



# Letter from the CIO



Information Technology, or IT, is a vital function of any organization. It is so interwoven into the fabric of everything we do, that not one department or agency can meet its mission without technology. IT is central to our success in that it provides critical day-to-day operational support and enables the business of government.

We live in an increasingly networked world where access to business-critical data and information from our offices, vehicles, home...anywhere, is not just a luxury, but a necessity. IT is no longer a hidden back-office component of an organization, but rather a core operational enterprise that improves business performance. Without technology, our departments could not serve our citizens in the manner they have come to expect. Citizens rely on technology to interact and conduct business with Virginia Beach and expect to have the ability to easily access information and services from anywhere, at any time.

As Chief Information Officer, my goal is to lead not just from a technology perspective, but an overall business perspective. By understanding the business objectives of the organization as a whole, Communications and Information Technology (ComIT) can evolve from merely an internal service provider to a strategic business partner that can work with departments to determine and implement the right technologies to achieve long-term business success.

The 2014 Master Technology Plan is a roadmap to help ComIT and the organization reach this next level. The plan is the product of nearly a year of collaborative work among city leaders, staff and consultants from across the organization. Gartner, Inc., a leading information technology research and advisory company, spent more than 10 months working with city stakeholders to understand their needs, evaluating current business processes and identifying opportunities. This plan outlines Gartner's key findings and recommendations, and represents my plan for achieving the goals of increased efficiencies, quality of service delivery, and information security that ComIT delivers to the 7,000+ members of the Virginia Beach city government.

The Master Technology Plan reflects ComIT's commitment to customer service excellence as we continually seek to closely align our technology investments with the priorities of the organization, while honing the management of programs and business tools that we have delivered to date. There are four major objectives or pillars that have come out of this plan: transforming service delivery, building better business solutions, strengthening IT governance, and improving infrastructure and operations. As you will see in this plan, we have identified 32 initiatives that support these objectives.

I would like to acknowledge the hard work of all of the members who participated; their input helped us identify key challenges and issues that need to be addressed in order to advance the city's use of technology. I especially want to thank the City Council, the management leadership team, and department directors for their continued support throughout our endeavors; together, we strive to meet the challenges for the 21st century with compelling new solutions.

This plan requires the active participation of the organization to achieve its intended results, and as the city's Chief Information Officer, I embrace the strategy with enthusiasm and look forward to implementing these changes. Please don't hesitate to reach out and contact me if you have any questions or would like to discuss this plan further.

Sincerely,

Matthew B. Arvey  
Chief Information Officer

