

# STRATEGIC PLAN

2020 - 2023



**Planning is  
bringing the  
future into the  
present so  
that you can  
do something  
about it now.**



# EXECUTIVE SUMMARY OVERVIEW

**As a service organization, the Department of Information Technology (IT) strives to provide quality customer service to City employees through innovative technology.** In meeting this challenge, IT has focused

its efforts over the past several years on providing secure reliable network access, innovative system and server architecture, enterprise resource applications, expanded GIS services, and skilled PC support. Together, these services enable IT customers to work more efficiently and effectively in providing quality service for the residents of Danville.

The purpose of the IT Strategic Plan is to gather input on value, need, and expectations related to the future direction of information technology solutions and services. The purpose of the strategic planning process is to ensure a comprehensive approach to IT across the enterprise, taking into account the needs of each department/constitutional office, the overall stability of the technology environment, and the growing need for advances in technology resources.

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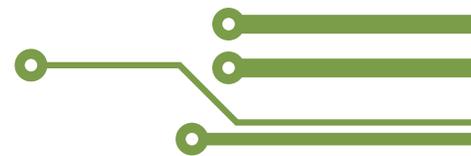
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# Vision

The City of Danville IT will be recognized as an innovative, creative team providing technology that advances and enhances City services.

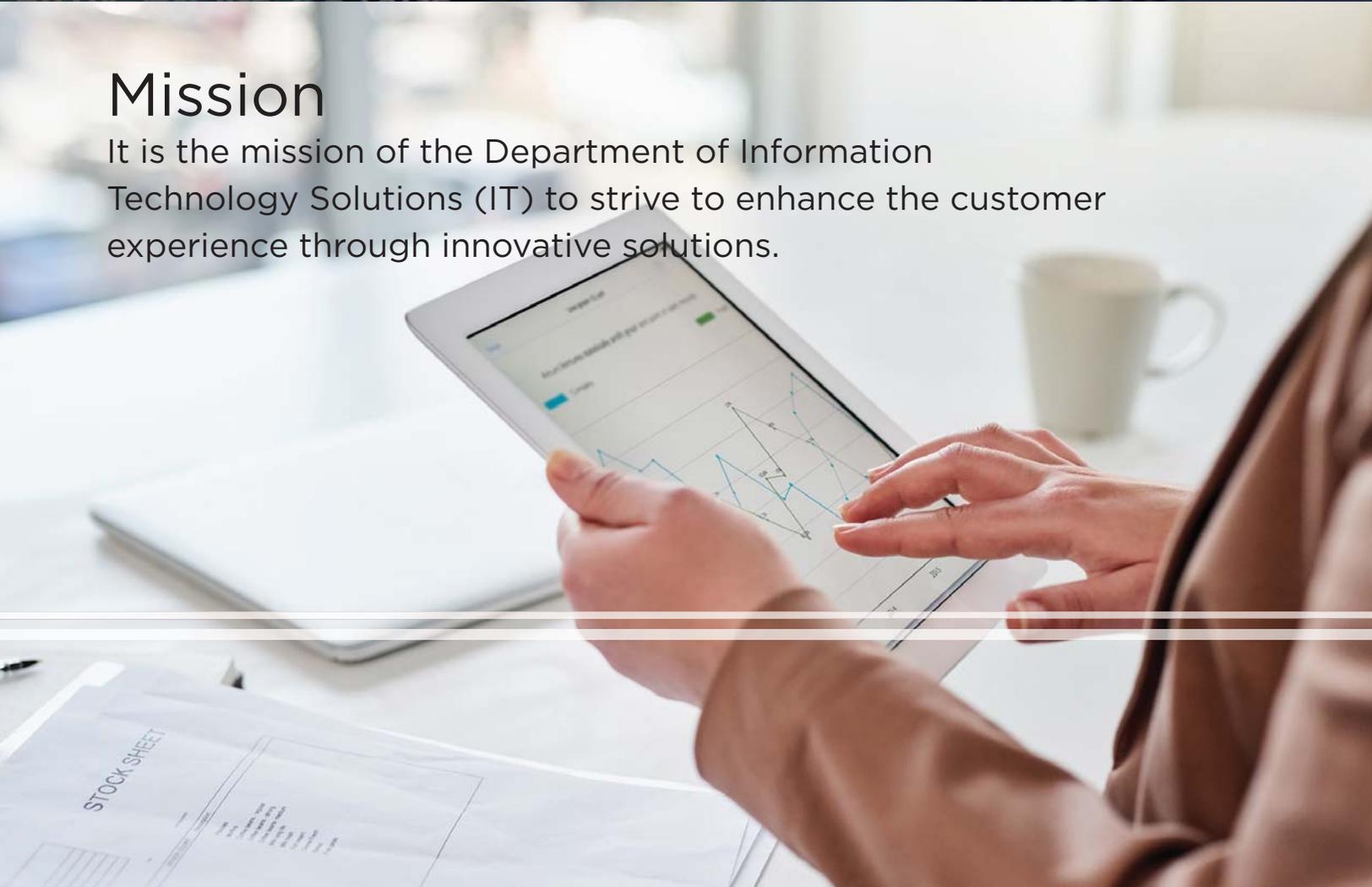


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## Mission

It is the mission of the Department of Information Technology Solutions (IT) to strive to enhance the customer experience through innovative solutions.





# TECHNOLOGY PRINCIPLES

Technology **is innovative.**

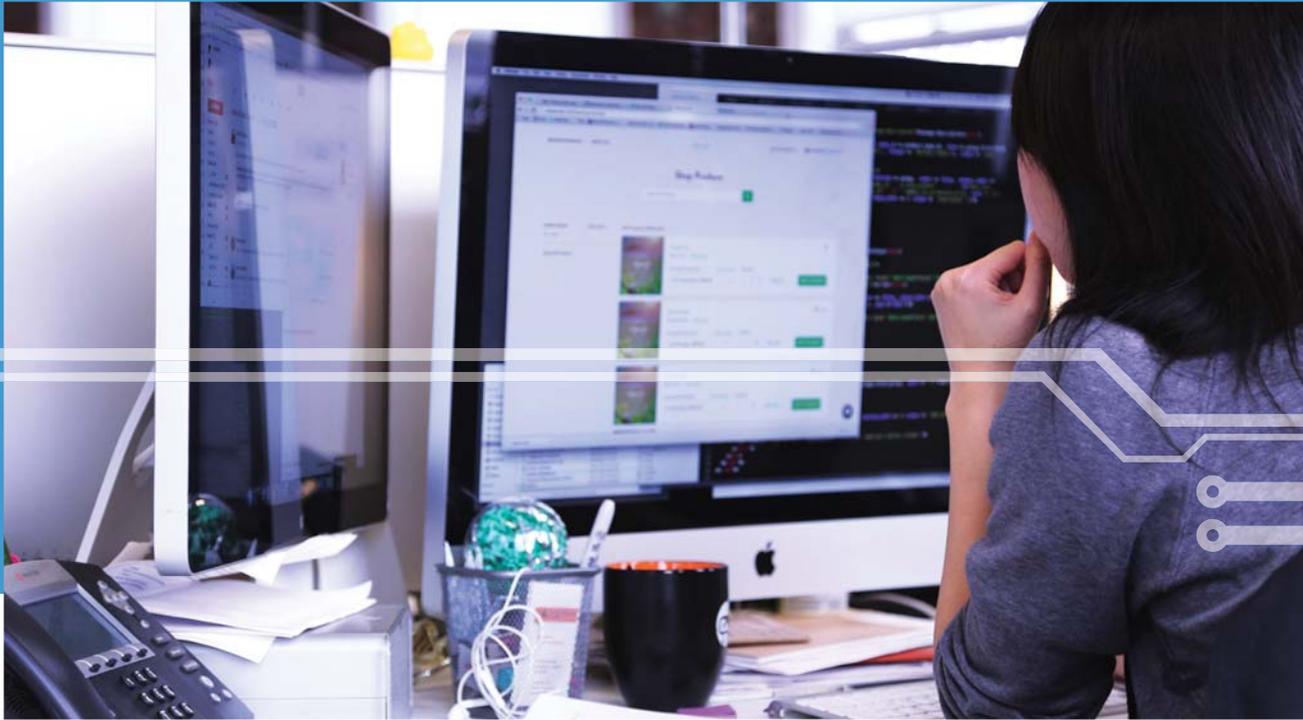
Technology **follows best practices.**

Technology **has consistent interoperability.**

Technology **is secure.**

Technology **prefers an open architecture.**

Technology **is fully tested, proven, and stable.**



Technology  
**offers a  
Return on  
Investment  
(ROI).**

Technology  
**is customizable  
and flexible.**

Technology  
**coincides  
with current  
infrastructure.**

Technology  
**is reliable.**

Technology  
**matches the  
goals of the  
enterprise.**



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# ORGANIZATIONAL VALUES



Will it enhance the customer experience?



Will it improve City services?



Will it foster collaboration and partnerships?



Will it sustain long-term needs and cultural changes?



Is it innovative?



# GOALS & OBJECTIVES

Our goals and objectives are aligned to prioritize innovative (or new) technologies that generate the most value to the City.

 <b>1 Governance</b>	<b>8</b>
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# 1 Governance

Identify, enhance, and develop processes that ensure the most effective, efficient, and secure use of technology within the organization.



## OBJECTIVE 1.1

### IT Governance

Create value within the organization by improving the overall management, investment, and performance of IT as it relates to the best interests of all stakeholders.

#### MEASURES

- Align key strategic decisions within IT with the best interests of the organization; meet with the Technical Steering Committee on a regular basis
- Annually review policies and procedures and invest in opportunities for improvement
- Align IT' support model and resource allocation model with the goals of the organization; annually review support needs and opportunities for improvements
- Focus on programs and systems that have the highest ROI
- Increase department buy-in
- Improve internal transparency
- Streamline and improve processes that improve organizational value and eliminate, control, or reduce processes that negatively impact IT' overall efficiency and effectiveness



**OBJECTIVE 1.2**  
**IT Support Model**

Continually develop methods and processes to effectively maintain necessary support levels.

**MEASURES**

- Using key performance measures and service desk reports, align IT resources to the organizational support needs of the City
- Annually review staff resource allocation to ensure it is aligned appropriately with system demands, adjusting as necessary
- Develop and maintain a career progression plan that will improve employee engagement, retention, and occupational knowledge to ensure IT can adequately support the technology needs of City departments and constitutional offices

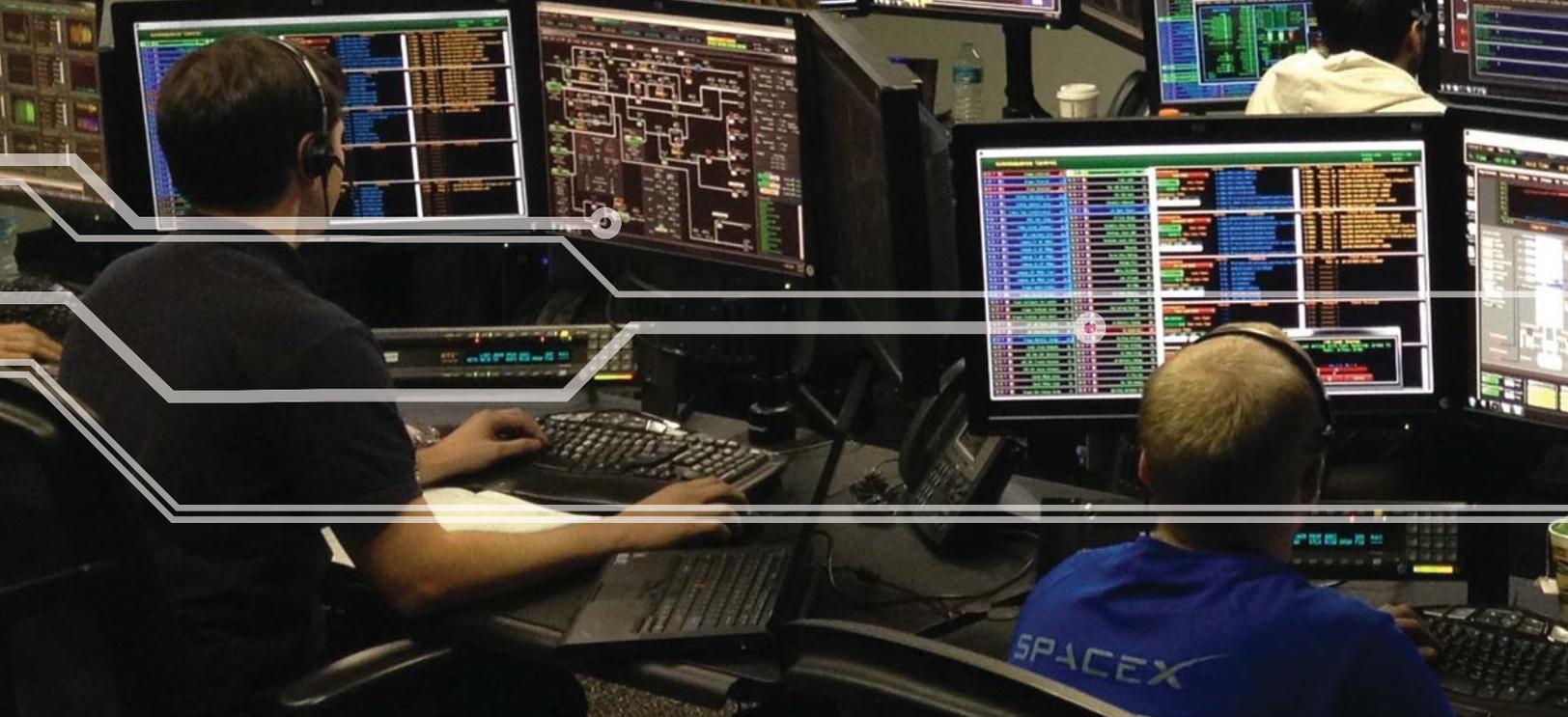
**OBJECTIVE 1.3**  
**Security Governance**

Create and update security policies that address all aspects of strategy, control, and regulations.

**MEASURES**

- Implement policies as they relate to state and local mandates and business security controls and regulations
- Improve communication and awareness by creating a culture that understands and adheres to IT's security platform





# 2

## Client Services



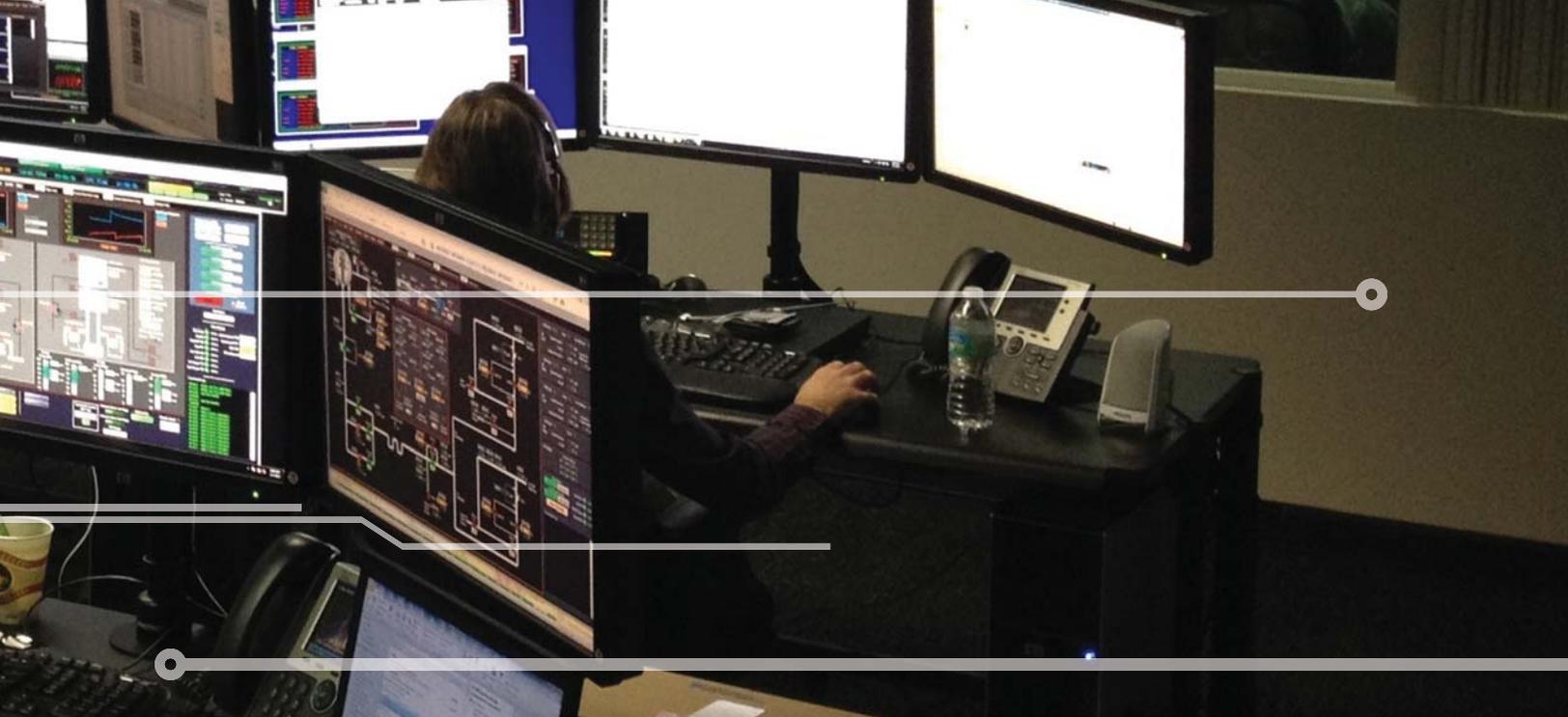
Identify, analyze, and enhance citywide business process management and business process automation opportunities; leverage existing, emerging, and innovative technologies to optimize support and service delivery.

### OBJECTIVE 2.1 Marketing

Strengthen IT's reputation internally and within the community as an innovative service organization by improving internal partnerships and relationships.

#### MEASURES

- Create focused and intentional marketing campaigns that highlight IT's innovative services and new developments; utilize this to improve citizen and client engagement, e-Services, and Danville's focus as a digital community
- Implement strategic communication outlets that proactively address security alerts, maintenance announcements and other IT client-focused activity
- Provide intentional engagement on the City's intranet to encourage client engagement and awareness and to improve client technology knowledge



## OBJECTIVE 2.2

### User Engagement and Training

Continually build on technology skills to ensure competency in emerging technology and to increase business efficiency and effectiveness.

#### MEASURES

- Provide intentional onboarding with departments on new software/system functionality
- Provide structured and organized training to clients for all new city-wide system delivery and general hardware functionality
- Improve the delivery and access to system documentation
- Provide regular training opportunities for staff and clients
- Provide consulting services to City departments and constitutional offices on IT services

## OBJECTIVE 2.3

### Security Governance

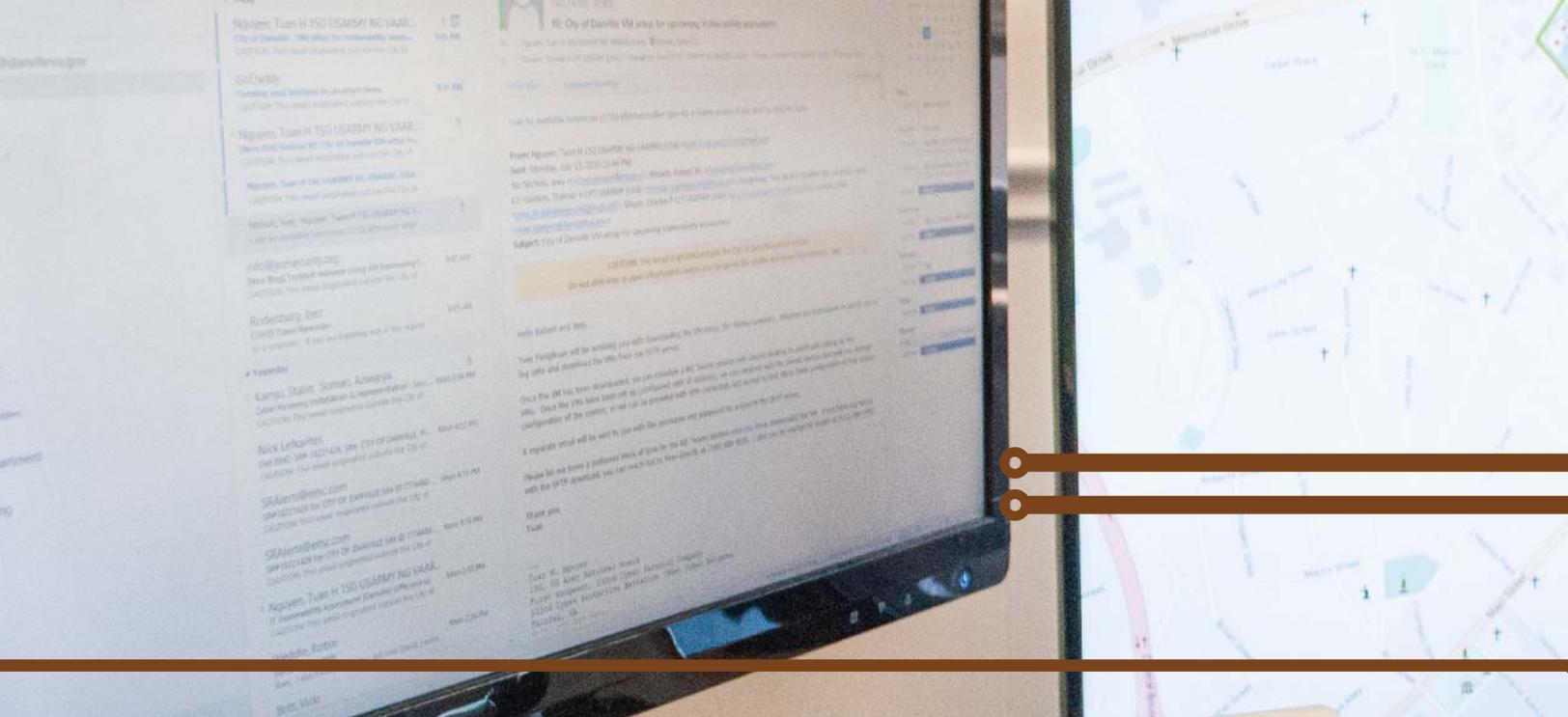
Improve the delivery of services through the service desk in order to enhance the customer experience and focus on best practice process models.

#### MEASURES

- Continually improve and enhance service desk processes in order to leverage the most effective and efficient use of technology at the City
- Transition to a one-stop service portal for all client services
- Ensure quality assurance with incident resolution verifying internal processes have been followed.
- Provide weekly reporting and investigation of incidents to identify trends, proactively addressing problems with root-cause analysis



IDENTIFY TRENDS



# 3 Application Solutions

Through innovative technology solutions, ensure that those applications that interact with internal clients and the public are functional, evolving, accessible, engaging and transparent.

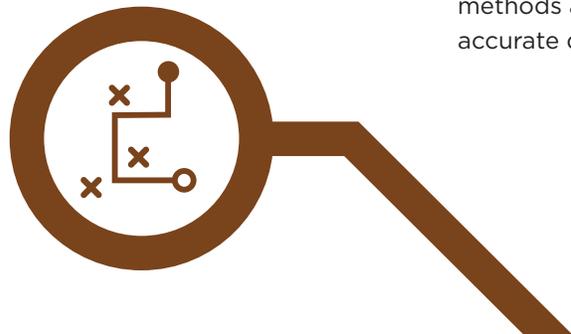
## OBJECTIVE 3.1

### Application Infrastructure

Improve the Enterprise Application Platform and Technical Services Platform to provide the greatest value added to internal and external customers.

#### MEASURES

- Improve automation tools for more efficient and effective access to information
- Where possible, eliminate the necessity for paperwork
- Review applications annually for possible strategic improvements
- Evaluate new innovative applications for inclusion into the City's application portfolio
- Provide training and user group opportunities to City departments and constitutional offices on system and application enhancements
- Evaluate and improve system workflows to ensure that application and human work processes and methods are aligned with providing the most accurate data with the most streamlined process





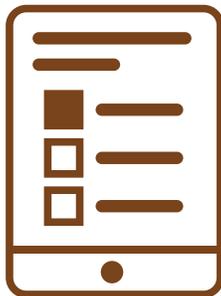
### OBJECTIVE 3.2

## Web Development and Citizen Engagement

Expand the City's web and mobile presence to encourage and enhance citizen engagement.

### MEASURES

- Provide innovative solutions and enhancements to the City's web presence that are engaging, creative, and relevant
- Continue to provide and enhance mobile solutions



EVALUATE AND IMPROVE

“ Our services available online have increased tremendously. From innovative websites to learning about historic sites through interactive maps, to reporting issues around our neighborhoods, our IT Department is a great partner in community engagement. ”

Amanda D. Paez  
Assistant to the City Manager  
City of Danville, Virginia



# 4 Infrastructure Reliability and Security

Maintain and invest in the City's infrastructure in order to provide reliable access to information.

## OBJECTIVE 4.1

### Application Reliability

Maintain, expand, secure, and improve the City's technology infrastructure by leveraging existing, emerging, and innovative technologies.

#### MEASURES

- Research, explore, and plan infrastructure needs to meet future demands and trends; plan for end of support updates
- Maintain an accurate and reliable asset inventory
- Plan for business continuity through disaster recovery and cyber-incident planning
- Align infrastructure improvements for continuous improvements to data efficiencies and accuracy





## **OBJECTIVE 4.2** **Security**

Implement security strategies that reduce the risk of a cyber-event and that meet minimum organizational, state, and federal security requirements.

### **MEASURES**

- Reduce infrastructure vulnerabilities by maintaining OS version compliance and regular patching
- Develop and maintain a formal security program that develops short and long term security strategies and addresses immediate risks discovered through observations, research, or assessments
- Research, develop, and implement innovative security tools, procedures, and policies that improve the City's security posture



**REDUCE RISK OF  
CYBER-EVENTS**

“ The IT Department has been a great partner in supporting our technology initiatives. For Parks and Recreation and the Danville Public Library to continue to provide efficient and relative service, we need technology that allows us to provide that service. Our IT Department has always been there for support and guidance. ”

Bill Sgrinia, Director  
City of Danville Parks and Recreation



# 5 Innovation Development

Foster new ideas and processes to provide enhanced innovative City solutions.

## OBJECTIVE 5.1

### Innovative Technologies

Research and implement innovative technologies that provide improved City services and expand the City's digital footprint.

#### MEASURES

- Continually research and explore disruptive technology to determine IT value in the workplace
- Explore and implement "Smart" solutions
- Adapt to new technology and ideas that will provide organizational value
- Implement opportunities for "continuous improvement" development time with staff and stakeholders





**OBJECTIVE 5.2**  
**Innovative Culture**

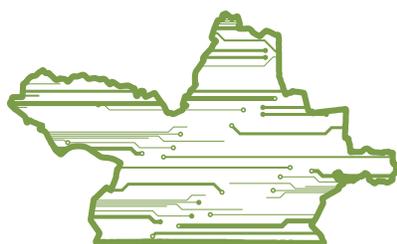
Promote and enhance a workplace culture of innovation.

**MEASURES**

- Encourage rather than discourage innovative or creative ideas from users
- Implement collaborative approaches to improve brainstorming, workflow processes, and user engagement

“ Our outstanding partnership with the IT Department has enabled us to stay on the leading edge of law enforcement technology that provides us the tools to more effectively and efficiently protect our community. ”

Christopher K. Wiles  
Major, Operations Division Commander



EXPAND CITY'S  
DIGITAL FOOTPRINT



## **2020-2023 IT Technology Plan**

Prepared by  
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[www.danville-va.gov](http://www.danville-va.gov)