024 Strategic Objectives include:

## Objective One: Explore, Document, and Improve the Customer Experience

---

The City of Fort Collins serves many external and internal constituencies. Citizens, businesses, tourists, jurisdictional partners at the county and state level, and City employees all rely on the City and its technical resources for a variety of essential, cultural, and recreational services. The following activities are all aligned with the customer experience and City strategic priorities mentioned earlier in this plan.

### Activity One: Customer Experience

Study the customer experience through personas and journey maps to best understand gaps, deficiencies, and inefficiencies in City business processes and service delivery.

### Activity Two: Digital Footprint

Consolidate and update the City's digital footprint through a new more accessible website to serve all the Fort Collins community and support transparency and high performing government.

### Activity Three: Financial Services & Human Resources

Modernize the financial services and human resources technology tools to improve the customer experience both for internal employees and external applicants, vendors, and partners to drive High Performing Government

### Activity Four: Utility Billing

Modernize the CIS Utility Billing Platform to improve the external and internal customer experiences and drive High Performing Government.

### Activity Five: Licensing & Permits

Simplify and consolidate the diverse licensing and permit programs across the City through partnerships, process improvements, and updated technology, making it easier to do business in Fort Collins.

## Objective Two: Build a Stronger, Safer, and more Equitable Digital Community Through Collaboration

---

### Activity Six: Accessibility

Create and implement a City wide plan to address the state of Colorado's accessibility and disability laws and drive inclusion and equity.

**Activity Seven: Equity**

Collaborate with partners across the community understand and address the needs of the full community and drive digital equity through programs like GetFoCo that provide outreach to underserved communities.

**Activity Eight: Innovation**

Collaborate with Poudre Schools and Libraries in the creation and opening of the new Innovation Center and with Connexion on ways to leverage our City's Fiber Optic resources.

**Activity Nine: Standardization**

Establish best practices, policies, and procedures that are upheld through diverse governance boards to manage technology acquisition, data management and security, and adoption of new and emerging technologies.