CITY OF
Alexandria
VIRGINIA

Information Technology Services (ITS)

CONTINUOUS

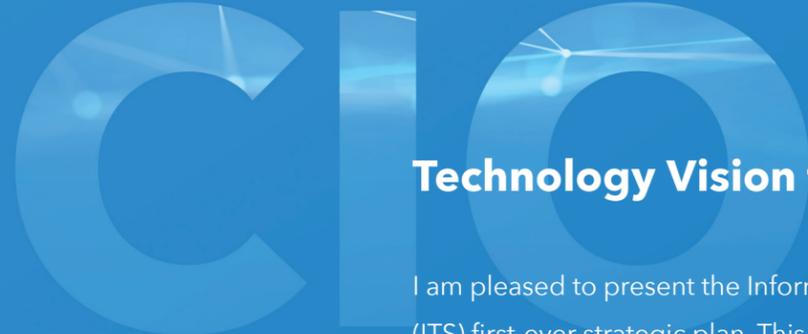STRATEGIC ▶ INVESTMENTS ▶

IMPROVEMENTS

CITY OF ALEXANDRIA · VIRGINIA

2019 - 2023 STRATEGIC PLAN

Technology Vision for the City

I am pleased to present the Information Technology Services Department's (ITS) first-ever strategic plan. This document sets the ITS vision and direction to mature as an organization and a strategic partner with stakeholders to create a more secure, intelligent and satisfying digital experience for Alexandria's residents, businesses and visitors.

As technology advances, we must equip ourselves to become a more efficient and connected community. The ITS Strategic Plan will guide City decision making as we modernize and innovate overall service delivery.

This Strategic Plan covers the years 2019 – 2023, during which time, the department will focus on four strategic areas: Governance, Modernization, Data Quality, and Information Security. Improvements in these areas will ensure strategic investments are made to provide the most value to the City.

We look forward to partnering with our stakeholders to continuously leverage new technologies for the betterment of Alexandria.

Vanetta Pledger –
Chief Information Officer and
Director of Information Technology Services

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ITS' VISION AND MISSION

V I S I O N

► We are a strategic partner in innovation and continuous improvement through information and technology advancements.

M I S S I O N

► We enable our partners to enhance their ability to better serve the community through meaningful collaboration, communication and information while providing a reliable and secure environment.

As ITS Staff We Embrace the Following

Shared Values

ITS

Empower People

We believe that *success lies in the enthusiasm and capabilities of each individual* who is motivated to achieve our goals *with passion and ingenious thinking.*

Evaluate

We will continually evaluate our technology environment to *streamline services, promote compatibility and support new services* while sustaining the current environment.

Collaborate

We create synergy through teamwork that is *fostered with mutual respect, communication and established expectations.*

Strategically Invest

We make *sound technology investments* that will *adhere to best practices and fit* within the City's overall *technology architecture.*

Secure Information

We understand that information security is the *responsibility of each of us.*

Data Centric

We honor data as an enterprise asset to be protected and appropriately disseminated.

Governance

Using consistent processes, we will align resources to prioritize and adopt technologies that generate the most value to the City.

ST1

ST2

ST3

ST4

Objective 3:
Adapt the IT organizational structure

- Review the organizational structure and annual budget to ensure it will address the current and future needs of the department and City

- Implement data governance and innovation strategies

- Cross-train ITS staff to reduce the impact of turnover and foster continuous learning

Objective 1:
Develop an IT Investment Board

- Design and implement an IT Investment Board

- Define processes for approving enterprise wide and department specific initiatives and related funding recommendations

- Align IT investments with the City's strategic goals and priorities

Objective 4:
Standardize a project management framework of operation

- Standardize the project management framework for all IT projects

- Leverage proven and existing technologies over custom development

Objective 2:
Improve communication and transparency

- Implement a project evaluation phase to assess feasibility, budget requirements, and measure overall value

- Develop project charters with leadership that define roles and responsibilities for all new initiatives

- Institute a program management operational model to support new and ongoing programs

- Promote a culture that values and adheres to ITS' guidance

Modernization

Our goal of modernization will be centered on agility, while maintaining security, improving data quality and encouraging the use of transformative technologies.

Objective 1:

Invest in infrastructure to remain stable and secure

- Implement life cycle management for current systems and infrastructure so they remain viable and operable

- Perform regular preventative maintenance

- Invest in proven technology and best practices that align with the City's technology architecture

- Ensure success by assigning appropriate resources when implementing new technology

Objective 2:

Promote a culture of continuous improvement

- Identify opportunities to increase efficiency and effectiveness

- Evaluate and optimize current systems continually

- Develop a service catalogue to increase the proper shared use of systems across departments

- Explore and, when appropriate, leverage cloud service offerings

Objective 3:

Invest in employees

- Assess new initiatives to identify training opportunities for technical staff

- Reward creativity, lessons learned, and out-of-the-box problem-solving

- Partner with departments to ensure all employees receive proper technology training

Objective 4:

Innovate government services

- Identify targeted areas to benefit from innovative solutions

- Analyze industry trends like Smart Cities and Internet of Things to identify potential service delivery changes

- Plan for future innovations using technology road mapping

Data Quality

ST1
ST2
ST3
ST4

We will establish policies to ensure data is accurate, complete, standardized and authoritative; allowing the City to analyze future initiatives, better align resources, and provide a higher level of service to the community.

ACCURATE

COMPLETE

Objective 1:

Implement data governance and policies

- Execute data management strategies so that data remains high quality throughout its life cycle

- Implement policies for classification and retention of data

- Work with departments to understand legal mandates and adopt proper controls

Objective 2:

Visualize the City's data for business intelligence

- Improve access to mapping tools citywide

- Depict how data moves through the City

- Encourage efficient access to meaningful data and insightful reporting

Objective 3:

Analyze the potential to facilitate coordinated action through case management

- Research case management best practices

- Understand benefits and challenges

- Create an inter-departmental workgroup to develop a case management strategy

Objective 4:

Digitize City information

- Identify paper processes that pose a legal compliance risk

- Define digitization mechanisms and techniques to increase efficiency and security

- Facilitate digitizing manual business processes

Information Security

Develop a proactive citywide security program that is focused on the City's Strategic Plan.

ST1

ST2

ST3

ST4

Objective 1:

Improve awareness around information security within the City

- Bolster citywide security training and promote a culture of shared responsibility

- Teach employees about risky and dangerous websites and attachments

- Continually assess employee compliance with security practices

Objective 2:

Mature our security strategy

- Streamline and automate our environment to remain compliant with legal and regulatory security mandates

- Measure risk and provide guidance in managing risk

- Improve our current security program to follow federal frameworks

- Create a strategic roadmap to achieve compliance within a chosen framework

Objective 3:

Leverage next generation security technology and infrastructure

- Utilize threat intelligence for data-driven decision making

- Implement cyber incident visibility, logging, detection, and response tools

- Invest in infrastructure to support AI and machine learning for data security

Objective 4:

Institute a common framework of policies, procedures, standards, and guidelines

- Implement workflows to help support streamlined processes within the City

- Reduce the complexity of existing workflows to support greater adoption within the city

- Continuously evaluate our current standards and procedures to reflect current threats within our environment

More About ITS

The goal of ITS is to provide flexible, efficient, and effective management of ITS operations and investments to support the City's strategic goals, business processes, and enterprise-wide information needs.

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