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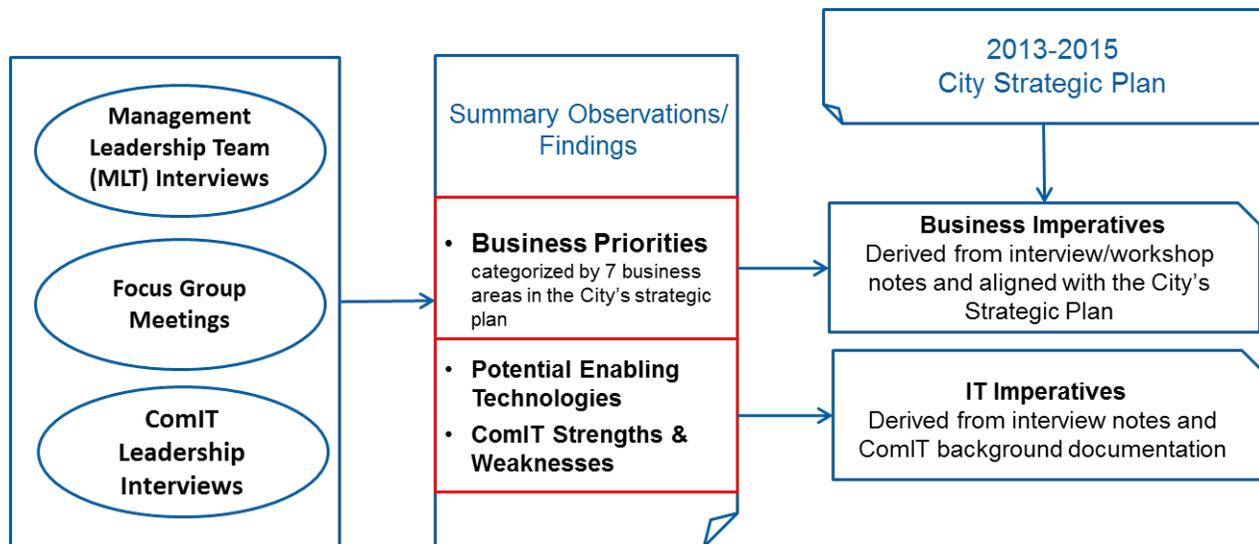
IT and Business Alignment

4.1. Introduction

A close alignment between the city’s business and IT imperatives is critical to developing a viable IT strategy for the city. A business imperative is an initiative or objective that the city must accomplish to make meaningful progress toward achieving its strategic vision. An IT imperative is an action or initiative that ComIT would undertake to enable one or more business imperatives.

The business imperatives were identified during the Understand Business Demand activity facilitated by Gartner. The IT imperatives were identified during the Determine IT Direction activity facilitated by Gartner. The process used to define these imperatives is illustrated below. The MLT validated ComIT’s proposed business and IT imperatives in a workshop in August 2013. Review Appendix [Understand Business Demand Summary of Findings](#) for more information.

Figure 13: Development of the Business and IT Imperatives



4.2. Business Imperatives

City leadership and the community of interest (COI) focus groups delivered a lengthy list of needs and opportunities during the Understand Business Demand activity facilitated by Gartner. During the workshops, Gartner recorded comments and feedback from the interviewees and consolidated the feedback by theme into 30 business imperatives. Gartner then took the activity one step further and aligned the business imperatives to the city’s strategic objectives to ensure all imperatives were focused on the business objectives. The leadership and COI groups identified the following business imperatives, which are organized by the city’s Strategic Initiative Team to which they align.

Cultural and Recreational Opportunities (CRO)

- 1.1 Collect and analyze performance metrics to make data-based decisions to further meet the needs of our citizens
- 1.2 Use the Virginia Beach Parks and Recreation Department revenue and pricing formula and tiered levels of service to ensure sustainable recreation programs and access to all
- 1.3 Improve customer service among residents and visitors to the city's cultural and recreational facilities

Economic Vitality (EV)

- 2.1 Expand year-round research programs to support marketing directions and investments
- 2.2 Improve our development review processes, codes and standards to better encourage sustainable development and make it easier to implement our adopted plans and policies

Family and Youth Opportunities (FYO)

- 3.1 Implement a single point of entry that enhances access to city services, consolidates resources and improves outcomes for families and youth
- 3.2 Ensure ability to demonstrate compliance with state and federal human services programs, as required to retain funding for critical services
- 3.3 Improve the city's capacity to more efficiently and effectively manage growing case loads

Quality Education and Life-Long Learning (QELL)

- 4.1 Become more proactive in citizen engagement and in creating opportunities for bringing citizens together
- 4.2 Improve operational efficiency, customer service and safety in library facilities

Quality Organization (QO)

- 5.1 Create and sustain online mechanisms to encourage citizen feedback and interaction with local government
- 5.2 Reduce single-purpose technology applications
- 5.3 Develop a sustainable funding source for essential technology infrastructure
- 5.4 Automate the employee performance management process to enhance documentation and provide data and reports for upper management
- 5.5 Use a centralized program to enhance existing - and incorporate new - volunteer opportunities to preserve and strengthen the quality of neighborhoods

Quality Physical Environment (QPE)

- 6.1 Develop and implement new strategies to ensure that all privately owned structures and premises are well-maintained
- 6.2 Maximize current transportation system capacity and reduce travel time
- 6.3 Maintain a current record of the details, conditions and costs associated with maintaining and improving the city's physical infrastructure
- 6.4 Improve waste collection and management through improved routing and lifecycle management of landfills

Safe Community (SC)

- 7.1 Improve key public safety business processes, particularly scheduling and deployment of resources
- 7.2 Improve inter-departmental coordination and communications
- 7.3 Monitor current trends, data and social issues to focus efforts of key stakeholders to provide prevention and early intervention services to high-risk and vulnerable populations.

Cross-Cutting

Cross-cutting imperatives do not necessarily align to a city strategic objective or SIT, but were recurring themes identified in the focus group meetings. These themes were mentioned so much that Gartner recommended they be included in the business imperatives.

- 8.1 Improve workflow and minimize paper and labor-intensive work processes
- 8.2 Provide self-service options for residents and businesses to do business with the city more easily (e.g. pay bills online, apply for permits/licenses, submit service requests).
- 8.3 Enable the city's field (mobile) workforce to more simply and effectively record and access data
- 8.4 Provide city workers with simpler and more direct access to the most complete and up-to-date data needed to support decision-making.
- 8.5 Provide a readily accessible, comprehensive, current and historic view of customer interactions with the city (e.g. service requests, reporting problems)
- 8.6 Provide greater visibility and transparency for residents and businesses to view city business operations, including simple access to current budget and fiscal information
- 8.7 Enhance opportunities for citizens to participate in the democratic process

8.8 Improve operational efficiency and responsiveness to citizen concerns

4.3. IT Imperatives

An IT imperative is an action or initiative that ComIT would need to take to enable one or more business imperatives. The IT imperatives can be grouped into three categories: supporting customers, improving processes and providing sound infrastructure. The IT imperatives will become the foundation of the IT Strategy and Roadmap.

IT imperatives were identified in interviews with city leadership and COI workshops and are based on the current strengths and weakness of ComIT. The relative

alignment between the IT imperatives and city business imperatives was determined through a scoring session with Gartner and IT leadership. The scoring methodology and results can be reviewed in Appendix [Business and IT Alignment](#).

The IT imperatives which best supported the business imperatives were identified. The highest scoring IT imperatives became the precursor of the IT strategy, confirming the city’s most important business imperatives and the IT imperatives required to enable these objectives. The results of the scoring exercise are shown below. The most highly ranked IT imperatives are highlighted. Other imperatives may not have been ranked as high because the work is already resourced and in progress.

Table 1: Imperatives: Support our Customers

IT Imperatives: 1.0 Support Our Customers	Rank	In Progress	CIP Request
1.1 Proactively engage with departments to learn their key business issues and to increase effectiveness in planning, design, deployment and enhancement of IT applications	2		
1.2 Develop a mobile strategy to enable the mobile workforce and improve accessibility of data remotely	11	✓	
1.3 Improve capability for departments to capture and leverage data to conduct their own analysis and reporting	4		
1.4 Improve ComIT’s service management capabilities including a service catalog to guide departments through the process of requesting and obtaining IT services	T-24		
1.5 Formalize process for analysis, documentation and management of business processes for city departments	T-9		
1.6 Provide excellence in technical support including enhanced transparency ticket status, faster responsiveness in resolution of Tier 2/3 issues and enhanced support for Access databases	T-24	✓	
1.7 Provide citizens with online and mobile access to city services - to pay bills, request services, submit applications, apply for and pay for memberships, etc.	T-7	✓	
1.8 Implement an enterprise scheduling and timekeeping system	T-17		✓
1.9 Provide appropriate user training (e.g. SharePoint, Oracle Reports, other existing and new applications)	T-10		
1.10 Implement modeling tools (e.g. transportation modeling, fiscal and economic impact modeling, community analysis, data /process modeling)	12		✓
1.11 Enable VBgov.com for development of more interactive capabilities and improved search functions	T-9	✓	
1.12 Implement an enterprise-wide citizen/customer relationship management (CRM) solution	T-5		

IT Imperatives: 1.0 Support Our Customers	Rank	In Progress	CIP Request
1.13 Automate key business processes (e.g. accounts payable, work order management, review of development plans, litigation polling)	6		
1.14 Continue implementation of the integrated public safety initiative	T-13	✓	
1.15 Continue with replacement of MDTs in police vehicles	T-17	Complete	
1.16 Implement a common facility access card for citizens to access city facilities	20		
1.17 Design and build interfaces between systems (e.g. Accela and GIS web services, connect to state applications)	8		
1.18 Expand or leverage functionality available in existing enterprise applications (e.g. Oracle, Accela, Hansen)	T-7		
1.19 Implement an enterprise-wide case management solution	T-16		
1.20 Implement an enterprise content management (ECM) solution with workflow and document imaging	14		
1.21 Address reporting and application maintenance issues with current Oracle ERP system	T-13	✓	
1.22 Implement a kiosk system in city facilities to help direct and assist those seeking city services (e.g. human services)	21		

Table 2: Imperatives: Improve Processes

IT Imperatives: 2.0 Improve IT Processes	Rank	In Progress	CIP Request
2.1 Improve the process of evaluating, selecting and communicating the value of proposed IT projects	3		
2.2 Improve project management processes to enhance collaboration and increase transparency with departments from project initiation through closing	T-22		
2.3 Assess approach to sourcing IT services (e.g. contractors vs. FTE)	23		
2.4 Improve ComIT's internal knowledge management processes	T-22		
2.5 Strengthen and formalize ComIT processes (e.g. configuration management, application lifecycle management)	T-19	✓	
2.6 Improve software upgrade process and reduce backlog for packaging team	25	✓	
2.7 Automate ComIT's internal accounting and cash management process controls	T-22		

Table 3: Imperatives: Sound Infrastructure

IT Imperatives: 3.0 Provide A Sound Infrastructure	Rank	In Progress	CIP Request
3.1 Deploy fiber citywide	T-10		✓
3.2 Provide a scalable architecture to accommodate enterprise and specialty applications	T-16		
3.3 Maintain the integrity and security of corporate information	1	✓	
3.4 Implement an enterprise data storage solution	15	✓	
3.5 Implement an enterprise data integration solution	T-5		
3.6 Implement modern unified communications and collaboration tools	T-19	✓	
3.7 Upgrade RACs infrastructure	18	✓	
3.8 Implement a redundant radio system	T-23		✓

4.4. Imperatives to Initiatives

The IT imperatives became the foundation for the strategic initiatives. ComIT leadership and Gartner took all of the 37 IT imperatives discussed above and consolidated them. Some were also added and eliminated. In the end, 32 strategic initiatives were identified. Gartner and ComIT scored the remaining 32 initiatives using a matrix of weighting factors that included financial impact, operational impact, resource impact and risk. The purpose of this final scoring was to perform one last check to ensure all of the initiatives would provide true value to the organization at a reasonable level of risk. None of the initiatives were eliminated in this final step. A diagram depicting the entire process can be seen below.

Figure 14: Technology Master Plan

