

Information Technology



CITY OF CAPE CORAL

INFORMATION TECHNOLOGY

STRATEGIC PLAN

2023-2027

Executive Summary

The City of Cape Coral's IT Strategic Plan is a practical and living action plan, articulating IT's top priorities and initiatives. These inputs were considered when developing the plan:

- 1. The City's Strategic Plan** - what are the key objectives the City wants to achieve and how can information technology assist
- 2. Trends in Progressive Municipalities** - what technology solutions are leading cities pursuing
- 3. Emerging Technologies** - which new technologies look to be the most promising and how can IT best utilize them
- 4. Outside Forces** - what economic, political, regulatory, or environmental factors may influence the City's or IT's Plans

The plan was developed around five core goals and the underlying improvements necessary to achieve those goals.

- 1. Provide Robust Infrastructure**
- 2. Expand IT's Strategic Role with Departments and other Government Agencies**
- 3. Facilitate Greater Access to Technology to All Citizens**
- 4. Achieve and Maintain World-Class Security Measures to Safeguard IT Systems while Balancing Business Needs**
- 5. Attract and Retain the Most Talented Staff**

These goals define IT's top priorities in delivering information technology and telecommunications services to the City. Objectives then lay out the pathways to achieve each goal.

IT will revisit this strategic plan on an annual cycle or whenever there are significant changes to any of the inputs.

Goal 1: Provide Robust Infrastructure

Objective 1: Facilitate disaster recovery options to strengthen City's Infrastructure

- Perform an annual review of our disaster recovery capabilities and determine any areas of needed improvement. Layout a plan to address any identified opportunities and execute on the plan
- Update all policies, plans and procedures that address disaster readiness and review them annually for accuracy

Objective 2: Advance the City's IT Infrastructure to promote efficiency and agility

- Automate the monitoring and notification of application and server interruptions and other critical thresholds
- Pursue automation for frequently performed task (e.g. virtual server provisioning) and implement where appropriate
- Improve Infrastructure and Networking redundancy and resiliency – measure and reduce infrastructure and network downtime

Goal 2: Expand IT's Strategic Role with Departments and other Government Agencies

Objective 1: Meet regularly with City Departments

- Set-up regular scheduled meeting with key IT customers
- Continue to hold IT Steering Committee Meetings with all IT Directors
- Facilitate collaboration among City Departments to share information and best practices

Objective 2: Build operational dashboards for departments to view technical operations in real-time

- Collaborate with departments to build key dashboards to help better manage their operations
- Provide tools and training so departments can build and manage their dashboards

Objective 3: Seek out opportunities to partner with other Government Agencies

- Attend local, regional and state conferences, vendor expos etc. to network with other government agency staff
- Meet regularly with Lee County Staff contacts

Goal 3: Facilitate Greater Access to Technology to All Citizens

Objective 1: Make City data and services more accessible and transparent

- Partner with City Departments to make data available to the public. Promote the use of the open data with Departments and Citizens to track performance and help find solutions to problems

Objective 2: Expand broadband and fiber connectivity within the City

- Bring public broadband to more locations (e.g. parks)
- Look for opportunities to improve overall connectivity within the City to promote economic development
- Partner with City Departments and other Government agencies to bring more fiber to the City to connect City assets more reliably and securely

Objective 3: Develop web and mobile applications that make it easy to do business with the city

Goal 4: Achieve and Maintain World-Class Security Measures to Safeguard IT Systems while Balancing Business Needs

Objective 1: Create a 5-year IT Security Strategy and Deliver on its Objectives

- Use external audit and internal self-assessment information to build a 5-year plan to prioritize the 18 version 8 CIS Critical Security Controls
- Continuously acquire, assess, and act on new information to identify vulnerabilities, remediate, and minimize the window of opportunity for attackers
- Establish common metrics to provide a shared language for executives, IT specialists, auditors, and security officials to measure the effectiveness of security measures within the organization
- Enhance Cyber Incident Response protocols by strengthening interagency tactics and techniques for handling common types of security threats and incidents that require collaboration among City, County, State and Federal partners

Goal 5: Attract and Retain the Most Talented Staff

Objective 1: Promote City IT department as a preferred employer for SW Florida

- Seek opportunities to promote the IT Department such as Digital Cities

Objective 2: Provide training and growth opportunities for staff

- Provide multiple training avenues (e.g. on-site, classroom, conferences etc.)

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- Champion remote work for staff as job duties allow
- Provide flexibility for those seeking degrees or certifications

Objective 3: Keep infrastructure and development platforms current so employee's job skills remain relevant

- Keep operating systems and enterprise application versions to current to within 2 versions
- Investigate and seek to deploy, new automation tools to automate manual intense tasks